

THE PRESIDIO TRUST 2011 YEAR-END REPORT

# LANDSCAPES

of the Presidio



300-acre forest of eucalyptus, cypress, and pine planted at the end of the 19th century • relic natural areas harboring 13 native plant communities and 330 native plant species • two complete watersheds, tennessee hollow and lobos creek valley • a fresh water lake, mountain lake • exceptional biodiversity, including 230 species of birds, 30 butterfly species, and 60 bee species • rich

# MOSAIC LANDS

collection of historic gardens and ornamental plantings, including rare 100-year-old hybrids • four parade grounds • the oldest extant streetscape in san francisco • one of the nation's oldest golf courses • 24 miles of trails • 8 scenic overlooks and vista points

# OUR MISSION

The Presidio Trust's mission is to preserve the Presidio as an enduring resource for the American people.

*The period has arrived when the Presidio Reservation should be adjusted to a systematic and permanent plan of improvement.*

– Major General S.B.M. Young, 1901

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For more than a decade, the Presidio has hummed with construction activity. Hundreds of historic buildings have been given new uses as homes, schools, workplaces, and places for the public. Historic building rehabilitation throughout the Main Post and the transformation of Doyle Drive into the Presidio Parkway promise great benefits, which we are looking forward to. Meanwhile, a quieter but equally dramatic transformation is taking place – the restoration of the Presidio’s beautiful and varied landscapes.

## DEAR FRIENDS

The Presidio is a mosaic of forest and grasslands; dunes and gardens; playing fields and parade grounds. Some of the most intriguing areas in the park can be found at the edges and in-between, where grasslands adjoin the forest, where dunes meet gardens, where fresh water meets the bay. Caring for this mosaic requires not only a strong management vision and a long-term commitment, but also many hands. Gathering seeds, cultivating plants, clearing and planting, weeding, pruning, and mowing – the thoughtful industry of caring for the Presidio’s landscapes adds up to one giant community effort.

Through the combined vision and energy of community volunteers and park staff, more than 20 percent of the Presidio’s 1,500 acres have been rehabilitated over the past decade. The aging forest, the most dramatic example of how people have shaped the Presidio’s character, is being replanted, acre by acre. Streams that have been buried in culverts and

underground channels for nearly a century are being “daylighted,” supporting lush vegetation and creating habitat for birds and other wildlife. Army-era landfills, a combined 350,000 tons of waste, have been removed from the park, allowing natural areas, cultural landscapes, and recreational areas to be restored and improved. Acres of asphalt have been replaced with lawns and gardens, inviting people to enjoy the peace and beauty of the park.

The Presidio’s landscapes tell a story of people, place, and dynamic change over two centuries. Once the scene of military training and service to the country, today these landscapes tell a contemporary story of national service. This past year more than 7,668 community volunteers gave 80,486 hours to the Presidio – more than at any other national park site.

The FY2011 Year-End Report, *Landscapes of the Presidio*, is dedicated to the community members who volunteer their time, talent, and treasure to the Presidio. It is also dedicated to the staff of the Presidio Trust, the Golden Gate National Parks Conservancy, and the National Park Service who not only care for the Presidio, but who also work tirelessly to engage the community in park stewardship. Celebrate our achievements by taking a walk in the Presidio. If you happen upon a group of volunteers at work, be sure to thank them for their service.

Thank you!

Craig Middleton  
Executive Director

Nancy Hellman Bechtel  
Chair, Board of Directors



At El Polín Spring with AmeriCorps members

Completed five years of pilot projects to restore and sustain the historic forest and native plant communities • pruned nearly 1,000 trees to mitigate hazards and extend their lifespan • revitalized 25 acres of declining forest and planted 3,500 trees • improved 170 acres of remnant natural areas • increased the natural areas from 23 acres to more than 260 acres • increased the populations of the

# PRESERVATION

endangered presidio clarkia and san francisco lessingia • helped rescue the endangered franciscan manzanita from highway construction and relocated it to safe harbor in the presidio • completed inventories for birds, mammals, herpetofauna, beetles, bees, and spiders • restored all of the presidio's historic neighborhoods



California poppy  
*Eschscholzia californica*

The California poppy was first collected in the Presidio during an expedition in 1816 that arrived on the Russian ship the *Rurik*

Geology, topography, climate, and the actions of people over two centuries have created a mosaic of landscapes in the Presidio – Forest, Dunes, Serpentine, Riparian, Domestic, Ceremonial, and Recreational. To find such diverse landscapes within 1,500 acres in the center of a densely populated metropolitan area is truly extraordinary. The FY2011 Year-End Report celebrates each of these special landscapes.

The Presidio is a tangible record of San Francisco’s natural history. The Army’s presence precluded the intense development that took place around San Francisco Bay. In an afternoon hike around the park one can experience all of the native plant communities of the pre-urban wild landscape of the city. Natural areas within the Presidio contain some of the last remaining examples of San Francisco’s once extensive dune and serpentine native plant communities, as well as habitat for fifteen rare or endangered plant species.

# LANDSCAPES

The Presidio has nonetheless been dramatically changed by people, especially during the U.S. Army occupation. Ravines and marshlands were filled in, sand dunes were tamed, parade grounds and playing fields were laid out, a vast forest was planted on the ridges, and gardens were cultivated throughout the post.

Many of the Army’s changes were intended to make the Presidio a less windy and sandy place to live, but the overarching design purpose was to make the Presidio more imposing and grand. Military landscape “engineers” were inspired by the example of the great urban parks of the 19th century, including Golden Gate Park. The result is a singular mix of cultivated and wild, picturesque and grand.

The Trust is preserving and enhancing the Presidio’s cultural and natural landscapes. We are also adding a 21st century chapter to the Presidio’s evolving story. By using native and drought-resistant plants in the cultivated landscape, by creating habitat in the forest’s understory, and by looking to integrate human activity and resource protection, we are enhancing the overall ecological and social values of the Presidio.

# STEWARDSHIP

When the Presidio became a national park site, the forest was in decline, rare and endangered plant species were threatened by invasive weeds, historic landscapes were overgrown, and historic garden species were disappearing.

