

**ATTACHMENT O:
DRAFT EIS SUMMARY FINANCIAL RESULTS:
BASELINE SCENARIOS**

**TABLE O-1
DRAFT EIS BASELINE SCENARIO
FY 2013 SNAPSHOT FINANCIAL SUMMARY
PAGE 1 OF 1**

Data in Millions Constant FY 2001 dollars	PTMP Alternative					
	GMPA 2000	Draft Plan	Resource Consolidation	Sustainable Community	Cultural Destination	Minimum Management
Total Square Feet (millions)	5.0	5.6	5.3	5.7	6.0	6.0
Cash Flow Summary						
Total Annual Revenues	\$53.4	\$73.6	\$68.1	\$73.7	\$71.0	\$95.9
Less: Operating Expenses	(\$44.3)	(\$45.4)	(\$45.4)	(\$45.4)	(\$45.4)	(\$46.3)
Less: Programs	(\$2.0)	(\$10.0)	(\$8.0)	(\$8.0)	(\$10.0)	(\$2.0)
Less: Financing	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)
Total Annual Operating Expenses	(\$49.3)	(\$58.4)	(\$56.4)	(\$56.4)	(\$58.4)	(\$51.3)
(1)	\$4.1	\$15.2	\$11.7	\$17.3	\$12.6	\$44.6
Financially Self-Sufficient?	YES	YES	YES	YES	YES	YES
Funds Available for Capital Projects	\$4.1	\$15.2	\$11.7	\$17.3	\$12.6	\$44.6
Less: Capital Costs	(\$7.2)	(\$11.7)	(\$6.2)	(\$16.5)	(\$12.4)	(\$44.3)
Less: Capital Replacement Set-Asides (2)	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>(\$26.8)</u>
2013 Net Cash Flow (3)	(\$3.1)	\$3.5	\$5.5	\$0.8	\$0.2	(\$26.5)
Capital Projects						
Total Capital Projects	\$485	\$546	\$449	\$484	\$521	\$445
Funded Capital Projects (as of 2013)	<u>\$279</u>	<u>\$328</u>	<u>\$299</u>	<u>\$333</u>	<u>\$304</u>	<u>\$445</u>
Unfunded Projects (as of 2013)	\$206	\$218	\$150	\$151	\$217	\$0

Notes:

(1) Financial self-sufficiency, as required by congressional mandate, is defined for the purposes of this analysis as FY 2013 total annual revenues in excess of FY 2013 total annual operating expenses.

(2) Capital replacement set-asides begin after the implementation phase has ended.

(3) Annual negative cash flow in any given year is covered by excess cash flow available from prior years.

These models have been prepared to compare different planning alternatives. They represent an illustration of what the financial results of the planning alternatives could look like based upon specific market, timing, financing, and operational assumptions. The results should not be relied upon or interpreted as a budgetary or accounting report or as controlling future implementation plans, decisions, or actions of the Presidio Trust.

**TABLE O-2
DRAFT EIS BASELINE SCENARIO
PROJECT FINANCIAL SUMMARY
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Data in Years or Millions Constant FY 2001 dollars	PTMP Alternative					
	GMPA 2000	Draft Plan	Resource Consolidation	Sustainable Community	Cultural Destination	Minimum Management
Total Square Feet (millions)	5.0	5.6	5.3	5.7	6.0	6.0
Capital Projects						
Total Capital Costs	\$485	\$546	\$449	\$484	\$521	\$445
<u>Funded Projects as of 2013</u>	<u>\$279</u>	<u>\$328</u>	<u>\$299</u>	<u>\$333</u>	<u>\$304</u>	<u>\$445</u>
Unfunded Projects as of 2013	\$206	\$218	\$150	\$151	\$217	\$0
Year Capital Program Completed (1)	approx. 2035	approx. 2025 to 2030	approx. 2025	2020	approx. 2025 to 2030	2013
Year Implementation Phase is Completed (1) (2)	approx. 2065	approx. 2035 to 2040	approx. 2045	approx. 2025 to 2030	approx. 2040	2015
Programs						
Annual Program Expenditures	(\$2.0)	(\$10.0)	(\$8.0)	(\$8.0)	(\$10.0)	(\$2.0)

Notes:

- (1) Completion years that fall beyond the 20-year timeframe of the financial model are approximations.
- (2) The implementation phase is terminated after the completion of all capital projects and the funding of all capital replacement reserves.

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**TABLE 0-3
DRAFT EIS BASELINE SCENARIO
TOTAL CAPITAL COSTS SUMMARY**

