



# MILESTONES

PRESIDIO TRUST 2012 YEAR-END REPORT

*to Congress and the Community*

# MILESTONES

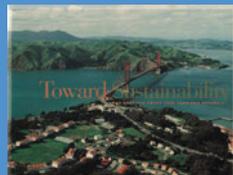


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1998



1999



2000



2001



2002



2003



2004



2005

Since 1998, the Presidio Trust has worked to catalyze ideas, partners, and resources from all sectors to save the Presidio as a public place. In 2013, we reached a key milestone established by Congress and now care for the Presidio without annual taxpayer support.

The achievements of the Presidio's first years as a national park site are shared by many—partners, volunteers, residents and organizations who have located here, donors, and the broad community whose support for this place is unwavering. We take this moment to thank you and to celebrate together.



2006



2007



2008



2009



2010



2011



2012

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## A COMMUNITY EMERGES



As we celebrate the milestones achieved during our first 15 years, we reaffirm our mission—to transform this magnificent place to create new benefits for the public.

People have always been the soul of the Presidio. With the Army's departure in 1994, the daily activity here dramatically declined. The buildings were vacant, the streets quiet, and the vitality diminished.

Today, we are thrilled to see public life returning. There is a discernible buzz as a new community forms. First-time visitors and longtime neighbors alike are energizing the Presidio.

Visitors enjoy hikes on the newly expanded trail network and take in views from the overlooks. Volunteers plant seeds at the Presidio Nursery and welcome the public to history exhibits. At the Main Post, guests are enjoying the park's first overnight lodging experience at the beautifully restored Inn at the Presidio, and the former Burger King is now a panoramic venue for events and celebrations. This past fall, thousands of people experienced the recently restored Main Parade Ground thanks to Off the Grid's Picnic at the Presidio. The park's tenant community offers diverse activities and programs that are drawing people from far and wide.

Left page: Presidio volunteers at Thompson Reach; jogging near Andy Goldsworthy's *Spire*; Presidio Teachers' Night

Right page: Memorial Day 2012; the Nelson family at home in the West Washington Neighborhood; Off the Grid Picnic at the Presidio on the Main Parade Ground

This is just the beginning. In coming years, the PresidioTrust will continue to roll out the welcome mat—working with our partners to improve visitor amenities, broaden access, and deliver new activities. We hope that the park will become a place that is increasingly valued and visited by people from across the nation and around the world. At

the same time the Presidio will be integral to the San Francisco Bay Area experience, as it has always been.

Thank you for your support and partnership during our first 15 years. The best is yet to come.

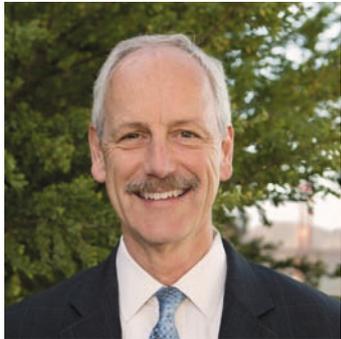


**Nancy Hellman Bechtle**  
Chair, Board of Directors

*Nancy H Bechtle*



# TOWARD A NEW NATIONAL PURPOSE



from *Craig Middleton*  
Executive Director

We are at a remarkable milestone in the Presidio’s journey from post to park—a time for reflection, thanks, and renewed optimism.

With the start of Fiscal Year 2013, the Presidio Trust ushered in a new era of financial self-sufficiency—that is, an end to direct financial support from taxpayers—that adds yet another dimension to the Presidio’s uniqueness within the pantheon of great American places.

As we chronicle the achievements shaped in the 15 years since the Trust joined the National Park Service as stewards of this magnificent site, we thank all who have helped save, preserve, and repurpose the Presidio. Chief among them is Congresswoman Nancy Pelosi, whose commitment to maintaining the public character of this place

has been unsurpassed. Under her leadership, a bipartisan coalition came together to craft an innovative management and finance model that would pair government with the private and non-profit sectors to advance a public-serving goal.

We express great appreciation to our principal organizational partners—the National Park Service and Golden Gate National Parks Conservancy—who have worked with us to achieve a stunning transformation of the Presidio in the broader context of their work in stewarding the Golden Gate National Recreation Area.

We also recognize those organizations, families, and individuals who have joined this burgeoning community and who have brought considerable resources to preserve historic buildings and support the financial sustainability of the place.

*circa*  
**700**

Ohlone begin occupying a site along the northern shoreline

**1776**

Spain establishes El Presidio de San Francisco

**1822**

A year after Mexico declares independence from Spain, the Presidio becomes a Mexican frontier outpost

**1846**

The Presidio becomes a U.S. Army outpost after the Mexican American War



**1861**

Fort Point is constructed to protect San Francisco Bay

**1906**

The Presidio is a refuge following the San Francisco earthquake and fire

**1915**

The Panama Pacific International Exhibition is held on the northern shoreline



**1917**

The Presidio serves as an officers’ training center during World War I



**1924**

The first dawn-to-dusk transcontinental flight touches down at Crissy Field on June 23, 1924

*We thank all who have helped save, preserve, and repurpose the Presidio. Chief among them is Congresswoman Nancy Pelosi, whose commitment to maintaining the public character of this place has been unsurpassed.*

And we are grateful to individuals and institutions who, through their donations of time or money, have made an important difference. Thank you.

I attribute much of our collective success to a willingness to embrace innovation. The Presidio Trust, itself an innovation in government, has cultivated an appreciation for demonstrating new approaches to traditional challenges. These innovations include “green” historic preservation; a distinctive financial and managerial approach to the often-vexing challenge of environmental remediation; a record of leverage, unique in government, that has attracted four private dollars for every taxpayer dollar spent; the establishment of a community—7,000 people strong—that exists within a national park; an approach to stewardship that involves tenants, community volunteers, and a robust cyclic maintenance regimen; and an embrace of technological advances that provide new opportunities to reach beyond the historic Presidio walls to new audiences. We value new thinking, while also taking great

pride in the history and traditions that form the basis of the place we are here to protect for the public.

There is much more to preserve and enhance in the Presidio—and this juncture is but a milestone on a longer journey. The essence of the Presidio approach—embracing innovation, leveraging public resources, and achieving success through partnership and community involvement—has been proven effective in generating great public benefit. The future of the Presidio as a place of ongoing service to the public has been earned, and now we turn to new challenges.

Strengthening and broadening the Presidio’s reputation as a park community that welcomes all, we see great promise in inviting people to enjoy the place, to participate in programs, events and conversations, and to volunteer to make it better.



**1937**  
The Golden Gate Bridge opens to traffic on May 28, 1937

**1945**

The Presidio reaches the peak of its strategic military importance during World War II



**1962**

The Presidio is declared a National Historic Landmark

**1972**

The Golden Gate National Recreation Area is created with the stipulation that the Presidio will join if the Army leaves

**1989**

The Base Realignment and Closure Commission lists the Presidio for closure



**1994**

The U.S. Army lowers its flag and the Presidio joins the Golden Gate National Recreation Area and is managed by the National Park Service for four years

**1995**

Tides begins rehabilitating the former Letterman Hospital to house the Thoreau Center for Sustainability, a center for non-profit organizations

*The essence of the Presidio approach—embracing innovation, leveraging public resources, and achieving success through partnership and community involvement—has been proven effective in generating great public benefit.*

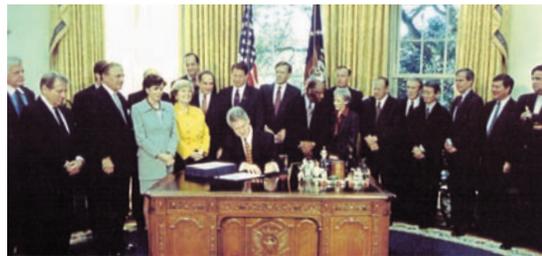
Building on the military tradition of leadership—and the Presidio’s long history as a place of embarkation—we see an opportunity to develop leaders in service who will apply lessons learned here to their work in communities around the country and across the globe.

