

The Road to Self-Sufficiency

BY HARRY HAIGOOD, CHIEF FINANCIAL OFFICER OF THE PRESIDIO TRUST

In 1996, the Congress of the United States determined that preserving and enhancing the Presidio as part of the national park system was the best way to care for this national treasure over the long term.

Because the cost of operating and maintaining this park is quite high compared to other national parks, Congress decided to limit taxpayer liability for its ongoing operational costs by legislatively mandating that the Presidio be financially self-sufficient by the year 2013.

The Presidio will become financially self-sufficient by 2013 through the effective management of its many resources, including its remarkable collection of historic buildings. After they are rehabilitated, most of the Presidio's buildings will be offered for lease. Rental income will generate sufficient revenue to achieve self-sufficiency, while promoting our mission to preserve and enhance the park.

The rehabilitation and restoration of historic and non-historic

buildings, natural areas, and infrastructure will certainly present significant management and financial challenges over time. It is estimated that over \$500 million will be required over the next 30 years to restore the Presidio.

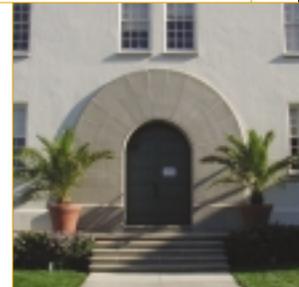
The financial challenges of the Trust are much like those faced by a small city. Tenants require utilities, refuse collection, transportation, and safety. The park has a water treatment plant, a telephone service, electrical utilities, a shuttle bus service, police and fire departments, and many visitor amenities. All are important to the park, and all have distinct financial requirements. The management challenge comes in finding a balance between providing these services, maintaining a thriving tenant population, and protecting the natural and built environment.

This year was a challenging one for the Trust in several regards. The weakened economy and its impact on the local real estate markets posed the most significant challenge.

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economics
[SUSTAINABLE]



After they are rehabilitated, *most of our structures will be offered for lease. Rental income will generate sufficient revenue to achieve our goal of self-sufficiency...*

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Because of the Trust's strict timeline for both financial self-sufficiency and historic preservation, we have continued to go forward with our capital improvement program. The economic downturn has led us to be more creative in attracting private sector capital, and more aggressive in managing our operational expenses.

We were gratified to receive a report from the Government Accounting Office stating that we are making good progress toward achieving our mission. In addition, we purchased an automated financial reporting and information system that will help us manage our operations more effectively. The system, which is well-integrated, real-time, and essentially paperless, will allow managers to effectively track both revenues and costs.

Although we have made important progress toward our goals and achieving our mission, we have just begun our journey toward self-sufficiency. All of us at the Trust realize that the majority of our work still lies ahead. We are committed to upholding the public trust, and to achieving the goals envisioned by our founding legislation.



THE LETTERMAN SITE: CONTINUING THE TRANSFORMATION

The site of the former Letterman Army Medical Center and Letterman Army Institute of Research is being transformed. The finalization of the development agreement this year between Letterman Digital Arts Ltd. and the Presidio Trust cleared the way for the Trust to begin deconstruction of the deteriorating medical complex buildings.

To date, more than 2,000 tons of steel and 4,700 light ballasts have been recycled, and an anticipated 40,000 cubic yards of concrete will be crushed and reused for the new state-of-the-art digital arts center. Trees from the site were replanted around the park including the Golf Course, Thoreau Center, and the Parade Grounds. The San Francisco Bonsai Club removed and replanted some unique shrubs.

"We're delighted that the development of the Letterman Digital Arts Center is continuing to move ahead," said Gordon Radley, president of Lucasfilm, Inc. "It is an exciting prospect to join with others in building a community in an urban national park."



HARRY HAIGOOD is the Presidio Trust's first chief financial officer. "My job is to make the Presidio Trust as financially efficient as possible, to ensure that we uphold the public trust, and to ascertain that we effectively use our appropriations to achieve the goals which our founding legislation envisions," he said. Haigood joined the Trust after serving as deputy assistant secretary (Government Financial Policy) for the U.S. Department of Treasury in Washington D.C. In this position, he oversaw policy concerning lending and credit issues for the federal government, served on the management committee of the Federal Financing Bank, and chaired the interagency Finance Committee of the Community Adjustment and Investment Program. Haigood's resume includes a 20-year career in finance and investment banking in New York. He has a BSFS in international economics from Georgetown University School of Foreign Service, an MBA from Columbia University, and a Masters in Public Administration from Harvard.