From collecting seeds to weeding natural areas and pruning trees, active stewardship is essential to preserving the Presidio's natural heritage.

The Presidio Trust is applying best management practices and engaging a growing cadre of volunteers in all aspects of stewardship. One of our most important objectives is to balance the cultural and natural values of the Presidio's landscapes with recreational and educational uses, as well

as with the everyday presence of people. At the Presidio, we strive to make biodiversity and enjoyment of the park's open spaces complementary.

Stewardship at the Presidio is rooted in the Trust's partnership with the National Park Service and the Golden Gate National Parks Conservancy. Together we

Students planting new dunes on the Presidio Hills



provide volunteer programs that not only bring additional resources to the park, but also enhance the benefits the Presidio provides to the community. Our stewardship programs educate and inspire youth about the importance of public lands and urban nature; they provide a social hub where people from all walks of life share their experiences; they help other organizations build stronger teams. Above all, they bring people together to serve their community and care for their park. In 2011, more than 7,668 community volunteers gave 80,486 hours to forest and tree care, gardening, habitat restoration, landscape care, nursery, trail maintenance, and archaeology programs.



Corporate volunteers removing invasive ice plant near the Baker Beach neighborhood



Partnership goes hand in hand with stewardship, and love of the Presidio has shaped many different kinds of partnerships. Together the Trust and the Golden Gate National Parks Conservancy have partnered with philanthropists, foundations, and other grant-making organizations to improve the Presidio's natural areas and open spaces, to renovate and expand Rob Hill Campground, and to build trails and scenic overlooks. With a lead gift from the Evelyn and Walter Haas, Jr. Fund, the Presidio has received \$27.7 million over the past five years.



Students on a self-guided adventure at Fort Scott

The Trust has also developed partnerships with more than 40 educational, scientific, and resource-preservation institutions. These partnerships bring cutting-edge research to the Presidio, deepen our understanding of the resources, advance best practices, and develop a new generation of environmental leaders. Concepts of biodiversity, urban ecology, and California history become tangible for students; civic ideals of service, stewardship, and environmental responsibility become life-long commitments.



Acmon blue butterfly  
*Plebejus acmon*

# PARTNERSHIP

*For more than a hundred years, the Post has served San Francisco as a man-made forested reserve amidst the City's dense residential development; the lush character of the Presidio as a wooded reserve has endured to the present day. The important interrelationship between the Presidio and the City of San Francisco has been part of a broader interrelationship between the Presidio and the entire Bay Area.*

– National Historic Landmark "Statement of Significance," 1993



Volunteers clearing weeds at Mountain Lake



# FOREST

*The mature Presidio forests provide a sanctuary, otherwise scarce in the city, that is spiritually uplifting. As the forests clean the air and block the winds, they provide residents and visitors of all ages an unparalleled opportunity to be deep in nature even briefly, and to quietly connect with the human soul.*

– Bill Shepard, long-time Presidio neighbor and advocate

Andy Goldsworthy's *Spire*, located in the Arguello Key Historic Stand off the Bay Area Ridge Trail, symbolizes the renewal and rejuvenation of the Presidio forest.

Learn more about the forest: [page 23](#)





# DUNES



*Its 13 acres of recreated dunes are a buzzing, blooming emblem of grassroots community action and profound ecological change. Every day, some wild species announces that change: the songbirds call it out from the oaks near the creek; the damselflies advertise it in their blue moves as they alight and rise; the silvery lupine hums it while being tousled by bees; and the wildflower-scented air, like no perfume in the city, informs even the casual observer that Lobos Valley is as much a healing habitat for wild species as it is a haven for tired urban folk seeking their own spiritual renewal.*

– Christine Colasurdo, “The City Goes Wild: Reintroducing Native Plants to San Francisco’s Presidio,” *Orion Afield*, Spring 2002

*Dudleya farinosa*, a.k.a “live forever,” a succulent dune dweller in the stonecrop family.

Learn more about the dunes: page 24



*The history of serpentine grasslands and serpentine maritime chaparral illustrates the forces responsible for the decline of San Francisco natural areas. Serpentine outcrops – composed of serpentinite, California’s state mineral – were once fairly common in San Francisco, stretching in a discontinuous patchy band across the peninsula from the southeast corner to the Presidio in the northwest. Green-tinted serpentine outcrops appear occasionally among the city’s buildings, but only at the Presidio do they still support native vegetation.*

*– Pete Holloran, “The Greening of the Golden Gate: Community-based Restoration at the Presidio of San Francisco,” Restoration & Management Notes 14, no. 2 (1996)*

# SERPENTINE



A serpentine grassland in autumn.

Learn more about the serpentine habitats: [page 25](#)





*Scattered stands of willow and wax myrtle mixed with native clovers and rushes testify to the high water table here: no other site in the Presidio has a greater diversity of birdlife. Hummingbirds buzzing in the bee plant lend the tableau an erotic air, while the voice of the spring as it pours from the earth tells the story of all that renews itself in nature.*

– Geoffrey Coffey, “Whispers in the Water: Reviving the Past at the Presidio’s El Polín Spring,” *Bay Nature*, April - June 2007

El Polín Spring’s waters are said to hold mystical powers. The riparian area has been revitalized as a welcoming retreat and a focal point for outdoor education in the heart of the Tennessee Hollow Watershed.

Learn more about the riparian areas: [page 26](#)

# RIPARIAN

# DOMESTIC





*We are so happy with the new landscaping and sidewalks on Infantry Terrace (which our son labels “awesome”), and we’d like to thank the people involved in the process and let them know how grateful we are.*

*– Anita Vermeulen and the Unietis Family*

Anita Vermeulen, a resident of the Infantry Terrace neighborhood for nearly a decade, clips kale she has grown in the Fort Scott Organic Community Garden to make a morning smoothie. The landscapes around the historic Infantry Terrace homes underwent a complete revitalization in 2011.

