

# Discover



# THE



PRESIDIO TRUST 2013 YEAR-END REPORT

# Presidio



Presidio  
Trust

## PARTNERSHIP AT THE PRESIDIO

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.

The Trust is also grateful to the many individuals and organizations who contribute to the vitality of the park—Presidio residents and tenants, volunteers, donors, program partners, neighbors, visitors, and our broad community.



Presidio  
Trust

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# Welcome



Discover new ways to experience and enjoy the Presidio.

See [Welcome the Public](#), p. 06

# Create



Discover opportunities to develop tomorrow's leaders and tackle the challenges we face together.

See [Create Broad Impact](#), p. 10

# Steward



Discover new ways to care for the park's resources and community.

See [Steward the Presidio](#), p. 14

1998–2012

\$1.6 billion

invested, with each dollar of public funds matched by four dollars of private investment

350

historic buildings rehabilitated

80%

of building space occupied

65

acres of native vegetation placed in active restoration

90%

of environmental remediation projects completed

7,000

residents and employees in the park

11,000

kids served by the Camping at the Presidio program

Millions

of visitors welcomed



# Laying the Foundation for the Next Chapter

## LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR

In 2013, the Presidio Trust operated the park independent of federal dollars for the first time. This was an essential milestone and mandate, and its achievement effectively secures the Presidio as a public place.

Accomplishing financial independence required significant investment in the promise of the Presidio over the past 15 years. Advocates in Congress, led by Nancy Pelosi, persuaded colleagues to fund the Presidio Trust with the expectation that early support would make possible a financially independent federal agency while also assuring the long-term viability of an important American landmark. More than \$300 million in federal appropriations set the stage for investment into the park by others. To date, each federal dollar invested has attracted four dollars of non-federal funding.

The beneficiary of this investment is the public. People are visiting the Presidio in increasing numbers, and they are coming from farther afield. Soldiers who served here once hailed from places throughout the country; we are now beginning to see that geographically diverse tradition replicated in visitors to the park. Fundamental to the Presidio Trust's purpose is our pledge to welcome all members of the public. Judging from the success of the park's new Inn at the Presidio and from the overwhelmingly positive response to events throughout the year, we've decided to "double-down" on our investment in public programming in coming months. We are also encouraged that investments in the park have helped build attendance for programs offered by our partner organizations, including Presidio tenant organizations. We

intend to add more visitor facilities through a broad-based welcoming strategy that will unfold over the next five years, including a Visitor Center that will be delivered and operated through our partnership with the National Park Service and the Golden Gate National Parks Conservancy.

As we welcome people to the Presidio, many are becoming directly involved in the restoration of the park's natural and cultural resources or are devoting themselves to conveying the park's history and meaning. Volunteers have become essential to our work; more than 30,000 volunteer hours were clocked in 2013. National service organizations such as AmeriCorps are contributing to this effort and are adding new energy and focus to the Presidio's centuries-old legacy of service. We appreciate the commitment indicated by this outpouring, and rely increasingly on public help to steward the park and to communicate its significance to the broader community.

At the Presidio Trust, we take pride in our willingness to try out new ways of accomplishing public good. The fact of our being an innovation in base reuse and park management has led to an organizational culture that seeks to test new approaches to a host of Presidio issues, with the hope that the best of these approaches may have applicability elsewhere. In this way, the Trust is a laboratory, and the Presidio is a place to explore and examine new ideas and approaches.

The Presidio, a key command post through much of its history, has always been influential beyond the stone walls that define its physical border. We believe the park's ongoing

contribution includes conveying this history and inviting people to share in what is happening here.

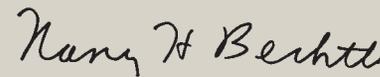
Here are some of our key accomplishments in 2013:

- The Trust made significant progress in rehabilitating San Francisco's most historic structure, the Presidio Officers' Club, which contains remnants of adobe walls and stone foundations built by Spanish explorers in the 18th century. The new Officers' Club, to open in 2014, will invite visitors to learn about the Presidio's history and will feature programs for school children, providing them a tangible "real life" complement to their studies in California and American history.
- At Fort Scott, a former coastal artillery fort and home to an Army training center, the Trust joined with the White House, McKinsey & Co, and other key partners to develop a program in cross-sectoral leadership for public good, seeking to amplify the Trust's positive experience in delivering on a public mission by joining with leaders in the private, academic, non-profit, and governmental sectors.
- In recognition of the importance of global environmental concerns, the Trust continued to demonstrate how historic buildings can be preserved and "recycled" for new uses. We are delivering preservation projects that also achieve recognition as successful "green building" efforts. The former Public Health Service District, comprising 36 acres and 15 historic buildings, has been rehabilitated in this way, earning a 2013 award for sustainable neighborhood redevelopment.