Excited by the Presidio’s relatively recent designation as a national park site, its proximity to a diverse urban area, and the visibility conferred by its location at the Golden Gate, we seek to advance myriad benefits to urban youth and showcase cost-effective, partner-based, inclusive approaches to stewarding public resources.

At this 15-year juncture, we are able to affirm that the Presidio, having accomplished mandates outlined by Congress, will continue to serve as a

public place. That fact gives us the opportunity to work together to create the next chapter.

We are travelers on the Presidio’s journey—a multi-generational trek that extends to before the landmark event in 1776 that resulted in the building of a Spanish fort, or “presidio,” on a strategic promontory overlooking the entrance to a great bay. Each successive generation has joined its forebears, offering its own contribution to the Presidio’s legacy by deepening connections between the place and the society that has grown to embrace it. The Presidio has adapted to changing American aspirations and now stands as a repository of those aspirations and the artifacts that bear testimony to them. The Presidio journey continues—we are heirs as well as contributors to a legacy that has yet to be fully defined.



1996

Bi-partisan legislation led by Congresswoman Nancy Pelosi creating the Presidio Trust is approved by Congress and signed by President Bill Clinton

1997

President Clinton appoints the Trust’s founding board of directors

1998

The Presidio Trust assumes responsibility for the interior 80 percent of the Presidio, and the Trust board meets for the first time

1999

The Presidio Trust, the National Park Service, and the Army sign agreements ensuring environmental remediation of the Presidio

2000

The San Francisco Film Centre completes rehabilitation of the historic former Sixth Army Headquarters on the Main Post

2001

Crissy Field Marsh and the historic air field are restored by the National Park Service, the Golden Gate National Parks Conservancy, and community stewards



The *Presidio Trust Management Plan* is adopted; a campaign to improve and expand trails throughout the Presidio and the Golden Gate National Recreation Area is launched with partners

2002

2004

Congresswoman Nancy Pelosi commemorates the Presidio’s 10th Anniversary as a national park site



The Presidio—majestic, impressive, comforting in its endurance, poignant as a reminder of the many whose service created a foundation for our own aspirations—is the creation of many hands. We invite you to experience the place and its magic, to continue to take care of it, to employ it in service to ever-evolving societal challenges and opportunities, and to become part of its future. It is an exciting time.

With great appreciation,



**Craig Middleton**  
Executive Director



GGRNA Superintendent Frank Dean, Golden Gate Bridge District General Manager Denis Mulligan, and Golden Gate National Parks Conservancy President and CEO Greg Moore with Craig Middleton at the opening of the Golden Gate Overlook in May 2012



## 2005

The Letterman Digital Arts Center and the Bay School of San Francisco open at the Presidio

## 2006

A redwood grove is dedicated in honor of park champions Dr. Edgar and Peggy Wayburn

## 2007

The Camping at the Presidio program is launched



## 2008

Restored airplane hangars take on recreational uses at Crissy Field; artist Andy Goldsworthy creates the sculpture *Spire*

## 2009

The Walt Disney Family Museum opens following the rehabilitation of a historic Montgomery Street Barracks building

## 2010

A newly rehabilitated Public Health Service District opens as the Presidio's first "green" neighborhood



## 2011

Restoration at El Polín Spring is completed

## 2012

The park's first lodge, Inn at the Presidio, opens to the public; the Fort Scott Council is established to advise on the National Center for Service and Innovative Leadership

## 2013

The Presidio Trust operates without annual taxpayer support

# OUR PARTNERS

The Presidio's success is built on a strong collaboration among the Presidio Trust, the National Park Service, and the Golden Gate National Parks Conservancy. Together we are restoring the park's beautiful open spaces, creating a world-class network of trails and vistas, and engaging the community through volunteerism, educational activities, and public programs. We thank our partners and look forward to our next era of teamwork.



The Golden Gate National Parks Conservancy and the National Park Service transformed the Crissy Field shoreline into a vibrant visitor destination through the generosity of the Evelyn and Walter Haas, Jr. Fund and Colleen and Robert Haas, as well as thousands of community volunteers and donors. The marsh, airfield, beaches, picnic areas, and trails opened to the public in 2001.

Elected Officials • Neighbors • Youth • Research Partners • Program Partners • Residents • Presidio Organizations • Volunteers • Park Staff • Donors • Visitors • Veterans •



# THANK YOU

This collage represents just a few of the countless individuals and organizations who contribute to the vitality of the Presidio. We thank our entire community—those people and groups shown here and all who have influenced the transformation of this place.



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# CHARTING PROGRESS

## 12-23 Steward the Presidio

Creating a Foundation for the Future  
Preserving our History  
Nurturing our Environment

## 24-31 Welcome the Public

Establishing a Vibrant Community  
Engaging Visitors

## 32-35 Create Broad Impact

Continuing a Tradition of Service





Steward the Presidio

15 yrs

## CREATING A FOUNDATION FOR THE FUTURE

1.6

Billion Dollars  
invested in the  
Presidio

225+ 80%

Presidio  
Organizations

of Building  
Space occupied

7,000

People living and working in the Presidio

90%

of Environmental Remediation  
projects completed

FROM THE PRESIDIO TRUST MANAGEMENT PLAN

*We envision a place where public, private, and non-profit sectors come together and share their ideas and resources.*

Over 15 years, the Presidio Trust has addressed fundamental challenges in transforming a historic military post and National Historic Landmark District into a new American resource: repurposing six million square feet of deteriorating buildings, inviting partners from all sectors to join a new kind of community, growing a revenue stream that sustains the Presidio, upgrading infrastructure long suffering from deferred maintenance, and preparing buildings and landscapes for public use through an environmental remediation program.

The Trust has also established road maps, including an award-winning land use plan, that describe to Congress, neighbors, and the larger community how the ongoing revitalization would take shape. The Trust and its key partners—the National Park Service and the non-profit Golden Gate National Parks Conservancy—have continually strengthened their collaboration, resulting in enhancements to the park’s trails, open spaces, and visitor experiences.

## THEN + NOW

### Innovative Environmental Cleanup

The Environmental Remediation Program has been essential to repurposing the Presidio’s buildings and landscapes for park uses.

The effort began in 1999 with an innovative series of cooperative interagency and funding agreements among the U.S. Army, the Trust, the National Park Service, and regulatory agencies. The agreements resulted in a management structure that transferred primary remediation responsibility to the Presidio Trust and allowed cleanup to be carried out in less time and to a higher standard than would have otherwise been achieved.

In the past 13 years, 16 landfill sites have been assessed, removed, or capped; 500 former fuel storage tanks have been assessed and remediated; miles of fuel distribution piping have been removed; and lead-based paint in soil has been removed at hundreds of structures. The remediation effort will be substantially complete in 2014.

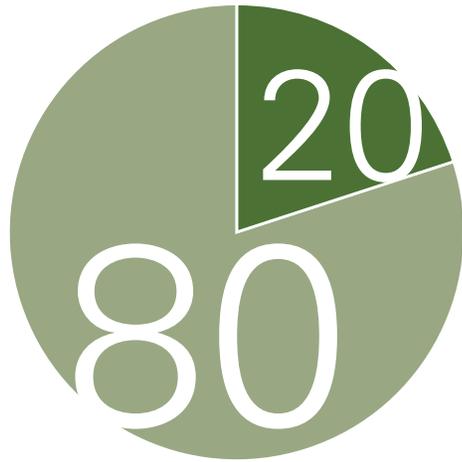


*then*  
Areas of debris have been removed from sites around the park. An environmental remediation project along the coastal bluffs above Marshall’s Beach was completed in 2007.