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Capital Cost Category/Use	GMPA 2000		Draft Plan		Resource Consolidation		Sustainable Community		Cultural Destination		Minimum Management	
	Square Feet	Capital Cost	Square Feet	Capital Cost	Square Feet	Capital Cost	Square Feet	Capital Cost	Square Feet	Capital Cost	Square Feet	Capital Cost
All dollar figures in millions (.000,000)												
Miscellaneous												
FY 01 Non-Residential Rehab	NA	\$10	NA	\$10	NA	\$10	NA	\$10	NA	\$10	NA	\$10
Parkwide	NA	\$110	NA	\$110	NA	\$128	NA	\$108	NA	\$121	NA	\$103
Program Capital Costs	NA	\$10	NA	\$10	NA	\$10	NA	\$10	NA	\$10	NA	\$10
Demolition	<u>2,022,352</u>	<u>\$34</u>	<u>1,971,304</u>	<u>\$34</u>	<u>2,759,338</u>	<u>\$39</u>	<u>1,745,183</u>	<u>\$32</u>	<u>2,223,895</u>	<u>\$35</u>	<u>852,907</u>	<u>\$8</u>
Subtotal		\$164		\$164		\$187		\$160		\$176		\$131
Residential												
Existing Residential (Rehab) (1)	1,323,087	\$33	636,323	\$41	836,678	\$35	1,208,821	\$42	843,164	\$37	2,431,873	\$57
Historic Residential Conversions (2)	0	\$0	352,369	\$15	0	\$0	0	\$0	0	\$0	0	\$0
Non-Historic Residential Conversions (2)	0	\$0	353,402	\$59	15,226	\$3	191,122	\$38	90,598	\$18	0	\$0
Barracks and PHSB Conversions	0	\$0	190,576	\$33	0	\$0	315,634	\$0	187,576	\$33	0	\$0
New Residential	<u>0</u>	<u>\$0</u>	<u>406,000</u>	<u>\$0</u>	<u>463,000</u>	<u>\$0</u>	<u>192,000</u>	<u>\$0</u>	<u>771,000</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>
Subtotal	1,323,087	\$33	1,938,670	\$148	1,314,904	\$38	1,907,577	\$80	1,892,338	\$88	2,431,873	\$57
Non-Residential												
Office	625,411	\$31	884,014	\$65	906,890	\$69	831,675	\$54	884,014	\$65	1,370,939	\$139
Retail	105,011	\$15	128,691	\$19	60,383	\$9	179,782	\$27	128,691	\$19	207,362	\$26
Industrial/Warehouse	427,015	\$63	64,775	\$10	101,771	\$15	52,912	\$8	64,775	\$10	436,007	\$57
Cultural/Educational/Other	322,728	\$26	765,802	\$85	512,981	\$54	601,391	\$68	790,802	\$87	104,391	\$1
Recreational	110,871	\$9	146,562	\$13	115,782	\$9	199,185	\$23	146,562	\$13	103,147	\$7
LDAC (3)	900,000	\$0	900,000	\$0	900,000	\$0	900,000	\$0	900,000	\$0	900,000	\$0
New Non-Residential/Ground Lease Space (4)	<u>160,000</u>	<u>\$0</u>	<u>153,000</u>	<u>\$0</u>	<u>711,000</u>	<u>\$0</u>	<u>359,000</u>	<u>\$0</u>	<u>340,000</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>
Subtotal	2,651,036	\$144	3,042,844	\$192	3,308,807	\$156	3,123,945	\$180	3,254,844	\$194	3,121,846	\$230
Lodging/Conference												
Lodging (Existing Structures)	362,040	\$81	75,420	\$17	108,521	\$24	108,521	\$24	161,635	\$36	0	\$0
Conference (Existing Structures)	275,692	\$41	29,355	\$4	138,355	\$21	118,170	\$18	29,355	\$5	24,115	\$4
Lodging (New Buildings)	0	\$0	75,000	\$0	66,000	\$0	66,000	\$0	180,000	\$0	0	\$0
Conference (New Buildings)	<u>10,000</u>	<u>\$0</u>	<u>75,000</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>80,000</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>
Subtotal	647,732	\$122	254,775	\$21	312,876	\$45	292,691	\$42	450,990	\$41	24,115	\$4
Non-Revenue Generating Space												
Trust Facilities	268,235	\$23	268,235	\$23	268,235	\$23	268,235	\$23	268,235	\$23	268,235	\$23
Military and Infrastructure Space	<u>119,864</u>	<u>\$0</u>	<u>95,478</u>	<u>\$0</u>	<u>90,620</u>	<u>\$0</u>	<u>94,149</u>	<u>\$0</u>	<u>95,478</u>	<u>\$0</u>	<u>115,804</u>	<u>\$0</u>
Subtotal	388,099	\$23	363,713	\$23	358,855	\$23	362,384	\$23	363,713	\$23	384,039	\$23
TOTAL (5)	5,009,954	\$486	5,600,002	\$548	5,295,442	\$449	5,686,597	\$485	5,961,885	\$522	5,961,873	\$445

Notes:

- (1) Includes all existing residential space towards which rehabilitation costs are applied, including residential buildings demolished after 2005 (e.g., Baker Beach, North Fort Scott, etc.). Square footages include some buildings which have already been rehabilitated.
- (2) Square footage represents total amount of space in all residential neighborhoods in which conversions occur. In some cases, only a portion of the housing units are converted.
- (3) Letterman Digital Arts Center.
- (4) Includes all construction of new office, industrial, retail, recreational and cultural/educational buildings, with the exception of the Letterman Digital Arts Center.
- (5) Cost totals may vary slightly from other summary sheets due to rounding.

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TABLE O-4
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE A - GMPA 2000 ALTERNATIVE
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Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	14,148,846	13,966,596	9,032,441	10,558,537	10,910,423	13,289,852	13,289,852	15,098,531	14,714,398
Non-Residential Service District Charge Revenue	2,578,138	4,911,471	6,463,692	6,541,002	5,842,106	6,261,371	6,536,226	7,089,621	7,376,005	7,772,323	7,586,298
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	19,292,551	22,791,764	26,298,739	28,052,227	27,477,772	26,903,317	26,903,317	26,903,317	26,049,548	21,415,371
Residential Service District Charge Revenues	0	4,527,437	5,354,450	6,181,463	6,594,970	6,487,999	6,381,028	6,381,028	6,381,028	6,228,139	5,256,367
Residential Utility Revenues	0	1,015,967	1,201,551	1,387,135	1,479,926	1,449,993	1,420,059	1,420,059	1,420,059	1,381,589	1,193,006
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	2,987,894	4,098,845	4,283,327	4,073,397	4,203,677	4,255,700	5,107,282	5,268,963	5,462,650	5,119,881
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide (1)	1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demo	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	87,062,443	79,172,982	83,192,638	79,036,128	79,828,271	79,224,736	82,439,433	82,319,047	83,105,439	75,832,132
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	10,664,497	8,976,421	9,559,417	12,170,678	14,394,471	15,797,176	17,894,927	18,909,677	9,108,185	9,959,726
Residential Building Capital Costs (2)	8,202,548	8,308,728	8,308,728	8,308,728	0	0	0	0	0	0	0
Non-building Capital Items	10,431,000	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	312,491	312,491	1,795,004	0	0	0	0	0	0
Baker Housing Demolition (3)	0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	0	0	0	0	0	0	454,146
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	358,692	434,966	478,339	451,596	459,743	456,148	479,943	479,943	487,578	425,791
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Parking (4)	0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,337,920	2,514,120
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	84,176,079	82,566,268	83,192,638	78,950,939	79,387,876	79,750,319	81,871,866	82,886,615	69,655,026	70,075,126
NET CASH FLOW	506,922	2,886,364	-3,393,286	0	85,189	440,394	-525,583	567,568	-567,568	13,450,414	5,757,006
CUMULATIVE CASH FLOW	506,922	3,393,286	0	0	85,189	525,583	0	567,568	0	13,450,414	19,207,420
ACCRUED RESERVE DEFICIT (5)	0	(128,649)	(7,463,255)	(11,840,118)	(16,064,787)	(20,197,240)	(25,410,717)	(29,800,254)	(35,579,352)	(27,591,060)	(26,972,200)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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ALTERNATIVE A - GMPA 2000 ALTERNATIVE
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Scenario: Base Case
Constant, 2001 dollars