Learn more about the domestic areas: [page 27](#)



As with all of the Presidio community, we watched with tremendous appreciation as the lawn was installed on the Main Parade Ground. We decided we wanted to be the first group to tread on the virgin sod. So on the appointed day we brought an antique bocce set to work and christened the field with a rousing match. The Presidio more and more becomes San Francisco's treasure, and the efforts to enhance and beautify the Main Post are exceptional.

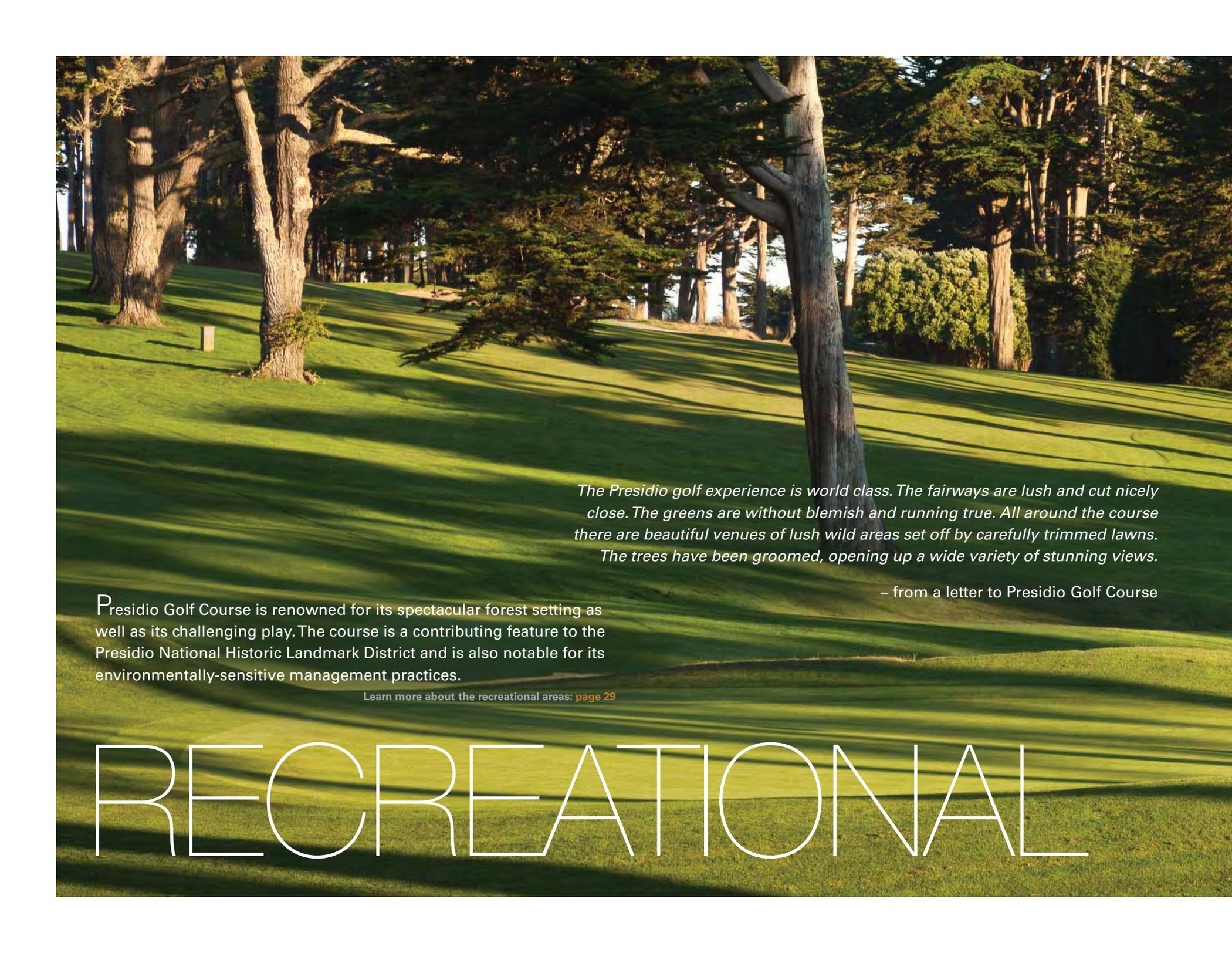
– Mark Allen, Main Post tenant

Once a place where troops conducted drills and exercises, the Main Parade Ground was used mainly as a parking lot for the past six decades. In 2011, four acres of asphalt were replaced with 174,000 square feet of lawn, creating a public space where people can gather and enjoy beautiful Main Post views.

Learn more about the ceremonial areas: [page 28](#)



# CEREMONIAL



*The Presidio golf experience is world class. The fairways are lush and cut nicely close. The greens are without blemish and running true. All around the course there are beautiful venues of lush wild areas set off by carefully trimmed lawns. The trees have been groomed, opening up a wide variety of stunning views.*

– from a letter to Presidio Golf Course

Presidio Golf Course is renowned for its spectacular forest setting as well as its challenging play. The course is a contributing feature to the Presidio National Historic Landmark District and is also notable for its environmentally-sensitive management practices.

Learn more about the recreational areas: [page 29](#)

# RECREATIONAL





Silver beach bur seeds  
*Ambrosia chamissonis*

California poppy seeds  
*Eschscholzia californica*

Each landscape in the Presidio has multiple stories to tell – stories of history, of the changing Presidio environment and its resilient nature, of the people that make the Presidio a community, of the service that soldiers gave to the nation, and of the service people give today to ensure that the Presidio remains for all to enjoy.

# OUR STORIES

# FOREST

A soldier standing on the Presidio's windy ridgeline during the Civil War years would have written home about sandy dunes and the open prospect to the bay. Beginning in the 1880s, the Army planted a vast eucalyptus, pine, and cypress forest to create relief from battering winds, to distinguish the post from the city that was growing around it, and to make the garrison seem more imposing. The forest is the largest feature that contributes to the Presidio National Historic Landmark District.