*now*  
Cleanup has prepared park structures for reuse and allowed outdoor sites to be restored for recreational uses or as plant and wildlife habitat.

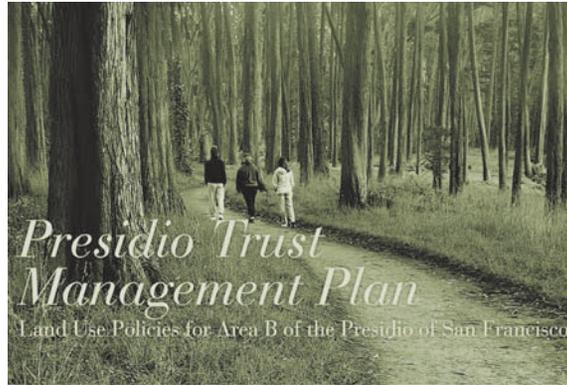
# CREATING A FOUNDATION FOR THE FUTURE



- Public (\$348 million)
- Building Investment (\$570 million) and Leasing Revenue (\$714 million)

## ▲ An Effective Funding Model

More than \$1.6 billion has been invested in the Presidio since 1998. Funds have come from many sources—public taxpayer support, philanthropic gifts, investment in building rehabilitation by tenant organizations, and leasing revenue. Every federal dollar received has been matched by four dollars of private investment. Today, a vibrant community of organizations and residents is located here, and thousands of visitors come to learn, recreate, and gain a greater understanding of Presidio history.



## ▲ Charting the Course

In 2000, the Presidio Trust engaged the community in a two-year process to create an updated land use strategy to guide decision-making for lands under Trust jurisdiction. The *Presidio Trust Management Plan* established a vision for each of the park's seven districts. The *Presidio Trails and Bikeways Master Plan* and the *Vegetation Management Plan*, both developed with the National Park Service, also laid the foundation for enhancing the park.



## ▼ Letterman Digital Arts Center

In 1998, the Presidio Trust began an effort to replace the 10-story Letterman Army Medical Center, empty since the Army's departure, with a campus more compatible with the Presidio's park setting. The Trust partnered with filmmaker George Lucas to create the Letterman Digital Arts Center (LDAC), a home for technological innovation. The campus features a 17-acre public open space designed by the late, famed landscape architect Lawrence Halprin. Today, LDAC contributes significantly to the park's financial foundation.



## ► Improving Infrastructure

Over the past 15 years, the Trust has substantially upgraded the park's infrastructure systems (electric, telecom, storm drain, sanitary sewer, potable water, and roadways), most of which were developed 50 to 100 years ago. Significant improvements have been made to a dozen neighborhoods as well as districts such as the Main Post and the Public Health Service District.

*In 1996, Congress established the Presidio Trust to govern this unique national park site and to ensure its preservation by making it financially self-sustaining. And that's exactly what has happened.*

REPRESENTATIVE JIM MORAN  
RANKING MEMBER, INTERIOR SUBCOMMITTEE  
OF THE HOUSE APPROPRIATIONS COMMITTEE



## FUTURE FOCUS >

### The Letterman District

A new entrance to the park will be created in the northeast Presidio when the improved approach to the Golden Gate Bridge, known as the Presidio Parkway, is completed in 2015.

Visitors arriving via this gateway will be greeted by more than a dozen historic buildings constructed in the early 20th century to support the Army's Letterman Hospital. Known as Thornburgh Road, the streetscape features views toward

both the Golden Gate Bridge and the Palace of Fine Arts.

Planning is underway to reconceive this area as a lively, mixed-use region, continuing the revitalization of the 60-acre historic Letterman District, which also includes the Thoreau Center for Sustainability (opened in 1996) and the Letterman Digital Arts Center (opened in 2005).



Steward the Presidio  
**PRESERVING  
OUR HISTORY**

15 yrs

**350**

Historic Buildings rehabilitated

**23**

Acres  
of historic forest  
replanted

**12**

Historic  
Neighborhoods  
revived

**6**

Historic  
Preservation  
tax credit projects  
completed

**30+**

Archaeological  
Areas  
preserved

**526,000**

Archaeological Objects curated or recovered

FROM THE PRESIDIO TRUST ACT

*Preservation of the cultural  
and historic integrity of  
the Presidio for public use  
recognizes its significant role  
in the history of the United  
States.*

Students from Stanford University conduct  
archaeological research at El Polín Spring in 2004

Recognizing the Presidio's importance in American history, the federal government took three key actions to ensure it would be forever saved: 1) declaring the Presidio a National Historic Landmark District in 1962, 2) determining in 1972 that the Presidio would join the Golden Gate National Recreation Area should the Army depart, and 3) creating the Presidio Trust to care for it in a new way.

Over the past 15 years, the Presidio Trust has overseen the largest historic preservation project in the United States, repurposing hundreds of buildings for contemporary uses and revitalizing historic landscapes—from parade grounds to the forest.

The Trust, the National Park Service, and the Golden Gate National Parks Conservancy have also established public programs to connect visitors to the past and to illustrate the important—and ongoing—role the Presidio has in the life of our nation.

## THEN + NOW

### "Green" Neighborhood

The historic Public Health Service District, established more than a century ago to care for mariners from around the world, was restored in 2010 and is now a "green" neighborhood with homes, office space, a pre-school, a historic printing press, trails, scenic overlooks, and 25 acres of open space.

Forest City Enterprises led the effort to transform the district's centerpiece—the historic hospital—into a residential community. The Presidio Trust revitalized the campus as a whole, repurposing the former nurses' quarters as office space, rehabilitating the surgeons' homes, and converting support buildings to house a variety of organizations. The Trust also improved landscapes, built new trails, and completed environmental remediation.

The collection of projects earned the 2011 California Governor's Historic Preservation Award.



Non-historic "wings" were added to the Public Health Service Hospital in the 1950s and were slated for removal during the 2010 rehabilitation.



Forest City's revitalization of the former hospital earned the 2011 California Preservation Foundation Preservation Design Award.

# PRESERVING OUR HISTORY



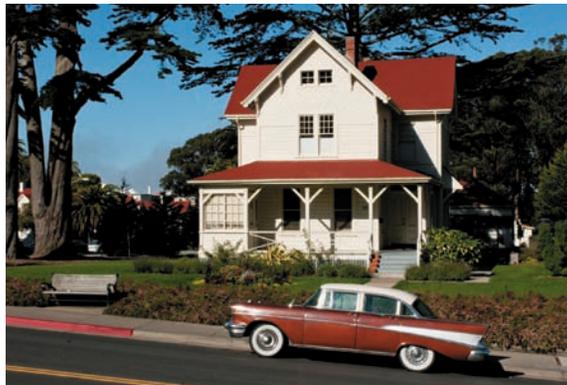
## ▲ Making History Meaningful

The Trust and its partners host a robust and growing calendar of programs that honor the Presidio's heritage, including exhibitions, historic building tours, Memorial and Veterans Day commemorations, and workshops illustrating historic preservation techniques. *Contemporary Historians at the Presidio*, a flagship lecture series featuring nationally known authors, uses the Presidio's military and cultural history as a "jumping-off" point to examine topics of ongoing relevance.



