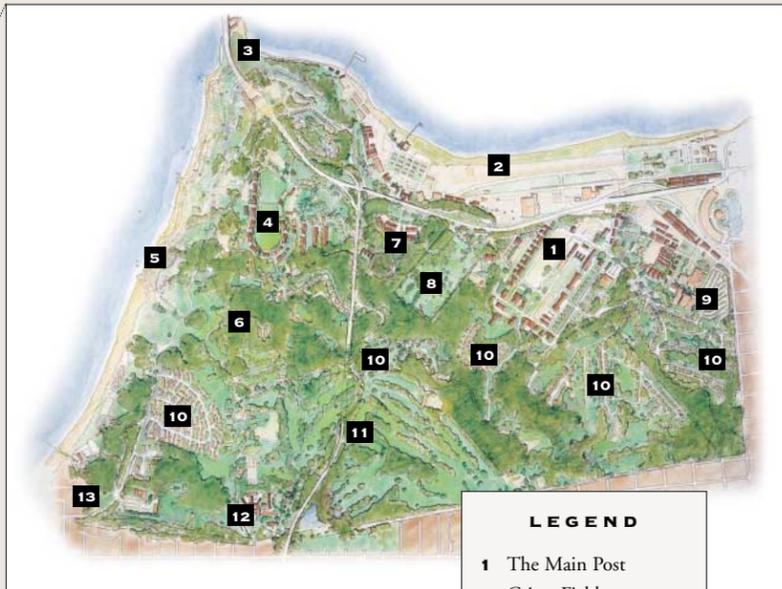
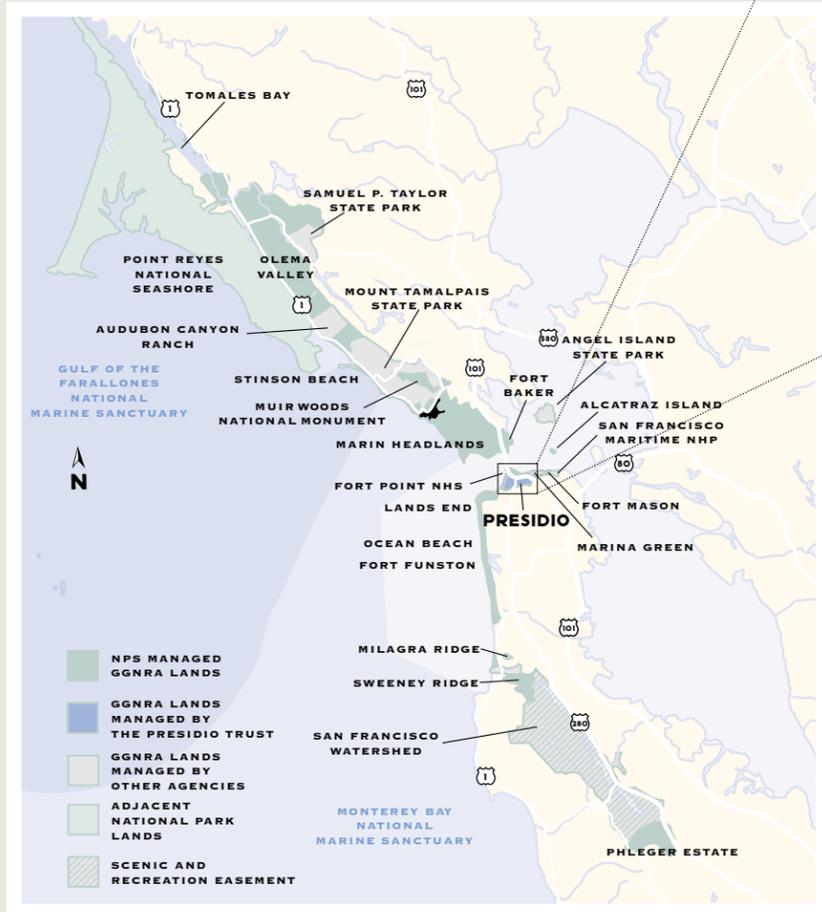


**GOLDEN GATE NATIONAL RECREATION AREA**

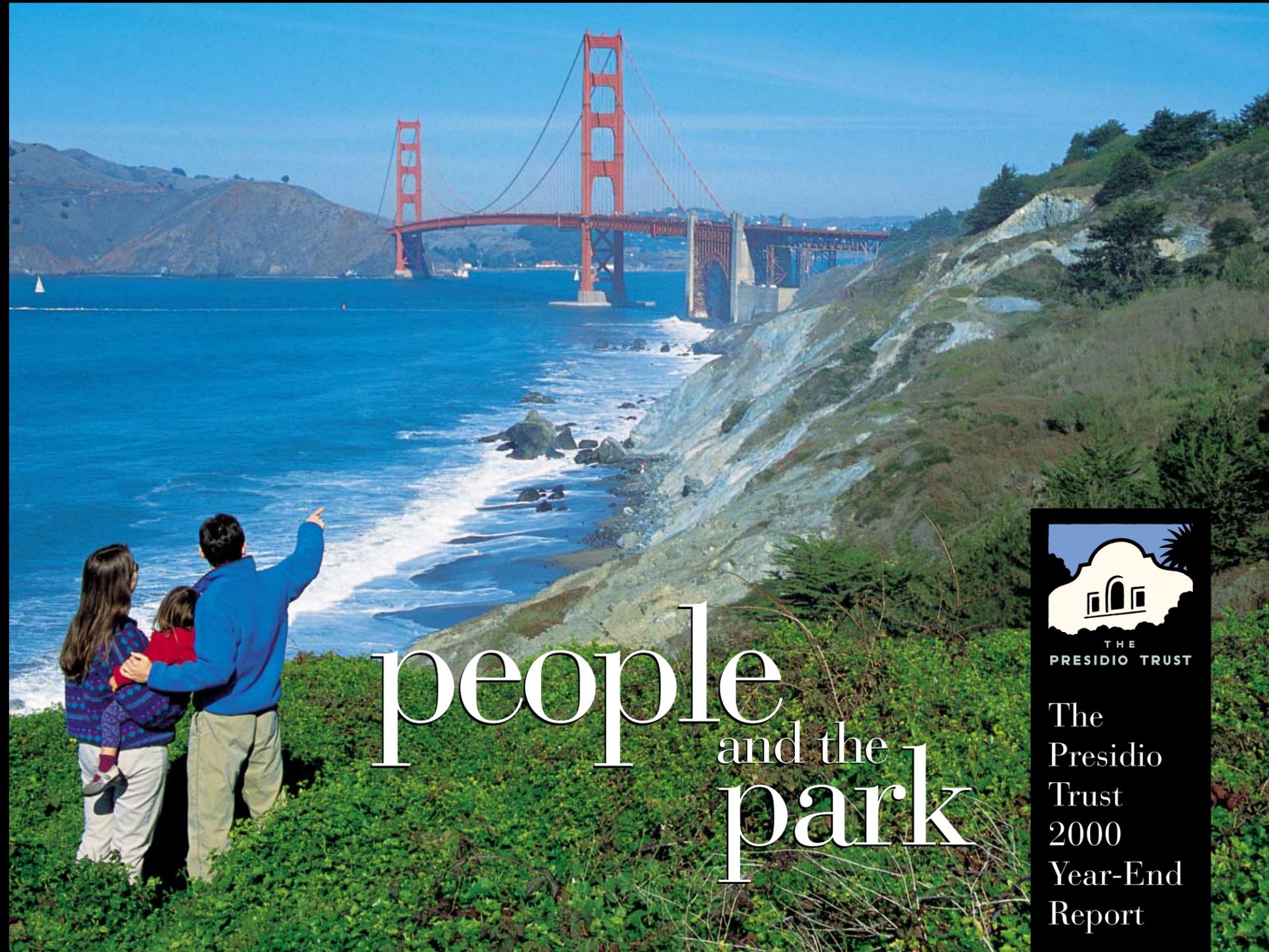
The 1,480-acre Presidio of San Francisco is part of the spectacular Golden Gate National Recreation Area, a national park created in 1972 that links preserved open space to the north and south of the Golden Gate.



