



July 7, 2026

To Whom It May Concern,

I am pleased to write this letter of recommendation for Vanessa Hartigan. As Chief Financial Officer of the Golden Gate National Parks Conservancy, I have had the privilege of working closely with Vanessa over the past three years in her role first as Assistant Treasurer and now Treasurer of our Board of Trustees and as an active member of our Finance Committee, Investment Committee and Retirement Benefits Committee.

Throughout our time working together, Vanessa has consistently demonstrated exceptional financial judgment, thoughtful leadership, and a deep commitment to our organization's mission. She approaches every discussion with curiosity, insight, and a collaborative spirit, making her an invaluable thought partner to me, other executives and trustees.

As Treasurer, Vanessa does far more than fulfill the traditional oversight responsibilities of the role. She actively engages in complex financial discussions, asks thoughtful and strategic questions, and helps the committee evaluate opportunities, risks, and long-term implications. Her ability to balance sound financial stewardship with the broader mission, strategic objectives and values of the organization has strengthened our decision-making and governance.

I have particularly appreciated Vanessa's willingness to serve as a trusted sounding board on financial matters. Whether discussing annual budgets, investment strategies, reserve policies, or retirement benefits planning, she brings a depth of experience, practical perspective, and analytical thinking that elevates every conversation. She has recently contributed significantly to improving our organizational investment policy, refining our approach to managing operating reserves and shaping our retirement plan benefits to best support staff.

Vanessa is a very supportive and engaged board leader. She prepares thoroughly, listens carefully to diverse viewpoints, and helps build consensus around well-informed decisions. Her professionalism, integrity, and sound judgment have earned the respect of fellow board members and the executive leadership team alike.

Any organization would benefit from her financial expertise, strategic mindset, collaborative leadership, and commitment to strong governance. I am confident she will continue to make meaningful contributions wherever she serves.

Please feel free to contact me if I can provide any additional information.

Sincerely,

*Jen Trahan*

Jen Trahan  
Chief Financial Officer