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
REVENUES										
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	14,671,595	14,807,514	14,807,514	14,810,014	14,837,514	14,837,514	14,837,514	14,837,514	14,677,514	267,238,670
Non-Residential Service District Charge Revenues	7,860,388	8,145,833	8,145,833	8,145,833	8,145,833	8,145,833	8,145,833	8,145,833	8,145,833	141,985,305
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	17,014,934	17,014,934	17,014,934	17,014,934	17,014,934	17,014,934	17,014,934	17,014,934	17,014,934	425,264,139
Residential Service District Charge Revenues	4,272,582	4,272,582	4,272,582	4,272,582	4,272,582	4,272,582	4,272,582	4,272,582	4,272,582	98,227,148
Residential Utility Revenues	918,675	918,675	918,675	918,675	918,675	918,675	918,675	918,675	918,675	21,637,418
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	4,963,435	5,119,022	5,119,022	5,119,022	5,119,022	5,119,022	5,119,022	5,119,022	5,119,022	93,848,022
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide (1)	1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demo	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	69,683,918	53,421,151	53,457,140	53,496,348	53,561,290	53,599,482	53,638,437	53,678,171	53,518,171	1,405,173,740
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	1,744,128	0	0	0	0	0	0	0	0	139,156,804
Residential Building Capital Costs (2)	0	0	0	0	0	0	0	0	0	33,128,732
Non-building Capital Items	5,230,342	5,230,342	5,230,342	5,230,342	5,230,342	1,087,342	226,265	2,224,546	6,448,840	98,873,128
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	10,419,986
Baker Housing Demolition (3)	11,000,000	1,946,534	1,946,534	1,946,534	1,946,534	1,946,534	1,946,534	0	0	22,679,205
Residential Demo (except Baker)	0	0	0	0	0	0	0	0	0	454,146
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	368,778	370,137	370,137	370,162	370,437	370,437	370,437	370,437	368,837	7,842,538
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	39,806,347
Parking (4)	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	1,802,131	1,802,131	1,802,131	1,802,131	1,802,131	1,802,131	1,802,131	1,802,131	1,802,131	49,920,278
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	71,636,379	56,470,144	56,470,144	58,674,554	58,664,645	54,510,884	53,638,437	53,678,171	53,518,171	1,405,173,740
NET CASH FLOW	-1,952,461	-3,048,993	-3,013,004	-5,178,206	-5,103,355	-911,401	0	0	0	0
CUMULATIVE CASH FLOW	17,254,959	14,205,966	11,192,962	6,014,756	911,401	0	0	0	0	0
ACCRUED RESERVE DEFICIT (5)	(33,955,751)	(42,286,046)	(50,688,195)	(61,363,391)	(72,071,578)	(78,610,232)	(84,242,151)	(89,919,937)	(95,730,691)	