- 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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people and the park



**The Presidio Trust**  
 2000  
 Year-End  
 Report

**“A network of supporters – public, private, local, regional, and national – is uniting around an effort to preserve one of our nation’s most beautiful and significant destinations.”**



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The Presidio Trust's Audited Financial Statements for the year ended September 30, 2000, are available under separate cover.

# message from the chairman



In our report to you last year, we described the Presidio Trust’s environmental, cultural and economic journey “Toward Sustainability.” This year, we are pleased to introduce you to some of the people and organizations who are working with us to achieve a sustainable future for the Presidio.

A mission as comprehensive and challenging as the preservation of the Presidio cannot fall on a single set of shoulders. Rather, a network of supporters – public, private, local, regional, and national – is uniting around an effort to preserve one of the nation’s most beautiful and significant destinations. Their contributions of time, expertise and financial resources reflect the broad support the Presidio enjoys and add immensely to our work to achieve the preservation and economic mandates set before us by the American people.

In the pages that follow you will learn about collaborative projects to revitalize the Presidio’s only natural lake, to expand and enhance the park’s network of recreational trails, to make every region of the Presidio clean and safe for visitors and to give veterans a second chance. These endeavors complemented the efforts of our diverse and dedicated staff, whose hard work and commitment drove the enhancements that are visible in every area of the park. We are also pleased to report that the Presidio Trust completed its work while achieving its financial and budgetary goals. Our complete Audited Financial Statements are found under separate cover. The year 2000 was a productive one for the “People and the Park.” We look forward to continued progress – in collaboration with the Presidio’s many partners – in the year to come.

Toby Rosenblatt  
Chairman of the Board



## message from the executive director



In the year 2000, the Presidio Trust and the park's friends and supporters worked to establish a solid foundation to support our aspirations for the Presidio's future. In the environmental arena, the Trust and the National Park Service proposed a plan, soon to be finalized, to protect the Presidio's natural areas and open space for decades to come. We also took immediate steps to extend the life of the park's signature forest and enhance the native plant communities that have found a refuge in this urban oasis. An additional \$1 million investment in forest and native plant restoration pilot projects is planned for next year. Additionally, a range of initiatives including recycling, composting, waste reduction, "green" building, energy management and "green" purchasing programs remained central to the Trust's effort to put the Presidio at the forefront of sustainable thinking.

Working with the Smithsonian Institution, the National Park Service and others, the Trust also began to establish the Presidio as a center for innovative programming. An expanded array of services for visitors – including travelling cultural exhibits – will be available next year. Under Trust direction, over 250,000 square feet of historic non-residential buildings and 211 housing units were rehabilitated and occupied. The Trust also decided to work with Letterman Digital Arts, a subsidiary of Lucasfilm, to create a center for digital innovation at the Presidio.

The Trust achieved its financial targets for the year, nearly doubling lease revenues from 1999, and remained on track to achieve financial self-sufficiency by the congressionally-mandated deadline of 2013. We are grateful to Congress, the National Park Service and our local and national neighbors who supported the Presidio in countless ways this year, and look forward to another successful year for the "People and the Park."

  
Jim Meadows  
Executive Director

# from post to park

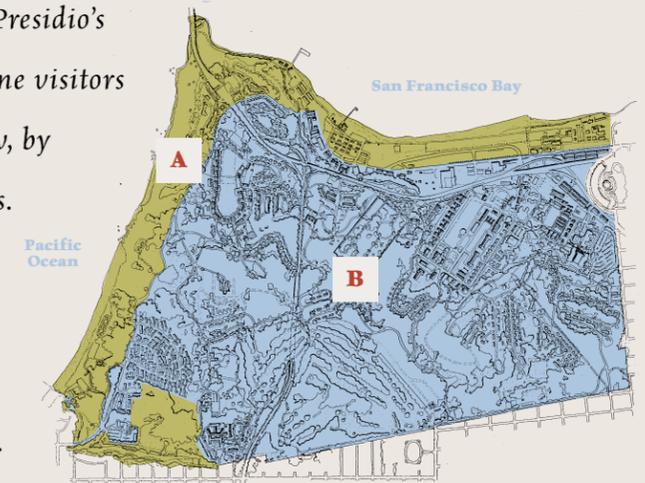
## a brief history of The Presidio



The Presidio's history, culture and evolution parallel that of the American West. The magnificent lands at the Golden Gate, which first supported the indigenous Ohlone people, have long attracted immigrants, explorers and pioneers from East and West. The landscape has been valued by many, serving as a military post under three powers – first Spain, then Mexico and ultimately the United States. From the Civil War through the Cold War, the Presidio has long formed a backdrop for pivotal moments in our nation's history. It does so again today, embracing its new challenge – an unprecedented transformation to a sustainable national park.