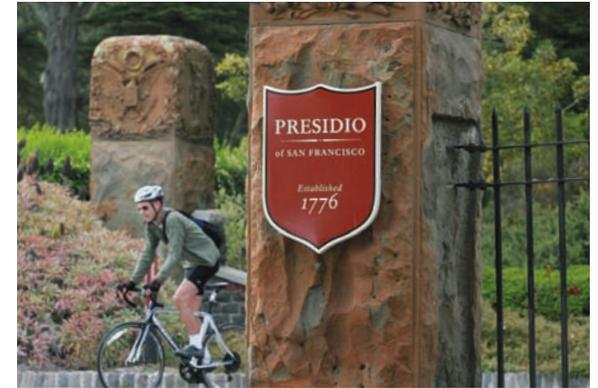
## ▼ Revitalizing Neighborhoods

Each of the Presidio's 12 historic neighborhoods, encompassing 150 historic buildings and nearly 300 housing units, has been revitalized. Built from the Civil War through the mid-20th century, they represent an array of architectural styles. The rehabilitation effort prepared the buildings and landscapes for a new generation of residents while preserving the homes' character. Nine Presidio neighborhoods built in more recent years have also been significantly improved.



## ◀ Heart of the Park

Historic buildings and landscapes on the Main Post, traditionally the cultural center of the Presidio, have been revived. The iconic Montgomery Street Barracks house the Walt Disney Family Museum (2010 Preservation Design Award winner) and Futures Without Violence. The Presidio Trust's rehabilitation of its headquarters building earned it a 2012 California Preservation Foundation Preservation Design Award. The Main Parade Ground, once used by soldiers for training and ceremony, has been restored as a green open space for public gatherings.



## ▼ Archaeological Research

Archaeological research has been part of nearly every project at the Presidio and reveals who lived here and how things changed over centuries. The program also undertakes research with academic partners, hosts educational activities for school children, offers workshops for professional archaeologists, and is now preparing for long-term excavations at the historic El Presidio site on the Main Post.



## Restoring Gateways

The Presidio's historic gateways signal that visitors are entering a place of national significance. To honor the importance of these symbols, the Presidio Trust has restored several of these monuments and in 2009 was honored by the California Preservation Foundation for its efforts at the Arguello Gate.



## ▲ “Greening” History

While “green building” once applied only to new construction, the Presidio has a large and growing inventory of historic structures rehabilitated using environmentally sensitive techniques. Leadership in Energy and Environmental Design (LEED), an internationally recognized system that certifies that a building has been designed with concern for water and energy usage, air quality, and the careful use of resources, is the standard for all major Trust preservation projects.

## FUTURE FOCUS >

### Heritage Program at the Presidio

The Heritage Program at the Presidio is being unveiled in phases around the Main Post. In 2011, a state-of-the-art archaeology lab and curation facility began operating in a cluster of historic buildings on Moraga Avenue. Next door, the Officers’ Club is undergoing a major historic rehabilitation. In 2014, the structure will once again take its place as the social hub of the Presidio, welcoming the public for programs, field trips, and even a meal. Interactive galleries will illustrate the sweep of Presidio history while chronicling the stories of those who served, lived, and worked here over generations.



*Year after year, the Presidio Trust earns recognition from the California Preservation Foundation through our Preservation Design Awards program for its high-quality, well-executed projects. The agency operates one of the most successful historic preservation programs in the state, and we are proud to partner with them for our educational and programmatic goals.*

CINDY HEITZMAN, EXECUTIVE DIRECTOR, CALIFORNIA PRESERVATION FOUNDATION

Steward the Presidio

15 yrs

## NURTURING OUR ENVIRONMENT

3,300

Trees planted

4,500

Tons of Waste Diverted from the landfill annually

65

Acres of native vegetation in active restoration

65,000

Plants grown at Presidio Nursery annually

11

historic residential Landscapes revitalized

14,000

Hours volunteered at Presidio Nursery annually

FROM THE PRESIDIO TRUST MANAGEMENT PLAN

*The Presidio is and must remain an essential refuge for once-abundant native plant communities and associated wildlife species that have been all but lost as San Francisco and surrounding areas have become more urban.*



Great Horned Owl Chick

For nearly 150 years, the U.S. Army occupied the lands at the Golden Gate, sometimes altering them significantly — such as by planting a 300-acre forest — and sometimes allowing native species to survive alongside the activities of a busy post.

The Presidio’s collection of landscapes—native plants, creeks, watersheds, a tidal marsh, a lake, historic gardens, and parade grounds—is impressive, but many resources were in decline when the Army left in 1994.

To revive the open spaces and the species that depend on them, a close partnership formed among the Presidio Trust, the National Park Service, and the Golden Gate National Parks Conservancy. A *Vegetation Management Plan* was crafted to guide restoration for the next 50 years.

Today, dozens of sites have been restored across the Presidio, and visitors and wildlife alike are being nourished in new ways by the park’s magnificent natural environment.



The creek at the Main Post was once buried in a culvert and covered by a landfill.



Freshwaters now flow above ground, and native plants attract birds and butterflies.

## THEN + NOW

### Landfill to Vibrant Streambed

A dramatic restoration took place in a busy corner of the Main Post when “Landfill 6A” became Thompson Reach, an area of habitat named for Dora Thompson, the chief nurse at the Army General Hospital in the early 20th century.

For millennia a freshwater creek ran through this area (located across from today’s Presidio YMCA), draining to the northern marsh. In the 1800s, the site hosted a vegetable garden and a firing range. As Letterman Hospital expanded in the 20th century, the creek was buried in an underground culvert and buildings were constructed over it. When these buildings were demolished in the 1970s, the debris was deposited above the buried creek.

In 2005, the Presidio Trust environmental remediation program removed 77,000 tons of debris. About 400 feet of creek were brought above ground and 35,000 seedlings were planted. The resulting lush valley boasts 100 plant species that support extensive birdlife.

# NURTURING OUR ENVIRONMENT



## ▲ Habitat Restoration

Native habitat has increased steadily as a result of more than 15 years of restoration work. Today, 65 acres of native vegetation are in active restoration around the Presidio.



## ▼ Reforestation

The Presidio Trust has established a 50-year program to restore aging cypress and pine groves planted by the U.S. Army between 1886 and 1900. About 3,300 trees have been planted since 2002. As a result of partnerships with U.C. Davis and Michigan State University, the Trust is implementing innovative management techniques to combat the impacts of wind and disease on the park's forest canopy.



## ◀ Wildlife

Over the past decade, the Trust has completed wildlife inventories on birds, mammals, reptiles, amphibians, and insect families. The studies are accomplished through partnerships with research organizations such as San Francisco State University and the California Academy of Sciences. The information gleaned from this work has identified a surprising degree of biodiversity in the park and has enabled park managers to improve habitat restoration techniques.



## ▼ Presidio Nursery

Founded in 1995, Presidio Nursery produces 65,000 plants each year for restoration sites around the park. In addition, the nursery grows trees to support the reforestation effort, including Monterey cypress, Coast live oak, Wax myrtle, and California buckeye. Long an educational destination and volunteer hub, the nursery is expanding and improving its facilities to support future restoration projects and to connect visitors to the park's natural heritage. The nursery is a collaborative effort of the Presidio Trust, the Golden Gate National Parks Conservancy, and the National Park Service.



## Ceremony and Play

About 40 percent of the park's "designed landscapes"—from gardens to the historic golf course—have been improved over the past 15 years. These landscapes are cared for using 21st century "green" maintenance strategies to support the health of the park's wildlife and natural areas. Of special note is the reestablishment of the Main Parade Ground as a public gathering space and the creation of small neighborhood gardens where park residents cultivate flowers and vegetables (see p. 27).