NOTES

- (1) Includes revenues from operations such as golf course, ballfields, etc.
- (2) Includes capital costs associated with rehab and conversions.
- (3) Demolition cost includes restoration of landscaping, trees, and vegetation.
- (4) Assumed Trust will break even on parking costs and expenses; net of transit programs.
- (5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-5
DRAFT EIS BASELINE SCENARIO
DRAFT PLAN ALTERNATIVE
PAGE 1 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	16,482,996	16,161,461	11,486,943	15,168,954	16,210,187	18,738,969	18,905,884	20,836,404	20,662,430
Non-Residential Service District Charge Revenue	2,578,138	4,911,471	6,764,241	6,758,958	6,135,148	6,976,196	7,082,051	7,599,825	7,632,063	8,027,276	7,889,641
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	19,349,312	23,195,889	27,050,228	28,977,397	28,977,397	28,374,493	28,074,784	28,074,784	28,070,919	27,185,280
Residential Service District Charge Revenues	0	4,597,430	5,517,689	6,437,949	6,898,079	6,898,079	6,757,098	6,652,457	6,652,457	6,654,639	7,013,537
Residential Utility Revenues	0	1,114,821	1,337,972	1,561,124	1,672,700	1,672,700	1,645,506	1,646,358	1,646,358	1,652,156	1,869,620
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	3,063,131	4,351,341	4,524,672	4,369,505	4,727,899	4,693,977	5,571,377	5,589,577	5,817,071	5,804,018
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide	1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demo	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	87,363,288	82,763,964	87,028,767	83,500,834	87,810,148	87,581,296	90,532,044	90,180,947	92,171,125	90,971,335
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	10,894,176	6,691,245	11,424,452	16,295,005	15,712,400	13,414,345	10,135,648	9,046,454	2,218,860	3,240,576
Residential Building Capital Costs	8,202,548	10,967,468	10,967,468	10,967,468	0	0	2,100,000	7,647,500	7,647,500	21,454,300	17,915,500
Non-building Capital Items	10,431,000	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425	5,270,425
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	190,264	190,264	1,138,563	0	0	0	0	0	0
Baker Housing Demolition	0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	0	0	0	401,594	0	0	457,128
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	360,948	465,345	512,108	490,351	527,171	529,873	551,126	552,795	572,141	567,309
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Parking	0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,337,920	3,233,520
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	87,106,837	82,888,068	87,668,036	82,497,665	88,813,316	87,581,296	90,272,946	88,783,827	92,344,646	90,175,458
NET CASH FLOW	506,922	256,451	-124,104	-639,269	1,003,169	-1,003,169	0	259,098	1,397,120	-173,521	795,877
CUMULATIVE CASH FLOW	506,922	763,373	639,269	0	1,003,169	0	0	259,098	1,656,218	1,482,697	2,278,574
ACCRUED RESERVE DEFICIT	0	(2,782,215)	(7,039,354)	(12,246,169)	(15,767,648)	(21,593,875)	(26,519,881)	(31,491,769)	(35,447,994)	(41,169,979)	(45,975,424)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-5
DRAFT EIS BASELINE SCENARIO
DRAFT PLAN ALTERNATIVE
PAGE 2 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
REVENUES										
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	21,208,880	21,661,945	22,405,919	22,521,485	22,548,985	22,548,985	22,548,985	22,548,985	22,388,985	374,142,369
Non-Residential Service District Charge Revenues	7,936,624	7,994,961	8,236,754	8,308,102	8,308,102	8,308,102	8,308,102	8,308,102	8,308,102	146,371,959
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	25,592,754	26,133,259	25,527,492	24,129,303	25,281,792	23,777,132	23,777,132	22,314,252	19,304,877	503,210,285
Residential Service District Charge Revenues	6,862,943	6,949,681	6,810,580	6,834,526	7,320,367	7,093,248	7,093,248	6,830,229	6,302,747	126,176,981
Residential Utility Revenues	1,908,286	1,954,570	1,926,013	1,984,621	2,194,094	2,199,514	2,199,514	2,133,197	1,998,821	34,318,125
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	5,736,414	5,802,553	5,913,107	5,995,314	6,150,136	6,154,142	6,154,142	6,105,127	6,005,809	105,600,110
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide	1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demo	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	89,228,210	73,639,740	73,998,445	72,988,638	75,056,207	73,372,044	73,410,999	71,609,504	67,678,952	1,646,792,867
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	6,505,091	6,394,133	1,633,170	0	0	0	0	0	0	123,583,055
Residential Building Capital Costs	6,186,800	0	8,664,000	14,471,600	0	10,552,000	10,552,000	0	0	148,296,152
Non-building Capital Items	5,270,425	5,270,425	5,270,425	4,279,649	6,261,201	5,270,425	5,270,425	5,270,425	5,270,425	110,569,074
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	9,519,092
Baker Housing Demolition	7,598,875	0	0	0	0	0	0	0	15,197,750	22,796,624
Residential Demo (except Baker)	47,954	0	0	222,873	0	82,625	0	0	0	1,212,173
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	555,729	566,996	566,700	554,699	573,452	556,189	556,189	538,267	499,954	10,097,342
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	159,806,347
Parking	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,274,320	1,794,720	57,766,980
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	88,409,792	70,106,474	74,009,215	79,608,127	66,903,773	76,519,598	76,425,604	65,364,069	75,661,212	1,646,539,415
NET CASH FLOW	818,418	3,533,266	-10,769	-6,619,488	8,152,434	-3,147,553	-3,014,604	6,245,436	-7,982,260	253,452
CUMULATIVE CASH FLOW	3,096,992	6,630,258	6,619,488	0	8,152,434	5,004,881	1,990,276	8,235,712	253,452	
ACCRUED RESERVE DEFICIT	(5)	(50,772,881)	(53,020,589)	(58,974,255)	(71,578,431)	(69,622,069)	(78,934,231)	(88,221,366)	(88,240,444)	(102,357,908)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-6
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE B - RESOURCE CONSOLIDATION
PAGE 1 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	16,482,996	16,231,184	11,434,197	14,728,955	17,135,438	17,897,153	19,920,920	21,934,053	23,775,395
Non-Residential Service District Charge Revenue	2,578,138	4,911,471	6,764,241	6,772,740	5,974,774	6,279,006	6,846,231	7,220,390	7,828,458	8,682,474	9,064,985
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	18,890,234	22,409,427	25,936,382	27,699,860	27,559,810	27,419,761	27,186,988	26,425,267	22,926,221	19,210,850
Residential Service District Charge Revenues	0	4,391,177	5,215,136	6,039,096	6,451,076	6,400,213	6,349,351	6,301,387	6,130,611	5,396,368	4,983,835
Residential Utility Revenues	0	954,393	1,133,475	1,312,558	1,402,099	1,367,375	1,332,652	1,326,067	1,294,337	1,133,892	1,122,359
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	2,941,030	4,194,175	4,339,586	4,079,615	4,148,316	4,337,495	5,107,985	5,426,592	5,783,774	5,886,711
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide	(1) 1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demolition	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	86,415,428	81,313,285	85,165,921	81,002,682	83,872,598	86,238,913	87,288,246	88,706,010	86,969,441	84,590,946
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	11,209,638	5,680,703	5,767,839	16,326,222	9,743,944	16,558,360	16,245,675	18,087,552	18,276,950	11,733,795
Residential Building Capital Costs	(2) 8,202,548	8,967,670	8,967,670	8,967,670	0	0	0	0	0	0	3,045,200
Non-building Capital Items	10,431,000	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	419,598	419,598	3,130,681	0	0	0	0	0	333,500
Baker Housing Demolition	(3) 0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	86,441	333,645	0	229,680	0	216,594	401,594	1,527,204
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	352,690	452,410	495,192	469,872	500,564	522,372	527,116	537,711	513,905	490,924
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Parking	(4) 0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,337,920	3,233,520
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	86,352,047	81,031,931	81,248,290	85,771,970	81,756,058	87,785,295	87,247,674	89,316,740	86,229,598	84,063,373
NET CASH FLOW	506,922	63,381	281,355	3,917,631	-4,769,289	2,116,541	-1,546,382	40,572	-610,730	739,842	527,573
CUMULATIVE CASH FLOW	506,922	570,303	851,658	4,769,289	0	2,116,541	570,159	610,730	0	739,842	1,267,416
ACCRUED RESERVE DEFICIT	(5) 0	(2,873,366)	(6,590,212)	(7,079,080)	(16,134,574)	(18,531,714)	(24,800,450)	(29,610,018)	(35,286,188)	(39,583,021)	(44,121,364)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

These models have been prepared to compare different planning alternatives. They represent an illustration of what the financial results of the planning alternatives could look like based upon specific market, timing, financing, and operational assumptions. The results should not be relied upon or interpreted as a budgetary or accounting report or as controlling future implementation plans, decisions, or actions of the Presidio Trust.