# The Presidio Trust: pioneering park stewardship

The Presidio Trust is a federal government corporation and executive agency created in 1996 to preserve and enhance the Presidio – a national park site – in cooperation with the National Park Service. The Presidio Trust manages the interior 80% of park lands (Area B), while the National Park Service maintains jurisdiction over coastal areas (Area A). The Presidio Trust's mission is to preserve the park's natural landscape and environment, protect and enhance the Presidio's historic resources, and, with the National Park Service and other partners, welcome visitors with educational, cultural and recreational activities. As mandated by federal law, by 2013 the Presidio Trust must support its operations without federal appropriations. In order to raise funds to care for the park, the Presidio Trust is transforming the homes and non-residential buildings of this former military post into a new kind of community where people live and work. Six presidential appointees and the Secretary of the Interior's designee serve on the Presidio Trust's Board of Directors.



**c. 700**

The Ohlone Indians were the first known users of Presidio lands.

**1776**

Spanish colonists established a military and civilian "presidio" – the Spanish term for "walled fortification."

**1821**

The Mexican Revolution results in Mexico's possession of the Presidio.

**1846**

War erupts between Mexico and the United States. American forces seize control of the Presidio.

**1861**

The Civil War establishes the Presidio as a strategic military post.

**1941**

The Presidio serves as a major training center for U.S. Army troops headed for World War II's Pacific Theater.

**1962**

The Presidio is designated a National Historic Landmark.

**1972**

Federal legislation determines that the Presidio will become part of the Golden Gate National Recreation Area should it become excess to the needs of the military.

**1989**

The Base Realignment and Closure Commission designates the Presidio for closure.

**1994**

The Sixth U.S. Army departs the Presidio. The National Park Service assumes management.

**1996**

Federal legislation creates the Presidio Trust.

**1998**

The Presidio Trust assumes management responsibility for non-coastal areas of the Presidio.

**2013**

The Presidio Trust is projected to become financially self-sufficient, as required by federal law in the Presidio Trust Act.

**“Even though disparate groups of people come here, Mountain Lake is something we all have in common. This ‘sea of tranquility’ brings people together.”**

*Judy Miller*

Judy Miller  
Friends of Mountain Lake Park



*The Friends of Mountain Lake Park, with leadership from Judy Miller, Judy Whilt and Rich Shrieve, has been a driving force behind the revitalization of the Presidio's Mountain Lake.*

# protecting and enhancing resources

The Presidio is located amidst the incomparable scenic beauty of the Golden Gate and is one of America's great natural and historic sites. The park shelters a signature historic forest, native plant communities, important wildlife habitat, a natural lake and the last free-flowing stream in San Francisco. It is also home to 474 historic buildings, a legacy of the U.S. Army's stewardship of the site. Protecting the resources of this national park site for generations to come is not just the Presidio Trust's mandate – it's the heart of our mission.

## Community Collaboration: Saving Mountain Lake

The Presidio's modern history began on the banks of Mountain Lake, where members of Spain's Juan Bautista de Anza expedition first camped in 1776. The three-acre freshwater oasis, first used by Native Americans, has been an important water source for the growing region, a critical habitat for plant and animal species and a peaceful retreat for visitors.

However, over decades, the health of the Presidio's only natural lake has declined as the city has grown

up around it, notably with the construction of Highway 1 in 1938.

With algae blooms and declining water quality an increasing danger to the lake, in 1995 community-based Friends of Mountain Lake Park launched a grassroots effort to save the place they loved. Shortly after, the Golden Gate National Parks Association, the National Park Service, the Presidio Trust and the City of San Francisco rallied in support of the cause, undertaking an extensive public planning and

research campaign. To fund the project, a creative source was tapped – \$500,000 in mitigation funds from San Francisco International Airport.

This year, the partners published the proposed Mountain Lake Enhancement Plan – a blueprint for improving water quality, enhancing wildlife habitat and making the site a welcoming refuge for visitors. The transformation of Mountain Lake will begin next year.



*The Presidio Trust is part of a team that is improving the health and vitality of the Presidio's Mountain Lake, shown here in an historic 1928 photo.*

# year in review 2000



## LEADING BY EXAMPLE

National groups and state and federal agencies looked to the Presidio for leadership on environmental issues. The Trust was invited to make presentations before the National Recycling Coalition, the California Resource Recovery Association, the U.S. Department of the Interior Annual Conference, the National Park Service Pacific West Regional Conference and the Federal Facilities Environmental Roundtable, among others.

## PROTECTING ▲ THREATENED SPECIES

The Presidio Trust launched a campaign to protect the California Quail, which has found a refuge in the Presidio though its numbers are declining elsewhere. The Presidio is home to the largest known Quail covey in the area.



## PRESERVING THE NATURAL LANDSCAPE ▲

Local citizens and national experts helped refine and improve a draft plan for revitalizing the Presidio's signature forest, native plant species and designed landscapes over the next three to five decades. The plan is necessary in part because the park's 300-acre forest is reaching the end of its natural life span. The Presidio Trust and the National Park Service also took immediate action to extend the life of existing trees by as much as 30 years, and launched restoration pilot projects, including one in which 120 Coast Live Oak were planted.



## EDUCATION AND ACTION

Living and working in a national park brings with it unique responsibilities. The Presidio Trust's Natural Resources Program promoted awareness and stewardship through 60 tenant/resident programs and volunteer activities. Pamphlets on water conservation and other topics reached several thousand people within and beyond the Presidio's borders.

## USING RESOURCES ▲ SUSTAINABLY

The Presidio Trust implemented a range of programs to make the park a model for using resources sustainably. Through the Energy Program, the Presidio stayed on track to meet and exceed the federal requirement that the park decrease energy use 30% by 2005. The Trust Salvage Department recovered \$100,000 worth of materials which are being reused by Trust departments. The Regeneration Program composted twenty truck loads of organic debris and established partnership efforts with local schools and community organizations. A "green" purchasing program was implemented to ensure the Trust uses recycled materials when possible.



## RECYCLING CENTER ▲ GRAND OPENING

In August, the Trust and the San Francisco Conservation Corps celebrated the grand opening of the Presidio Reuse, Recycling and Education Center, a public-private partnership program that serves park organizations and visitors. The facility saves 12 tons of bottles, cans, and paper each month and is a popular field trip destination for schools.



## PROTECTING THE ▲ NATIONAL HISTORIC LANDMARK

Reusing historic buildings is the ultimate form of recycling, and preserves the Presidio's priceless cultural heritage. Using public and private funds, three major Main Post buildings were rehabilitated and occupied by more than two dozen for- and non-profit organizations. The San Francisco Film Centre financed a \$10 million rehabilitation of the former Sixth Army Headquarters, now a home for film arts organizations. Twenty-five historic and 186 non-historic homes were repaired and reoccupied. Trust crews were trained in how to repair buildings while protecting their historic features and in how to use "green" building materials and practices.