## El Polín Spring

At the heart of the Presidio's Tennessee Hollow Watershed is El Polín Spring. Long a restoration priority due to its ecological value and significant Spanish-colonial history, the area was revitalized in 2012 with the help of the Golden Gate National Parks Conservancy, the National Park Service, generous donors, and thousands of volunteers. Today, the spring is an increasingly popular destination for school groups, birdwatchers, and picnickers.

*After more than 14 years of volunteering, I can see how the various areas we have worked are really coming together. I feel a sense of being part of a movement that is helping Mother Nature reclaim something beautiful.*

ANDREW MORRISON  
VOLUNTEER, PRESIDIO PARK STEWARDS

## Sustainability

Salvage, composting, and recycling programs divert 4,500 tons of solid waste from landfills each year. The Presidio's compressed natural gas shuttle fleet offers more than 400,000 rides each year, reducing vehicles trips to the park.



# FUTURE FOCUS >

## Quartermaster Reach

New wetland habitat will soon be created at the north end of the Tennessee Hollow Watershed through a collaborative project that includes the Trust, the National Park Service, and the Golden Gate National Parks Conservancy, with funding support from San Francisco Airport, Caltrans, the Environmental Protection Agency, and philanthropic sponsors.

As the old approach to the Golden Gate Bridge gives way to the new Presidio Parkway, a 1,000-foot stretch of long-buried stream and eight acres of native habitat will be brought back to life. Known as Quartermaster Reach due to its historic location, the project will fill the gap between the restored Crissy Field Marsh and Thompson Reach, providing a contiguous stretch of saltwater, brackish, and freshwater wetlands. The project will mark significant progress in the "springs to bay" restoration vision and serve as an outdoor classroom for children throughout the region.



Welcome the Public  
ESTABLISHING A  
VIBRANT COMMUNITY

15 yrs

3,000

Residents

30%

of households  
with Kids

8

Schools

21

Neighborhoods  
revitalized

30+

Organizations  
serving visitors

4,000

Employees  
working in  
the park

FROM THE PRESIDIO TRUST MANAGEMENT PLAN

*Housing has always been an essential feature of the Presidio landscape and is critical to the character of the place.*

*The Presidio Trust will seek tenants that can help fund the preservation and enhancement of the Presidio's resources and meet the community service needs of the park's visitors, tenants, and residents.*



The Walsh Family at home in the Infantry Terrace Neighborhood

The character of the Presidio was once defined by military family life. When the post became a park, a different kind of community took shape within the gates.

As the Trust rehabilitated residential neighborhoods, 3,000 people moved into the park's 1,200 homes. A new generation of residents has chosen to live here, appreciating the park's history and beauty as well as the opportunity to support its preservation.

A community of organizations has also formed within buildings the Army once used as offices, airplane hangars, and warehouses. This collection of non-profits, for-profits, restaurants, recreational organizations, and cultural destinations has brought vast energy and resources to the making of this place. In total, about 4,000 people come to work here each day, and there are activities for visitors to enjoy that would have been unimaginable just a few years ago.

## THEN + NOW

### Wyman Avenue

The three single-family homes and eight duplexes along Wyman Avenue in the historic Public Health Service District (see p. 17) were once occupied by physicians and their families. When the area was abandoned following the closure of the hospital in the 1980s, the homes fell into disrepair.

In 2010, the elegant units were revitalized. Wyman Avenue is now part of a "green neighborhood" recognized by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Neighborhood Development program. The rating reflects the neighborhood's proximity to transit and services, as well as the environmentally sensitive practices used to rehabilitate the structures.

Wyman Avenue was the last of the Presidio's 21 neighborhoods to be repaired, completing an intensive 12 years of preservation work.



The former surgeons' homes fell into disrepair after the Public Health Service Hospital closed in the 1980s.



Wyman Avenue is a flourishing residential neighborhood within a revitalized district.

# ESTABLISHING A VIBRANT COMMUNITY



## ▲ Holiday Lights

A tree lighting ceremony begun by the U.S. Army and Presidio Fire Department half a century ago is still a popular community event. Today, families gather on the Main Post around a pine tree and share the season with neighbors, visitors, and friends.



## ▼ Gathering Spaces

Picnic areas at El Polin Spring and Immigrant Point, revitalized neighborhood playgrounds, scenic overlooks, and the new Main Parade Ground are providing comfortable and inviting places for residents, employees, and visitors to gather.



## ◀ Schools

The Presidio is home to eight schools. Pre-schools, a high school, the satellite campus of a local university, a graduate school, and non-profits that help youth learn, grow, and succeed can be found within the gates.



## ▲ Who's Here?

More and more people are drawn to the Presidio because of the good work being done by the park's community of tenants, now more than 225 strong. Foundations, non-profits, media and technology companies, and environmental groups advance a variety of missions, and visitor-serving groups such as restaurants, recreational destinations, and arts organizations welcome the public.



*The Presidio Community Y strives to create community here in the park and to bring San Francisco's diverse community into the Presidio through our extensive outreach throughout the city. Each day, over 1,000 kids, adults, families, and seniors come to the Presidio, helping to shape this growing community and to create a whole new generation of Presidio advocates and stewards.*

**ROBERT SINDELAR**  
EXECUTIVE DIRECTOR,  
PRESIDIO COMMUNITY YMCA

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**Park Access**

In 2005, the Trust built a Transit Center on the Main Post and established a free shuttle system for park visitors, residents, and employees. MUNI and Golden Gate Transit continue to provide important links to San Francisco and the region, as do 14 miles of improved regional bike routes.

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## FUTURE FOCUS >

### Community Gardens

The Presidio's first organic community garden was created at Fort Scott in 1996 to provide a place for park residents to cultivate flowers, fruits, and vegetables in the company of their neighbors. Historical photos indicate that a garden and greenhouse had been at this location, tucked behind the officers' homes on Kobbe Avenue, since the early 1900s. The site may have served as a "victory garden" during World War II.

The popularity of the garden has inspired the Presidio Trust to establish five additional organic community gardens in the park's residential neighborhoods. Many more are coming, including four small gardens at Baker Beach, the Presidio's largest residential neighborhood.



Zoe Slocum and son Rory, Portola Neighborhood

Welcome the Public  
**ENGAGING  
VISITORS**

15 yrs

70

Public Programs  
offered annually

7 | 19.7

Miles  
of trails upgraded park-wide

Scenic  
Overlooks  
built park-wide

22

Exhibits have welcomed  
185,000 visitors

FROM THE PRESIDIO TRUST MANAGEMENT PLAN

*The Presidio is a place where nature, culture, and history merge; it is a place where visitors of all ages, interests, and abilities are welcome. Diverse and dynamic programs that preserve and protect the park's resources, and that interpret and celebrate its history, can bring people and the park together, continuing a tradition of community support that will endure for many generations to come.*

When the Presidio was “defender of the gate,” the Army designed the site around its responsibility to protect the nation. Over the past 15 years, the Trust and its partners have reoriented the Presidio’s mission and physical setting to welcome the public.

With the National Park Service and the Golden Gate National Parks Conservancy, the Trust is creating a visitor infrastructure—trails, restrooms, and new visitor portals—that provide access to the park’s history, vistas, and open spaces.

Programs that reveal the Presidio’s significance, or simply make discovery more fun, occur nearly every day. The welcoming character of the park is also shaped by diverse tenants that invite visitors to enjoy play, exercise, a great meal, or a cultural experience.

## THEN + NOW

### Trails and Scenic Overlooks

In the Army days, Presidio trails evolved informally, created by wanderers who often cut their own, sometimes perilous, paths. In planning for the park, the Presidio Trust and the National Park Service, with input from the community, crafted a master plan to improve connections to and within the Presidio, protect resources, and enhance safety and accessibility.