Over the last decade, the Presidio Trust has studied the original design and evolution of the forest and has undertaken studies to slow its decline and restore its character. Since 2001, more than 3,500 trees have been planted. The rejuvenation is especially visible at the Arguello Gate, where

cypress planted just a few years ago already rise 30 feet; along Kobbe Avenue, where wind studies have informed how trees should be placed on the Presidio's blustery western edge; and near the World War II Memorial, where trees resistant to pine pitch canker are thriving. A forestry volunteer program is



Planting the Presidio forest on Arbor Day

not only bringing many hands to help sustain thousands of young trees, it is also allowing community members to express their love of the forest.

Trees that have been felled continue to contribute to the park's vitality – they are used as compost

to increase soil fertility, are milled for benches and fencing, and are immortalized through art, as seen in Andy Goldsworthy's Presidio sculptures *Wood Line* and *Spire*.

*In 1972 the Boy Scouts of America contributed to the Presidio's beauty by planting 1,200 coastal redwoods. Unfortunately, [the trees] died. The undaunted scouts returned to plant 250 Giant Sequoia.*

– Erwin N. Thompson, *Defender of the Gate*, 1997



The Nesbit family enjoys *Wood Line*



Red-tailed hawk  
*Buteo jamaicensis*

Dune scrub once covered about one-third of San Francisco. Although most of this habitat was lost as the city developed, the Presidio remains home to vibrant – and growing – dune plant communities. With the support of thousands of community volunteers over the past fifteen years, approximately 50 acres of dunes have been restored and enhanced from Crissy Field to Baker Beach.

# DUNES

An extensive dune scrub restoration effort in Lobos Creek Valley, which extends from the southwest corner of the park to the Pacific Ocean, is one of the most striking transformations in the Presidio. Begun in the 1990s by the National Park Service and dedicated volunteers, 13 acres of dunes



Volunteers at the Lobos Creek Valley

have been re-established using local sand. Today, this blooming valley is again home to insects, butterflies, and birds, some of which have not been seen in the Presidio for decades.

Bumblebee  
*Bombus californicus*



Seaside daisy  
*Erigeron glaucus*

More recently, the Trust has restored a large dune landscape behind the former Public Health Service Hospital, commemorating a 19th century merchant marine cemetery with a memorial vista point and newly planted native dune grasses and plants. Hundreds of community volunteers planted more than 16,000 plants over three-and-a-half acres. The area provides habitat for the endangered San Francisco *Lessingia*, which is found in only one other place in the world.



Ansel Adams' childhood home in the Lobos Dunes

*I explored every foot [of Lobos Creek], tunneling through the thick brush and following the last small canyons in the clay strata before it met the Pacific...A beautiful stand of live oaks arched over the creek. In about 1910, the Army Corps of Engineers, for unimaginable reasons, decided to clear out the oak and brush...I trace who I am and the direction of my development to those years of growing up in our house on the dunes...*

– Ansel Adams, 1983



U.S. Marine Corps volunteers removing ice plants on the serpentine Crissy Field Bluffs

“Serpentine” is California’s beautiful, blue-green state rock. Though toxic to most plants, serpentine soils create a thriving environment for certain species that have adapted over millennia. These hardy plant communities are mostly native bunchgrasses with tiny annual wildflowers.

Of the Presidio’s 16 plant species that are designated rare, threatened, or endangered, eight can live only in serpentine soils.

Restoration of the serpentine grasslands has long been a priority. Over the last decade, approximately 20 acres of serpentine habitats have been restored or enhanced, primarily at Inspiration Point on the eastern side of the park, as well as along the western Coastal Bluffs.



A lighthouse keeper’s daughter in the garden on the serpentine bluffs above Fort Point

# SERPENTINE

Inspiration Point is home to three federally-listed rare plants, including one of just three populations of Presidio clarkia, an endangered wildflower. In 2001, park staff and volunteers launched a multi-year restoration effort to expand grassland habitat. The historic viewshed was restored, and 50,000 native wildflowers and grasses were planted. Volunteers continue the monumental task of weeding and tending the site. The American Kestrel, the smallest falcon in North America, has returned to the site.

It is notable that nowhere else along the California coastline but in the Presidio do coastal bluffs occur on serpentine. In 2007 the Trust removed Army landfills along the bluffs, preparing the site for 10,000 plants representing 80 species, including the Presidio clarkia. Two-thirds of the Presidio’s total plant diversity can be found here. Today, the bluffs are among the wildest places in the city.

*We ascended a small hill and then entered upon a mesa that was very green and flower-covered, with an abundance of wild violets. The mesa is very open, of considerable extent, and level, sloping a little toward the harbor...from it one sees a large part of the port and its islands, as far as the other side, the mouth of the harbor, and of the sea all that the sight can take in as far as beyond the Farallones...*

– Father Pedro Font, March 26, 1776

California vole  
*Microtus californicus*  
A denizen of serpentine grasslands



# RIPARIAN

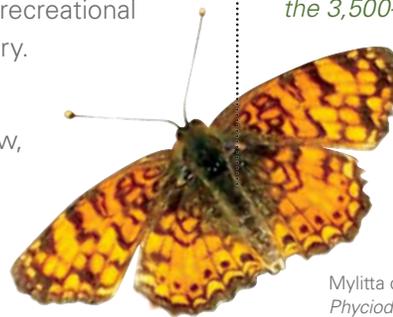
An abundance of fresh water drew people to the valleys of the Presidio – a lake, creeks, and seasonal springs. The U.S. Army filled in the bayshore and buried streams to make way for the post’s development. Today, park



Volunteer day at Mountain Lake

staff and volunteers are restoring the Presidio’s natural flows and its riparian habitats, creating new stewardship, educational, and recreational opportunities as well as revealing more of the Presidio’s history.

Working with volunteers and the Golden Gate National Parks Conservancy, the Trust has restored parts of Tennessee Hollow,



Mylitta crescent  
*Phyciodes mylitta*



Strolling gardens at Dragonfly Creek in the 1930s

a complete watershed with three tributaries that makes up the eastern fifth of the Presidio. Tennessee Hollow was named for the 1st Tennessee Regiment, a group of volunteer soldiers who made camp in the area in 1898 just before shipping out to the Philippines during the Spanish-American War.

El Polín, where Tennessee Hollow’s central tributary begins, was restored this past year. It is the site of one of the earliest settlements in the region and archaeological finds continually punctuated creek restoration, including the remnants of the “Mountain Lake Tunnel.”

