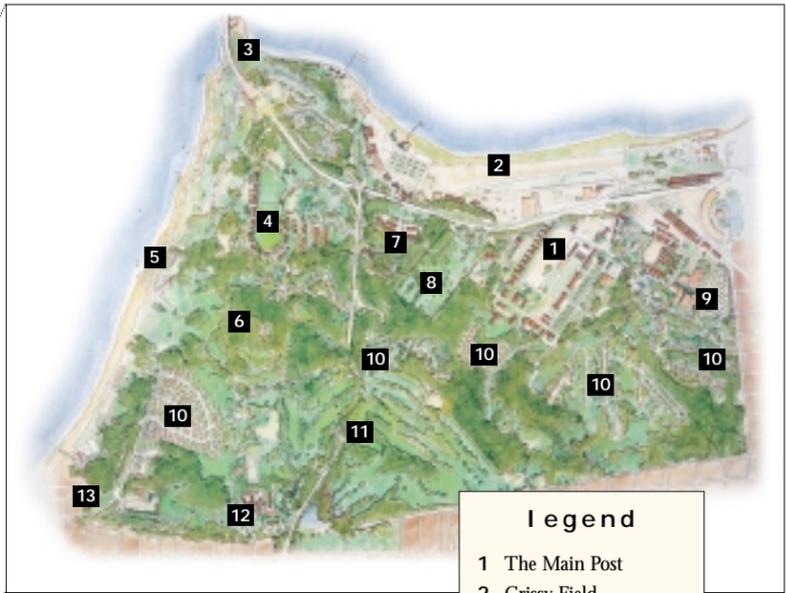
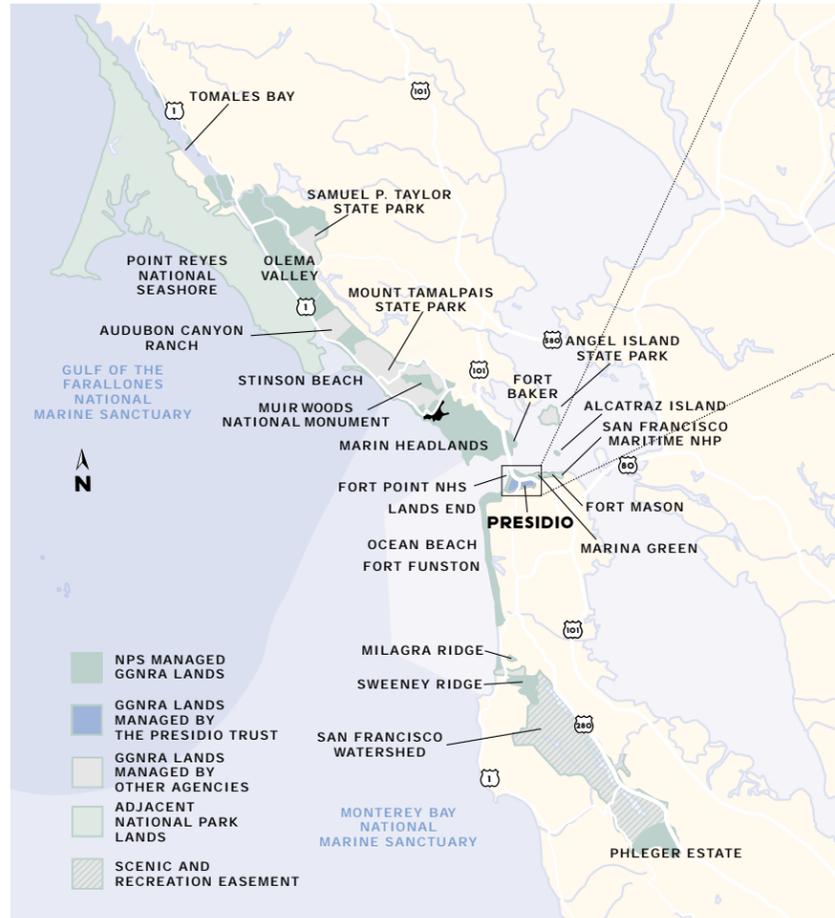


**Golden Gate National Recreation Area**

The 1,480-acre Presidio of San Francisco is part of the spectacular Golden Gate National Recreation Area, a national park created in 1972 that links preserved open space to the north and south of the Golden Gate.



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



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The Presidio Trust is the federal executive agency created by Congress in 1996 to be the guardian of the natural, scenic, recreational and cultural resources of the Presidio of San Francisco in partnership with the National Park Service. The Trust is managing the Presidio's transformation from a post of the U.S. Army to a first-of-its-kind sustainable national park serving both a vibrant internal community and millions of visitors. The Trust is rehabilitating the historic structures that distinguish the Presidio as a National Historic Landmark District and enhancing the extraordinary natural environment that led Congress to include the Presidio in the Golden Gate National Recreation Area in 1972. The Trust seeks out practices that conserve precious resources and avoid pollution of water, land and air. With the National Park Service and other partners, it shares the stories of the people who shaped the Presidio over centuries with a new generation of users and visitors. As mandated by law, the Trust is on a path to achieve financial self-sufficiency by 2013, when it will support its preservation efforts, improvement projects and public programming solely through funds generated at the park. Six presidential appointees and the Secretary of the Interior's designee serve on the Board of Directors and guide the Trust's preservation mission.