TABLE O-6
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE B - RESOURCE CONSOLIDATION
PAGE 2 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
REVENUES										
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	25,210,102	26,208,119	26,658,119	26,789,319	26,945,519	26,945,519	27,950,757	28,764,520	28,604,520	422,721,775
Non-Residential Service District Charge Revenues	9,597,964	9,973,989	10,227,489	10,469,159	10,710,829	10,710,829	11,108,222	11,429,920	11,429,920	168,581,231
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	16,284,187	16,217,326	16,191,757	16,191,757	16,191,757	16,191,757	16,191,757	13,227,597	10,263,437	402,657,943
Residential Service District Charge Revenues	4,826,343	4,988,583	5,110,263	5,110,263	5,110,263	5,110,263	5,110,263	4,447,580	3,784,897	101,256,969
Residential Utility Revenues	1,162,166	1,235,268	1,265,517	1,265,517	1,265,517	1,265,517	1,265,517	1,080,725	895,934	23,080,883
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	6,090,496	6,349,484	6,510,016	6,641,742	6,773,469	6,773,469	6,990,074	7,028,841	6,892,261	109,365,932
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide	1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demolition	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	83,153,567	68,115,361	69,141,742	69,683,046	70,250,085	70,288,277	71,946,467	69,348,796	65,240,582	1,584,637,772
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	3,213,393	0	925,680	11,899,034	10,973,354	10,281,148	2,975,830	2,283,624	0	182,160,241
Residential Building Capital Costs	0	0	0	0	0	0	0	0	0	38,150,757
Non-building Capital Items	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	6,208,230	3,950,857	126,129,991
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	12,303,378
Baker Housing Demolition	7,598,875	0	0	0	0	0	0	0	15,197,750	22,796,624
Residential Demo (except Baker)	619,679	0	0	0	0	0	0	0	0	3,414,836
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	474,828	486,493	492,257	493,569	495,131	495,131	505,183	475,204	435,488	9,216,040
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	129,806,347
Parking	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,274,320	1,794,720	57,766,980
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	78,359,924	62,569,643	63,501,086	76,680,137	75,745,835	75,042,868	67,736,232	66,522,435	72,277,177	1,584,637,772
NET CASH FLOW	4,793,643	5,545,719	5,640,656	-6,997,091	-5,495,750	-4,754,591	4,210,234	2,826,361	-7,036,595	0
CUMULATIVE CASH FLOW	6,061,059	11,606,777	17,247,433	10,250,342	4,754,591	0	4,210,234	7,036,595	0	0
ACCRUED RESERVE DEFICIT	(5) (44,455,556)	(44,206,135)	(43,971,259)	(56,483,612)	(67,642,235)	(78,169,181)	(80,034,012)	(83,311,389)	(96,378,227)	0

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-7
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE C - SUSTAINABLE COMMUNITY
PAGE 1 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	16,482,996	16,161,461	11,130,693	15,213,356	16,254,589	18,947,028	20,588,416	20,652,795	21,060,770
Non-Residential Service District Charge Reven	2,578,138	4,911,471	6,764,241	6,758,958	5,980,640	6,441,049	6,546,904	7,314,209	7,755,479	7,795,919	7,840,109
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	18,939,197	22,727,614	28,523,793	28,421,883	28,421,883	28,421,883	27,816,116	25,152,832	25,348,822	27,527,014
Residential Service District Charge Revenues	0	4,442,259	5,337,100	6,231,941	6,679,362	6,679,362	6,679,362	6,540,261	5,902,590	5,948,885	6,706,553
Residential Utility Revenues	0	984,258	1,182,526	1,380,793	1,479,926	1,479,926	1,479,926	1,451,190	1,348,974	1,388,928	1,709,881
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	2,963,760	4,231,873	4,385,484	4,142,817	4,315,257	4,307,292	5,258,294	5,427,897	5,481,679	5,654,759
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide (1)	1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demolition	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	86,568,069	81,840,184	85,976,806	81,796,383	85,939,756	86,507,941	89,575,374	87,856,012	87,729,687	91,045,897
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	10,894,176	5,249,465	9,394,771	16,580,839	14,961,802	16,556,242	7,380,030	3,962,925	6,663,750	23,025,101
Residential Building Capital Costs (2)	8,202,548	11,203,366	11,203,366	11,203,366	0	0	0	3,045,200	23,053,400	12,125,800	0
Non-building Capital Items	10,431,000	5,009,640	5,303,736	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	322,995	322,995	371,103	0	0	0	0	0	0
Baker Housing Demolition (3)	0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	0	0	0	147,494	0	410,235	0
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	353,989	457,302	502,980	477,119	517,945	528,358	547,546	529,928	533,394	570,042
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Parking (4)	0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserve:	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,337,920	3,233,520	3,233,520
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	87,074,991	81,840,184	85,884,119	81,889,069	85,939,756	86,507,941	80,543,611	96,865,195	85,614,387	89,476,351
NET CASH FLOW	506,922	-506,922	0	92,687	-92,687	0	0	9,031,763	-9,009,182	2,115,300	1,569,545
CUMULATIVE CASH FLOW	506,922	0	0	92,687	0	0	0	9,031,763	22,580	2,137,880	3,707,425
ACCRUED RESERVE DEFICIT (5)	0	(3,491,002)	(7,563,197)	(11,967,893)	(16,457,371)	(21,167,155)	(26,030,133)	(22,144,486)	(36,306,251)	(39,487,894)	(43,434,969)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-7
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE C - SUSTAINABLE COMMUNITY
PAGE 2 OF 2

Scenario: Base Case
Constant, 2001 dollars

REVENUES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	21,607,220	22,866,959	23,752,706	24,736,392	25,082,315	25,932,788	26,879,026	27,094,242	26,934,242	400,482,985
Non-Residential Service District Charge Revenue	8,051,376	8,378,275	8,728,430	9,393,797	9,848,269	10,214,327	10,663,015	11,084,616	11,319,746	158,368,968
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	24,391,265	24,185,497	24,185,497	24,118,636	24,118,636	24,051,774	24,051,774	21,087,614	18,123,454	487,656,995
Residential Service District Charge Revenues	6,571,710	7,161,248	7,161,248	7,323,488	7,323,488	7,485,728	7,485,728	6,823,045	6,160,362	124,643,720
Residential Utility Revenues	1,716,981	1,945,423	1,945,423	2,018,525	2,018,525	2,091,626	2,091,626	1,906,835	1,722,044	31,343,336
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	5,657,567	6,004,592	6,195,450	6,612,149	6,859,867	7,113,422	7,357,987	7,451,208	7,442,790	109,934,944
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide (1)	1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demolition	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	87,978,428	73,684,586	75,147,335	77,418,275	78,503,830	80,180,588	81,859,034	78,817,172	75,072,249	1,669,403,986
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	17,883,278	11,368,406	12,479,306	15,648,485	14,692,591	14,380,061	17,616,917	13,795,819	5,369,140	247,880,605
Residential Building Capital Costs (2)	0	0	0	0	0	0	0	0	0	80,037,045
Non-building Capital Items	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	5,156,688	108,408,075
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	9,017,093
Baker Housing Demolition (3)	7,598,875	0	0	0	0	0	0	0	15,197,750	112,408,491
Residential Demo (except Baker)	0	0	0	0	0	0	0	0	0	22,796,624
										557,729
360,289,096										
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	542,872	561,591	570,449	581,970	585,430	595,619	605,082	569,117	529,401	10,160,134
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	129,806,347
Parking (4)	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,274,320	1,794,720	57,558,180
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	91,426,633	72,961,605	74,081,363	79,466,449	78,503,830	78,190,728	81,425,676	77,077,002	78,946,062	1,669,114,409
NET CASH FLOW	-3,448,205	722,981	1,065,972	-2,048,174	0	1,989,860	433,358	1,740,171	-3,873,812	289,577
CUMULATIVE CASH FLOW	259,221	982,201	2,048,174	0	0	1,989,860	2,423,218	4,163,389	289,577	
ACCRUED RESERVE DEFICIT (5)	(52,375,388)	(57,410,779)	(62,381,137)	(70,744,139)	(77,201,794)	(81,938,844)	(88,562,864)	(93,966,327)	(105,106,778)	