The Trust Operations Department has now completed 83 percent of necessary upgrades to the water, sewer, electrical and gas systems in the park. Staff use aggressive preventive maintenance measures to protect unoccupied buildings.

LEASING: PROGRESS IN 2001

In 2001, the Presidio's commercial and residential structures generated \$32 million in gross revenue from leasing.

An additional 155 housing units were renovated and leased, bringing the number of rented housing units to 872. Among these were 51 historic and 104 non-historic homes. Residential leasing generated \$21 million in net revenues over the year, an increase of 60 percent from fiscal year 2000. More than 100,000 square feet of space was rehabilitated in historic buildings, including the historic Presidio Officers' Club, and Building 210 (formerly the base guardhouse).

The Presidio continues to attract a diverse group of organizations, including non-profits, for-profits, and foundations, as tenants. New tenants include the Gordon and Betty Moore Foundation, Arion Press, and First Republic Bank.

"In 2001, we were challenged by a significant downturn in the San Francisco real estate market," said Paul Osmundson, deputy director for real estate. "We will continue to seek creative ways to market and lease the unique properties on the Presidio, and to attract tenants that will make a valuable contribution to the park."



ENERGY CONSERVATION

In 2001, the Presidio Trust reduced energy consumption in the park by 20 percent, despite an increase in building occupancy.

Over the year, the Trust installed three cogeneration units for individual office buildings, and plans to install nine additional units in 2002. These clean-running units capture and use the heat

that is a by-product of power production. Powered by green technologies, cogeneration units are 40 percent more efficient than conventional power sources.

As part of a California Public Utilities Commission grant program called the Summer Initiative, the Trust conducted lighting and motor retrofits in residential and non-residential buildings throughout the park. Overall, these massive-scale retrofits will result in energy savings of 1,780,000 kWh – enough to power more than 250 homes for a year.

At the end of 2001, 85 buildings were operating energy management systems that monitor energy usage, control lighting and temperature, and provide real-time data via the Internet.

As deputy director for real estate, **PAUL OSMUNDSON** oversees development, leasing and property management for residential and non-residential buildings within the Presidio. Prior to joining the Trust, Osmundson was a real estate development consultant working on various waterfront properties in San Francisco. From 1989 to 2000, he worked with the Port of San Francisco, first as a development project coordinator and most recently as director of planning and development. Previously, he was a real estate development and economics consultant for urban land planning and research consulting firms in Colorado. He holds a bachelor's degree in geology from Colorado College and has studied real estate economics and business administration at UC Berkeley. "A key strength I bring to the Trust is an understanding of public and private partnerships and how to successfully complete projects," said Osmundson. "I look forward to applying these skills for the benefit of this magnificent park."





The Officers' Club is the oldest and most revered building on the Presidio, having served the Spanish, Mexican, and United States military. Its oldest sections date from 1815, though the building had many additions over time. In 2001, The Presidio Trust restored portions of the club and converted its 1972 addition into a state-of-the-art exhibition hall and event venue.

Building a Community of Unity and Diversity

Throughout its history, the Presidio has been a place where people live, work, learn and play. The Presidio continues to draw people together; and today a new kind of community is taking shape. Residents and tenant organizations in the park have diverse goals, but share a love of the area and vision of its potential. Working with the Trust, their efforts are bringing new life to Presidio buildings, and a new spirit of participation and community-building to the park.

In 2001, the Trust also focused on expanding the base of people who are aware of and concerned about the Presidio. Gaining the involvement of a broader sector of the community was critical to the Trust as planning for the long-term future of the Presidio proceeded throughout 2001. Staff members met with groups and individuals, legislators, neighbors, and organizations to discuss the Presidio Trust Implementation Plan, and to solicit input.

“With its military, architectural, historic, natural and recreational components, the Presidio is important to a very

broad cross-section of the population,” said Tia Lombardi, deputy director for public affairs at the Trust. “We need to hear as many of these voices as possible during planning, and we will continue to seek public input over the next several years as plans for the park are refined.”