The mission of the Presidio Trust is to preserve and enhance the Presidio as a national park while making it financially self-sufficient by 2013.

TABLE OF CONTENTS	
1999 HIGHLIGHTS	4/5
SUSTAINABILITY OVERVIEW	6/7
ENVIRONMENT	8/9
COMMUNITY	12/13
ECONOMIC	16/17
BOARD OF DIRECTORS	20



**Toby Rosenblatt**  
CHAIRMAN  
THE PRESIDIO TRUST  
The Trust is grateful to Congress and the community for their ongoing support for the Presidio.

**Toward Sustainability** • The Presidio Trust has enthusiastically embraced its mission of transforming this former military post into a sustainable national park, ultimately capable of providing for its environmental, community and economic needs using the energy and resources generated from within. Sustainability is a journey. It is a concept made real every day by hundreds of choices that will produce, as Congress has

mandated, a wholly unique community that successfully preserves and protects the natural and historic resources that are the legacy of all Americans. I am delighted to share with Congress and our public the Trust's 1999 achievements that have moved the Presidio of San Francisco toward sustainability. • The Trust does not work alone in its pursuit of sustainability. I am pleased to acknowledge the many friends, supporters and partners who have helped sustain the Presidio, and indeed the Trust itself, during this pivotal year. We appreciate our growing relationship with the National Park Service, the support of the Golden Gate National Parks Association and the hundreds of people who are devoting thousands of volunteer hours to transform the Presidio's northern coast into a spectacular shoreline park. The Trust is grateful to the members of the public who have participated in public meetings, workshops and hearings so necessary to achieving success at the Presidio. We also appreciate park tenant organizations for their contributions to economic sustainability and community development. • Last year, we reported "a year of progress" as we put together a new organization, assumed jurisdiction over the majority of the Presidio and established a framework for achieving financial self-sufficiency. This year, we have made great strides toward a comprehensive program of park sustainability, making progress in the environmental and economic areas while taking steps to preserve the Presidio's cultural heritage and foster its emerging community. We are confident that, guided by a full understanding of sustainability, the Presidio's future as a jewel of the national park system — unique in its many facets — will be protected.

**Year of Progress** • In 1999, the Trust made significant strides toward making the Presidio a sustainable national park for the first time in its 223-year history. • Environmentally, the Trust has implemented innovative programs to conserve energy and water, salvage reusable materials and upgrade buildings using "green" features and practices. • The Trust takes special pride in the completion of a landmark agreement with the U.S. Army and Department of the Interior that will expedite environmental cleanup at the Presidio by two decades. Through creativity, tenacity and the use of new environmental insurance tools, the Trust has taken over the cleanup using funds provided by the Defense Department. This will assure a faster cleanup that creates a healthy park environment for public use and supports Trust leasing initiatives. • The Trust also recognizes the importance of fostering an interactive community of Presidio tenants, residents, visitors and park supporters. An estimated four million visitors come to the Presidio every year from all over the nation and the world. The Trust views these people as part of the park's extended community and, working with the National Park Service, is enhancing opportunities for recreation and education. As the park becomes home to more tenant organizations and residents, the Trust is encouraging a lively exchange of ideas and a spirit of cooperation. • In order to assure the Presidio's long-term financial viability, the Presidio Trust has moved aggressively to make park buildings available for lease and initiate the redevelopment of the obsolete Letterman Hospital and research center. As a result of these efforts, the Trust will double its housing revenues in FY2000. Redevelopment at the Letterman site ultimately is expected to produce 14% of the revenue needed to care for the park. • Our success and the future of the Presidio depend on the continued support of Congress and the Administration, the hard work and dedication of staff, community members and volunteers, as well as our ongoing partnerships with the National Park Service and Golden Gate National Parks Association. We look forward to a dynamic year of progress toward meeting our mandate to create a national park that is a model of financial, environmental and community sustainability.



**James Meadows**  
EXECUTIVE DIRECTOR  
THE PRESIDIO TRUST  
The Trust has made substantial progress in making the Presidio a model of sustainability.

On September 30, 1999, the Presidio Trust completed its first full fiscal year of management of the Presidio of San Francisco. The Trust leveraged \$14.9 million in appropriations and funds borrowed from the U.S. Treasury Department to lay the foundation for an environmentally, culturally and economically sustainable Presidio community. Dramatic progress has been made on all fronts. Highlights of the Trust's ten most significant 1999 achievements are listed here. The pages that follow recount how the Trust is converting this former military base into a dynamic and innovative national park.



# 1999

■ **Environmental Cleanup:** The Trust negotiated a \$100 million agreement with the U.S. Army and the Department of the Interior, providing for environmental cleanup of the former military base. The unprecedented agreement fast-tracks remediation of the Presidio and ensures that every region of the park will be safe and accessible to the public nearly two decades sooner than previous plans allowed. A first-of-its-kind \$100 million insurance policy will help protect the Trust from cost overruns.



