



Position Specification

The Presidio Trust

Executive Director

Private and Confidential

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: “Welcoming the Public”, “Building Strategic Partnerships” by launching programs that serve a greater purpose matched to the historic and natural resources of The Presidio, and “Stewarding The Presidio”. 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 Executive Director is essentially the chief executive officer of The Presidio Trust and is responsible for directing and managing all of its activities and operations toward accomplishment of The Trust’s mission, which is 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. This individual will drive the strategic, fundraising, programmatic and operational aspects of The Trust. The Presidio Trust is governed by a Board of Directors composed of six (6) Members appointed by the President of the United States and one (1) Member appointed by the Secretary of the Interior. The Executive Director is appointed by and reports to the Board of Directors.

The Executive Director will realize and build upon the goals of The Presidio Trust Strategy 2020 including the following strategic objectives: Steward The Presidio; Welcome the Public; Create Broad Impact; Fund the Vision; Sustain Our Organization; and Build Strategic Partnerships. The Executive Director is The Presidio Trust’s most public advocate and will build strong relationships with 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. Additionally, this individual will work with the Board to maintain productive relationships with federal partners, Congress and the Administration.

The Executive Director has oversight for the operations of a complex organization with multiple functional responsibilities including management and development of revenue-generating activities and the stewardship of property and lands. The Executive Director supervises the activities of a senior management team and manages a total work force of approximately 350 employees in professional, administrative, technical, and trades occupations.

Key Relationships

Reports To:	Presidio Trust Board of Directors
Direct Reports:	Chief of Business Operations Chief of Park Development & Operations Chief of Strategy & Communications Chief Financial Officer General Counsel Director of Human Resources Programs/Presidio Institute Lead (new)
Other Key Relationships:	National Park Service Golden Gate National Recreation Area (GGNRA) Golden Gate National Parks Conservancy (GGNPC) Personnel Office of the President of the United States U.S. Office of Management and Budget U.S. Department of the Interior Members of U.S. Senate and U.S. House of Representatives Mayor and Board of Supervisors of San Francisco Various neighborhood and citywide community organizations Various national environmental and natural resource organizations

Candidate Profile

- Extensive leadership experience in a complex setting, ideally with the experience of managing operations in finance, real estate, hospitality, and in some combination, community programs public affairs and park or resort operations with a significant operating budget and staff.
- A strategic and innovative thinker who will honor the legacy and principles of the Trust while also contributing to the evolution of The Trust’s programmatic offerings and strategic goals.
- An individual who respects and will develop a strong culture of effectiveness and excellence in management and operations at the Presidio.
- Experience in leading a multi-faceted public-facing organization with the demonstrated ability to manage in an environment with a multitude of constituents and stakeholders.
- An appreciation for the issues involved in public-private partnerships, historic preservation, park management, resource protection and public programming, within the context of self-sustaining budget and revenue requirements.

- Proven ability to develop, articulate and rally diverse constituent groups behind the short-term and long-term vision for the organization. A consensus builder with well-honed capabilities to manage high-stakes strategic considerations.
- Demonstrated ability to build consensus and drive decision making in all directions, including success in managing boards and navigating adeptly among competing interests.
- Possesses a visible track record of strong fiscal management and stewardship with the ability to bridge profitability and park making.
- Well-developed political sensitivity and skill, borne of experience dealing successfully with public constituencies and federal, state and local levels of government.
- Possesses a strong and proven commitment to diversity and inclusion.
- Previous success in positioning an organization with donors, organizational partners, constituencies, and/or customers.

In terms of the performance and personal competencies required for the position, we would highlight the following:

General Management of a Complex Enterprise

- With responsibility and oversight of the complex operations of The Presidio Trust, the Executive Director must be a sophisticated and highly skilled business leader, possessing the ability to manage an extensive portfolio of real estate assets, community resources and natural habitat. Balancing the operational priorities of The Presidio with the mission of serving the community and the nation will require sound business judgment, seasoned leadership experience of high performance teams and proven intellectual resilience. The new Executive Director will need to have a track record of success in a reasonably comparable setting. Experience in managing large scale public private partnerships is especially valuable.

Political Acumen and Communication Sophistication

- The Executive Director of The Presidio Trust must possess well-developed political acumen in order to effectively deal with federal, state and local governments as well as community and constituency groups. Engagement with key leaders in Washington, D.C., San Francisco city government and with the community at large will require adept communication skills and the demonstrated ability to cultivate strong trust-based relationships. In this high profile role, the Executive Director will need to have well-developed skills and a “sixth sense” for public dialogue.

Commitment to a Strategic Mission

- As the leader and chief strategist of the organization, the Executive Director must possess strong conceptual and strategic thinking skills, with the ability to inspire a diverse and complex

organization, and to rally the community around The Trust’s mission and vision. Importantly, the Executive Director must have the demonstrated ability to turn strategy into operational reality.

Communicating, Influencing, and Building Relationships

- The Executive Director will be a persuasive communicator able to convey The Presidio Trust’s mission and strategy both internally and externally. They will be able to actively promote The Presidio Trust and its programs to build enthusiastic commitment and develop key partnerships in support of the mission.

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Contact

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

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