## ARCHAEOLOGICAL ▲ INVESTIGATION

A Presidio Trust/University of California at Berkeley archaeological partnership enabled researchers to unearth 150,000 artifacts on historic Funston Avenue, including the intact adobe foundation from the original Spanish "El Presidio." Eight hundred visitors viewed active digs at the second Archaeology Open House. Archaeological research was also completed at the Letterman Complex, in preparation for the upcoming reuse of part of the area.



## AWARDS AND RECOGNITION

White House "Closing the Circle" award for buying "green."  
 U.S. Conference of Mayors "Recycle At Work" award.  
 "Demonstrating Federal Leadership" certificate for Earth Day 2000 events.  
 California Integrated Waste Management Board "Waste Reduction Award Program" (WRAP) for reducing waste in business.  
 Department of the Interior "Environmental Achievement Award" to Trust employee Pat Kaye for waste reduction in the Presidio Sign Shop.

# looking forward 2001

- ▶ The draft plan for protecting and enhancing the park's vegetative resources will be finalized. The Presidio Trust, in cooperation with the National Park Service, will invest \$1 million in pilot projects to preserve and protect the historic Presidio forest at Arguello Gate, restore views at Inspiration Point and restore native plant communities at Inspiration Point and the Coastal Bluffs.
- ▶ Ninety historic homes and workplaces, including the Officers' Club, the Presidio's oldest building, will be rehabilitated.
- ▶ The Presidio Trust, the National Park Service and the California Urban Watershed Project will begin planning for the restoration of the Tennessee Hollow watershed. A goal is to improve watershed management and enhance educational and recreational opportunities.
- ▶ An estimated 90 percent of materials to be deconstructed from the 900,000-square-foot former Letterman hospital facility will be recycled and reused.

# protecting and enhancing resources

**“I love it on the weekends when I see families, bicyclists, and all the different users on the trail. This project shows what can happen when public and private groups work together, and people get involved at the grassroots level.”**

*Doris Lindfors*

Doris Lindfors  
Bay Area Ridge Trail Council



Doris, one of the original Bay Area Ridge Trail Council Board members, and Gerardo Mendoza, Dinora Martinez and Barbara Thomas of the San Francisco Conservation Corps, survey the results of their work to enhance the trail.

# creating a people-friendly park

At its heart, the Presidio is a place for people. The park is a peaceful retreat, a recreational playground, a crossroads of culture, a portal to our past and a gateway to our future. The Presidio Trust’s mission, in collaboration with the National Park Service, is to make the park’s history, beauty and diversity available to all who pass through the gates. With the ideas and suggestions of people from around the corner and around the country, a people-centered Presidio visitor experience is taking shape.

## Community Collaboration: Bay Area Ridge Trail

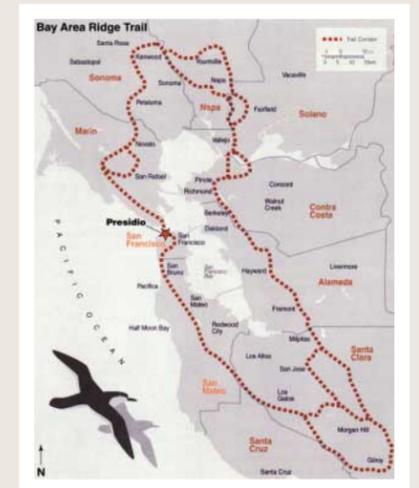
The vision for the Bay Area Ridge Trail – a 400-mile route connecting preserved open space around San Francisco Bay – was first conceived by the late National Park Service director William Penn Mott, Jr. It was a bold and ambitious vision that would require the support and cooperation of cities, counties, and private land owners across nine counties.

The project found an early champion in Golden Gate National Recreation Area Superintendent

Brian O’Neill and a dedicated band of organizations, government agencies and private citizens who helped form the Bay Area Ridge Trail Council in 1987 to shepherd the idea to reality.

Plans to extend the Ridge Trail through the Presidio were boosted in 1998 when the U.S. Department of Transportation provided a \$100,000 grant to fund design and construction. Throughout the summer and fall of 1999, the Presidio Trust constructed the

2.5 mile route, which journeys from the Arguello Gate to the Golden Gate Bridge, with extensive support from energetic members of the San Francisco Conservation Corps. On October 27, 1999, the multi-purpose trail was formally opened for hikers and bicyclists to enjoy. The Presidio segment of the Bay Area Ridge Trail was later declared a White House Millennium Council Millennium Trail, symbolizing its national significance.



The Bay Area Ridge Trail connects the Presidio to nine Bay Area counties.

# year in review 2000

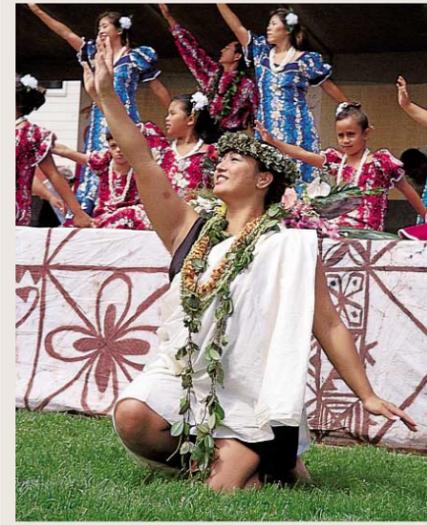


## IMPROVING RECREATION AND SAFETY

The entrance at Arguello Gate, one of the most historic and highly traveled portals to the Presidio, underwent a major improvement to increase safety and access for park visitors. The Trust redesigned the roadway to better protect bicyclists, pedestrians, and motorists, created a new connection to the nearby Bay Area Ridge Trail and constructed an entrance plaza.

## A PARK FOR PEOPLE ▲

More than 30,000 people participated in a diverse array of public educational, cultural and recreational events sponsored by the Trust, the National Park Service, Presidio-based organizations and collaborating community groups. Highlights included the Aloha Festival, the Bridge to Bridge Run, Discovering Our Roots, the Earth Festival, and Presidio Pasados, a celebration of the site's early history.



## MANAGING ▲ PRESIDIO EVENTS

Event management responsibility for the interior of the Presidio transferred smoothly from the National Park Service to the Presidio Trust on October 1, 1999. The Trust worked to create additional opportunities for people to enjoy the park through picnicking, camping, filming and venue rentals. The Special Events Department issued nearly 500 permits for the year, generating \$500,000 in revenue to support park operation and enhancement.