■ **Letterman Complex:** The Trust identified a Digital Arts Center as its preferred alternative land use in the Draft Supplemental Environmental Impact Statement for the redevelopment of a 23-acre site at the Presidio's Letterman Complex. The Trust also announced its intention to enter into negotiations with Lucasfilm's Letterman Digital Arts, Ltd. Lease of the Letterman site is expected to produce 14 percent of the revenues required for financial self-sufficiency in 2013.

■ **Conservation:** Recycling, salvaging, composting, alternative transportation and energy management initiatives were launched, with the goal of making the Presidio community a model for environmental sustainability.

■ **"Green Building":** The Trust developed and published "Green Building Guidelines" which establish high standards for environmentally sensitive construction. For the first time, the guidelines incorporate standards for the "green" rehabilitation of historic structures, helping to put the Presidio on track to reduce energy consumption in park buildings 30 percent by 2001, four years sooner than a federal Executive Order requires.



■ **Outreach:** The Trust intensified public outreach to engage the community in shaping the Presidio's future. The Trust launched a new website, established a monthly newsletter, expanded its library and hosted planning workshops that attracted hundreds of community members.

[www.presidiotrust.gov](http://www.presidiotrust.gov)



■ **Community:** The Presidio was advanced as a place where the community gathers to learn and play. The park hosted dozens of educational and cultural events in 1999, including two major Trust-sponsored community events: Earth Day and the Archaeology Open House.

■ **Veterans:** An agreement to bring a Veterans Academy run by the non-profit organization "Swords to Plowshares" to the Presidio was signed. Following the rehabilitation of two Presidio buildings, the Academy will provide job and life skills training to 100 formerly homeless veterans participating in a live-in program.

■ **Housing:** The Trust prepared 463 units for occupancy, for \$4.4 million under estimated costs. By the end of fiscal year 1999, 732 housing units were leased, including those occupied by Department of Defense and National Park Service households. Housing leases are expected to provide over half of the revenue required for financial self-sufficiency in 2013.



■ **Historic Main Post:** The Trust reached agreement with 14 diverse organizations to occupy space on the park's Main Post, resulting in the rehabilitation of seven historic buildings.



■ **Infrastructure:** Twenty percent of the park's aging infrastructure was modernized. Significant improvements were made to the Presidio's telecommunications, transportation, electric, sanitation and sewer systems, producing a safe and well-functioning community for tenants and visitors.

# Sustainability

Toward a Sustainable Presidio

A sustainable community recognizes that all parts of the whole are connected and that actions in one area inevitably impact all others. It values its assets and does not rely on a constant, outside supply of dollars or disappearing resources to meet its needs. A sustainable community uses its environmental resources responsibly, considers long-term economic requirements in its decision-making and the seeks the broad participation of all its members. As a result, it meets the needs of the present without compromising the ability of future generations to meet their own needs.

This we know.  
All things are connected  
Like the blood which unites one family.  
All things are connected.

Whatever befalls the earth  
befalls the sons and daughters of the earth.  
We did not weave the web of life;  
We are merely a strand in it.  
Whatever we do to the web,  
we do to ourselves....  
—Chief Seattle

## Presidio Trust Goals

- Protect and enhance the Presidio as an outstanding national park in an urban area
- Achieve financial self-sufficiency by fiscal year 2013
- Use private sector resources to sustain the Presidio as a national park
- Earn broad public support for the Presidio

## Presidio Trust Partners

- U.S. Congress, the Administration and other federal agencies
- National Park Service
- Presidio tenants and residents
- Golden Gate National Parks Association
- A collaborative community of individuals and organizations, locally and nationally

environment

community

economics

The Presidio Trust is transforming this historic site into a national park that models these principles of sustainability.

We recognize that the Presidio will be viable only if the Trust strives to achieve environmental, community and economic sustainability with equal vigor.

All aspects of operation at the Presidio are linked. Environmental restoration projects, community events and infrastructure

modernization, all funded primarily through leasing initiatives, will guarantee that the Presidio will thrive as a national park supported by an active and involved public into the coming decades.

The Presidio Trust has now completed its second year of operation and its first full fiscal year of management of the park.

The following chapters explain the progress the Trust has made in 1999 toward achieving its sustainability goals.

# environment

An environmentally sustainable community protects natural areas, uses few resources and plans for the needs of the future. The Trust is demonstrating sustainability by restoring native plant and animal habitat, reducing consumption, increasing open space and cleaning the soil. It is developing a resource conservation ethic in building design and park operations. It is also creating new opportunities for people to enjoy the park's natural beauty. As a result, the Presidio is becoming a model of responsible environmental stewardship.



### Toward a "Zero Waste" Presidio

The Trust's Comprehensive Waste Reduction Program was selected as a presentation topic for the 1999 Department of the Interior Environmental Conference and the U.S. Environmental Protection Agency Federal Facilities Conference. The Trust was also named a 1999 Waste Reduction Award Program winner by the California Integrated Waste Management Board.