The Trust continued its ongoing efforts to bring old friends and newcomers to the Presidio:

– To salute the Presidio’s proud military tradition, a Memorial Day event was held on May 28, drawing 2,500 participants. Many organizations, including the Department of Veterans Affairs, National Park Service, and the City of San Francisco, participated in the event.

– Presidio Pasados, a festive event commemorating the founding of San Francisco, marked its second year with Ohlone Indian demonstrations, music, dance, and authentic foods. Many organizations including UC Berkeley and the San Francisco Historical Society collaborated to make the event a success.

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community
[C R E A T I N G]



Families and organizations *are choosing to locate on the Presidio, due not only to its unique and beautiful environment, but also due to the dynamic community that is evolving within this urban national park.*

– Two cultural exhibitions were held in the Presidio Officers’ Club Exhibition Hall over 2001. The first, titled *Unseen Treasures: Imperial Russia and the New World*, drew more than 28,000 visitors during its three-month run. The show featured paintings, icons, costumes, artifacts and other items that traced Russia’s eastward expansion across Siberia and down the North American coast, as far south as the Presidio.

The second exhibition, *Japan at the Dawn of the Modern Age: Woodblock Prints from the Meiji Era 1868 to 1912*, featured beautiful woodblock prints depicting Japan’s transformation into a modern nation state. The exhibit, from the Museum of Fine Arts in Boston, was drawn from the Jean S. and Frederic A. Sharf Collection.

– On a community scale, the Trust worked with neighbors, residents and tenants to bring seasonal events to the park. These included a haunted house at Halloween, a “Day of Thanks” dinner, and holiday tree lighting ceremony. Throughout the year, Trust staff met each month with representatives of park tenants (Tenants’ Council) and residents (Presidio Mayors) in an effort to promote a sense of community, plan events that would be shared and enjoyed, and create a communications link with its constituencies.

“There has always been a community on the Presidio, but the community here today is more diverse and complex than at any time in history,” said Lombardi. “What pulls people together is what we all share...a love of this place, and a desire to help preserve it for future generations.”



SUMMER INTERN PROGRAM: A SUCCESSFUL THIRD YEAR

Twenty-four undergraduate and graduate students representing 14 states and three countries spent the summer of 2001 on the Presidio as interns of the Trust. They

supported a variety of departments including transportation, finance, public affairs, environmental sustainability, and historic preservation.

Stuart Campbell, from the University of Edinburgh in Scotland, worked with the Trust archaeologists to create a database that will facilitate the process of historic restoration and the identification of sites with potential archaeological significance. “I’ve participated in heritage projects before, but this internship gave me the opportunity to work on historic buildings, which was a wonderful experience,” he said.

“While the interns gain hands-on experience in an historic setting, the Trust gains the energy and perspective of 24 talented scholars,” said program coordinator Cathy Burdette. “So everyone wins.”



ARION PRESS produces limited edition books with original art, using the exacting standards and skilled craftsmanship of the fine printing tradition. Forced to relocate from its space in the South-of-Market area of San Francisco, Arion joined the Presidio community this year, occupying a building that is ideal to its unique needs. The company designs and produces texts of great beauty, mainly by hand. Type is composed and cast on the premises. A complete book bindery and the historic letterpress equipment of the Grabhorn Press are in use alongside 21st century technology. Publisher Andrew Hoyem practices his craft out of sheer love for the printed word. “Many of our customers are book collectors,” he said. “But I hope they are readers first, and collectors second.”

**PARTNERSHIPS:
TENNESSEE HOLLOW**

“Get your boots and gloves on...class is now in session!” That’s what 15 senior students from Galileo High School have been hearing every week since September 2001 at various sites around the Presidio. These students are getting a chance to learn about environmental science in a living laboratory, while meeting a key requirement for admission to the University of California.

Galileo’s Environmental Science Honors Program was born when Doug Kern, founder of the Presidio-based Urban Watershed Project, and some faculty from UC Berkeley began holding environmental science sessions at the school four years ago. The program has grown, and now the class comes out to the Presidio every week for a three-hour session in the field. According to course instructor Richard McDowell; “What the students do in the field enforces what they learn in the classroom. Out here, concepts and theories come alive.”

The class is jointly taught by educators from Galileo, UC Berkeley, and the Urban Watershed Project, with guest lecturers from National Park Service and Presidio Trust staff. “This class has given us the opportunity to do field work, to interact closely with teachers and experts, and to see how scientific concepts relate to the real world,” said class participant Chanel Williams.