The Presidio is fortunate in its friends. So many people have contributed in so many ways to the Presidio's current success and future promise. Those contributors range from our key institutional partners, the National Park Service and the Golden Gate National Parks Conservancy; to members of a burgeoning community of park tenants and residents, many of whom are involved in programs and activities that educate, enliven, and steward the park; to donors; to volunteers. We offer a heartfelt thank you and invite you to spread the word that something great is happening at the Presidio. With a solid foundation in place, we are beginning an exciting new era of discovery.



Craig Middleton  
EXECUTIVE DIRECTOR



Nancy Hellman Bechtle  
CHAIR, BOARD OF DIRECTORS





FAMILY DAY KITE FESTIVAL ON THE MAIN PARADE GROUND, AUGUST 2013

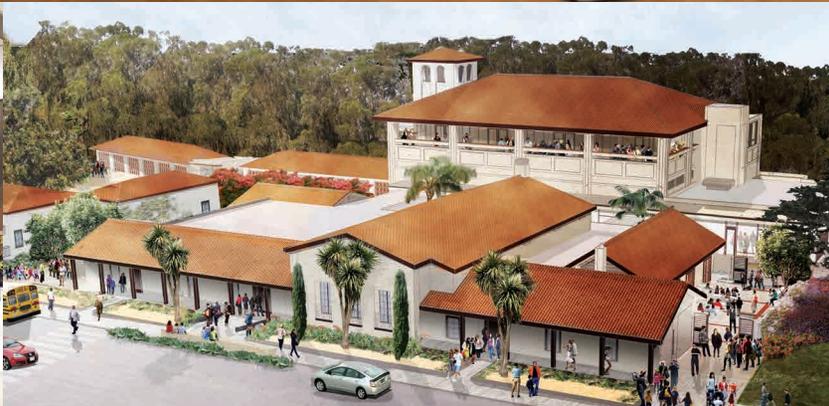


# 1 Welcome the Public

Increasingly, the Presidio is being discovered by new audiences regionally, nationally, and internationally. In 2013, the park welcomed many first-time visitors who were drawn to public programming, new amenities and destinations, and fresh perspectives on iconic vistas. The Presidio Trust also brought renewed meaning and purpose to important park buildings and landscapes.

## 1 PRESIDIO OFFICERS' CLUB

The rehabilitation of the Presidio Officers' Club moved significantly toward completion in 2013. The Officers' Club is located on the grounds where native people first encountered Spanish colonists in 1776, and was the gathering place for U.S. Army leaders and their families throughout the 20th century. It will soon serve as a major visitor gateway featuring a signature restaurant, performances and programs, and unique gathering spaces for celebrations and meetings. It will also offer exhibitions connecting visitors with the Presidio's role in American history. The Officers' Club will open to the public in 2014.





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## WELCOME THE PUBLIC

### 2 NEW GATEWAY TO THE PRESIDIO

The Presidio Trust, the Golden Gate National Parks Conservancy, and the National Park Service continued planning for a magnificent site that will reconnect the historic heart of the Presidio to the Crissy Field waterfront by 2018. As the 75-year-old freeway leading to the Golden Gate Bridge is replaced with the new Presidio Parkway, a dramatic bluff will invite visitors to enjoy panoramic views. The site, to be home to a visitor center and other public amenities, will be a popular launch point for park adventures. To advance the effort, the Parks Conservancy raised \$30 million, including a generous \$25-million lead grant from the S. D. Bechtel, Jr. Foundation.

### 3 HISTORIC LEARNING CENTER

The National Japanese American Historical Society, in partnership with the Presidio Trust, the National Park Service, and others, opened the Military Intelligence School Historic Learning Center at Crissy Field in 2013. The center illuminates the period in 1941 when the U.S. Army secretly enlisted Japanese American soldiers and trained them as military linguists for the coming war. Attached to every combat unit in the Pacific, these linguists translated documents, intercepted intelligence, and ultimately helped American and Allied forces win the war. Now open to the public on weekends, the center will expand its programs and hours of operation over time.