The Presidio Trust made great strides in 1999 in protecting and enhancing the park's remarkable environment. Most significantly, the Trust, the Department of the Interior and the U.S. Army signed a first-of-its-kind **environmental cleanup** agreement that provides for fast-track restoration of areas impacted by the military's use of the site. Under the agreement, the Trust will remove residual materials from both the coastal and inland portions of the park. The U.S. Army, which occupied the Presidio for 148 years before closing its post in 1994, will supply the Trust with \$25 million dollars in each of the next four years to fund the work, marking the first time the Army has transferred lead agency cleanup responsibility to another entity. A \$100 million environmental insurance policy will help protect the Trust against cost overruns. This cooperative, multi-agency agreement guarantees that every region of the Presidio will meet the high environmental standards appropriate to a national park. Presidio cleanup will be achieved within seven to twelve years, two decades sooner than would have been possible without the agreement. The unprecedented agreement also has the potential to become a model strategy for addressing similar issues at other former military bases.



### Transportation Alternatives

The Trust is exploring ways to lessen reliance on the automobile in order to reduce traffic and improve air quality. The Trust is negotiating for expanded bus service, experimenting with electric cars and bikes, converting a portion of its vehicle fleet to Compressed Natural Gas and developing plans for an internal shuttle.



Corps and San Francisco Recyclers to create a new Recycling and Education Center at the Presidio.

Partnerships are also making possible the Trust's dramatic progress in energy conservation. A cooperative project with the U.S. Department of Energy and the Presidio Alliance has created "Rebuild Presidio," a community-based effort to set and achieve energy conservation goals. The Trust and its partners have installed nearly 700 electricity sub-meters and conducted energy audits in more than a dozen park buildings, ensuring that resources are used to the greatest benefit. As a result of these and other initiatives, the Presidio is voluntarily on track to reduce energy consumption at the park 30 percent by 2001, four years sooner that a federal Executive Order requires.

**Protection and enhancement** of the Presidio's historic forests, native plant communities and landscaped areas is a top priority. In 1999 the National Park Service and the Trust prepared and published for comment a draft Vegetation Management Plan and Environmental Assessment that guides the preservation of these resources into the next century and increases open space by 25 percent. This initiative, and a plan for improving the Presidio's hiking and bicycling trails, is expected to be adopted next year.



**Bay Area Ridge Trail**

A 2.5 mile Presidio section of the Bay Area Ridge Trail was completed in 1999. Recognized by the Department of Transportation/White House Millennium Council's Millennium Trails Program, the route connects the Presidio to a new 400-mile regional trail system surrounding San Francisco Bay.

The Trust has also made significant progress in developing a **resource conservation** ethic. First and foremost, the Trust is "recycling" the Presidio's nearly 800 buildings – 474 of which are historic – through reuse, thus reducing demand for new materials and landfill space. To guide these projects, the Trust has modified the U.S. Green Building Council's "Leadership in Energy Efficient Design" Guidelines to be Presidio-specific. The Trust's resulting Green Building Guidelines set high standards for environmentally-sensitive design and construction, and for the first time incorporate standards for the rehabilitation of historic buildings.

The Presidio's long-term goal is to become a "closed loop" community that eliminates waste by reusing materials within the park. Toward that end, this year the Trust launched a Comprehensive Waste Reduction Program that includes recycling, salvaging and composting projects to recapture and reuse resources that would otherwise go to landfills. In a major step, the Trust forged a partnership with the San Francisco Conservation



**"Smart Buildings"**

The Presidio's residential leasing office was transformed into a model of energy efficiency. The historic structure now incorporates innovative features such as motion sensor lighting controls and high efficiency radiators.

