



STRATEGY 2020

UNLEASHING THE
PROMISE OF THE PRESIDIO



Presidio
Trust

PUBLISHED 2015

A Call To Action

Having delivered on our commitment to Congress to save the Presidio, it is now time to intensify our focus on sharing the Presidio. Strategy 2020 articulates our vision for drawing visitors here and for creating positive impact that can be felt by people within and beyond our gates for generations to come.

Over the next five years we will create more opportunities for visitors to have quality experiences and will ensure that they are supported and well-served. Our challenge is not simply to bring more people to the park, but to create opportunities to forge deep connections with history and nature. Our doors will be opened wider to all - those that love the Presidio today and those that have yet to discover it.

As we reach up and out, we will stay grounded in the essentials: maintaining and improving this beautiful place, funding our vision, strengthening our organization, and working effectively with our partners.

It's an exciting time, and we look forward to continued teamwork with the National Park Service, the Golden Gate National Parks Conservancy, and our community of tenants, residents, donors, volunteers, and visitors. The Presidio is a gift to all of us, and a promise we make together - join us!



Nancy Bechtle
Chair, Presidio Trust Board of Directors

Craig Middleton
Executive Director



Saving the Presidio

Once a premier Army post, now a new kind of national park

The Presidio has a deep and rich history.

Over the course of time these lands have been home to native people, colonists, Army brass, soldiers, and civilians. The modern history of the Presidio began auspiciously in 1776 - the same year the United States was founded - as Spain's northernmost location in the Americas. It then served as a Mexican frontier outpost from 1822 until 1846, when it began its tenure as one of our nation's most important Army posts. It remained a U.S. military base for nearly 150 years until 1994, when it was decommissioned and the journey began to reinvent it as a unique national park.

After several years under the exclusive jurisdiction of the National Park Service (NPS), Congress created us, the Presidio Trust, to work with the NPS to steward the Presidio into its next era. The Presidio Trust Act recognized that, "as part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources."



The Trust Act mandated that the Presidio Trust become financially self-sufficient and manage itself through an innovative public/private partnership to minimize costs to the United States treasury and make efficient use of private sector resources. The stakes were high as the act also called for the Presidio to be sold if the mandate was not achieved.

Today, we can proudly and confidently claim that the Trust operates, and will continue to operate, without taxpayer support. Thanks in large part to the support of the Golden Gate National Parks Conservancy and the National Park Service, we have accomplished our goal. Together we have saved the Presidio as forever a public place.



Sharing the Presidio

Welcoming the Public and Creating Positive Impact



For 15 years, we have been working on a big, but bounded, challenge: conducting the largest historic project in the nation while also becoming financially self-sustaining.

Now we have a singular opportunity to build on the Presidio's character, forged over two centuries, to create an inspired public place for our generation and those that follow. If the last two decades at the Presidio have been largely about saving the place, the next two decades will be about sharing it.

This document lays out a vision for bringing together the place and a broader cross-section of people. We believe that from its deep roots in history and its abundant natural and recreational resources, the Presidio is poised to create positive impact on many dimensions.

Our work at the Presidio Trust will advance that purpose as we share the Presidio experience and affirm its value as a public resource. As we enter the next chapter, the Trust is inspired by the unlimited potential of the Presidio to provide lasting benefit to the American people.

Built upon our legislative mandate, our track record, and our competencies, Strategy 2020 defines our focus for the next five years. The Trust's accomplishments have been derived through effective partnerships among the public, private and non-profit sectors and we look forward to expanding the depth and number of relationships in the years to come. To those that have been part of this journey, we thank you. To those that have yet to experience the park, we hope to share it with you soon.



Our Five Year Focus

Share the Presidio



Core Values



EXCELLENCE: *We will strive to perform at our highest standard, understanding that the Presidio is a treasured resource that deserves our best performance*

COLLABORATION: *We will cooperate with each other and our partners to deliver on our mission*

DIVERSITY: *We will welcome and respect people of all backgrounds, genders, sexual orientations, and ethnicities*

INNOVATION: *We will continue to challenge typical approaches and find creative solutions to achieve our goals*

INTEGRITY: *We will act with honesty and in accordance with our values*

LISTENING: *We will actively hear our visitors, tenants, partners, and each other*

PARTNERSHIP: *We will embrace a wide array of partnerships to expand the Presidio's impact*

SERVICE: *We will contribute to a purpose that is larger than ourselves, and inspire an ethos of service in others that grows from the Presidio's rich history*

SUSTAINABILITY: *We will take the long view and do what it takes to ensure the Presidio and its environment thrive for generations*

TRANSPARENCY: *We will engage with the public and each other with clear intentions, openness, and candor*

WELCOME THE PUBLIC



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WE WILL ...

