

**Presidio Trust Board of Directors Meeting**  
**January 25, 2018**  
**Minutes**

**Attending Board Members:**

Lynne Benioff  
Paula Collins  
John Keker  
Mark Pincus  
Janet Reilly  
Todd Willens

**Participating Staff Members:**

Michael Boland  
Jean S. Fraser  
Fran Gonek  
Patrick Hannan  
David Houser  
Nancy J. Koch  
Mollie Matull

**Guests:**

Ned Morse, Boston Consulting Group  
Henning Streubel, Boston Consulting Group

Chairperson Keker called the meeting to order at 10:07 a.m.

**Actions taken:**

- Approved: Minutes of 13 November 2017 Board Meeting, open and closed sessions.
- Approved: Recommendations proposed by Boston Consulting Group concerning various governance matters and processes including disbanding all existing standing Board Committees other than the Governance and Audit Committees.
- Approved: Membership of Audit Committee - Bill Grayson (chair), Todd Willens
- Approved: Membership of Governance Committee – Lynne Benioff (chair), Paula Collins, Janet Reilly
- Approved: Vision Statement, Strategic Goals and Five Year Targets.

**Discussion items:**

Approval of 13 November 2017 Minutes

Upon motion duly made and seconded, the Board unanimously approved Minutes for the 13 November 2017 Board Meeting attached hereto as Exhibit A.

Fort Scott Request for Concept Proposal (RFCP)

Staff sought clarification concerning the applicant pool eligible to respond to the RFCP for the Ft. Scott development project. Upon motion duly made and seconded, the Board voted unanimously to include both public and private domestic academic institutions within the eligible applicant pool.

Review and Approval of Governance Recommendations: Ms. Benioff presented recommendations generated by the Boston Consulting Group (BCG) and endorsed by the Governance Committee to enhance the efficiency and effectiveness of the Board and staff. Mr. Kecker indicated his intent to implement several process recommendations for future Board meetings including using a consent agenda and establishing a regular meeting agenda format and duration. Agendas will be set by the Board chair, in consultation with the CEO and input from other Board members.

After discussion, the Directors agreed to adopt BCG's recommendation to establish a rolling 12-month meeting calendar and implement an annual cycle for Board planning and oversight activities to ensure that key strategic issues are timely and fully considered.

Upon motion duly made and unanimously approved, the Board voted to continue the Audit and Governance Committees but to eliminate all other standing Board committees (Finance and Real Estate, Programs). Ad Hoc committees focusing on specific projects or issues will be established as needed. The Board approved membership of those committees as follows:

Audit Committee– Bill Grayson (Chair), Todd Willens  
Governance Committee – Lynne Benioff (Chair), Paula Collins, Janet Reilly

Mr. Kecker is an ex officio member of both these committees pursuant to Trust Bylaws.

The Directors will assess the effectiveness of the governance decisions made at this meeting.

Review and approval of Vision Statement, Revised Goal Descriptions and Five Year Targets

Ms. Fraser presented a new vision statement, plus revisions to the strategic goals and the five year targets supporting those goals for the Board's consideration. After discussion, and upon motion duly made and seconded, the Board unanimously approved the following Vision Statement:

*The Presidio is a model national park in an urban setting, where people from all walks of life find inspiration, recreation, joy, and relaxation in the Presidio's thriving plants and wildlife, our inviting outdoors and scenic vistas, our compelling stories of the Presidio's natural, human, and military history, and our beautifully preserved historic buildings, artifacts, and landscapes. And our talented staff members leave work each day proud that our service is excellent, our finances are strong, our operations promote the health of the environment, and the park is safe for humans and wildlife.*

Thereafter, upon motion duly made and seconded, the Board unanimously approved the following Strategic Goals:

1. Goal #1: *As a national park, the Presidio will be visited and loved by all.*
2. Goal #2: *The Presidio Trust will be a model of environmental stewardship.*
3. Goal #3: *The Presidio Trust will exemplify operational excellence in public service.*

Finally, upon motion duly made and seconded, the Board unanimously approved the five year targets linked to each of the Strategic Goals as shown in Exhibit B. These five year targets are stretch goals intended to motivate staff to think big. An annual Objectives and Key Results system will nest underneath the targets to focus staff efforts on specific, near term deliverables that will drive toward our goals.

#### Executive Session

The Directors met in Executive Session.

The meeting was adjourned by Chairperson Kecker at 5:15 p.m.

## Exhibit A

Minutes from the November 13, 2017 Presidio Trust Board of Directors Meeting

## Exhibit B

### Presidio Trust Mission, Vision, Strategic Goals, Five Year Targets

#### Mission

In partnership with the National Park Service and the Golden Gate National Parks Conservancy, and at no cost to taxpayers, the Presidio Trust brings alive the unique historic, natural, and recreational assets of the Presidio for the inspiration, education, health, and enjoyment of all people.

#### Vision

The Presidio is a model national park in an urban setting, where people from all walks of life find inspiration, recreation, joy, and relaxation in the Presidio's thriving plants and wildlife, our inviting outdoors and scenic vistas, our compelling stories of the Presidio's natural, human, and military history, and our beautifully preserved historic buildings, artifacts, and landscapes. And our talented staff members leave work each day proud our service is excellent, our finances are strong, our operations promote the health of the environment, and the park is safe for humans and wildlife.

#### Strategic Goals

**#1 – As a national park, the Presidio will be visited and loved by all.**

2023 Targets:

1. Double the Presidio's annual visits from people underserved by the national parks, with a focus on people of low to middle incomes, people with disabilities, and people of color.
2. Double the number of children and adults who participate in educational or outdoor recreational activities in the Presidio.
3. TBD measure for preserving and interpreting our historic, military, and natural resources.

## **#2 – The Presidio Trust will be a model of environmental stewardship.**

### 2023 Targets:

1. Increase our biodiversity index score in 50% of our landscapes.
2. Reduce our annual use of drinking water for irrigation by 50%, from 140,000,000 to 70,000,000.
3. Reduce the annual greenhouse gas emissions from our operations by 50%, from 4,247 to 2,124.
4. Reduce the percentage of our waste that we send to landfill by 50%, from 36% to 18%.

## **#3 – The Presidio Trust will exemplify operational excellence in public service.**

### 2023 Targets:

1. Double our annual net income to \$28M from \$14M.
2. Reduce by 50% the deferred maintenance on our buildings, landscapes, and infrastructure.
3. Operate for at least three years without any serious injuries.
4. Increase the percent of staff who would recommend the Presidio Trust as a great place to work by 50%, from 69% to 85%.