## SMITHSONIAN COLLABORATION

A cultural planning team led by the Smithsonian Institution conducted a four-month study exploring how to create programs that enrich the visitor experience. The team's recommendations are now under consideration by the Presidio Trust Board of Directors and the National Park Service. As an initial step, travelling exhibits and cultural events sponsored by the Smithsonian and other organizations will come to the Presidio next year.



## HONORING OUR VETERANS ▲

With partial funding from the American Battle Monuments Commission, the Presidio Trust restored the West Coast Memorial, which honors members of the armed forces lost at sea during World War II. The Commission presented the Trust with a letter of commendation and an award for excellence in project management. The effort, which was undertaken in conjunction with the site's 40th anniversary, was completed in time for Memorial Day.



## FORGING NEW PATHS

The Trust and the National Park Service continued development – with extensive community participation – of a trails plan to increase accessibility for hikers and bicyclists, create better connections to regional routes and protect natural resources. The draft plan is expected to be published in 2001.

## NATIONAL AND INTERNATIONAL VISITORS

The Presidio community welcomed several important national and international guests, including 37 members of Congress, State Department Ambassador E. Michael Southwick, U.N. High Commissioner for Refugees Mary Robinson, and National Trust for Historic Preservation President Richard Moe.



## TELLING THE PRESIDIO'S STORIES

At a major symposium in April, the National Park Service and the Presidio Trust sought guidance from 60 national experts in education, museum planning, and information technology on how to create an exceptional experience for park visitors. Their input and that of the larger community will shape a Presidio interpretation plan, to be published in 2001.

# looking forward 2001

- ▶ The Presidio Trust and the Smithsonian Institution will explore how to bring travelling Smithsonian exhibits to the Presidio.
- ▶ “Unseen Treasures,” the first in a new series of Presidio Trust-sponsored cultural programs, will debut in spring 2001. The exhibit will explore the crossroads of cultures in America's west, and will feature a collection of 19th century artifacts from the Russian State Historical Museum.
- ▶ Seventeen kiosks illuminating historical and cultural points of interest, transit routes and other useful facts will be constructed to aid and orient visitors in key Presidio destinations.

# creating a people-friendly park

**“It’s not just a place to stay, it’s a second chance. We’re surrounded by Crissy Field, trees, friendly people – you can really change your life here.”**

*Tyrone White*

Tyrone White  
Swords to Plowshares Veterans Academy Resident



Tyrone White and Eric Marcoux are members of the Presidio Veterans Academy's first class.

# fostering Community

During the Presidio's 148-year history as an American Army post, a tight-knit community formed to support the unique needs of military life. Though the soldiers have departed, they leave behind a rich foundation – historic structures, customs and culture – upon which to build a new kind of national park community where people live, work and visit. It is the Presidio Trust's goal to retain the best traditions of the past while shaping new institutions and customs that meet current needs. The Trust welcomes people and organizations who bring a diverse purpose and direction to community life. We also foster the philosophy of public participation that is creating a renewed vision for the Presidio's future.

## Community Collaboration: Swords to Plowshares Veterans Academy

It was a true homecoming as 100 veterans – many of whom served at the Presidio – returned to the former Army post to take their place in the Swords to Plowshares Veterans Academy's first class. The facility opened its doors in August following the conversion of a former nurses' quarters at the Letterman Complex into a campus for living and learning.

The only one of its kind in the

nation, this program serves veterans suffering from the psychological wounds of war, and offers job training, health care, meals and counseling to men and women living on site in a semi-independent, supportive group setting.

Conceived and directed by non-profit "Swords to Plowshares," the program is supported by a network of public and private organizations and citizens. Funding comes from

the U.S. Department of Housing and Urban Development, the City of San Francisco, other local, state and federal agencies and private donors. Students attend classes at City College of San Francisco. As the program progresses, some veterans will be welcomed onto the Presidio Trust's staff for hands-on job training. It is hoped that the program will become a national model for assisting veterans in need.



The Trust will welcome Veterans Academy students onto its staff for hands-on job training.

# year in review 2000

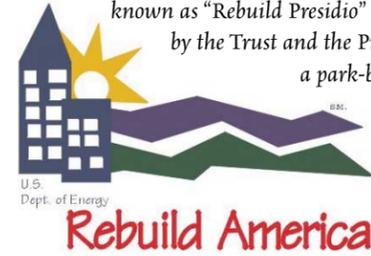
## PRESIDIO ORGANIZATIONS

With more than two dozen new groups locating to the Presidio in 2000, the number of organizations based here exceeded 100. A complete list of tenants, which includes for- and non-profit organizations, government agencies, schools and community-based groups, can be found on p. 24.



## REBUILD PRESIDIO

By participating in a U.S. Department of Energy-sponsored program where technical advice is made available at no cost to communities, Presidio organizations cut energy use and expenses. The grassroots effort – known as “Rebuild Presidio” – was sponsored by the Trust and the Presidio Alliance, a park-based non-profit organization.



## PAST AND PRESENT

- To honor the men and women who served and sacrificed in the armed forces, the Trust gave continued financial, planning and logistical support to the traditional Memorial Day Commemoration at the National Cemetery.
- In April, the second Earth Festival, hosted by the Trust and more than 20 park organizations, celebrated the Presidio's role as a place where environmental challenges are addressed.
- Community institutions and events originally created by Army families, such as the Residential Mayors Program and the Community Activities Team, evolved with the support of the Trust and Presidio tenants and residents.



## KEEPING THE PRESIDIO SAFE ▲

The Presidio Trust enhanced the safety and security of the growing park community by establishing housing incentives for Presidio police, fire and public safety personnel to live at the park.



## BUILDING BROAD SUPPORT ▲

A dozen monthly planning workshops, two open houses, two public Board meetings and multiple presentations before local and national groups provided forums for the community to collaborate on Presidio projects.

## SUPPORTING BUSINESS DIVERSITY

Increased outreach to diverse businesses resulted in 27% of Presidio Trust purchasing dollars going to small, women-owned and minority-owned companies.



## STUDENT INTERNS ▲ FROM ACROSS AMERICA

Twenty-eight undergraduate and graduate students from across the nation participated in the Trust's second internship program. Students worked in the fields of planning, transportation, engineering, communications and environmental sustainability, among many others. Interns assisted in the preparation of grant proposals, developed community outreach materials and supported resource protection efforts.