NOTES

- (1) Includes revenues from operations such as golf course, ballfields, etc.
- (2) Includes capital costs associated with rehab and conversions.
- (3) Demolition cost includes restoration of landscaping, trees, and vegetation.
- (4) Assumed Trust will break even on parking costs and expenses; net of transit programs.
- (5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

These models have been prepared to compare different planning alternatives. They represent an illustration of what the financial results of the planning alternatives could look like based upon specific market, timing, financing, and operational assumptions. The results should not be relied upon or interpreted as a budgetary or accounting report or as controlling future implementation plans, decisions, or actions of the Presidio Trust.

TABLE O-8
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE D - CULTURAL DESTINATION
PAGE 1 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	16,482,996	16,161,461	10,308,809	15,662,153	17,063,386	18,534,729	20,716,604	21,670,163	23,495,639
Non-Residential Service District Charge Revenue	2,578,138	4,911,471	6,764,241	6,758,958	5,878,511	6,439,407	6,748,062	7,694,978	8,368,443	8,636,709	8,894,287
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	19,354,315	24,652,374	27,305,285	27,305,285	27,305,285	26,776,337	26,247,389	23,851,745	21,456,101	21,580,331
Residential Service District Charge Revenues	0	4,514,585	5,758,248	6,380,080	6,380,080	6,380,080	6,257,269	6,134,458	5,629,997	5,125,536	5,437,399
Residential Utility Revenues	0	1,045,511	1,333,525	1,477,532	1,477,532	1,477,532	1,452,387	1,427,243	1,321,876	1,216,509	1,346,705
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	3,010,379	4,347,923	4,460,151	4,089,785	4,312,593	4,383,002	5,454,631	5,752,871	5,822,210	5,962,990
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide (1)	1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demo	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	87,163,384	84,453,142	87,077,843	79,401,064	84,965,972	85,498,427	87,741,705	87,321,361	85,039,888	87,264,162
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	10,894,176	1,222,255	12,040,969	20,984,828	9,796,905	14,442,634	13,860,487	13,675,870	8,570,825	11,384,205
Residential Building Capital Costs (2)	8,202,548	14,516,909	14,516,909	0	0	0	0	0	1,590,400	6,840,400	5,250,000
Non-building Capital Items	10,431,000	2,285,925	8,739,682	6,421,107	5,815,572	5,815,572	5,815,572	5,815,572	5,815,572	5,815,572	5,815,572
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	188,705	209,004	1,116,705	0	0	0	0	0	333,500
Baker Housing Demolition (3)	0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	316,121	0	0	401,594	0	1,029,914	619,679
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	359,476	482,271	513,244	454,717	508,250	515,494	523,438	515,202	494,683	518,601
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
Parking (4)	0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,337,920	3,233,520	3,233,520
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	87,670,306	84,453,142	78,487,644	87,991,263	83,424,047	87,040,353	86,867,744	87,759,297	85,475,913	86,646,076
NET CASH FLOW	506,922	-506,922	0	8,590,199	-8,590,199	1,541,925	-1,541,925	873,961	-437,936	-436,025	618,086
CUMULATIVE CASH FLOW	506,922	0	0	8,590,199	0	1,541,925	0	873,961	436,025	0	618,086
ACCRUED RESERVE DEFICIT (5)	0	(3,432,514)	(7,623,958)	(3,565,183)	(16,384,533)	(19,448,722)	(25,707,179)	(29,729,066)	(35,156,521)	(40,593,051)	(45,234,873)

NOTES

- (1) Includes revenues from operations such as golf course, ballfields, etc.
- (2) Includes capital costs associated with rehab and conversions.
- (3) Demolition cost includes restoration of landscaping, trees, and vegetation.
- (4) Assumed Trust will break even on parking costs and expenses; net of transit programs.
- (5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

These models have been prepared to compare different planning alternatives. They represent an illustration of what the financial results of the planning alternatives could look like based upon specific market, timing, financing, and operational assumptions. The results should not be relied upon or interpreted as a budgetary or accounting report or as controlling future implementation plans, decisions, or actions of the Presidio Trust.

TABLE O-8
DRAFT EIS BASELINE SCENARIO
ALTERNATIVE D - CULTURAL DESTINATION
PAGE 2 OF 2

Scenario: Base Case
Constant, 2001 dollars

REVENUES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	24,042,089	25,635,699	25,635,699	25,638,199	25,665,699	25,665,699	25,665,699	25,665,699	25,595,699	408,411,111
Non-Residential Service District Charge Revenue	8,941,269	9,735,266	9,735,266	9,735,266	9,735,266	9,735,266	9,735,266	9,735,266	9,904,266	160,665,600
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	19,227,730	19,119,005	18,843,824	18,016,852	18,301,030	18,800,250	19,690,562	16,726,402	13,762,242	428,364,155
Residential Service District Charge Revenues	5,220,876	5,474,376	5,922,226	6,258,016	6,370,498	6,478,219	6,618,669	5,955,986	5,293,303	111,589,904
Residential Utility Revenues	1,367,796	1,486,270	1,778,676	1,989,410	2,006,160	2,035,148	2,106,877	1,922,085	1,737,294	30,006,067
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	5,884,535	6,404,881	6,620,999	6,776,753	6,789,133	6,810,559	6,863,573	6,726,993	6,682,530	110,227,292
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide	(1) 1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demo	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	84,666,604	70,998,089	71,715,272	71,629,785	72,120,516	72,816,064	74,010,523	70,102,042	66,344,945	1,606,237,168
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	9,126,738	223,850	0	0	0	0	0	0	0	136,201,243
Residential Building Capital Costs	(2) 0	6,381,667	6,381,667	9,426,867	6,186,800	8,887,600	0	0	0	88,181,765
Non-building Capital Items	5,815,572	5,815,572	5,815,572	2,763,332	5,293,208	3,293,418	11,912,328	5,815,572	1,729,005	116,840,294
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	9,847,914
Baker Housing Demolition	(3) 7,598,875	0	0	0	0	0	0	0	15,197,750	22,796,624
Residential Demo (except Baker)	0	0	0	147,494	47,954	46,893	0	0	0	2,609,647
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	498,585	517,154	521,804	519,025	523,434	529,793	540,818	502,702	463,885	9,502,576
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	159,806,347
Parking	(4) 0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,753,920	2,274,320	1,794,720	57,558,180
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	85,284,690	70,813,161	70,593,963	72,936,022	72,120,516	72,816,064	72,500,136	65,873,650	72,083,723	1,606,237,168
NET CASH FLOW	-618,086	184,928	1,121,309	-1,306,237	0	0	1,510,386	4,228,392	-5,738,778	0
CUMULATIVE CASH FLOW	0	184,928	1,306,237	0	0	0	1,510,386	5,738,778	0	
ACCRUED RESERVE DEFICIT	(5) (51,074,531)	(56,412,460)	(60,922,893)	(67,862,813)	(73,635,868)	(79,509,148)	(84,145,356)	(85,935,209)	(97,487,373)	