### 4 INN AT THE PRESIDIO

The park's first lodge, Inn at the Presidio, welcomed more than 19,000 guests from its opening in April 2012 through September 2013. Lodging in the park has proven popular with visitors, and in July the Presidio Trust expanded the inn through renovation of a historic Funston Avenue home that once housed U.S. Army officers and their families.

### 5 ART IN THE PARK

In 2013, artist Andy Goldsworthy created his third Presidio installation, *Tree Fall*, celebrating the Presidio forest and illuminating the little-known history of the Civil War-era Powder Magazine located on the Main Post. His Presidio works, also including *Spire* and *Wood Line*, are sponsored by the non-profit FOR-SITE Foundation. Through a partnership with the San Francisco Museum of Modern Art, last fall a Presidio eucalyptus grove became the backdrop for *Arrivals*, a temporary outdoor installation by artist David Wilson featuring sketches and recorded music.

### 6 MAIN PARADE GROUND

Once the site of Army drills and exercises, the Main Parade Ground later served as a parking lot for half a century. In 2011, the Presidio Trust restored it as a public green for community gatherings. A highlight was Off the Grid Picnic at the Presidio, combining food and family fun. More than 126,000 people dropped in for a meal on the green between April and October of 2013. Additionally, the Family Day Kite Festival, held in San Francisco for more than three decades, was hosted on the Main Parade for the first time.

### 7 PRESIDIO FOODS

The Presidio Trust began a partnership with respected Bay Area chef Traci Des Jardins to welcome and serve visitors through a variety of food offerings, beginning with the *Commissary at the Presidio*, a restaurant and mercantile to open in the Montgomery Street Barracks in 2014. The food program will be driven by sustainable, locally sourced ingredients and will offer options to suit every budget and occasion, from take-out picnics to formal celebrations.

**\$30 million**  
raised in support of the new  
gateway to the Presidio

**126,000**  
visitors to Off the Grid Picnic at  
the Presidio

**19,000**  
guests at the Inn at the Presidio

**3**  
Andy Goldsworthy art installations

**1**  
New food program

## 2

# Create Broad Impact

As the Presidio's buildings and landscapes evolve to create a vibrant public place, the former post's legacy of service is also taking a new form. In 2013, the Presidio Trust pursued initiatives to inspire youth, develop the next generation of leaders and park professionals, and host conversations about the challenges that face our nation. The Presidio is becoming both a resource for bringing a diverse, expansive community together and a catalyst for advancing new ideas beyond its gates.

### 1 PRESIDIO INSTITUTE

In 2013, the Presidio Trust introduced the Presidio Institute, a new initiative focused on leadership and service. The institute is housed at Fort Scott, once an Army training facility. In September, the Trust and the White House Office of Social Innovation hosted a day-long Forum on Cross-Sector Leadership, bringing together 170 leaders from around the nation. Reimagining Service, a national coalition to increase social impact through volunteerism, has also joined forces with the Presidio Institute to help elevate the contributions of America's volunteers. In 2014, the institute will pilot a Cross-Sector Leadership Fellows program with the White House, exposing early- and mid-career professionals to learning and leadership experiences led by some of the world's most innovative organizations.





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## CREATE BROAD IMPACT

### 2 DEVELOPING TOMORROW'S LEADERS

The Presidio Trust offers professional development opportunities through internships that use the Presidio as a training ground to prepare future stewards for the challenges faced by parks and communities in the 21st century. In 2013, the Trust welcomed 38 interns who offered nearly 30,000 hours of service while developing their skills in areas from ecological restoration to archaeological research to communications. Additionally, the Trust welcomed eight AmeriCorps participants who gave 2,000 hours of service to the Presidio.

### 3 INTERNATIONAL URBAN PARKS CONFERENCE

The City Parks Alliance selected San Francisco as the host city for the 2015 International Urban Parks Conference, the premier forum for park leaders, urban planners, and designers. Park professionals from around the world will visit the Presidio and other sites in the Golden Gate National Recreation Area for tours and workshops. The Presidio Trust, National Park Service, and Golden Gate National Parks Conservancy serve on the planning committee for this major gathering.