# 1999 Environmental achievements

- An initial feasibility study for a fuel cell co-generation plant at the Presidio was completed. A co-generation facility would generate hot water and steam that would be used to heat park buildings.
- Energy efficient lighting was installed in five Presidio Trust buildings, resulting in a 40 percent reduction in energy consumption and anticipated cost savings of \$20,000 per year.
- The Trust established a "Green Building Design and Materials Library" at the Presidio as an information resource to assist contractors and the public in designing structures that use resources efficiently.
- Repairs to the Presidio's leaky water distribution system resulted in a savings of 1.2 million gallons of water each week.
- Approximately 12 tons of organic material were collected and re-used on site as a soil amendment as a result of a Trust pilot composting program.
- An estimated 8 tons of scrap metal have been recycled through the new Presidio Salvage Program. The Program has identified a wide variety of furnishings, supplies and equipment for reuse. As a result, the Trust realized avoided costs in fiscal year 1999 of \$120,000.
- In order to educate Trust staff and Presidio employees and residents about ways to live in harmony with the Presidio's environment, the Trust established a Natural Resources Awareness and Stewardship Program.
- Using TV inspections and pressure grouting, groundwater infiltration into the sanitary sewer system was reduced, saving \$300,000 a year in wastewater treatment fees formerly paid to outside sources.
- In order to ensure that the Trust purchases products that are environmentally friendly, or "green", the Trust established a "Buy Recycled" procurement program. Approximately 80 employees have been trained in buying green.
- In its ongoing study of alternative transportation options, the Trust participated in electric automobile demonstration projects and developed relationships with electric car manufacturers.
- An agreement guaranteeing improved express bus service to the Presidio was negotiated with the San Francisco Municipal Railway (MUNI).
- A Hazardous Material/Waste Program was implemented to re-refine motor oil, antifreeze and solvents generated by the Presidio's maintenance shops and support the Presidio Fire Department in responding to hazardous materials incidents.
- The Trust made progress in developing a Traffic Demand Management Program, with the goal of reducing automobile reliance and encouraging the use of alternative transportation.
- To facilitate travel to the Presidio by public transit and bicycle, the Trust added valuable transportation information, including scheduling and route information, to its website.
- In a step toward improving internal Presidio transportation, the Trust determined a route for an internal shuttle system and sought funding.
- The Trust and its partners installed 670 electricity sub-meters in Presidio buildings, allowing tenants to monitor and reduce their resource consumption.
- With its partners, the Trust completed energy audits on 14 Presidio buildings. The information learned will help determine energy conservation strategies that can be implemented park-wide.
- In partnership with two non-profit organizations – the San Francisco Conservation Corps and San Francisco Community Recyclers – the Trust established a Presidio Recycling and Education Center. Approximately 3,500 pounds of materials are recycled weekly. By year end 2000, the volume of recycled materials is expected to double.
- In partnership with the National Park Service, the Trust launched a year-long process to examine how to enhance the park's network of recreational and transportation trails. The effort will result in the publication of a Recreational Trailways Master Plan next year.
- The Trust and the National Park Service completed a draft Presidio Vegetation Management Plan that proposes steps to preserve and enhance the Presidio's natural areas. Once adopted, the plan will guide the gradual regeneration of the park's environment into the next century.
- With the Presidio Alliance, a community organization, and other tenant partners, the Trust enrolled the Presidio community in the Department of Energy's "Rebuild America" program. Through "Rebuild Presidio," federal facilitators offer expertise to help participants set and achieve energy efficiency goals.

## goals<sup>2000</sup>

- The Trust and the National Park Service will implement pilot projects to restore and enhance the Presidio's native plant communities, forest and landscaped areas.
- A site-wide computerized energy management system will allow tenants to access information on building energy use via the Internet.
- To reduce traffic and emissions within the park, the Trust will initiate a Presidio internal shuttle, a shared bicycle program and a shared electric car program.
- With the National Park Service, the Trust will complete a plan to improve the Presidio's network of hiking trails and bicycle routes.
- The Trust will complete planning and design, and begin construction on a Water Reclamation Plant.
- To reduce reliance on the automobile and encourage the use of alternative transportation, the Trust will implement a parking management program.
- The Trust will complete analysis and planning, and begin construction of a fuel cell co-generation plant.

# community

Community sustainability means creating links among the Presidio's tenants, residents and visitors. It honors previous users – Native Americans, Mexican and Spanish soldiers and settlers, U.S. Army veterans – by preserving their legacy. It is achieved by inviting all members of the community to plan for the park's future. It results in an environment where people are inspired to live, learn, work and play together.



#### Military Legacy Honored

Creating a culturally sustainable park means preserving connections with the Presidio's military past through public programs and visitor services. Members of local ROTC organizations continue to practice and hold competitions at the Presidio.

Perhaps the best way to involve the community in the Presidio's future is to invite them to experience first-hand the park's uniqueness through educational, recreational and cultural **programming**. The Trust sponsored its first major community events in 1999: Earth Day and the Archaeology Open House, both of which were attended by hundreds of people. On October 1, 1999, the Trust assumed responsibility for issuing permits for special events within the interior of the Presidio, allowing it to shape programming that educates, entertains and inspires. The Presidio also hosted hundreds of functions sponsored by the National Park Service, tenant organizations and the public.

Last year was also notable because of the Trust's substantial **outreach** to a broad audience, inviting community participation in shaping the park's future. The Trust website, enhanced by a "virtual" park tour, a library of planning and reference documents, and a listing of resources and recreational opportunities, received over one million "hits" in 1999. The Trust reached 6,000 households with its monthly Presidio Post newsletter and published a new quarterly publication updating members of Congress on Trust initiatives. In February, the Trust instituted regular monthly planning workshops that were attended by hundreds. Quarterly gatherings of the new Presidio Forum and two public Board of Directors meetings allowed the community to interact directly with the Trust's leadership. Staff continued to build relationships with neighborhood associations and tenant coalitions. An expanded Trust library



#### Learn and Play

The Presidio's proximity to San Francisco makes a national park experience easily accessible for a wide range of users, including local school groups.

dancing at the earth day festival, the first major trust-sponsored community event.



#### Summer Interns

Twenty-two students were selected from a pool of over 1,500 applicants from across the nation to participate in the Trust's first-ever summer internship program. The graduate and undergraduate students represented 11 states. Students helped plan for the park's future as a sustainable community.

made a wide array of documents available to the public. Trust outreach materials were recognized with four awards from the National Association of Installation Developers.

