



Position Specification

The Presidio Trust

Chief Programs Officer

Private and Confidential

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www.presidio.gov

Background

The Presidio was once one of the oldest continuously operating military posts in the nation. Today, it is a distinct public park site within the 75,500-acre Golden Gate National Recreation Area (GGNRA), the world's largest national park in an urban area. It is also a National Historic Landmark with hundreds of contributing historic features. The Presidio is renowned for its remarkable history, architecture and archaeology; its nature and wildlife; its trails; and its unique management model. Management of The Presidio is divided into two portions: approximately 80% (1,491 acres) is managed by the Presidio Trust and the balance along the edge of San Francisco Bay is managed by the GGNRA.

The Presidio Trust is an innovative federal corporation responsible for governance oversight and management of The Presidio with a mission to enable the Presidio to serve a local, regional and national purpose. The Trust's vision is that the Presidio will be forever a public place: vital to the Bay Area, important to all Americans, and recognized for achieving broad benefits for the nation. The Presidio – with its stunning vistas, beautiful grounds, historic buildings, iconic location, and compelling history – is saved for public use. The 1,491 acres of The Presidio is located in the northern part of San Francisco and is an iconic and unique parkland, residential community, home to many business tenants, and a financially self-sustaining national treasure to be enjoyed and appreciated for generations to come.

Historical Context

The Presidio Trust was created by Congress in 1996 to save The Presidio and transform it for a new national purpose. However, until achieving self-sustainability in 2013, the future of The Presidio was uncertain. Long the Army's premier west coast installation, The Presidio's strategic significance began to decline in the late 20th century. In 1972, legislation creating the new Golden Gate National Recreation Area (GGNRA) in Northern California dictated that The Presidio would join that park should the Army choose to depart the post. In 1989, as the Cold War drew to an end, the Base Realignment and Closure Commission deemed The Presidio to be excess to the military's needs. The U.S. Army left in 1994 and, as anticipated, The Presidio was turned over to the National Park Service.

The costs and management challenges of converting a military post to public use were significant. In 1996, Congress, in a demonstration of innovative thinking and bipartisan collaboration, created The Presidio Trust and transferred jurisdiction of 80% of The Presidio to this new federal corporation. The Trust was given a mandate to preserve the areas of The Presidio under its jurisdiction and attract non-federal resources to the park to ensure that it would ultimately be sustained without direct annual taxpayer support. If The Trust failed to achieve this mandate, the law directed that The Presidio would be sold as excess federal property.

In 2013, The Presidio reached this crucial milestone by becoming financially self-sufficient, two years ahead of the Congressional deadline. It is a milestone that, along with The Trust's record of accomplishment in revitalizing and repurposing this former military base, proves that the multi-sector approach to saving The Presidio succeeded. Most important, it means that The Presidio is protected as an urban national park that delivers new benefits to the San Francisco community and the American people.

The Presidio Trust, considered in 1996 to be an experiment in the stewardship of a treasured American place, is today viewed as an innovation that works.

Current Situation

The work of ensuring The Presidio realizes its mission as a public place is ongoing. Now financially self-sufficient, The Presidio is poised to deliver new levels of benefit – inviting people to enjoy its beauty, engage in its preservation, and contribute to its continuing influence in shaping American history. The next chapter for The Trust is guided by its mission and the following strategic initiatives as articulated in The Presidio Trust Strategy 2020: Welcome the Public; Create Positive Impact; Steward The Presidio; Fund the Vision; Sustain Our Organization; and Build Strategic Partnerships. The Presidio strategic plan can be reviewed at www.presidio.gov/.

Today, The Trust generates approximately \$100 million in revenue from residential rental income, commercial leasing and hospitality services. The Trust has annual operating expenses of approximately \$70M leaving approximately \$30M for programmed capital expenditures.

The Role

The Chief Programs Officer occupies an important senior leadership role at the Presidio Trust, supporting its mission to preserve and enhance the natural, historic, scenic, cultural and recreational resources of The Presidio for public use in perpetuity and to maintain long-term financial sustainability. The Presidio's recent evolution includes opening the historic Officers' Club as a public programming event venue with public exhibition spaces, and implementing a dynamic five-year strategy that defines our key audiences. More than six million people visit the Presidio each year, and one of the Chief's key functions will be to expand access to Presidio programs, particularly to targeted audiences: underserved youth, veterans, and families. The Chief Programs Officer manages the Presidio Institute, Heritage Programs, Park Programs, Volunteer Programs, and an emerging Veterans Initiative. In context of these recent developments, this individual will drive the evaluation of the panoply of park and education programs to establish and implement a strong vision of park and education programs that aligns with the Presidio's goals and standards of excellence.