The northern reach of the creek system was restored in 2003 and named Thompson Reach in memory of Dora Thompson, a nurse who cared for the wounded in nearby Letterman Hospital. Its thriving vegetation and wildlife reflect the promise of the entire watershed. With the replacement of Doyle Drive in the next few years, the stream’s last leg, Quartermaster Reach, will be restored and the public will be able to witness the course of the entire tributary as it flows into the bay.

*In 1853 the Alta California carried glowing accounts of progress in constructing the 3,500-foot “Mountain Lake Tunnel”... The aqueduct when finished would be three miles in length and end at Larkin Street. Within six months, however, the company failed. No further effort to tap the resources of Mountain Lake or Lobos Creek occurred until 1857.*

– Erwin N. Thompson, *Defender of the Gate*, 1997

The Trust is completing the rehabilitation of the Presidio's residential landscapes, which represent a century in the evolution of military social and domestic life, from the small-scale Civil War-era Funston Avenue with its quaint Victorians and grander Queen Annes to the enlisted men's housing above Baker Beach that was built in the 1950s and '70s. Rare ornamental plantings have been saved and historic gardens have been recreated with a contemporary sensibility, often with drought-tolerant native plants.



Planting in the Baker Beach neighborhood

# DOMESTIC

Built in the 1860s, Funston Avenue is the oldest streetscape in San Francisco. Its officers' homes were among the first family homes on a military post. Restored four years ago, their neat lawns, massed shrubs, and border plantings stand modestly adjacent to grand parade grounds. Infantry Terrace officers' homes were built in 1910 as part of the Presidio's largest expansion. Their newly restored lawns and gardens rise steeply above the contours of Arguello Boulevard and meet the forest on the ridges behind them. In 2006, the Trust introduced a redwood grove in the neighborhood. The apartments above Baker Beach were the last to be built in

the Presidio and displaced acres of dunes. Plans are underway to restore the dunes which will beautify the residential area, and enhance habitat for the endangered San Francisco Lessingia.

Community gardens draw neighbors together. In a national park, they also create intimate spaces for the everyday life of our unique community. Inspired by the history of gardens in the Presidio from its earliest days as a



Cutting gardens at Letterman Hospital

Spanish settlement and military post to the Victory Gardens of World War II, the Trust is working with residents and AmeriCorps to create new community gardens. Four gardens have been built and each enjoys full use by residents.

*...Married officers are quartered in the row of trim brown cottages on the brow of the eastern slope...at Presidio Boulevard and Funston Avenue. These pretty houses are surrounded by grounds in exquisite keeping, and it is a common saying that none of the houses of our moneyed aristocrats can boast such flowers as blow in these Presidio gardens...Bon allens roses, Jacqui Minot, Gloire de Dijon, Gold of Ophir...*

– Alta California, August 1885

Allen's hummingbird  
*Selasphorus sasin*



The Presidio is rich in formal, ceremonial landscapes. Historic gates and tree-lined boulevards create a deep sense of place.

# CEREMONIAL

No landscape speaks so directly to military life as the parade grounds. Their expanse framed by prominent buildings conjures up the pomp of military reviews and ceremonies to honor dignitaries or celebrate national events. Three parade grounds occupy the center of the Main Post. El Presidio marks



Fort Scott Parade Ground in 1930

the original 1776 fortification; over time the Trust will excavate El Presidio and create a window onto the earliest days of the Presidio. The “Old” Parade Ground was developed in the mid-19th Century; it reflects the early

occupation and first expansion by the U.S. Army. Today it is a casual space used for recreation and small-scale events. The Main Parade Ground is the largest with seven acres sloping from the center of the Main Post towards the bluff overlooking Crissy Field and the San Francisco Bay. Together, the parade grounds create a spectacular ensemble of open space with surprising views of the Bay, the city, and the Golden Gate Bridge.

The Main Parade Ground had been a parking lot since 1937 when the Main Post was bisected by Doyle Drive to carry traffic from the city to the newly built Golden Gate Bridge. This past year, the Trust replaced the decade-old parking lot with a new green, completing one of the earliest goals for transforming the historic military post into a national park site. The new green strengthens the dramatic setting of the Main Post and establishes it as the heart of the park.

The Main Parade will provide a setting for programs and events as well as everyday activities to welcome and engage the public.

*Colonel Graham fretted that the new Montgomery Street ran too close to the barracks; the companies needed space on which to form for roll calls and inspections – the genesis of a new parade ground between the two rows of barracks.*

– Erwin N. Thompson,  
*Defender of the Gate, 1997*



Great blue heron  
*Ardea herodias*

# RECREATIONAL

In the 1870s a bill appeared in the U.S. Senate calling for the transfer of the Presidio to the City of San Francisco so it could be used as a public park. The bill did not pass, but it was agreed that the people of San Francisco should have access to the Presidio for their recreation. Little League played baseball on the post's diamonds, scouts camped at Rob Hill, and in the 1920s a portion of the post officially became Julius Kahn Playground, serving the city's children.

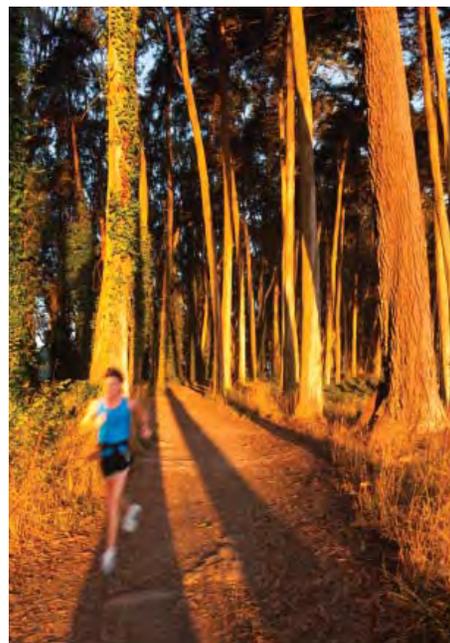
Over the last decade, the Trust and its partners have worked to realize the full potential of the park as a recreational destination. The backbone of this effort is the Presidio Trails and Overlooks system, now nearly complete, which connects every corner of the park.