The Presidio has a unique opportunity to foster a diverse community through its **tenant selection process**. In 1999, the Trust took steps to bring 14 diverse organizations to the park, including several working in information technology and the arts. A spirit of collaboration is growing among the nearly 90 groups that are based at the Presidio. The Trust conducts extensive outreach to locate potential tenants with missions compatible with the Presidio's setting, including organizations working in the fields of education, environmental research, global affairs and multi-media.

It is fitting that the site at which generations of men and women served their nation be a place where

**veterans** can find assistance in times of need. This year the Trust was proud to honor our nation's veterans by signing an agreement with Swords to Plowshares, a non-profit organization that will soon create a first-of-its-kind Veterans Academy at the park. Two rehabilitated Presidio structures will soon house 100 formerly homeless veterans and serve as a center for vocational and life skills training.

The Presidio Trust worked diligently in 1999 to preserve the park's cultural resources. The Trust signed an agreement with the University of California at Berkeley to conduct archaeological research at park sites. The Trust also instituted a **One-Step Compliance Process** to ensure that state and national historic rehabilitation standards are upheld. Additionally, Trust Facilities staff received training on the Secretary of the Interior's Standards for Rehabilitation and Preservation of Historic Resources.



#### Volunteer Spirit

Once a post of the military, the Presidio is now shaped by an army of volunteers completing environmental and cultural restoration projects throughout the park.

# 1999 Community achievements

- In a significant step toward improving the Presidio visitor experience, the Trust and the National Park Service completed the design, interpretive graphics and placement plan for a series of informational kiosks to be located throughout the park next year. The kiosks will offer information on transit, hiking and cycling routes and noteworthy attractions.
- The Presidio hosted government officials and world leaders including U.S. Senators Daniel Akaka and Barbara Boxer, U.S. Representatives Nancy Pelosi, John Duncan and George Miller, U.S. Secretary of Energy Bill Richardson, U.N. High Commissioner for Refugees Sadako Ogata, and U.N. High Commissioner for Human Rights Mary Robinson.
- The Trust completed rehabilitation of the Presidio Gate, a significant cultural resource at one of the park's most historic entrances.
- In cooperation with the National Park Service, the Trust helped to rehabilitate and expand the Presidio's historic World War I-era fire station, an important public safety structure.
- A new, tenant-financed Presidio Golf Course Clubhouse was constructed with the assistance of the Presidio Trust. The facility complements the public course and provides additional social and recreational opportunities for park visitors.
- The Trust developed a Small Business program to ensure that it is purchasing from small, disadvantaged and women-owned businesses.
- To improve accessibility and the visitor experience, the Trust developed Presidio-wide and area maps.
- The Trust rehabilitated and leased two athletic fields to educational organizations that will soon provide recreational opportunities for a diverse range of users.
- Tenant diversity was increased with the identification of 14 new organizations to occupy newly rehabilitated historic structures on the Presidio's Main Post.
- The Trust assumed responsibility for permitting all special events within the Presidio's interior on October 1, 1999. Permitting allows the Trust to generate revenue and mold community-building events that inform and entertain park visitors.
- A new website was launched that received over one million "hits" from all over the nation and the world. The site contains news about Presidio improvement projects, sustainability initiatives, visitor services and leasing activity, among other valuable information.
- In September 1998 the Trust began publication of a monthly newsletter, the Presidio Post, to share important news and information with the community. To date, 14 issues have been published and circulation has grown to 6,000 copies per month.
- Members of Congress were updated on Trust activities and initiatives via a new quarterly publication.
- Trust outreach materials received four National Association of Installation Developers marketing awards.
- The community stayed connected to the Trust via an expanded library open to the public six days a week. The library makes available a wide range of historical information, planning documents and news about current Trust initiatives.
- In February 1999, regular monthly planning workshops were initiated. The sessions attracted diverse individuals and organizations to help plan for the park's future.
- In order to build support for and understanding of Presidio projects, the Trust proactively reached out to a wide array of neighborhood organizations and community groups.
- The Trust signed a cooperative agreement with the Regents of University of California at Berkeley for archaeological research at the Presidio. Berkeley researchers spent the summer of 1999 identifying Presidio cultural resources. Many of these artifacts were displayed at the Trust's Archaeology Open House in July.
- The Trust instituted a One-Step Compliance Process for new building and rehabilitation work, which facilitated compliance with environmental and historic standards. The Trust provided training to its construction and contractor crews on national construction standards for historic resources, in order to ensure that the park's historic legacy is honored.

## goals<sup>2000</sup>

- In cooperation with the National Park Service, the Trust will implement a year-long effort to identify improvements to the visitor experience and interpretation programs at the Presidio.
- Through increased outreach to community groups and organizations, locally and nationally, the Trust will strengthen support for the Presidio's mission and activities.
- The Trust will preserve cultural resources by pursuing a Programmatic Agreement with the State Historic Preservation Office and Advisory Council on Historic Preservation which would enable the Trust to perform National Historic Preservation Act compliance in-house.
- The Trust will host recreational, educational and cultural activities that support the mission of the park and enrich public enjoyment of the Presidio.
- Informational/directional kiosks will be installed in several locations throughout the Presidio.
- Monthly planning workshops and other public forums that invite community participation in shaping the Presidio's future will be continued.