Invite the public

HOW WILL WE DO IT...

- Expand marketing and communication to increase profile of the Presidio as a top San Francisco destination
- Target outreach to attract a broad and diverse audience
- Leverage tenant relationships to co-market the Presidio
- Develop digital strategy for the public to easily access Presidio experience

Expand programs and events

- Increase high quality visitor experiences while preserving historic and natural resources
- Develop signature Presidio Trust-led public events
- Leverage the Presidio's space for partner led or co-led programs
- Create programming that is relevant to a broad cross-section of people

Improve transportation access

- Increase connections to regional transit infrastructure (e.g. MUNI, BART, Golden Gate Transit)
- Explore opportunities for additional transit options (e.g. PresidiGo)
- Provide bike rental options within the Presidio and explore other methods for intra-Presidio transportation

Orient Presidio visitors

- Improve wayfinding (e.g., create new signage and tools to tell visitors where they are and invite them to explore the Presidio; consider adjusting paths, trails, and roads to make Presidio effectively navigable)
- Establish the Main Post as the starting point for first-time visitors
- Provide visitors with a variety of guided and self-guided tour options, including print and digital tools
- Equip and train docents and staff to assist visitors with information and directions

Enhance visitor services

- Ensure that the Presidio offers affordable food, drink, and lodging options seven days a week with visitor friendly hours
- Create a safe and comfortable experience across the Presidio (e.g. restrooms, seating, ADA accessibility, wifi, cell coverage, lighting)
- Provide visible Presidio Trust staff presence to welcome and inform visitors
- Maintain a robust public safety program
- Implement a coordinated system to gather visitor information and feedback

CREATE POSITIVE IMPACT



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WE WILL ...

Connect the public with the Presidio's natural environment

HOW WILL WE DO IT...

- Create opportunities for nature appreciation, wellness, and personal reflection
- Grow experiences for volunteers to engage in meaningful service
- Invite the community and partner organizations to co-create and expand programs that utilize the Presidio's ecology for environmental learning and to promote stewardship

Connect the public with the Presidio's rich heritage

- Create tools (e.g., signage, maps, plaques, and digital guides) that highlight select sites and stories
- Invite the community and partner organizations to co-create and expand programs that connect the public with the Presidio's cultural heritage
- Build upon the Presidio's legacy of service at the Presidio Institute to inspire and train emerging leaders

Leverage recreational resources to improve health and wellness

- Launch wellness programs that leverage the unique park resources of the Presidio including tenants and partners
- Completion of Presidio playgrounds, playing fields, and key bikeway gap projects

Increase youth engagement

- Increase family-targeted extracurricular programming
- Partner with San Francisco schools to expand programming reach to all students, with multiple touch-points during the K-12 experience
- Expand service-learning opportunities for youth to engage in hands on stewardship

Reach underrepresented Bay Area communities

- Identify the populations not currently served by the Presidio, and design programmatic efforts to drive interest
- Integrate underserved groups into Presidio programming

Engage veterans and military families

- Ensure programmatic efforts consider veterans as a target audience
- Partner with community organizations, other government agencies, and tenants to strengthen ties and outreach to the local veteran community
- Expand events for military appreciation on honorary holidays and historic anniversaries

STEWARD THE PRESIDIO



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WE WILL ...

Preserve the historic landmark

HOW WILL WE DO IT...

- Align land planning process to further the goals defined in Strategy 2020
- Fund and execute a cyclic maintenance program to protect buildings that have been rehabilitated
- Deploy five-year plan to rehabilitate additional historic buildings using sustainable practices
- Execute a preservation maintenance plan for all historic buildings that will not be rehabilitated within five years
- Advance program to restore and sustain the Presidio's historic forest and landscapes

Ensure the Presidio's ecological health

- Ensure that native plant and animal species remain at healthy and sustainable populations
- Complete the restoration of Mountain Lake
- Substantially advance the restoration of the Tennessee Hollow Watershed
- Maintain already completed restoration sites

Operate the Presidio and infrastructure using sustainable practices

- Meet or exceed California and/or federal standards for efficiency related to energy, waste, and waste generation
- Monitor and reduce the Presidio's carbon footprint
- Achieve water self-sufficiency with conservation, reclamation, planting choices, and other techniques
- Adequately fund infrastructure to keep up with lifecycle replacement costs

FUND OUR VISION



FUND OUR VISION

WE WILL ...