## A COMMUNITY EMERGES ▲

- Two-hundred-eleven households joined the Presidio community, bringing the total to 831.
- In a collaboration that benefited both the Presidio and our regional neighbors, San Francisco State University funded the upgrade of three-dozen Presidio housing units to serve 120 students facing a campus housing crunch.
- Thirty-seven percent of Presidio households are now occupied by people who work at the park, reducing traffic and pollution and fostering a sense of stewardship among residents.
- The Presidio became a voting precinct for the first time in its history.

# fostering community

# looking forward 2001

- The Presidio residential community will grow by 154 households. New organizations will occupy 270,000 square feet of space.
- An enhanced Presidio website will improve the community's access to park news and will create new opportunities for people locally and nationally to participate in Presidio projects, programs and events.
- The first Presidio internal shuttle bus service will begin, connecting residential, workplace and visitor destinations within the park. The service is designed to reduce pollution and encourage sustainable practices by providing easy-to-use alternatives to the automobile.

**“The challenges of environmental restoration at the Presidio can be met through meaningful community participation.”**

*Mark Youngkin*

Mark Youngkin  
Presidio Restoration  
Advisory Board



Restoration Advisory Board members volunteer their time to plan for and support environmental cleanup at the Presidio. Following a membership drive, five new community members were elected to the RAB this year.

Back row, left to right: Julie Cheever, Jerry Anderson, Julian Hultgren, Dennis Downing, Peter O'Hara, Sam Berman, Doug Kern, Joanne Chow-Winship, Edward Callanan, Jr.; Front row, left to right: Jan Monaghan, Gloria Yarras, Tracy Wright.

# laying the foundation for tomorrow

What do we want the future of the Presidio to look like? How do we get there? Preparing for tomorrow involves laying solid foundations – repairing aging infrastructure, seismically upgrading buildings and caring for the landscape of a large and environmentally diverse park. It involves imagination – pursuing programs and projects that will make the Presidio a center for creativity and innovation. And fundamentally, it involves commitment – generating the resources needed to sustain the park. In 2000, the Presidio Trust and the park's supporters balanced many imperatives to pursue a brilliant and lasting future for the Presidio.

## Community Collaboration: Presidio Environmental Cleanup

In 1999, the Presidio Trust, the U.S. Army and the Department of the Interior signed a first-of-its-kind \$100 million agreement to accelerate environmental cleanup at this former military post. As part of the Trust's role in leading the cleanup effort, it began a close working relationship with the Presidio

Restoration Advisory Board (RAB).

The RAB is composed of community members, regulatory agency officials, and Presidio Trust and National Park Service staff who act

as a focal point for the exchange of information and ideas on Presidio cleanup. Its members come from every walk of life – science, teaching, journalism, environmentalism, government – and provide valuable input for keeping cleanup work consistent with community priorities.

RABs help guide cleanup work at more than 250 former military installations across the nation. The Presidio RAB was formed in 1994, as the Presidio was transforming

from post to park.

Community RAB members, working with Trust, the National Park Service and regulatory staff members, have been active in the decision-making process this year, helping to resolve challenges at Crissy Field, the Main Post and other sites.

Today, RAB working groups are actively involved in shaping a decision document that will result in cleanup at numerous Presidio sites.



As a result of the agreement reached last year, environmental cleanup at the Presidio is moving forward more quickly and at lower cost. This cleanup project at a Crissy Field building was completed for \$91,000 below estimated costs.

# year in review 2000



## THE LETTERMAN PROJECT ▲

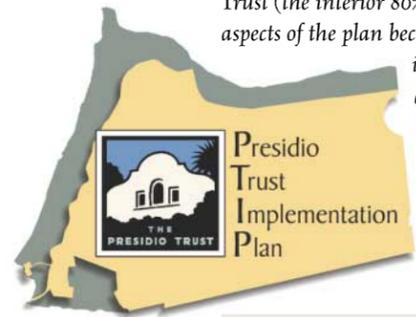
In a move that brought Lucasfilm's Letterman Digital Arts Ltd. (LDA) one step closer to creating a digital arts center at the Presidio, in May the Presidio Trust Board of Directors unanimously adopted a resolution formally endorsing the digital arts center concept as its choice for reuse of a 23-acre site at the park's Letterman Complex. The action followed a two-year highly competitive selection process that included review under the National Environmental Policy Act and extensive public input.

The LDA proposal calls for deconstructing the existing 10-story former hospital and research building, and replacing them with new structures more compatible with the Presidio setting. In June, LDA submitted a design proposal for a campus housing several of Lucasfilm's digital arts and education companies. The proposal also calls for creating a 7-acre public "park within a park" where an asphalt parking lot current exists.

The Presidio Trust is now finalizing the lease and design negotiations with LDA. Work at the site is expected to begin in 2001. The Letterman project is an important component of the Trust's program for achieving financial self-sufficiency. Reuse of the Letterman site is the largest such project the Trust will undertake and will generate a significant portion of all Trust revenue in 2013.

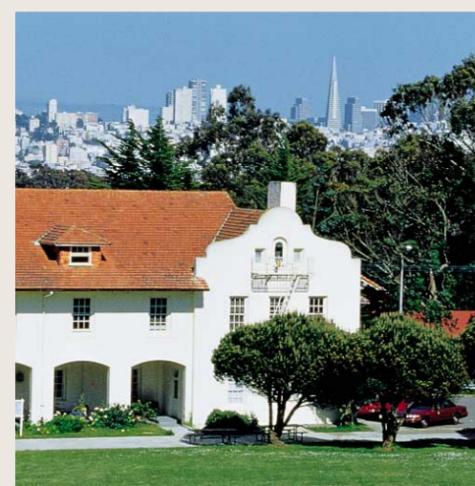
## UPDATING THE PRESIDIO PLAN

In July, the Presidio Trust began a process to update the Presidio's management plan for areas preserved and protected by the Presidio Trust (the interior 80% of park lands). The Trust is reexamining aspects of the plan because significant changes have occurred since it was published in 1994, most notably the creation of the Presidio Trust and the federal requirement that by 2013 the Trust raise sufficient revenue to operate without federal appropriations. Following an extensive public process, an updated plan and environmental impact statement for Area B of the Presidio will be published in 2001.



## LAYING THE FOUNDATION ▲

Twenty percent of the Presidio's infrastructure – including utilities, roads, grounds, and telecommunications systems – was modernized this year to meet current code and support a growing community. By completing most work in-house, savings of up to 30% were achieved. Significant projects included the rehabilitation of two multi-tenant historic buildings, the repair of the Crissy Field storm sewer system, the upgrade of more than 200 housing units at \$1.5 million below estimated costs and the installation of new equipment to support broadband Internet access in the park.