### 4 A BAY AREA RESOURCE

The San Francisco Chamber of Commerce honored the Presidio Trust with its *Building San Francisco* award to acknowledge the growing role the park plays in contributing to quality of life in the Bay Area.

### 5 CAMPING AT THE PRESIDIO

The Golden Gate National Parks Conservancy, working in partnership with the Presidio Trust and the National Park Service, offers a program to provide an overnight national park experience for young people who would not otherwise have access. Camping at the Presidio (CAP) is based at Rob Hill Campground. In 2013, its seventh season, CAP welcomed 4,177 kids and trained 1,254 adults to lead future camping expeditions. Since its inception, the program has served more than 21,000 youths and adults.

### 6 NEW EDUCATIONAL PATHWAYS

The Presidio Trust piloted a new educational program with Roosevelt Middle School, located just outside the park. Sixth, seventh, and eighth graders engaged in a variety of immersive experiences, including team-based exploration using compasses and signage, environmental service projects, and camping at Rob Hill. The goal was to offer knowledge and experiences that would supplement classroom learning and instill in students a broadened sense of their ability to have a positive influence within their community.

5,431

youth and adults participated in the Camping at the Presidio program

2,000

hours of service contributed by AmeriCorps participants

170

leaders welcomed to the Forum on Cross-Sector Leadership at the Presidio Institute

38

interns trained in a variety of professional disciplines

1

year until the Presidio welcomes the International Urban Parks Conference

# 3

## Steward the Presidio

Caring for the Presidio's natural habitats and cultural treasures is the Trust's essential mission. In 2013, the Trust advanced stewardship in a broad community context—enhancing park neighborhoods where people live and work, sustaining a strong financial foundation to operate the Presidio, reviving sensitive ecosystems, supporting the volunteers who share their time and talent, and honoring those who served our nation.

### 1 ENHANCING MOUNTAIN LAKE

Environmental clean-up of Mountain Lake was substantially completed in 2013, and a popular new lecture series featuring researchers and restoration experts—Science Saturdays—was launched. With the toxins now gone, the Presidio Trust is beginning the process of revitalization, including the reintroduction of native species such as three-spined stickleback fish, freshwater mussels, and Western pond turtles. In the lake's east arm, native wetland and riparian woodland species such as arroyo willow, red alder, California honeysuckle, and blue elderberry will be planted.





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## STEWARD THE PRESIDIO

### 2 DECADE OF REFORESTATION

In 2013, the Presidio Trust completed the first decade of a 65-year program to rejuvenate the aging Presidio forest. The U.S. Army planted the forest, comprising eucalyptus, Monterey cypress, Monterey pine, and redwood, in the late 19th and early 20th centuries. Ultimately 300 acres in size, it is the largest contributing feature to the Presidio's National Historic Landmark District status. Over the past decade, 27 acres of young trees have been planted. The Trust welcomes public involvement through a volunteer tree care program. To date, more than 1,000 volunteers have contributed 5,000 hours of service.

### 3 REVITALIZING THE PRESIDIO'S LARGEST NEIGHBORHOOD

The Baker Beach neighborhood, home to one in three Presidio residents, received substantial upgrades that improved safety and energy efficiency. Enhancements included seismic upgrades, painting, new landscaping using native dune plant species, and the addition of new community gardens and public gathering areas.

### 4 THE GROWING COMMUNITY

The Presidio welcomed several new tenants, including the Society of California Pioneers which is preparing to open a public museum on the Main Post in 2014. In total, the Presidio community is home to more than 200 organizations.

### 5 WORLD WAR II MEMORIAL RESTORATION

The Trust completed major improvements to the World War II Memorial, which honors 412 members of the Armed Forces who lost their lives in Pacific coastal waters. The renovation improved accessibility and restored the historic landscape. The project was funded by the American Battle Monuments Commission.

### 6 PUBLIC HEALTH SERVICE DISTRICT AWARD

The National Trust for Historic Preservation and the Advisory Council on Historic Preservation honored the Presidio Trust, Forest City Enterprises, Perkins + Will, and others with the 2013 Award for Federal Partnerships. The award recognized the revitalization of the historic Public Health Service District, once home to a U.S. Marine Hospital complex and now transformed into a lively park neighborhood.