Rob Hill Campground, which was completely renovated in 2010 with a generous gift from the Evelyn and Walter Haas, Jr. Fund, continues to host scouts and other community groups as well as Camping at the Presidio

(CAP). Funded by the Trust and operated by the Crissy Field Center, CAP is a partnership of the Golden Gate National Parks Conservancy, Presidio Trust, National Park Service, and



Members of Company A of the 30th Infantry playing baseball at Fort Scott in 1933



Jogging on the Bay Area Ridge Trail

Bay Area Wilderness Training. Participation in CAP has increased dramatically each year, from 500 in 2007 to more than 4,500 in FY2011. Over the past five years, the program has introduced more than 11,000 urban children and community leaders to the park.

The next few years will bring new and revitalized playing fields for soccer and softball; bike paths for the two-wheelers; eateries to grab a cup of joe or a picnic to fuel a long hike; and maps and guides that will help visitors navigate the immense fun to be had within 1,500 acres of outdoors.

*I see no good reason why a large portion of the reservation should not be used as a public park. The ground to the west and south of the barracks is very rough and irregular, entirely unfit for a military post.*

– Maj. Gen. John M. Schofield, 1874

# FINANCIAL Landscape

*The Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources.*

The Presidio Trust Act, 1996

*The dollar amounts in this section are unaudited and reflect the Trust's funding sources and expenditures based on the Trust's core activities rather than in accordance with the generally accepted accounting standards for federal entities. There may be disparities, therefore, between this presentation and the Performance and Accountability Report for FY2011, which can be found at [www.presidio.gov](http://www.presidio.gov).*



Chamisso's lupine  
*Lupinus chamissonis*

Named after the French-born naturalist Adelbert von Chamisso who visited the Presidio in 1816, lupines are nitrogen-fixers, contributing to soil fertility over time.

# Self-Sufficiency

Contemporary park making – adapting and preserving unique places for the benefit of all – is unfolding around the world atop abandoned railway lines, along reclaimed river banks, in decommissioned military lands, and in many other, often surprising places. Along with new ideas of what parks can be, new ways of funding them are also being explored. The Presidio Trust has created innovative partnerships with the private sector, government agencies, and with philanthropists and non-profits to align different interests around the common goal of preserving the Presidio as an enduring resource for all Americans.

The Trust began its operations in 1998 with limited federal funds and a mandate to become financially self-sufficient within 15 years. The challenges of preserving the Presidio included reusing six million square feet of mostly vacant buildings; replacing outmoded infrastructure; revitalizing rare natural areas; and creating amenities to welcome the public. Each year, as federal appropriations decreased, the amount of private investment and the number of rehabilitated and leased buildings increased, creating a strong and still growing source of revenue to reinvest into the park. The Trust has leveraged every federal dollar with four of private investment. Today, the Trust’s earned revenue fully offsets its operating costs.

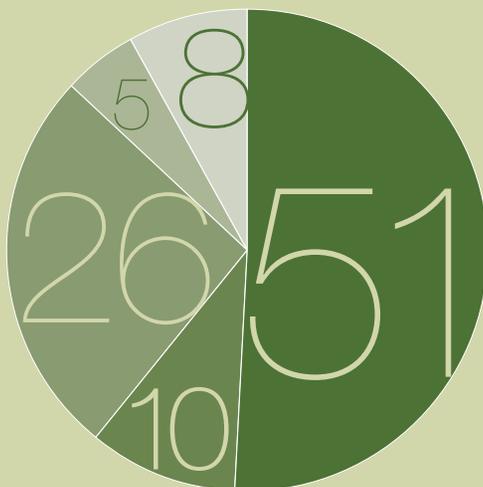
While achieving financial self-sufficiency, the Trust has also transformed the Presidio from an historic military post into a great urban national park site that celebrates history, environment and community, and that honors the Presidio’s legacy of service – without ongoing cost to the American public. The Presidio is a model of contemporary park making.

# Sources of Funds – Contemporary Park Making

In FY2011, the funds available to the Trust totaled \$148,742,774. Revenues earned from leasing the Presidio’s homes, warehouses, hangars, and headquarters buildings accounted for 51 percent, or \$75.6 million, and federal appropriations accounted for 10 percent, or \$15 million. FY2012 is the last year that the Trust will receive an annual federal appropriation. The Presidio is the only financially self-sufficient national park site in the United States.

## Funds \$148.7 million

- Revenues Earned \$75.6M
- Appropriations \$15M
- Right of Way \$38.5M
- Philanthropic Gifts / Grants / Special Appropriations \$7.6M
- Environmental Remediation \$12M



## Expenditures \$123.3 million

- Public Safety \$8.9M<sup>1</sup>
- Infrastructure / Maintenance \$22.9M
- Environmental Remediation \$13M
- Resource Preservation \$52.2M
- Public Engagement \$9M
- Overhead \$13.4M<sup>2</sup>
- Debt / Insurance \$3.9M<sup>3</sup>

1 Public Safety: Building Security, Compliance with Fire and Life-safety Codes, Emergency Services and Communications, Fire Response, and U.S. Park Police.  
 2 Overhead: Accounting, Executive Office, Finance, General Counsel, Human Resources, Information Technology, Procurement/Contracting, and Public Affairs  
 3 Debt / Insurance: Treasury Debt Services, Property and Liability Insurance

Efforts to reclaim aged infrastructure have created some of the most compelling examples of contemporary park making. Twenty six percent of the available funds in FY2011 came from “Right of Way” (ROW) payments for the reconstruction of the 1937 Doyle Drive, a federal, state, and city highway project. The \$38.5 million ROW payments have allowed the Trust to rehabilitate historic buildings and landscapes in the Main Post. The project itself, however, will create the most significant physical transformation in the park by reconnecting the Main Post to the waterfront. Doyle Drive was built to carry city traffic past the military post to the new Golden Gate Bridge. In the near future, bluffs will cover the parkway tunnel tops, creating new parkland and inviting people to experience the Presidio in a new way.