“This is the kind of learning experience that engages the students, and creates life-long interest that is based on understanding,” said Stephen Andrews, an environmental scientist from UC Berkeley. “Working in the largest urban park in the world, our students see that all living things are interrelated and inter-dependent.”

**TRANSPORTATION IN 2001:
MOVING PEOPLE IN THE PARK**

The Presidio Shuttle premiered in the park on July 30, 2001. This free service, designed to reduce use of cars and connect visitors and employees to transit services, provides a great benefit to residents and employees of the park. The shuttle is also the best way to see the natural and historic highlights of the Presidio. In 2002, the service will introduce its new clean-running compressed natural gas (CNG) busses, further reducing polluting emissions.

Transportation demand management is an ongoing priority of the Trust. In 2001, the Trust implemented the Commuter Check program, which is used by more than 100 employees. The program has created five new vanpools serving 60 riders each day. The Trust’s Transportation Department was honored by the Environmental Protection Agency as a Commuter Choice Employer.



THE SAN FRANCISCO CONSERVATION CORPS (SFCC) is not just about recycling. It’s about teaching young people to expect more from their lives, and showing them how to get it. The Presidio is home to two branches of the SFCC. At the Community Service Training Center, young people learn pre-employment skills by doing environmental and conservation work around the Presidio. At the Recycling Center, young adults collect renewable waste from the Presidio and some surrounding areas, and they teach elementary school students about the importance of recycling by visiting schools and hosting field trips. “What we really do is change expectations,” says Ann Cochrane, SFCC executive director. “Ultimately, our young people help each other while caring for their community, which in turn helps them develop a sense of civic pride.”





Toby Rosenblatt

Toby Rosenblatt, chairman of the Trust Board, serves as president of the Glen Ellen Company of San Francisco and of Founders Investments, Ltd. of Salt Lake City. Rosenblatt served as chair of the Board of Trustees of the Golden Gate National Parks Association from 1991 to 2000 and as president of the San Francisco City Planning Commission from 1977 to 1988. In 2000, he received the Department of the Interior's Conservation Award, the highest citizen recognition given to honor outstanding contributions to our national parks.



Donald G. Fisher

Donald G. Fisher is founder and chairman of The Gap, Inc. He is a member of the University of California Haas School of Business Advisory Council and Princeton University's Board of Trustees. Fisher also serves on the San Francisco Bay Area Council, as vice-chairman of KQED, on the executive committee of the Boys and Girls Club of San Francisco, on the Board of Governors of the Boys and Girls Clubs of America, and on the board of the Charles Schwab Corporation.



Jennifer Hernandez

Jennifer Hernandez is a partner in the firm of Beveridge & Diamond, practicing land use and environmental law. Co-founder of the Environmental Law Forum, Hernandez is a board member of the California League of Conservation Voters and the California Center for Land Recycling. She has developed and taught courses on land use and environmental law at Stanford Law School and the University of California at Berkeley (Extension).



Ira Michael Heyman

Ira Michael Heyman is the Secretary of the Interior's designee on the Trust Board. Heyman served as secretary of the Smithsonian Institution from 1994 to 1999. He capped his career as a professor of law and city planning by serving as chancellor of U.C. Berkeley from 1980 to 1990. Heyman subsequently served as counselor to interior secretary Bruce Babbitt, and as deputy assistant secretary for policy.



Amy Meyer

Amy Meyer has served as co-chair of People for a Golden Gate National Recreation Area (GGNRA) since 1971 and as vice-chair of the GGNRA Advisory Commission since 1974. Meyer served on the San Francisco Recreation and Park Commission from 1976 to 1988.



Mary G. Murphy

Mary G. Murphy is a partner in the firm of Farella, Braun & Martel, LLP, where she specializes in commercial real estate law, including acquisition, land use and leasing. Murphy is a former co-chair of Neighborhood Associations for Presidio Planning. She served as vice president of the San Francisco City Board of Appeals from 1993 to 1996, and is currently a member of the Board of Trustees of the Hamlin School and of the board of the International Foundation of St. Catherine's College, Oxford University.