### 7 VOLUNTEER SUPPORT

Nearly 6,100 volunteers contributed 30,000 hours of service to the park and its programs in 2013. These dedicated community stewards completed trail repairs, enhanced plant habitat, maintained community gardens, and welcomed the public as docents.

17,500

cubic yards of sediment removed at Mountain Lake

6,100

volunteers shared their talents at the Presidio

3,500

trees planted to revitalize the Presidio forest since 2003

398

households revitalized in the Baker Beach neighborhood

200+

organizations in the Presidio community



EL POLÍN SPRING IN THE TENNESSEE HOLLOW WATERSHED



**1** The **Presidio Officers' Club** will open to the public in September following a complete renovation. A calendar of cultural programs—including dances, lectures, and performances—will welcome visitors several nights a week.

**2** In April, the Presidio will welcome its latest art installation, *Picturing the Presidio*. The temporary exhibit will showcase the work of Bay Area photographer Lyle Gomes, who has chronicled the Presidio for 25 years. Eight of his beautiful black and white photos will be displayed outdoors in the locations where they were originally captured.

**3** From February to August the Presidio Trust will host *Crown Jewels: Five Great National Parks Around the World and the Challenges They Face*. The exhibit will chronicle the issues faced by parks and protected areas in Tibet, East Africa, Italy, Amazonia, and Australia through the eyes of experts, each with a lifetime's work in that part of the world. An accompanying speaker series will invite the public to engage with the researchers themselves.

**4** The Presidio will have nearly completed a fully accessible **trail loop**, allowing visitors of all abilities to experience the Presidio's diverse landscapes, from forest groves to views of San Francisco Bay and the Pacific Ocean.

**5** In May, the park's newest eatery—**Commissary at the Presidio**—will open to the public. A partnership of the Trust, celebrated chef Traci Des Jardins, and Bon Appétit Management Company, the restaurant will be a welcoming community gathering place.



# Yours to Discover in 2014

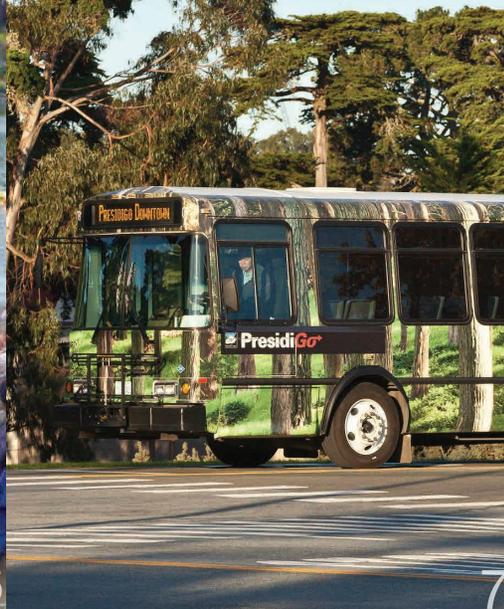




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6 Enjoy new opportunities to explore, learn, and enjoy at [Mountain Lake](#)—from *Science Saturdays* lectures to field trips for local school groups to regular monthly volunteer days. Don't forget to take the pledge to Love Mountain Lake.

7 The [PresidiGo Downtown Shuttle](#) will offer weekend service, providing a free and convenient new way for visitors to get to the park. This bike-friendly shuttle will connect to Embarcadero BART and the Transbay Terminal, making it easier for people from across the Bay Area to discover the Presidio.



8

8 The Presidio Trust will host tours and work sessions for the Association of Defense Communities 2014 [Base Redevelopment Forum](#), to be held in San Francisco in November 2014. The Trust will describe how partners from the public, private, non-profit, and academic sectors collaborated to revitalize the Presidio as a regional and national resource.

9 Spring brings [BioBlitz](#), two days of outdoor exploration, discovery, and fun, to the Golden Gate National Recreation Area. Co-sponsored by National Geographic, the event invites citizens to work alongside scientists to inventory plants and wildlife.



9



10 Celebrate the [holiday season](#) with events around the park from a tree-lighting ceremony to music and dance performances.

# 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. She was president and chief executive officer of the San Francisco Symphony from 1987 to 2001 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 degree 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. 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, 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.



**3. 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 (SPUR) 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 Business Times. 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.