The agencies and the Golden Gate National Parks Conservancy established the *Trails Forever* campaign in 2002. Over the course of a decade, the initiative has had a transformative impact on the trail network within and beyond the Presidio gates.

Thanks to a generous lead challenge grant from the Evelyn and Walter Haas, Jr. Fund in 2007, and generous match funding from many donors including the S.D. Bechtel, Jr. Foundation, the Presidio trail network has been renewed. Today, more than 19 miles of new or upgraded trails, 14 miles of bikeways, and seven major scenic overlooks grace the park.



The Pacific Overlook was once overgrown and challenging for pedestrians.



Opened in 2012, the revitalized overlook features an expansive plaza, benches, and a magnificent view.

# ENGAGING VISITORS



## ▲ Recreation

Outdoor recreational amenities have been built or greatly enhanced over the past 15 years. Today, the Presidio features four playing fields, miles of trails and bikeways, an expanded Rob Hill Campground, and open spaces such as the Main Parade Ground.



## Presidio Golf Course

Presidio Golf Course was opened to the public after the Presidio joined the park system, and a new clubhouse was constructed in 1999. Today, 60,000 rounds are played each year, and numerous tournaments and public events are held.



## Staying and Eating

The Presidio now offers overnight accommodations at the Inn at the Presidio, opened in 2012. The park also features a roster of restaurants and cafes and will expand food options in coming years.



## ◀ Art in the Park

Place-based art has become a popular way for visitors to see and understand the Presidio's outdoors. A partnership with the non-profit FOR-SITE Foundation has resulted in the creation of two prominent sculptures by Andy Goldsworthy—*Spire* and *Wood Line*—as well as a year-long exhibition entitled *Presidio Habitats*, which welcomed 11,000 visitors to experience art inspired by the Presidio's birds, plants, and trees.

## Events and Programs

Film in the Fog, Concerts at the Presidio, Free Shakespeare in the Park, Picnic at the Presidio, Pasados del Presidio, and other annual events draw loyal followings, and guided nature walks offer intimate ways to enjoy the Presidio. Races and festivals sponsored by community organizations introduce many new audiences to the park. Over the last decade the Trust has partnered with many organizations to deliver 22 exhibitions.



## Meetings and Celebrations

Chapels, reception sites, and conference facilities operated by the Trust and other organizations provide beautiful gathering spaces for weddings, celebrations, meetings, and retreats.

# FUTURE FOCUS >

## Presidio Visitor Center

Soon, travelers will have an answer to the question, “Where do I begin my visit?”

The Presidio Trust, Golden Gate National Parks Conservancy, and National Park Service are developing a new portal to greet guests. The future Presidio Visitor Center will occupy a historic structure adjacent to the new 10-acre landscape that will reconnect Crissy Field to the Main Post after Presidio Parkway construction is complete.

The facility will be a gateway to destinations throughout the Presidio and a place where visitors can tailor their itinerary to fit their interests with the assistance of personable and knowl-

edgeable rangers and staff. Guests may even be able to pick up supplies for their park visit, such as a picnic lunch.



*The Presidio is a stunning historical location, and the Trust’s commitment to building exciting and dynamic opportunities for community exchange really resonates with us. Picnic at the Presidio was a huge success and will continue to grow in size, scope, creativity and influence.*

MATT COHEN, OFF THE GRID

Create Broad Impact  
**CONTINUING A  
TRADITION OF SERVICE**

15 yrs

6,765

Volunteers (Fiscal Year 2012)

65,056

Volunteer Work Hours (Fiscal Year 2012)

11 | 15,979

Presidio  
Teachers'  
Nights held

Camping at the  
Presidio  
adult and youth  
participants

26,000

Youth  
participate in educational programs annually

FROM THE PRESIDIO TRUST MANAGEMENT PLAN

*This former military post is an ideal place for investigating our collective past, allowing visitors to address the issues before them with a deeper awareness of the nation's history.*



The Presidio was founded to serve national needs and priorities. From 1846 through the Cold War, the post played a supporting role in every major U.S. Army endeavor. The Presidio also helped in times of local need, providing assistance following the Great Earthquake of 1906 when the Main Post hosted refugee encampments.

Over the past 15 years, a new tradition of service has developed. Volunteers now answer the call to help care for the Presidio. Buildings and landscapes are used for teaching and learning, and many organizations locate here to work with like-minded colleagues to address contemporary global challenges. The daily activities have evolved, but the core mission of service endures.

## THEN + NOW

### AmeriCorps at the Presidio

In 1993, Congress created the Corporation for National and Community Service and launched AmeriCorps NCCC, which engages young Americans in intensive service to meet the country's needs in education, public safety, health, and the environment.

Since 2010, the Trust has hosted six AmeriCorps teams. Participants live and serve in the Presidio for six- to eight-week tours, building community gardens, caring for the forest, completing habitat restoration efforts, assisting with landscape beautification projects, and supporting community events such as Memorial Day, Veterans Day, and National Trails Day. To date, members have contributed more than 14,000 hours of service. The Trust hopes to strengthen this partnership in coming years.



In 2010, AmeriCorps team members joined park volunteers at Dragonfly Creek to clear weeds and plant native shrubs and wildflowers grown nearby at Presidio Nursery.



Dragonfly Creek is one of just a handful of natural creeks remaining in San Francisco. Due to recent restoration efforts, it is becoming a beautiful natural refuge and a place to experience the benefits of habitat renewal first-hand.

## CONTINUING A TRADITION OF SERVICE



### Volunteering

Volunteers first began supporting habitat restoration projects at the Presidio in the mid-1990s. Since that time the effort has grown dramatically, and volunteers now assist archaeologists, clear trails, and welcome visitors as docents. In 2012, 6,765 volunteers recorded 65,056 hours of work. The Presidio ranks fifth among all national parks in volunteer participation. The volunteer program is operated by the Golden Gate National Parks Conservancy, the Presidio Trust, and the National Park Service.



### ▲ Learning

Environmental education programs sponsored by the Trust, the Golden Gate National Parks Conservancy, and the National Park Service have introduced thousands of youth to San Francisco's ecology. The new archaeology lab on the Main Post will soon allow the Presidio archaeology program to expand beyond the 1,500 students it now serves each year, and the adjacent Officers' Club will offer an array of educational Heritage Programs.



### Knowledge Sharing

In any given year, a variety of professionals and students come to the Presidio to learn how the Trust's work—from historic preservation to innovative management—might have application in other communities. The park has hosted visits from local, national, and international organizations, including the Urban Land Institute, the Sydney Harbor Federation Trust, Governor's Island, and Fort Monroe.



### ◀ Camping at the Presidio

The Camping at the Presidio program, founded in 2007 by the Trust, the Golden Gate National Parks Conservancy, the National Park Service, and Bay Area Wilderness Training, provides children and youth who traditionally have not visited national parks with an overnight outdoor adventure. In its six years of operation, nearly 800 adults have been trained to lead youth camping trips, and 11,000 kids have enjoyed an inspirational night in the wilderness. Rob Hill Campground was expanded and improved in 2010 with generous support from the Evelyn and Walter Haas, Jr. Fund.



## Swords to Plowshares

For more than a decade the non-profit organization Swords to Plowshares has operated a Veterans Academy at the Presidio. The program offers permanent supportive housing and comprehensive care to more than 100 formerly homeless veterans with disabilities. Residents have access to meals, counseling, vocational instruction, and activities that promote community and healthy lifestyles.