William K. Reilly

William K. Reilly, former administrator of the Environmental Protection Agency, is the president and chief executive officer of Aqua International Partners. He serves on the boards of the David and Lucile Packard Foundation, the World Wildlife Fund, the U.C. Berkeley Goldman School of Public Policy and DuPont, among others. Reilly headed the U.S. delegation to the Earth Summit at Rio in 1992.

members

[BOARD]



Acting Executive Director, Craig Middleton

Craig Middleton was the Presidio Trust's first employee. Prior to joining the Trust, he worked with the Presidio Council, a blue-ribbon panel established by the Golden Gate National Parks Association to plan for the Presidio's transition from military post to national park. As senior aid to Congresswoman Nancy Pelosi, he participated in establishing the legislation that created the Presidio Trust. Formerly deputy director for government affairs, programs and administration, Middleton will serve as acting executive director until a permanent appointment is made.

<i>The 39th Exposure</i>	<i>Changemakers</i>	<i>Foghorn Creative</i>	<i>Internet Archive</i>	<i>Pacific Union Co.</i>	<i>S.F. Unified School District (Child Care Center)</i>
<i>Access Abilities</i>	<i>Commonweal</i>	<i>Food, Land and People</i>	<i>IT Global Source, Inc.</i>	<i>Pedal Power</i>	<i>San Francisco Film Society</i>
<i>ACCION International</i>	<i>Concord Group</i>	<i>Fort Mason Foundation</i>	<i>Jenifer Altman Foundation</i>	<i>Pohaku Fund</i>	<i>San Francisco Science</i>
<i>ACRE Café</i>	<i>Constellation Fund</i>	<i>Fort Point & Presidio Historical Association</i>	<i>Jewish Community Center (JCC)</i>	<i>Presidio Alliance</i>	<i>San Francisco University High School (Paul Goode Field)</i>
<i>African-American Association</i>	<i>Consultative Group on Biological Diversity</i>	<i>Foundation for Spiritual Democracy (Center for Spiritual Democracy)</i>	<i>The John Stewart Company</i>	<i>Presidio Bowling Center</i>	<i>Shaler Adams Foundation/Caritas Fund</i>
<i>Alexa Internet</i>	<i>Cultural Conservancy</i>	<i>Franks Franks</i>	<i>Just Think Foundation</i>	<i>Presidio Café</i>	<i>Silver Giving Foundation</i>
<i>All Species Foundation</i>	<i>Cushins Presidio Optix</i>	<i>Friends of the Urban Forest</i>	<i>K. Bik Films</i>	<i>Presidio Community Desk</i>	<i>Social Venture Network</i>
<i>ALOHA Networks, Inc.</i>	<i>Dada</i>	<i>GGNPA – Crissy Field Educational Center</i>	<i>Komen Breast Cancer Foundation</i>	<i>Presidio Community YMCA of San Francisco</i>	<i>St. Francis Yacht Club</i>
<i>Angel Island Immigration Station Foundation</i>	<i>Defense Commissary Agency (DECA COM)</i>	<i>GGNPA – Golden Gate Club</i>	<i>L.S.B. Leakey Foundation</i>	<i>Presidio Community YMCA of San Francisco (II)</i>	<i>Stillwater Sound</i>
<i>Anthony's Pizza</i>	<i>Dept. of Veterans Affairs Medical Center (S.F. National Cemetery)</i>	<i>Global Vision 20/20</i>	<i>Lexnet</i>	<i>Presidio Fire Department</i>	<i>Swords to Plowshares</i>
<i>ARCS Foundation</i>	<i>Desiree Café</i>	<i>Golden Gate National Parks Association (GGNPA)</i>	<i>LightHawk</i>	<i>Presidio Hill School</i>	<i>Thoreau Center for Sustainability</i>
<i>Arion Press</i>	<i>DigitalMed</i>	<i>The Grove Consultants International</i>	<i>LoBue and Majdalany Management Group</i>	<i>Presidio Internet Center Partners</i>	<i>Tides Center</i>
<i>Army & Air Force Exchange (AAFES)</i>	<i>Disaster Planning Committee, GGNRA</i>	<i>The Guardsmen, Guild for Psychological Studies</i>	<i>Lone Mountain Childrens Center</i>	<i>Presidio World College</i>	<i>Tides Foundation</i>