## FORT SCOTT STUDY ▲

Three Bay Area philanthropic organizations provided a \$450,000 grant to consider the future of the Presidio's Fort Scott. The Trust is considering the possibility of creating a preeminent center for research, discussion and policy planning on major issues facing the nation and the world, with a possible focus on the intersection of thought about the environment and new technology.

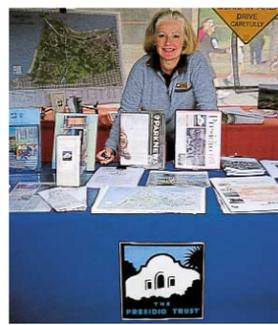
## FINANCING THE VISION

- The Trust made strides toward achieving financial self-sufficiency by 2013, generating \$24 million in revenue primarily through successful leasing programs.
- An additional 211 housing units were leased, bringing the total number of rented units to 831. Residential leasing generated \$13 million, a 243% increase over Fiscal Year 1999.
- A diverse array of organizations continued to express strong interest in locating at the Presidio. Approximately 104,000 square feet of office space was rented to long-term tenants. In 2000, a new short-term leasing program (leases of up to five years) was begun to prevent the deterioration of historic buildings and raise revenue while long-term uses are determined through the update of the management plan for Area B of the Presidio. By the end of September, approximately 38,000 square feet of space was leased to short-term tenants.
- Nearly \$150,000 in grant funding was raised to support alternative transportation and other programs.

# looking forward 2001

- ▶ The Letterman Project will move forward with design review, lease signing, deconstruction of the former hospital and the initial construction phase of a Lucasfilm digital arts center.
- ▶ The Trust will complete the short-term leasing of 120,000 square feet of office space, and will make an additional 150,000 square feet available. One hundred fifty-four housing units will be leased.
- ▶ An active public planning process will culminate in the publication of an updated management plan for the interior lands of the Presidio.
- ▶ An additional 20% of Presidio infrastructure will be modernized.
- ▶ Environmental cleanup work will continue, with projects planned at the Public Health Service Hospital Complex and Crissy Field, among other sites.

# laying the foundation for tomorrow



# Presidio Trust people

## Serving the Community. Reflecting Its Diversity.

*It takes a group of individuals diverse in talent, background and experience to run the Presidio, a park with all the needs of a small city. The Presidio Trust team includes plumbers, painters, architects, planners, administrative assistants, telecommunications experts, procurement officers, utilities engineers, landscapers, leasing agents, archaeologists, and other skilled professionals. The Presidio Trust's staff reflects our nation's diversity, with 36% of our team representing various ethnic groups in our community. Presidio Trust people come from every walk of life, but we are brought together by our common passion for preserving and protecting the park.*

## board of directors



**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. Mr. 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, Mr. Rosenblatt 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** 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. Mr. 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** is a partner in the firm of Beveridge & Diamond, practicing 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. 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** is the Secretary of the Interior's designee on the Trust Board. Mr. 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. Mr. Heyman subsequently served as Counselor to Interior Secretary Bruce Babbitt and as Deputy Assistant Secretary for Policy. He is currently a professor at U.C. Berkeley's School of Law, Boalt Hall.



**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. Ms. Meyer is also Chair of People for the Presidio, a group of civic and conservation leaders which worked to support the legislation creating the Presidio Trust and now shares advice and information with Trust Board and staff. Ms. Meyer served on the San Francisco Recreation and Park Commission from 1976 to 1988.



**MARY G. MURPHY** is a partner in the firm of Earella, Braun & Martel, LLP, where she specializes in commercial real estate law, including acquisition, land use and leasing. Ms. 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**, former Administrator of the Environmental Protection Agency, is the President and Chief Executive Office of Aqua International Partners and the Chairman of the Board of the World Wildlife Fund. Mr. Reilly serves on the Board of Directors of DuPont, Conoco, Royal Caribbean International and Ionics Inc. He is also a director of the David and Lucile Packard Foundation, the National Geographic Society and the American Academy in Rome. Mr. Reilly headed the U.S. delegation to the Earth Summit at Rio in 1992.