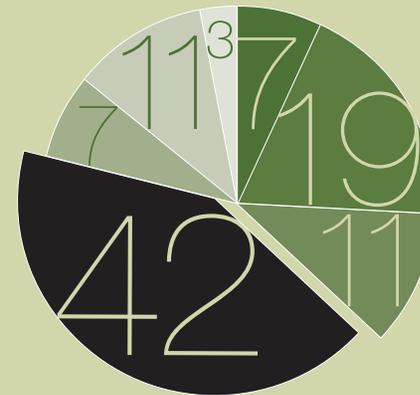
Yet another innovative approach to park making can be seen in the Environmental Remediation program. In 1999 the U.S. Army transferred environmental cleanup responsibility for the entire Presidio to the Trust, and provided \$99 million to fund the effort. Remediated landfills are being restored as natural areas or as playing fields, increasing the Presidio’s open space.

Philanthropic gifts, grants, and special appropriations accounted for five percent of the Trust’s resources in FY2011. Although a small portion of the budget, these funds have had an outsized effect on making dramatic improvements to the park and providing direct public benefits. During FY2011, the Trust and the Golden Gate National Parks Conservancy raised \$1.3 million, bringing the total raised over the past four years to \$8.4 million, triggering a \$10 million matching grant from the Evelyn and Walter Haas, Jr. Fund. The gifts are being used to complete the 24-mile network of trails, bikeways, and eight scenic overlooks. An additional \$2.4 million was raised in FY2011 for restoration of the Tennessee Hollow Watershed.

## Expenditures – Balancing Priorities

In FY2011, the Trust allocated \$123 million among its core activities: resource preservation, maintenance and infrastructure, and public engagement.<sup>1</sup>

**Resource Preservation** In FY2011, the Trust spent 41 percent of its funds, or \$52.2 million, on resource preservation, which includes improvements to open spaces, such as those described in this report; preservation of archaeological resources; and rehabilitation of historic buildings. Building rehabilitation is the most capital-intensive activity in the park, but also yields a financial return. Since



The Trust dual mandates of **RESOURCE PRESERVATION** and financial self-sufficiency are fully integrated.

## Expenditures

\$123.3 million

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- **Resource Preservation \$52.2M**
- Public Engagement \$9M
- Overhead \$13.4M
- Debt / Insurance \$3.9M

<sup>1</sup> The delta between resources and expenditures is accounted for by cost savings or multi-year projects which carry forward from one fiscal year to the next.

## Expenditures

\$123.3 million



**MAINTENANCE AND INFRASTRUCTURE** are the backbone of Trust operations, protecting investments in resources and providing services to the park community and visitors.



1998, the Trust has rehabilitated more than 300 historic buildings, including all of the Presidio’s historic neighborhoods; residential occupancy in FY2011 averaged 97 percent. More than 55 percent of the non-residential space has been improved and is leased to a diverse community of tenants, some of whom provide public programs and visitor amenities.

The Main Post has the greatest concentration of historic buildings in the Presidio and revitalizing it as a visitor destination is the Trust’s priority. Four of the Montgomery Street Barracks have been rehabilitated, and the ground floors will host visitor-serving programs and amenities. Work is well underway on the Officers’ Club, which will re-open later in 2012 as a Heritage Center and special events venue. Pershing Hall has been rehabilitated and will open in April 2012 as the *Inn at the Presidio*, the park’s first overnight accommodations and the first hotel to open in San Francisco since 2009.

Crissy Field is San Francisco’s premier recreational destination. Since 2004, the Trust has been rehabilitating the historic hangar buildings at Crissy Field for recreational uses. In FY2011, three additional historic buildings along Crissy Field were completed, adding to the recreational and educational facilities along the waterfront.

**Maintenance and Infrastructure** The Presidio has many of the characteristics of a small town. In FY2011, the Trust spent 19 percent of its budget on maintenance and infrastructure programs. Building maintenance includes both cyclic and corrective maintenance of occupied buildings as well as preservation maintenance of vacant ones. Utilities include a high-voltage system, water treatment and distribution systems, as well as wastewater and storm water systems. The Trust maintains more than 600 acres of open space and forest, playing fields, Rob Hill Campground, as well as 40 miles of roadways, 19 miles of bikeway, and 24 miles of trails.

**Public Engagement** The Trust currently spends 7 percent of its resources, or \$9 million, to host public programs, events, educational activities, and the stewardship programs described in this report. In FY2011, the Trust launched a new lecture series, *Contemporary Historians*, which drew standing room audiences. The Trust also continued its successful partnerships to bring live music, performance, and recreational activities for families.

Providing opportunities for children to enjoy the park is a priority for the Trust. In FY2011, *Camping at the Presidio* (CAP) brought 2,800 youngsters and 1,017 community leaders to the Presidio for a national park camping experience. Since its inception in 2007, nearly 8,000 youth have participated in CAP, and the program has trained more than 3,000 community leaders.

The Trust has used art in the park to engage new audiences and create new park experiences. *Presidio Habitats* was a site-based art exhibition featuring international artists, architects, and designers who explored the wild Presidio. More than 11,000 people visited over the course of the 18-month exhibit. The Trust sponsored 50 programs in conjunction with the exhibit that also drew 2,500 people. *Presidio Habitats* was made possible through a partnership with FOR-SITE Foundation, which also allowed for artist Andy Goldsworthy's two Presidio sculptures, *Spire*, which was completed in 2008, and *Wood Line*, completed in fall 2011.

The Trust is actively working to bring cultural activities and visitor services to the Main Post, including a visitor center, which is being planned in partnership with the National Park Service and the Golden Gate National Parks Conservancy.

Rehabilitating historic buildings and establishing a revenue base has necessarily been the Trust's focus and has positioned the Trust to meet the larger purpose of the Presidio Trust Act, welcoming the public in new ways and expanding the meaning of the national park experience for an urban audience.

The Trust **ENGAGES THE PUBLIC** through exhibitions that explore Presidio-related themes, lecture series, guided tours, hands-on archaeology activities, commemorative events such as Memorial Day and Veterans' Day, and workshops and open houses for Bay Area teachers.