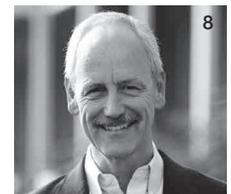
**4. WILLIAM R. HAMBRECHT** is the founder of the San Francisco-based financial services firm WR Hambrecht + Co. Mr. Hambrecht is widely credited with creating the OpenIPO, which made the initial public offering process more equitable. Prior to WR Hambrecht + Co, he co-founded Hambrecht & Quist, which 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 is also involved with Conservation International, Women for Women International, and Sustainable Conservation. 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 San Francisco Foundation, Rosenberg Foundation, Mental Health Association of San Francisco, and California Pacific Medical Center. She was awarded the 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, assistant superintendent of Santa Monica Mountains National Recreation Area, and interim manager of the Presidio. 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 North Cascades Institute, American Alps and Chesapeake Conservancy Advisory Councils; as chair of the Captain John Smith National Historic Trail Advisory Council; as co-chair of the Fort Hancock 21st Century Advisory Committee; 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 degree from the State University of New York at Syracuse. He is a Fellow, American Society of Landscape Architects. He was appointed as the Secretary of the Interior's designee to the Trust board in July 2009.

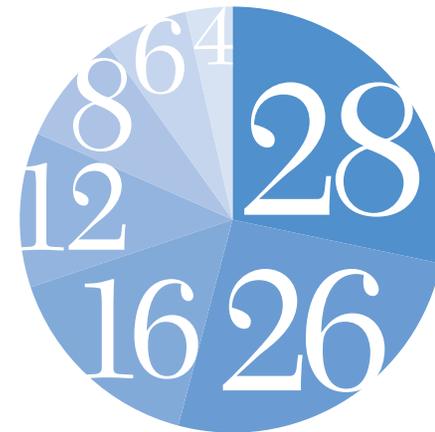
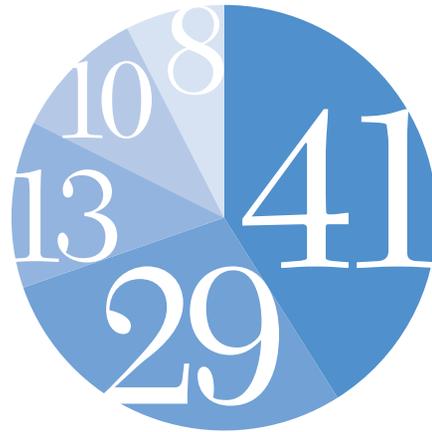
**7. ALEX MEHRAN**, a San Francisco Bay Area native, is president and chief executive officer of Sunset Development Company, a diversified real estate organization that created Bishop Ranch in San Ramon, California. He has served at the firm since 1977. Mr. Mehran serves as a Director of the San Francisco Federal Reserve Bank and as chairman of the Contra Costa Economic Partnership. He is also on the executive committee of the Bay Area Council and is a member of the Chancellor's Associates of UCSF. Mr. Mehran is a former trustee of the Urban Land Institute, San Francisco Ballet, and the Fine Arts Museums of San Francisco, among others. He 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.

**8. CRAIG MIDDLETON, EXECUTIVE DIRECTOR**, has led the Presidio Trust since 2001. Over the last decade, 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. After holding several leadership positions in the organization, Mr. Middleton was named executive director. 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.



# Fiscal Year 2013

## Financial Statement Summary



Fiscal Year (FY) 2013 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.

### SOURCES OF FUNDS

\$155 MILLION

■ Net Carry Forward, Remediation & Other	63M	41%
■ Residential Leasing	44M	29%
■ Non-Residential Leasing	20M	13%
■ Municipal Services	16M	10%
■ Hospitality	12M	8%

### EXPENDITURES

\$155 MILLION

■ Construction & Capital Projects (includes Environmental Remediation)	44M	28%
■ Reserved for Future Projects	40M	26%
■ Municipal Services	24M	16%
■ Overhead, Debt Service, & Other	18M	12%
■ Residential & Non-Residential	13M	8%
■ Hospitality Management	10M	6%
■ Park Projects & Programming	6M	4%



#### CREATIVE CONTRIBUTORS

Design: L Studio, Sausalito  
Photography: Charity Vargas  
Photography, Jay Graham,  
Ben Davidson, Lyle Gomes,  
Presidio Trust

#### 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.

PRESIDIO TRUST DAY OF SERVICE, DECEMBER 11, 2013





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)

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