## executive director



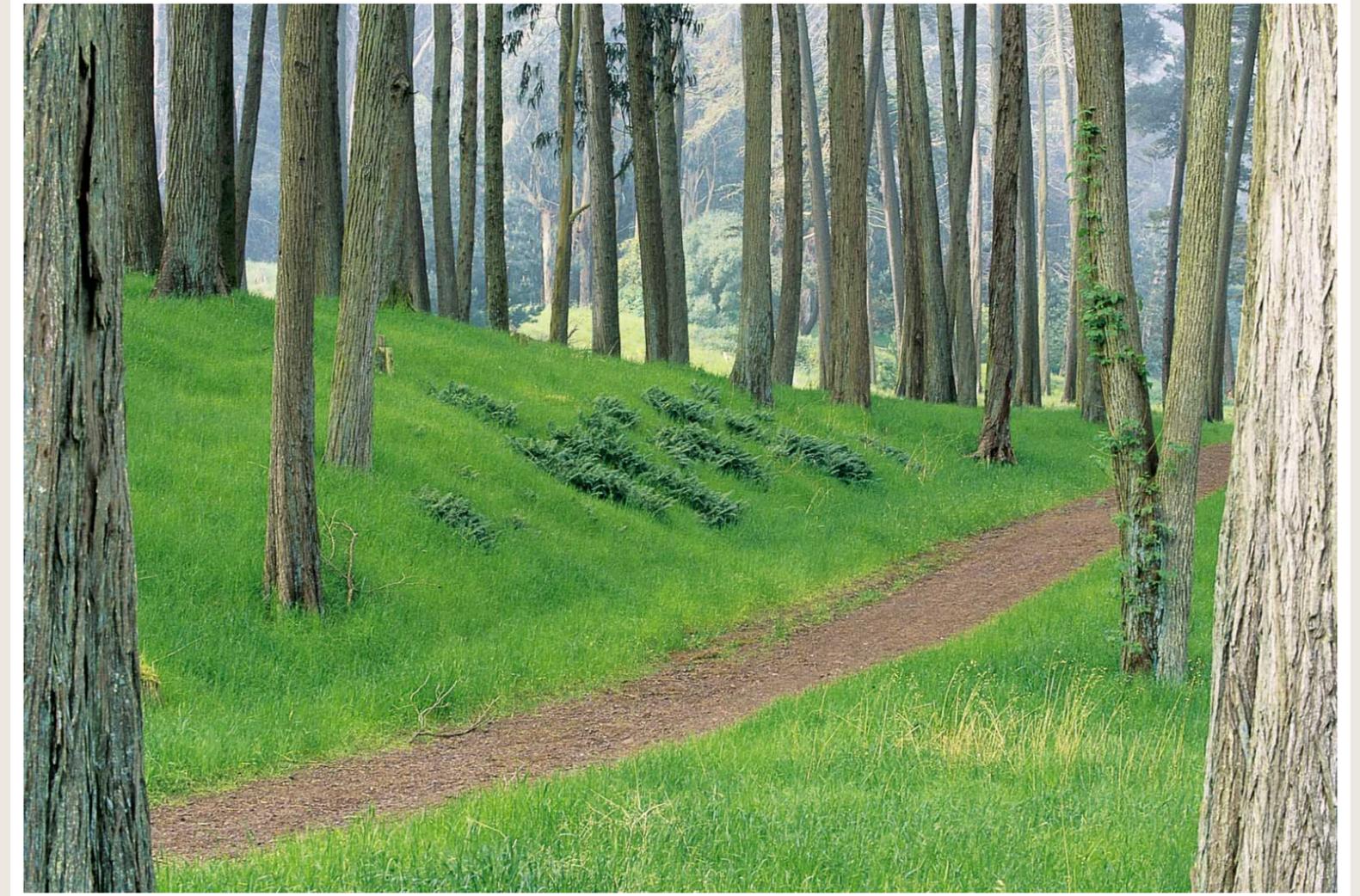
### JAMES E. MEADOWS

previously served as Executive Director for the redevelopment of the former Lowry Air Force Base in Denver, Colorado. Mr. Meadows is a Board member of the National Association of Installation Developers and the Coro Foundation. He has served on panels for San Francisco area base closures, including an Urban Land Institute (ULI) Treasure Island Advisory Service Panel, a Mare Island ULI seminar and a City panel for Hunter's Point.

# the Presidio community: people at work

A diverse array of more than 100 organizations is at work in the Presidio. These organizations collaborate in the preservation of the park, and sustain the Presidio with their creativity, innovation and dedication.

- |  |   |  |   |   |   |
|--|---|--|---|---|---|
| Access Abilities   | Commonweal  | Fort Point National Historic Site                    | Materials for the Future                                      | Resourceful Women                               | Tides Foundation                          |
| ACRE Café  | Constellation Fund                                | Foundation for Spiritual Democracy                   | Michael's at the Presidio                                     | Richard Beggs                                   | Transnational Resource & Action Center    |
| African-American Association                               | Consultative Group on Biological Diversity        | Frank's Franks                                       | National Conference for Community and Justice                 | Roberts Enterprise Development Fund             | Trash Talk                                |
| Alexa Internet   | Cultural Conservancy                              | Friends of the Urban Forest                          | National Indian Justice Center                                | Rough House Editorial                           | United Religions Initiative               |
| ALOHA Networks, Inc.                                       | Cushin Presidio Optix                             | Global Security Institute                            | National Oceanic and Atmospheric Administration               | Routson Films                                   | Urban Habitat Program                     |
| Angel Island Immigration Station Foundation                | DaDa  | Global Vision 20/20                                  | Pachamama Alliance  | Rudolf Steiner Foundation                       | Vocal Minority                            |
| Anthony's Pizza  | Defense Commissary                                | Golden Gate Club                                     | Pacific Foundation Services                                   | San Francisco Conservation Corps                | W&JP Fund                                 |
| ARCS Foundation  | Drew College Preparatory School                   | Grove Consultants International                      | Partnership for Change  | San Francisco Film Centre                       | W. Clement and Jessie V. Stone Foundation |
| Arnold Palmer Golf Management Company                      | Eco Works/VFUND                                   | Gulf of the Farallones National Marine Sanctuary     | Pohaku Fund   | San Francisco Film Foundation                   | WebMD                                     |
| Barber Shop/Gino Morena Enterprises                        | Ecotrust  | Haight Ashbury Free Clinics, Inc.                    | Post Exchange/Army & Air Force Exchange Service               | San Francisco Independent Scholars              | West Coast Valet                          |
| Bicycle Community Project                                  | Educate Girls Globally                            | Herbst International Exhibition Hall                 | Presidio Alliance   | San Francisco Maritime National Historical Park | The Aspen Group                           |
| Biodynamic Farming & Gardening Association                 | eGrants.org                                       | Institute for Global Communications                  | Presidio Bowling Center                                       | San Francisco Medical Science                   | The Concord Group                         |
| Brannan Street Editorial                                   | Energy Foundation                                 | Institute for Study and Development of Legal Systems | Presidio Café   | Shaler Adams Foundation/Caritas Fund            | The Guardsmen                             |
| Brave Kids   | Environmental Media Services                      | Interfaith Center at the Presidio                    | Presidio Child Development Center                             | Silver Giving Foundation                        | The Natural Step                          |
| Burger King/Sydran Food Service                            | Equity Community Builders/Thoreau Center Partners | International AIDS Society – USA                     | Presidio Community YMCA                                       | Social Venture Network                          | The Orphanage                             |
| California Indian Museum and Cultural Center               | Erler & Kalinowski, Inc.                          | Internet Archive                                     | Presidio Golf Course  | State of the World Forum                        | The Wilderness Society                    |
| Center for Citizen Initiatives                             | Exchange Beauty Shop                              | Jenifer Altman Foundation                            | Presidio Museum   | Stillwater Sound                                | Tides Center                              |
| Center for Leadership Renewal                              | Exploratorium                                     | Just Think Foundation                                | Presidio World College  | Susan G. Komen Breast Cancer Foundation         | Winton duPont Films                       |
| Center for Real Estate Enterprise Management (Centerprise) | Federal Emergency Management Agency (FEMA)        | Lexnet Consulting Group                              | Project Change  | Swords to Plowshares Veterans Academy           | WaterKeepers, Northern California         |
| Center for Resource Solutions                              | Fleishhacker Foundation                           | LightHawk  | Public Interest Lawyer's Group (International Bill of Rights) | Thoreau Center for Sustainability               | Women's Donor's Network                   |
| Changemakers   | Foghorn Creative                                  | Long Now Foundation                                  | Regeneration Project  | Threshold Foundation                            | 39th Exposure                             |
|  | Food, Land and People                             |  | Resource Center for the United Nations                        |   |   |
|  | Fort Point & Presidio Historical Society          |  |   |   |   |



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