## Service-Oriented Community

A great many Presidio organizations provide direct services to the community or address environmental, social, and educational challenges. The park's tenants include Tides, Outward Bound, the Presidio Community YMCA, Futures Without Violence, and dozens more working to strengthen and improve society.

# FUTURE FOCUS >

## National Center for Service and Innovative Leadership

Overlooking the Golden Gate, Fort Winfield Scott was once home to the U.S. Army's Coast Artillery Corps, which protected our nation's coastline. Building on this legacy of service, the Presidio Trust is repurposing Fort Scott for a new public mission: home to the National Center for Service and Innovative Leadership.

The Center is devoted to developing leaders better prepared to solve the most critical social challenges of the 21st century. The Center's approach will harness the wisdom and best practices of the nation's great traditions of service, including volunteerism, military service, political engagement, philanthropy, corporate social responsibility, social entrepreneurship, and national service. The Center and its partners from industry, government, the social sector, and higher education will develop learning, convening, and research initiatives for emerging leaders from across the country.



Fort Scott's campus of historic Mission-revival style barracks will eventually house classroom and conference spaces, offices and distance technologies, dining, and lodging. The headquarters building was rehabilitated in 2012, and the first of the barracks buildings will be completed in summer 2013. The effort recently marked the inauguration of the Fort Scott Council, an advisory group of national leaders, and the hiring of the Center's first director.

*The Trust is uniquely positioned to play an instrumental role in strengthening our nation's long-standing culture of service. The National Center has the potential to recognize service in a new and powerful way.* WENDY SPENCER, CEO, CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

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# THE NEXT CHAPTER

*Milestones* describes the Presidio's journey over the past 15 years. With its partners, the Presidio Trust is entering the next era with a solid foundation in place to expand its three-fold mission.

## WELCOME THE PUBLIC

**We will invite people to the Presidio and make it welcoming to all.**

New visitor amenities – places to eat, play, convene, stay overnight, and learn – will be established so that people of all backgrounds may discover and enjoy the Presidio. The “heart of the park,” comprising the Main Post and its environs, will be a launching point for exploration, and new visitor and heritage centers will emerge. Landscapes will be made more walkable and beautiful, and the bay will be made more accessible to the interior of the park.

## CREATE BROAD IMPACT

**We will contribute to a better nation and world.**

We will continue to explore ways in which the Presidio can contribute to building the next generation, improving communities, and demonstrating innovative practices that may have broad relevance. The Presidio will increasingly become a place that hosts conversations of consequence, that nurtures and develops leaders who are inspired by the Presidio's long tradition of service, and that educates young people by introducing them to experiences steeped in the natural and cultural aspects of the place.

## STEWARD THE PRESIDIO

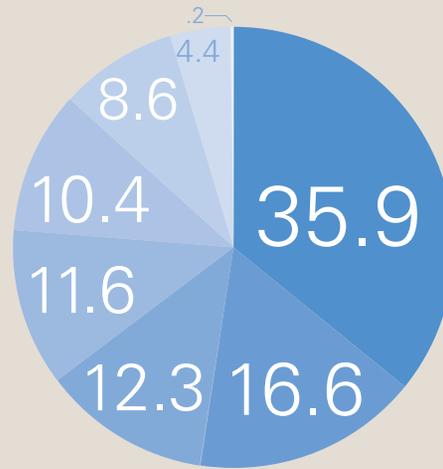
**We will preserve and sustain this wonderful place.**

The physical renewal of the Presidio will continue. Historic artifacts will be preserved, natural systems will be revitalized, and recreational assets will be enhanced. The community of volunteers who have sustained the Presidio will be nurtured and celebrated. Our financial strategy, proven successful in protecting the Presidio, will ensure that resources remain available in perpetuity to sustain the Presidio, its community, and its programs.



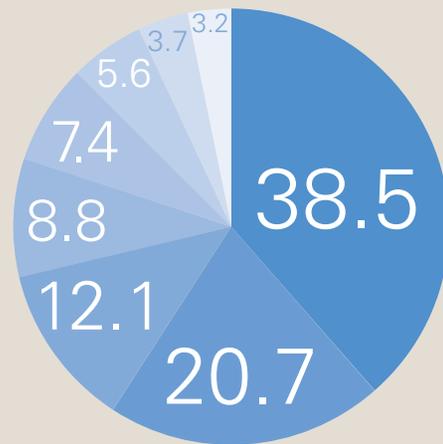
*The Presidio will be a vital place with historic, environmental, social, and academic significance—to San Franciscans as well as all Americans. It will provide an example of how important public lands can be protected and sustained in new ways, and be a setting for contemporary conversations that matter to the nation and the world.*

# FINANCIALS



## Income \$114.778 million

Category	Sub-Category	Amount (Million)	Percentage
Operating Income	Residential Leasing	41.149M	35.9%
	Non-Residential Leasing	19.007M	16.6%
	Municipal Services	13.257M	11.6%
	Hospitality	9.922M	8.6%
	Park Programs	.276M	.2%
Other Income	Environmental Remediation & Mountain Lake Funding	14.079M	12.3%
	Federal Appropriation	11.981M	10.4%
	Interest & Net Carryforward (from FY 2011)	5.107M	4.4%



## Expenditures \$114.778 million

Category	Sub-Category	Amount (Million)	Percentage
Operating Expenses	Municipal Services	23.615M	20.7%
	Residential	10.12M	8.8%
	Hospitality Management	8.535M	7.4%
	Park Projects & Programming	6.379M	5.6%
	Non-Residential	3.697M	3.2%
Other	Overhead	13.918M	12.1%
	Debt Service & Other*	4.29M	3.7%
Capital	Construction & Capital Projects (including Environmental Remediation)	44.224M	38.5%

\*Includes .4 rounding

Fiscal Year (FY) 2012 financial documents and prior years can be found at [www.presidio.gov](http://www.presidio.gov). The documents include annual budgets and yearly audited financial statements.

Please note the information above is extracted from the report "Detail Budgets – Fiscal Years 2011 Thru 2017, Tables 1 and 2" found at [www.presidio.gov](http://www.presidio.gov). The dollar amounts listed above are unaudited and reflect the Trust's income and expenditures based on the Trust's core activities reflected in budgetary reports rather than in accordance with generally accepted accounting standards for federal entities. There may be disparities between this presentation and the Performance and Accountability Report (PAR) for FY 2012. The FY 2012 audited financial statements can be found at [www.presidio.gov](http://www.presidio.gov).



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## CURRENT BOARD OF DIRECTORS



**1. Nancy Hellman Bechtle**, chair of the Presidio Trust board, serves on the board of directors for the Charles Schwab Corporation and is the chairman of the board for the Sugar Bowl Corporation. Previously, she was chief financial officer and director for J.R. Bechtle & Company from 1979 to 1998. From 1987 to 2001, she was president and chief executive officer of the San Francisco Symphony and has served as a member of the San Francisco Symphony board of governors since 1984. She served on the board of the National Park Foundation from 2001 to 2007 and held the board's citizen chair from 2005 to 2007. Ms. Bechtle has received several honors, including the Lifetime Achievement in the Arts from the California Arts Council and the Investment in Leadership award from the Coro Foundation. She holds a bachelor of arts degree from Stanford University. Ms. Bechtle was appointed to the Presidio Trust board of directors by President George W. Bush in 2008 and reappointed by President Barack Obama in 2012.