<i>Arnold Palmer Golf Mgmt. Co. (National Office)</i>	<i>Ecotrust</i>	<i>Gulf of Farallones National Marine Sanctuary</i>	<i>Materials for the Future</i>	<i>Public Interest Lawyers Group (International Bill of Rights)</i>	<i>Town School for Boys</i>
<i>Aspen Group</i>	<i>EcoWorks</i>	<i>Haight Ashbury Free Clinics, Inc.</i>	<i>Michaels at the Presidio</i>	<i>Resource Center for the UN</i>	<i>Transnational Resource & Action Center</i>
<i>Association of Transpersonal Psychology</i>	<i>Educate Girls Globally</i>	<i>Hamlin School</i>	<i>Moore Foundation</i>	<i>Resourceful Women</i>	<i>Trash Talk</i>
<i>Barber Shop/Gino Morena Enterprises</i>	<i>eGrants.org</i>	<i>Higher Markets, Inc.</i>	<i>National Conference for Community and Justice</i>	<i>Richard Beggs</i>	<i>U.S. Park Police</i>
<i>BayKeeper</i>	<i>Energy Foundation</i>	<i>Infiniteinfo, Inc.</i>	<i>National Park Service Presidio Project Office</i>	<i>Roberts Enterprise Development Fund</i>	<i>U.S. Postal Service</i>
<i>Biodynamic Farming & Gardening Association</i>	<i>Environmental Media Services</i>	<i>Institute for Global Communications</i>	<i>The Natural Step</i>	<i>Rough House Editorial</i>	<i>United Religions Initiative</i>
<i>Brannan Street Editorial</i>	<i>Equity Community Builders, Thoreau Center I</i>	<i>Institute for Study and Development of Legal Systems</i>	<i>Niantic Corporation</i>	<i>Routson Films</i>	<i>W&JP Fund</i>
<i>Brave Kids</i>	<i>Exchange Beauty Shop</i>	<i>Interfaith Center</i>	<i>Northern California Independent Booksellers Association</i>	<i>Rudolf Steiner Foundation</i>	<i>W. Clement and Jessie V. Stone Foundation</i>
<i>Cell Site #3 – Sprint</i>	<i>Exploratorium</i>	<i>International AIDS Society-USA</i>	<i>NPS – Native Plant Nursery</i>	<i>S.F. Conservation Corps.</i>	<i>The Wilderness Society</i>
<i>Doyle Drive Location</i>	<i>Federal Emergency Management Agency (FEMA)</i>	<i>International Forum on Globalization</i>	<i>NPS – Natural Resources Program</i>	<i>S.F. Film Centre</i>	<i>Winton duPont Films</i>
<i>Center for Citizen Initiatives</i>	<i>First Republic Bank</i>		<i>The Orphanage</i>	<i>S.F. Fire Dept. (SFFD)</i>	<i>Women Donors Network</i>
<i>Center for Leadership Renewal</i>	<i>Fleishhacker Foundation</i>		<i>The Pachamama Alliance</i>	<i>S.F. Maritime National Historical Park (SAFR)</i>	
<i>Center for RE Enterprise Management</i>			<i>Pacific Foundation Services</i>	<i>S.F. Recreation and Park Department – Julius Kahn Playground</i>	
<i>Center for Resource Solutions (CRS)</i>					

organizations

[AT THE PRESIDIO]

The mission of the Presidio Trust is to preserve, enhance, and protect the resources of the Presidio as a sustainable national park. These efforts encompass the natural areas, wildlife, and native habitats of the park, as well as the historic structures and landscapes that make the park a National Historic Landmark District.

The Trust is establishing partnerships today that will enrich the cultural and recreational experiences for visitors far into the future. The Presidio Trust is dedicated to ensuring that visitors to this national park will have the opportunity to gain a broader understanding of the Presidio and its role in shaping the American West.

mission

[PRESIDIO TRUST]

LEGEND

- 1 The Main Post
- 2 Crissy Field
- 3 Fort Point
- 4 Fort Scott
- 5 Coastal Bluffs
- 6 Presidio Forest
- 7 Cavalry Stables
- 8 San Francisco Military Cemetery
- 9 Letterman Complex
- 10 Housing Areas
- 11 Presidio Golf Course
- 12 Public Health Service Hospital Complex
- 13 Lobos Creek Valley



presidio

[POINTS OF INTEREST]

Photo Credits – Robert Campbell: pages 12 (top) and 21.

Brenda Tharp: page 13. Vincent Versace: all principal photography.

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