# economic

Economic sustainability at the Presidio means looking within to generate the funds necessary to operate and enhance the park. It means providing for today's needs and for the capital investments that will modernize the Presidio's infrastructure, including its natural areas, over the long-term. It requires identifying new uses that both enhance the community and ensure financial self-sufficiency. Sustainability involves laying the physical foundation for economic viability so that the Presidio's future as a national park is secured.



### Presidio Housing

The Presidio is now home to more than 700 households, over 200 of which house an employee of a Presidio-based organization.

**1999** was a pivotal year in the Trust's effort to achieve economic self-sufficiency as mandated by the Trust Act. The Trust utilized the funds appropriated by Congress and its borrowing authority to lay the foundation for economic viability. Significantly, the Trust used funds borrowed from the U.S. Treasury Department to prepare and lease 463 **housing** units. The work was completed in-house for approximately \$4.4 million under previous estimates. By the end of fiscal year 1999, 732 of the Presidio's 1,116 units were occupied, including those leased by Department of Defense and National Park Service households. Funds generated by residential leasing are projected to provide 56 percent of the revenues required for financial self-sufficiency by 2013.

One of the Trust's fundamental challenges is modernizing the park's aging **infrastructure**. The Trust estimates that it must invest \$350 million by 2013 to upgrade Presidio buildings, infrastructure and natural areas. In 1999, substantial improvements were made to all infrastructure systems – telecommunications, sanitation and sewer, roads and grounds, electrical and water delivery. As part of the Trust's newly developed Preventative Maintenance Program, 8,398 work orders were completed through the end of fiscal year 1999. A \$600,000 project ensured



### "Fiber-based Community"

A fiber optic loop links most Presidio non-residential buildings, guaranteeing park tenants high-speed Internet access. The Trust plans to increase the capacity of this loop 200% in the coming year.



#### Infrastructure Upgrades

By the end of next year the Trust will have upgraded up to 40 percent of the park's infrastructure, allowing it to attract and serve Presidio tenants and generate necessary revenue.

Y2K compliance for the entire telecommunications system. The Trust also efficiently operated the park's Water Treatment Plan and reduced the amount of water purchased from outside sources.

In June of 1999, the Trust identified a Digital Arts Center as its preferred alternative land use in the ongoing environmental review process associated with redevelopment of a 23-acre site within the Presidio's 60-acre **Letterman Complex**. The Trust also announced its intention to enter into negotiations with Lucasfilm's Letterman Digital Arts, Ltd. The Trust is seeking a new use that adds value to the Presidio community, incorporates significant public outreach and is compatible with the Presidio's national park setting. Completion of the selection process and redevelopment

of the obsolete Letterman Hospital and research center is anticipated in 2000. Redevelopment at the Letterman Complex is the most significant new construction project the Trust will undertake and is projected to contribute 14 percent of all Trust revenues in 2013.

In 1999 the Trust launched a competitive process to identify tenants to occupy 190,000 square feet of space on the park's historic Main Post, an area that is projected to contribute 20 percent of all Trust revenues by 2013. By the end of fiscal year 1999, the Trust signed leases or letters of intent with 14 organizations. As a result of the leasing initiatives, seven historic buildings will be rehabilitated, several using private capital. The new tenants are expected to begin occupancy early in 2000.



#### Main Post Leasing

Information technology is an emerging theme on the Presidio's Main Post. The Trust is welcoming several new tenants working in the multi-media and Internet fields.

# 1999 Economic achievements

- The Trust achieved nearly \$14 million in revenue in fiscal year 1999 through its residential and non-residential leasing activity and through utilities income.
- The Trust increased monthly revenue earned from residential leasing by 328 percent during fiscal year 1999.
- The Trust leveraging \$6.6 million in private capital to fund building rehabilitation through a lease with the San Francisco Film Centre.
- Lease adjustments and renewals with six Presidio tenants were negotiated.
- The Trust issued a Request for Qualifications seeking tenant(s) to redevelop 400,000 square feet of space at the Presidio's Public Health Service Hospital Complex, resulting in 16 responses. The Trust also developed draft planning guidelines and preliminary environmental analyses for the Public Health Service Hospital Complex site.
- The Trust realized \$5.2 million in cost savings through the efficient execution of infrastructure upgrades.
- The transition of operations from the National Park Service (NPS) to the Trust with no displacement of NPS workers was successfully managed.
- The firm Simon Martin-Vegue Winkelstein and Moris (SMWM) was selected to assist the Trust with Presidio implementation planning.
- The Trust hired the Treasury Department to install a computer and software system (GLOWS) to track all of the accounting and budget/finance needs for fiscal year 1999. This allowed the Trust to transition all accounting, contracting and payroll functions from the National Park Service to the Trust.
- The Trust issued planning guidelines and a draft Environmental Impact Statement for the entire 60-acre Letterman Complex.
- Accurate procedures for reporting financial information to the Office of Management and Budget and the U.S. Treasury Department were developed.
- Essential infrastructure improvements were completed including:
  - Overhaul of two main electrical feed sub-stations, ensuring an uninterrupted Presidio power supply.
  - Inspection, cleaning and repair of 40,000 feet of sewer line, decreasing maintenance costs by 20 percent.
  - Completion of 1,148 Telecommunication work orders, expanding the client base for the Trust's phone system by 92 percent and expanding customer service offerings from 36 to 99.
  - Inspection and repair of underground wiring, saving \$10,000 in maintenance costs.
- The non-partisan Council for Excellence in Government selected the Presidio Trust as an example of innovative government and conducted a site visit for thirty federal managers.
- Trust Executive Director Jim Meadows was selected as Developer of the Year by the National Association of Installation Developers for his leadership in managing the conversion of the Presidio from military post to national park.
- The Trust completed 8,398 work orders through its Preventative Maintenance Program.
- A four-step, \$600,000 project ensured Y2K compliance for the entire Presidio telecommunications system.