The Chief Programs Officer will support the President & CEO to build upon the goals of The Presidio Trust Strategy 2020 by launching programs that serve a greater purpose matched to the historic and natural resources of the Presidio, and in recognition of the Presidio's unique role as a place of service. The individual will be a strong advocate and champion for the Trust's Mission and will build strong relationships with key partners and stakeholders, including the National Park Service, the Golden Gate Park Conservancy, the City of San Francisco, and the many communities who live, work, and make full use of the Presidio.

The key responsibilities for the Chief Programs Officer include:

- Develop a coherent vision for park programs and education that balances telling the many varied Presidio stories, sharing the bountiful and beautiful recreation activities, outstanding scholarship, diverse audiences, and opportunities to partner with like-minded individuals and organizations.

- Launch strategic goals and insights into innovative, effective programs. Provide creative, innovative leadership, spirited motivation, and sound direction to initiate and deliver leadership development programming, heritage education, visitor services, art and recreation and other public programs.
- Listen, analyze, and innovate. Evaluate the system by which park programs and education are introduced, reviewed, approved, developed, scheduled, managed, and measured.
- Act as a champion of the Presidio and programs. Develop and present information to the Board of Directors, Leadership Team, staff and external stakeholders.
- Act as an ambassador of the Presidio and the Presidio Trust. Represent the Presidio Trust and the Presidio at public meetings, conferences, professional meetings and in other public forums. Consult with other professionals to keep informed of new developments, methods, theories, and research.
- Manage multi-dimensional teams targeting a series of outcomes for an array of audiences; frequently delivering programs and public benefits through partnerships.
- Collaborate with Trust Office Strategy and Communications staff in the development of advertising, marketing and outreach campaigns to publicize and promote public programs and education.
- Develop measureable outcomes and performance assessment tools to measure intangible outcomes, such as determining how well the Presidio Trust is delivering experiences and serving the public.
- Exercise sound fiscal management of program costs. Prepare annual business plan, five-year plan, and budget; determine office staffing needs; and manage program operations and facilities to balance cost minimization and quality program delivery within approved budget.
- Manage multiple agreements/contracts and externally contracted resources.

The Chief Programs Officer reports directly to the President & CEO of the Presidio Trust and manages more than 35 employees, including the following direct reports: the Managing Director of the Presidio Institute, the Director of Education, the Director of Public Programs and Visitor Services, and the emerging Veterans Initiative. It will be important for this person to be a strong relationship builder as the Presidio Trust has many key partners outside of the organization, including the National Park Service. The Golden Gate National Recreation Area (GGNRA), the Golden Gate National Parks Conservancy (GGNPC), the Mayor and Board of Supervisors of San Francisco, various neighborhood and citywide community organizations and various national environmental and natural resource organizations.

Candidate Profile

The Presidio Trust seeks a strategic and innovative thinker who will honor the legacy and principles of the Presidio while also contributing to the evolution of the Trust's programmatic offerings and strategic goals. The Chief Programs Officer will be a champion for the Presidio and the Presidio Trust, articulating a compelling vision that connects people with place, and that leverages partnerships to increase the scale and accessibility of program offerings.

The successful candidate must possess the organizational acumen, management and leadership skills necessary to strategically lead the program organization through a time of evolution and change as it transitions from managing pilot programs to building a more sustainable, strategic partnership model that focuses on customer service, impact and efficiency. S/he will have demonstrated success in building a portfolio of programs that have the greatest impact, including evaluating, aligning and prioritizing new and existing programs. As a compelling voice for the Presidio and the Presidio Trust, s/he will possess a passion for place and will develop a consistent, comprehensive program strategy that focuses on public benefit.

As a champion for the Presidio, the Chief Programs Officer will be adept at listening, informing, and contributing to a strategic programmatic vision, coupled with a willingness to be accountable for the oversight of implementation. S/he will have a track record of success managing public cultural or recreational programs, education, and/or exhibitions, handling multiple projects simultaneously. S/he will have demonstrated experience working with diverse urban audiences and in-depth understanding of the general public. S/he must demonstrate strong program and operational skills, and exceptional conceptual, creative and critical thinking abilities.

The next Chief Programs Officer will have outstanding interpersonal skills, be a skilled communicator, and will be natural relationship builder. This individual will have an ability to build, manage, lead, influence and sustain a multi-dimensional team in a diverse work environment. S/he will have a proven record of success leading teams to implement strategies and achieve organizational goals. The next leader will be highly flexible, visionary, well-organized, and creative. S/he will empower the team to deliver superior results, and will lead through partnerships and collaboration.

In summary, the Chief Programs Officer will possess strong conceptual and strategic thinking skills, and the persuasive communication skills necessary to be a successful champion for The Presidio. S/he will be able to actively promote The Presidio and its programs to develop key partnerships and build enthusiastic commitment in support of the mission both internally and externally. Importantly, the individual must have the demonstrated ability to turn strategy into operational reality.

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Contact

Russell Reynolds Associates has been exclusively retained for this search. Prospective candidates are invited to contact Stephanie Fujii and Laurie Nash directly. All inquiries and discussions will be considered strictly confidential.

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