**2. Paula R. Collins** is the chief executive officer of WDG Ventures, Inc., a real estate development company in Northern California, and president of Portfolio Real Estate Consulting. Ms. Collins is a founder and director of Presidio Bank in San Francisco, a member of the national board of the Automobile Association of America, and a director of the AAA Northern California, Nevada, Utah Insurance Exchange. She has served as a Presidential appointee to the Massachusetts Institute of Technology (MIT) Visiting Committee for the Department of Urban Studies and Planning. She has served on the board of directors for the Yerba Buena Center for the Arts, Special Olympics for Northern California, and BRIDGE Housing Corporation. Ms. Collins was awarded the Silver SPUR by San Francisco Planning and Urban Research for her dedication to improving the quality of life and economic health of San Francisco and has been honored by the National Coalition of 100 Black Women and the San Francisco BusinessTimes.

She graduated cum laude in urban studies from Mt. Holyoke College in Massachusetts and received her master's degree in city planning from MIT. She was appointed to the Presidio Trust board by President Barack Obama in 2012.

**3. David H. Grubb**, vice-chair, chaired the Presidio Trust board of directors from December 2003 until July 2009 and was reappointed to the Trust board by President Barack Obama in 2010. He served on the Golden Gate National Parks Conservancy board of trustees from 1990 to 2000, where he oversaw the effort to restore Crissy Field as chair of the projects committee. Mr. Grubb joined Swinerton, Inc., a San Francisco-based general construction firm, in 1964 as a project engineer. He became the company's president in 1988 and its chairman in 1996. He currently serves on the board of directors for Immaculate Conception Academy and Lucile Packard Children's Hospital. He has also served on several cultural and business community committees and has offered his support to a number of charitable organizations, serving on the boards of Saint Patrick's Seminary, the Meadow Club, San Domenico School, and San Francisco Zoological Society. He holds a bachelor of science degree from Princeton University and a master of science degree from Stanford University.

**4. William R. Hambrecht** is the founder of the San Francisco-based financial services firm WR Hambrecht + Co. Mr. Hambrecht is widely credited with creating the OpenIPO, which made the initial public offering process more equitable. Prior to WR Hambrecht + Co, he co-founded Hambrecht & Quist, which specialized in investing in Silicon Valley companies. Mr. Hambrecht has served as a director for numerous private and public companies. In October 2006, he was inducted into the American Academy of Arts and Sciences. Mr. Hambrecht graduated from Princeton University in 1957. He was appointed to the Trust board by President Barack Obama in 2010.

**5. Charlene Harvey** worked for 16 years with the Management Center of San Francisco as a staff consultant to non-profit organizations. A longtime parks champion, she has served on the board of the Golden Gate National Parks Conservancy since 1996. Mrs. Harvey was a driving force behind the creation of Inspiration Point Overlook at the Presidio, helping fund the project in memory of her late husband, Jim Harvey, CEO of TransAmerica and chair of the Presidio Council. Mrs. Harvey also serves on the board of the San Francisco Foundation and is involved with Conservation International and Women for Women International. She is a past chair of KQED and of the advisory committee to Grants for the Arts, and past president of the Junior League of San Francisco. She also served on the boards of the Rosenberg Foundation, the Mental Health Association of San Francisco, and California Pacific Medical Center. She was awarded the Silver SPUR Award in 1997 and the Outstanding Volunteer Fund Raiser Award in 1996 by the National Society of Fund Raising Executives. Mrs. Harvey was appointed to the Trust board by President Barack Obama in 2010.

**6. John Reynolds** served for 39 years in the National Park Service including as deputy director, regional director, director of the Denver Service Center, superintendent of North Cascades National Park, and assistant superintendent of Santa Monica Mountains National Recreation Area. He was executive vice president of the National Park Foundation from 2005 to 2007. He currently serves as a board member of the Student Conservation Association, as a member of the Fort Hancock 21st Century Federal Advisory Commission, as a member of North Cascades Institute Advisory Council, as chair of the Flight 93 National Memorial Federal Advisory Commission and the Captain John Smith National Historic Trail Advisory Council, and as the Commonwealth of Virginia Citizen Representative on the Chesapeake Bay Commission. Mr. Reynolds served in the New Jersey National Guard and U.S. Army Reserve from 1966 to 1972. He holds a bachelor of sciences degree from Iowa State University and a master of landscape architecture from the State University of New York at Syracuse. He was appointed as the Secretary of the

Interior's designee to the Trust board in July 2009.

**7. Alex Mehran**, a San Francisco Bay Area native, is president and chief executive officer of Sunset Development Company, a diversified real estate organization that created Bishop Ranch in San Ramon, California. He has served at the firm since 1977. Previously he worked at J.P. Morgan of New York managing real estate companies and assets. Mr. Mehran serves as a trustee of the San Francisco Ballet, as chairman of the Contra Costa Economic Partnership, and is on the executive committee of the Bay Area Council. He is also a member of the Chancellor's Associates of UCSF and is a former trustee of the Urban Land Institute and the Fine Arts Museums of San Francisco, among others. Mr. Mehran graduated from Harvard College and earned a law degree at Cambridge University. He was appointed to the Presidio Trust board by President Barack Obama in 2012.

## EXECUTIVE DIRECTOR

**8. Craig Middleton** has served as executive director of the Presidio Trust since 2001. Over the last 15 years, the organization has transformed major areas of the Presidio into public parkland, redeveloped and preserved hundreds of historic buildings, recruited over 200 organizations to become part of the park and its programs, and raised over a billion dollars in non-federal funds for the park. Previously, Mr. Middleton worked closely with Congresswoman Nancy Pelosi on bipartisan legislation to establish the organization and served as the Trust's first employee. He earned a master's degree in public administration from the Monterey Institute of International Studies and a bachelor's degree in history, economics, and political science from the University of California at Santa Barbara.

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## BOARD OF DIRECTORS ALUMNI

We extend our thanks to the volunteer board members who shared their time and vision to support the Presidio over the past 15 years.



**Lydia Beebe**

Served August 27, 2003 – February 6, 2008

**John Berry**

Served 1998 – December 10, 2000

**Ed Blakely**

Served July 9, 1997 – October 13, 1999

**T. Robert Burke**

Served June 23, 2005 – August 10, 2010

**Nancy Conner**

Served June 23, 2005 – August 10, 2010

**Curtis F. Feeny**

Served June 23, 2005 – August 10, 2010

**Donald G. Fisher**

Served July 9, 1997 – May 4, 2005

**John Garamendi**

Served 1997 – 1998

**Jennifer Hernandez**

Served October 13, 1999 – August 27, 2003

**I. Michael Heyman**

Served February 10, 2000 – December 18, 2003

**Amy Meyer**

Served July 9, 1997 – August 27, 2003

**Mary G. Murphy**

Served July 9, 1997 – May 4, 2005

**William Reilly**

Served July 9, 1997 – August 27, 2003

**Toby Rosenblatt**

Served July 9, 1997 – May 4, 2005

**Michael Shepherd**

Served February 6, 2008 – July 10, 2012

**William Wilson III**

Served August 27, 2003 – February 29, 2012

**Joseph Yew Jr**

Served August 27, 2003 – February 6, 2008

The Presidio. This magnificent place welcomes the public, is home to a vibrant community of residents and tenants, and inspires greater good through programs that draw on its history and natural resources.

The Presidio Trust. An innovation in the management of a treasured American place.



**This Annual Report** is printed on Utopia 2XG 100# dull text and cover which are acid-free and elemental chlorine free (ECF) with 30% post-consumer waste. The printer is Watermark Press in San Francisco which prints using only vegetable-based inks.

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Presidio  
Trust

The Presidio Trust  
103 Montgomery Street  
P.O. Box 29052  
San Francisco, CA 94129-0052

Voice: 415.561.5300  
Email: [presidio@presidiotrust.gov](mailto:presidio@presidiotrust.gov)

[www.presidio.gov](http://www.presidio.gov)

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