## Expenditures

\$123.3 million

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Dragonfly Creek



AmeriCorps participants have made tremendous improvements to the Presidio landscape, such as the new community garden in the Portola neighborhood

Founded by Spain in 1776, **The Presidio of San Francisco** is as old as the nation itself and is the Birthplace of San Francisco. In 1846, the United States Army took over the Presidio, spurring on California's statehood in 1850. Strategically located at the Golden Gate, the post became the headquarters for the thirteen U.S. Army forts that eventually encircled San Francisco Bay. Today, these forts make up the heart of the Golden Gate National Recreation Area. In 1994, the U.S. Army departed and the Presidio became a national park site. More than 8,000 people live and work in the Presidio, which is in keeping with its history, but is unique among national park sites. The Presidio is also a National Historic Landmark District and the largest historic preservation effort underway in the country.

Congress created **The Presidio Trust** to oversee and manage the Presidio in an innovative and financially self-sustaining way. In order to achieve its goals – from building rehabilitation and resource preservation to visitor services and public programs – the Trust creates partnerships with private, public, and not-for-profit organizations. Through its diverse partnerships, the Trust has made the Presidio a stunning destination for the public, has rehabilitated more than 300 historic buildings, increased and improved natural areas and open space, revitalized the Presidio community, provided programs for public education and enjoyment, and has generated sufficient revenue to operate and maintain the park without ongoing federal funding. The Presidio Trust has won numerous awards for leadership and excellence in planning, development, design, and resource preservation.

The Trust thanks our **Partners**, the National Park Service and the Golden Gate

# The PRESIDIO and PRESIDIO TRUST

National Parks Conservancy for their collaboration and support. The National Park Service oversees the Presidio's 300 coastal acres. The Trust and National Park Service are committed to providing a seamless park experience to the public. In addition to raising philanthropic and building community support for the parks, the Golden Gate National Parks Conservancy also works with the Trust and National Park Service to run the Presidio Nursery, to administer stewardship programs, and to provide programs for the public. The Crissy Field Center and Camping at the Presidio, two programs focused on youth development, are outstanding examples of what the partnership can achieve. The Trust, National Park Service, and Golden Gate National Parks Conservancy are working together to develop a Presidio visitor center.



# The 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 from Stanford University. Ms. Bechtle was appointed to the Presidio Trust board of directors by President George W. Bush in 2008.

**2. William Wilson**, vice-chair of the Presidio Trust board of directors, has founded and led Bay Area-based real estate investment firms for over 40 years, including William Wilson and Associates, Wilson/Cornerstone Properties, and Wilson/Equity Office. He currently serves as managing partner of Wilson Meany Sullivan, Inc. Previously, he founded the Borel Companies (1963), Webcor Builders Inc. (1971), and Rusty Scupper Restaurants (1980). Mr. Wilson serves on several boards, including the California Academy of Sciences, the Multiple Myeloma Research Foundation and Consortium, Douglas Emmett, Inc., the Lawrenceville School in New Jersey (Emeritus), and the Stanford University Department of Athletics' Investment Trust (Emeritus). Mr. Wilson earned a bachelor of sciences in engineering from Stanford University in 1958. He was appointed to the Trust board by President George W. Bush in 2003.

**3. David H. Grubb** chaired the Presidio Trust board of directors from December of 2003 until July of 2009, and was reappointed to the Trust board by President Barack Obama in 2010. He also served on the Golden Gate National Parks Conservancy board of trustees from 1990–2000, 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 from Princeton University and a master of science 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 served on the board of the Golden Gate National Parks Conservancy from 1996 to 2010. 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 boards of the San Francisco Foundation and Schwab Charitable, and is involved with Conservation International, Women for Women International, and WELL Network. 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 the 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, and assistant superintendent of Santa Monica Mountains National Recreation Area and subsequently as executive vice president of the National Park Foundation from 2005 to 2007. He currently serves as a board member of the Student Conservation Association, Chesapeake Conservancy, Global Parks, and Shenandoah National Park Trust; 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 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. J. Michael Shepherd** is chairman and chief executive officer of Bank of the West and of BancWest Corporation. He is also a member of the executive committee of BNP Paribas Retail Banking. Previously, he served as general counsel of The Bank of New York Company, Inc. and of Shawmut National Corporation. He was a partner in the San Francisco law firm of Brobeck, Phleger & Harrison LLP and special counsel to Sullivan & Cromwell. Mr. Shepherd also served as senior deputy Comptroller of the Currency, associate counsel to the President of the United States, and deputy assistant Attorney General. Mr. Shepherd is a director of First Hawaiian Bank, Pacific Mutual Holding Company, Pacific Life Insurance Company, and Promontory Interfinancial Network, and is a member of the advisory board of

FTV Capital. He is a member of the FDIC Advisory Committee on Economic Inclusion, director of Operation HOPE, member of the Bay Area Council's executive committee, and chapter member of the Washington National Cathedral, among other affiliations. Mr. Shepherd is a graduate of Stanford University and the University of Michigan Law School. He was appointed to the Presidio Trust board of directors by President George W. Bush in 2008.

**8. Craig Middleton** has served as executive director of 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. 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.



Bay Area Ridge Trail

*When the U.S. Army first occupied the Presidio of San Francisco in 1846, the military reservation consisted mostly of sandy hills and dales. While grasses and wild flowers flourished during the rainy seasons, drifting sand remained omnipresent. When the Sixth U.S. Army marched out the Lombard Street gate for the last time 148 years later, in 1994, it left behind a mature forest that enhanced the beauty and the landscape of the ancient army post. This successful accomplishment was due to such men as Maj. Gen. Irvin McDowell, Maj. William Jones, Maj. William Harts, William Hall of the U.S. Department of Agriculture, John McLaren from the City of San Francisco, and countless others. Their foresight and effort, in addition to the magnificent setting, provided the Army, the community, and the nation with one of the most beautiful and historic landscapes to be found.*

– Erwin N. Thompson, *Defender of the Gate*, 1997



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