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

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TABLE O-9
DRAFT EIS BASELINE SCENARIO
MINIMUM MANAGEMENT ALTERNATIVE
PAGE 1 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
REVENUES											
NON-RESIDENTIAL BUILDING REVENUES											
Non-Residential Building Revenues	8,071,785	11,033,206	16,195,914	15,695,359	9,642,195	14,885,932	15,870,714	18,889,797	22,415,500	26,049,672	28,337,127
Non-Residential Service District Charge Revenue	2,578,138	4,911,471	6,650,752	6,574,698	5,614,984	6,213,527	6,297,065	6,685,808	7,254,059	7,898,013	8,253,824
RESIDENTIAL BUILDING REVENUES											
Net Residential Building Revenues	20,041,810	19,435,196	23,710,873	27,994,313	30,136,033	30,136,033	30,136,033	30,136,033	30,136,033	30,136,033	30,646,642
Residential Service District Charge Revenues	0	4,926,691	6,017,782	7,108,872	7,654,417	7,654,417	7,654,417	7,654,417	7,654,417	7,654,417	7,802,123
Residential Utility Revenues	0	1,197,611	1,462,841	1,728,070	1,860,684	1,860,684	1,860,684	1,860,684	1,860,684	1,860,684	1,980,419
NON-BUILDING/PARKWIDE REVENUES											
Appropriations	23,400,000	23,125,000	22,500,000	21,875,000	21,250,000	20,625,000	20,000,000	19,375,000	18,750,000	18,125,000	17,500,000
Treasury Borrowing	22,500,000	17,500,000	0	0	0	0	0	0	0	0	0
Utilities & Telecom	3,070,800	3,126,142	4,391,555	4,563,027	4,254,405	4,498,465	4,482,085	5,222,098	5,542,910	5,906,322	6,090,604
Parking	0	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	1,251,750	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611
Special Events	752,650	772,595	793,069	814,085	835,659	857,804	880,535	903,870	927,822	952,409	977,648
Other Parkwide (1)	1,459,727	1,556,711	1,481,155	1,505,679	1,535,792	1,566,508	1,597,838	1,629,795	1,662,391	1,695,639	1,729,551
Letterman Demo	8,000,000	0	0	0	0	0	0	0	0	0	0
Other Misc.	4,779,720	0	0	0	0	0	0	0	0	0	0
Other 4	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	95,906,380	87,924,235	83,543,551	88,198,715	83,123,780	88,637,981	89,118,983	92,697,114	96,543,428	100,617,800	103,657,550
EXPENSES											
CAPITAL COSTS											
Non-residential Building Capital Costs	9,977,501	8,985,600	220,800	6,953,313	19,809,524	23,920,153	25,320,045	28,981,619	32,092,882	40,948,759	37,196,314
Residential Building Capital Costs (2)	8,202,548	16,156,546	16,156,546	16,156,546	0	0	0	0	0	0	0
Non-building Capital Items	10,431,000	3,309,264	6,429,010	4,869,137	4,869,137	4,869,137	4,869,137	4,869,137	4,869,137	4,869,137	4,869,137
Program Capital Costs	0	0	0	0	0	0	3,333,333	3,333,333	3,333,333	0	0
DEMOLITION COSTS											
Non-Residential Demolition Costs	8,000,000	0	0	0	0	0	0	0	0	0	0
Baker Housing Demolition (3)	0	0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	0	0	0	0	0	0	0
PARKWIDE EXPENSES											
Facilities	21,497,223	21,500,000	21,500,000	21,500,000	21,500,000	21,500,000	19,350,000	19,350,000	19,350,000	19,350,000	19,350,000
Legal	2,569,474	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,340,000	2,340,000	2,340,000	2,340,000	2,340,000
Planning	6,731,146	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,030,000	6,030,000	6,030,000	6,030,000	6,030,000
Real Estate	3,602,386	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,240,000	3,240,000	3,240,000	3,240,000	3,240,000
Operations	9,843,447	9,300,000	9,300,000	9,300,000	9,300,000	9,300,000	8,370,000	8,370,000	8,370,000	8,370,000	8,370,000
Releasing Reserves	0	365,927	473,874	525,266	492,933	545,371	555,218	585,409	620,666	657,008	687,663
Special Events	998,136	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Public Safety	5,950,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Finance and Insurance	635,250	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Programs	1,806,347	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Parking (4)	0	0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES											
Scheduled Infrastructure and Building Reserves	0	0	0	0	0	0	0	0	0	0	0
Funded Infrastructure and Reserve Deficit	0	0	0	0	0	0	0	0	0	0	0
OTHER EXPENSES											
Financing	1,100,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000	3,061,000
Residential Affordability Subsidy	0	3,752,820	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320
Misc.	4,055,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	95,399,458	88,431,157	82,583,550	87,807,582	84,474,914	88,637,981	89,011,054	92,702,818	95,849,338	101,408,223	97,686,434
NET CASH FLOW	506,922	-506,922	960,001	391,133	-1,351,134	0	107,929	-5,704	694,090	-790,423	5,971,116
CUMULATIVE CASH FLOW	506,922	0	960,001	1,351,134	0	0	107,929	102,225	796,315	5,891	5,977,007
ACCRUED RESERVE DEFICIT (5)	0	(3,644,140)	(6,955,172)	(11,295,494)	(17,230,771)	(22,191,628)	(27,186,289)	(32,575,774)	(37,637,241)	(44,583,923)	(45,091,868)

NOTES

(1) Includes revenues from operations such as golf course, ballfields, etc.