Fulfill our mandate to be financially self-sufficient

Sustain a healthy real estate enterprise to maximize our park and programmatic offerings

Manage our budget to support our strategy

Encourage philanthropic partnerships

HOW WILL WE DO IT...

- Generate a stable revenue stream in excess of operating costs and necessary capital expenditures to fund strategic investments and projected expenses
 - Maintain self sufficiency without relying on one-off capital inflows
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- Attract residential and non-residential tenants, and maintain a strong relationship with our tenant community
 - Adjust rents to market levels while maintaining intentional subsidies and transparent discounts to support strategic goals
 - Protect asset base through design and execution of cyclic maintenance plan
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- Re-align operating costs and re-prioritize capital investment plan to accomplish the goals of Strategy 2020
 - Operate hospitality efficiently with minimal overhead (e.g., explore 3rd party operations) while assuring quality
 - Continue conscious investments into building hospitality offering to welcome the public
 - Develop mission oriented metrics to track impact of investments
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- Maintain a liaison with the Golden Gate National Parks Conservancy in order to continue our long history of partnering on impactful Presidio initiatives
 - Work with our partners to raise funds for select initiatives that can accelerate implementation of strategic objectives

SUSTAIN OUR ORGANIZATION



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WE WILL ...

Attract and retain outstanding human capital

HOW WILL WE DO IT...

- Identify gaps in essential staff level skills that should be filled to deliver on Strategy 2020
- Bring in new and diverse talent to strengthen organizational capabilities
- Develop onboarding practices to orient new employees, interns, and docents
- Improve internal succession plans
- Integrate internship and volunteer programs into our human capital strategy to support strategic goals

Align organization to Strategy 2020

- Clarify roles and objectives for each department that align to Strategy 2020
- Equip departments and employees to develop annual goals and performance indicators supporting Strategy 2020
- Measure performance toward department goals on an annual basis
- Reinforce core values to strengthen organizational culture

Invest in people development

- Leverage the Presidio Institute to design learning and development plans for employees
- Conduct cross departmental training and professional development workshops to build skills and knowledge across the organization
- Create and develop a culture of feedback and continuous improvement

Ensure high-level of employee engagement and collaboration

- Host regular all-employee meetings and events
- Recognize and reward employees for outstanding results
- Administer an annual employee survey to prioritize areas for improvement
- Create new processes to improve inter-department communication
- Support collaboration and knowledge-sharing with tools and training

Nurture a visitor service oriented ethos

- Reinforce internal culture to focus on listening to both current constituents and those we would like to reach
- Adopt a visitor service mindset toward all park stakeholders
- Motivate staff to provide exceptional service

BUILD STRATEGIC PARTNERSHIPS



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WE WILL ...

Uphold and improve the strong relationship with National Park Service and the Golden Gate National Parks Conservancy

HOW WILL WE DO IT...

- Identify and leverage specific strengths and capabilities of NPS, Parks Conservancy, and the Presidio Trust
- Develop a collaborative framework with NPS and Parks Conservancy for jointly sharing the Presidio
- Align philanthropic and programmatic efforts with Parks Conservancy
- Collaborate to best utilize the Presidio-based volunteers and interns
- Complete on-going partner projects, including the Youth Collaborative, the Crissy Refresh, and the Presidio Parklands project, and the Presidio Visitor Center

Expand strategic partnerships

- Leverage partnerships to achieve our vision
- Engage the city of San Francisco and local government leaders in discussions about partnership opportunities
- Collaborate with heritage, environmental, cultural, and educational organizations to expand programmatic offerings and reach
- Partner with community organizations to extend our reach to underserved audiences
- Develop and nurture effective intra-governmental relationships
- Strengthen strategic business relationships

Continue commitment to public participation and transparency

- Recognize that enduring public support is essential to the ongoing vitality of the Presidio
- Use innovative methods to broaden public engagement
- Dedicate resources to continually improving the Presidio based on public feedback

Share the Presidio Trust model

- Share lessons learned from the Presidio's experience in cultural and environmental resource management
- Contribute financial self-sufficiency best practices to other organizations
- Leverage the Presidio Institute to share our experiences and capabilities



Presidio
Trust