## goals<sup>2000</sup>

- The Trust will complete the Environmental Impact Statement and lease negotiations for the 23-acre Letterman site and begin pre-development action at the obsolete Letterman hospital and research center.
- One hundred two historic housing units will be rehabilitated, with the goal of leasing 80 percent of existing Presidio housing units (a total of 877) by the end of 2000.
- An additional 20 percent of the Presidio's infrastructure will be upgraded to improve park operations and support leasing activity.
- The Trust will complete comprehensive Main Post planning and issue a second Request for Qualifications for leasing of the western portion of the Main Post including the Montgomery Barracks, Riley housing units, and the remainder of Funston Avenue. Main Post infrastructure upgrades and construction of systems to support leasing initiatives will begin.
- In order to leverage private capital to complete historic building rehabilitations, the Trust will implement an Historic Tax Credit Program.
- The Trust will foster a fiber-based community at the park by increasing the Presidio's fiber optic loop capacity by 200 percent.



board of directors



**Toby Rosenblatt**, Chairman of the Board, is President of the Glen Ellen Company of San Francisco and Vice President of Founders Investments, Ltd. of Salt Lake City. He has been Chair of the Board of Trustees of the Golden Gate National Parks Association since 1991. Mr. Rosenblatt served as President of the San Francisco City Planning Commission from 1977 to 1988.



**John Berry** represents the Secretary of the Interior on the Presidio Trust Board. Mr. Berry serves as Assistant Secretary of the Interior for Policy, Management and Budget. Prior to joining the Department of the Interior, he served as Director of Government Relations and Senior Policy Advisor for the Smithsonian Institution.



**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, Stanford University's Graduate School of Business Advisory Council and Princeton University's Board of Trustees. Mr. Fisher also serves on the San Francisco Bay Area Council and on the Boards of the Charles Schwab Corporation and AirTouch Communications.



**Jennifer Hernandez** is a partner in the firm Beveridge & Diamond, specializing in land use and environmental law. Co-founder of the Environmental Law Forum, Ms. Hernandez is a Board member of the California League of Conservation Voters and the California Center for Land Recycling, and is a member of the San Francisco La Raza Association. She has developed and taught courses on military base conversions at the University of California at Berkeley (Extension).



**Amy Meyer** has served as Co-Chair of People for a Golden Gate National Recreation Area (GGNRA) since 1971 and has served as Vice-Chair of the GGNRA Advisory Commission since 1974. Ms. Meyer is the former Chair of People for the Presidio, a group formed in 1993 to work on the legislation creating the Presidio Trust. She served on the San Francisco Recreation and Park Commission from 1976 to 1988.



**Mary G. Murphy** of San Francisco is a partner in the firm of Farella, Braun & Martel, where she specializes in commercial real estate law, including acquisition, financing, land use, management and leasing. Ms. Murphy is a member and former Co-Chair of Neighborhood Associations for Presidio Planning, an umbrella organization of nine neighborhood associations surrounding the Presidio.



**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. Mr. Reilly headed the U.S. delegation to the Earth Summit at Rio in 1992.

executive director



**James E. Meadows**, Presidio Trust Executive Director, has been recognized by the National Association of Installation Developers for his leadership in managing the conversion of Lowry Air Force Base in Denver, Colorado, and the Presidio of San Francisco. From 1991 until 1994, Meadows was senior vice president and head of home building operations in California and Arizona for Castle & Cooke Homes, Inc., a division of Dole Foods.

**Edward Blakely** completed his term of service on the Presidio Trust's Board of Directors in 1999. He now is the Dean of the Robert J. Milano Graduate School of Management and Urban Policy at the New School University in New York City.

Cover photo: Robert Campbell  
Interior photos: Brenda Tharp, Matthew Roberts

The Presidio Trust's Audited Financial Statements for the year ended September 30, 1999, are available under separate cover.