(2) Includes capital costs associated with rehab and conversions.

(3) Demolition cost includes restoration of landscaping, trees, and vegetation.

(4) Assumed Trust will break even on parking costs and expenses; net of transit programs.

(5) This is net of free cash in the years prior to the completion of the capital program.

Note: Environmental remediation costs are assumed to be funded by the Army rather than the Trust

These models have been prepared to compare different planning alternatives. They represent an illustration of what the financial results of the planning alternatives could look like based upon specific market, timing, financing, and operational assumptions. The results should not be relied upon or interpreted as a budgetary or accounting report or as controlling future implementation plans, decisions, or actions of the Presidio Trust.

TABLE G-9
DRAFT EIS BASELINE SCENARIO
MINIMUM MANAGEMENT ALTERNATIVE
PAGE 2 OF 2

Scenario: Base Case
Constant, 2001 dollars

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	TOTAL
REVENUES										
NON-RESIDENTIAL BUILDING REVENUES										
Non-Residential Building Revenues	31,567,144	35,639,218	37,427,736	37,430,236	37,457,736	37,457,736	37,457,736	37,457,736	37,297,736	516,280,217
Non-Residential Service District Charge Revenue	8,868,948	9,844,177	10,360,860	10,360,860	10,360,860	10,360,860	10,360,860	10,360,860	10,360,860	160,171,484
RESIDENTIAL BUILDING REVENUES										
Net Residential Building Revenues	30,646,642	30,646,642	30,646,642	30,646,642	30,646,642	30,646,642	30,646,642	30,646,642	30,646,642	578,464,807
Residential Service District Charge Revenues	7,802,123	7,802,123	7,802,123	7,802,123	7,802,123	7,802,123	7,802,123	7,802,123	7,802,123	142,001,079
Residential Utility Revenues	1,980,419	1,980,419	1,980,419	1,980,419	1,980,419	1,980,419	1,980,419	1,980,419	1,980,419	35,356,821
NON-BUILDING/PARKWIDE REVENUES										
Appropriations	16,875,000	0	0	0	0	0	0	0	0	243,400,000
Treasury Borrowing	0	0	0	0	0	0	0	0	0	40,000,000
Utilities & Telecom	6,297,907	6,829,472	7,111,099	7,111,099	7,111,099	7,111,099	7,111,099	7,111,099	7,111,099	114,053,488
Parking	0	0	0	0	0	0	0	0	0	0
Permit and Salvage	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	339,611	7,704,359
Special Events	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	1,003,556	18,500,149
Other Parkwide	(1) 1,764,142	1,799,425	1,835,414	1,872,122	1,909,564	1,947,756	1,986,711	2,026,445	2,026,445	34,588,810
Letterman Demo	0	0	0	0	0	0	0	0	0	8,000,000
Other Misc.	0	0	0	0	0	0	0	0	0	4,779,720
Other 4	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	107,145,493	95,884,642	98,507,460	98,546,668	98,611,610	98,649,802	98,688,757	98,728,491	98,568,491	1,903,300,934
EXPENSES										
CAPITAL COSTS										
Non-residential Building Capital Costs	26,031,542	5,369,140	0	0	0	0	0	0	0	265,807,190
Residential Building Capital Costs	(2) 0	0	0	0	0	0	0	0	0	56,672,187
Non-building Capital Items	4,869,137	38,953,095	0	0	0	0	0	0	0	102,944,599
Program Capital Costs	0	0	0	0	0	0	0	0	0	10,000,000
DEMOLITION COSTS										
Non-Residential Demolition Costs	0	0	0	0	0	0	0	0	0	8,000,000
Baker Housing Demolition	(3) 0	0	0	0	0	0	0	0	0	0
Residential Demo (except Baker)	0	0	0	0	0	0	0	0	0	0
PARKWIDE EXPENSES										
Facilities	19,350,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	17,200,000	15,050,000	380,547,223
Legal	2,340,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	2,080,000	1,820,000	45,989,474
Planning	6,030,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	5,360,000	4,690,000	118,621,146
Real Estate	3,240,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,880,000	2,520,000	63,722,386
Operations	8,370,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	7,440,000	6,510,000	165,153,447
Releasing Reserves	719,963	760,684	778,569	778,594	778,869	778,869	778,869	778,869	777,269	12,438,893
Special Events	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	10,498,136
Public Safety	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	119,950,000
Finance and Insurance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	12,035,250
Programs	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	39,806,347
Parking	(4) 0	0	0	0	0	0	0	0	0	0
RESERVES/SET-ASIDES										
Scheduled Infrastructure and Building Reserves	0	8,347,757	8,771,470	8,937,338	8,937,338	8,937,338	8,937,338	8,937,338	8,937,338	70,743,255
Funded Infrastructure and Reserve Deficit	0	18,459,185	38,394,101	1,094,197	0	0	0	0	0	57,947,483
OTHER EXPENSES										
Financing	3,061,000	3,061,000	3,061,000	5,265,385	5,255,201	5,244,440	5,233,070	5,221,057	5,208,363	72,320,515
Residential Affordability Subsidy	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	3,442,320	65,714,580
Misc.	0	0	0	0	0	0	0	0	0	4,055,000
TOTAL EXPENSES	86,553,962	122,453,181	98,507,460	63,577,834	62,473,728	62,462,967	62,451,597	62,439,584	58,055,290	1,682,968,112
NET CASH FLOW	20,591,531	-26,568,538	0	34,968,835	36,137,883	36,186,836	36,237,160	36,288,907	40,513,201	220,332,822
CUMULATIVE CASH FLOW	26,568,538	0	0	34,968,835	71,106,717	107,293,553	143,530,713	179,819,620	220,332,822	
ACCRUED RESERVE DEFICIT	(5) (31,378,945)	(39,488,298)	(1,094,197)	0	0	0	0	0	0	

NOTES

- (1) Includes revenues from operations such as golf course, ballfields, etc.
- (2) Includes capital costs associated with rehab and conversions.
- (3) Demolition cost includes restoration of landscaping, trees, and vegetation.
- (4) Assumed Trust will break even on parking costs and expenses; net of transit programs.
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