

# CONTINUING THE LEGACY OF PRESIDIO LEADERSHIP: TWO DECADES OF BI-PARTISAN STEWARDSHIP



**Presidio  
Trust**

A NARRATIVE BY:

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Amy Meyer, Presidio Trust Board Member, 1997 to 2003

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## ■ INTRODUCTION – AN OPPORTUNITY TO SERVE

For more than a century, the Presidio of San Francisco's role in the life of our nation has been evolving. Each step of the way, individual citizens have stepped forward to champion the extraordinary land at the Golden Gate and the people it serves – locally, nationally, and internationally.

We have had the privilege of working among their number – advocating for the Presidio's eventual inclusion in the Golden Gate National Recreation Area when that great national park was created in 1972, championing a bi-partisan funding and governance approach capable of reimagining the Presidio, and supporting the Presidio's tentative first steps as the Army lowered its flag and the national park chapter began in 1994. Helping to care for the Presidio and ensure its continuing role as a beloved national asset has been among the richest and most rewarding pursuits of our lives, a profound opportunity to give back to a place and a community we cherish.

A new and singular opportunity for public service emerged when the Presidio Trust's Founding Board Member of directors was sworn in on July 8, 1997. Thus began the personal service of a continuum of citizens – all dedicated to saving the Presidio as a public place, both a part of a national park and a national historic landmark district. The Trust administers 80 percent of the landmark district; the remainder is managed by the National Park Service. These two agencies manage the whole in a cooperative manner.

Board members have been appointed by four administrations, Republican and Democratic, and have been guided by a spirit of bipartisanship and collaboration. All have embraced this unique opportunity for public service, understanding that a truly remarkable national treasure has been placed under their stewardship.

You are the latest citizens to be asked to care for this remarkable place, with its stunning landscapes, rare habitats, and historic assets that are being made available for public education and enjoyment. With your vision and experience, you are building upon the work of those who have come before, each of whom has brought individual expertise and abilities, and has contributed uniquely, as will you.

Today, the Presidio is the nation's only financially self-sustaining part of a national park, and our partnership with the National Park Service and the Golden Gate National Parks Conservancy has never been stronger. Together, we're poised to ensure that the Presidio is visited and loved by all; is a model of stewardship; and is a place that demonstrates excellence in public service.

*“The task that we are embarking upon is indeed both compelling and daunting. We are picking up a responsibility that began here formally when [this land] was designated as the Presidio 221 years ago, and indeed a responsibility for stewardship that began with other people of other backgrounds even long before that. It is a stewardship responsibility for this very unique place with the resources to be preserved and new opportunities to be created. It is the beginning of a new era for the Presidio that looks to another milestone and has a very specific time frame of fifteen years.”*

*~ Toby Rosenblatt, founding chair, Presidio Trust Board, stated at the first meeting of the Presidio Trust Board of Directors on July 8, 1997*

As a board member, you are called upon to absorb a great deal of information in your leadership role. This document is not meant to cover that same territory, but rather to reflect on the factors that make management of this place so unique: the Presidio Trust's legislative framework, our unique authorities that allow for innovation, the shared management vision with the National Park Service and Golden Gate National Parks Conservancy, and the drive to use our resources to achieve our true mission – preserving the park and welcoming the public.

Above all, we offer our abundant thanks for your service and for accepting the enormous responsibility that accompanies stewarding public lands. Thank you for the time, dedication, and leadership you bring to the Presidio and the American people.

*“Today, we come to a truly historic moment in the 221-year-history of the Presidio. Many people have been stewards of this beautiful and unique land. Native-Americans, Spaniards, Mexicans, the United States Army, and most recently, the National Park Service. Today, we introduce a distinguished new set of stewards, the Presidio Trust.”*

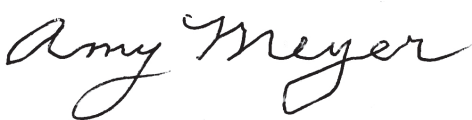
*~ Honorable Thelton Henderson, Chief Judge, U.S. District Court for Northern California, stated at the first meeting of the Presidio Trust Board on July 8, 1997*



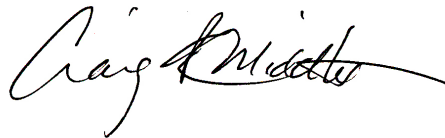
*Toby Rosenblatt  
Founding Presidio Trust Board Chair  
1997 to 2005*



*John Reynolds  
Presidio Trust Board Member  
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2009 to 2017*



*Amy Meyer  
Presidio Trust Board Member  
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*Craig Middleton  
Executive Director of the Presidio Trust  
2001 to 2015*

## ■ PRESIDIO TRUST LEGISLATIVE FRAMEWORK

Our work is guided by a number of “sacred texts.” This section describes key laws that either influence or direct our mission, most especially our founding legislation, the Presidio Trust Act.

### **1916 National Park Service Organic Act**

While the Presidio is managed through a unique governance model designed specifically for the challenges of this place, the Trust is informed by the spirit of the 1916 National Park Service (NPS) Organic Act, the law that created the national park system. The act laid out the intent that the NPS was “...to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

This legislation seeded two key ideas that became part of the Presidio Trust’s mission: resource preservation and the concept that beloved American places must be shared with all. While the Presidio Trust is not part of the Department of the Interior, the essence of this act guides the Presidio Trust and strengthens our collaboration with the National Park Service.

### **An Act to Establish the Golden Gate National Recreation Area (Public Law 92-589, October 27, 1972)**

The next critical piece of legislation establishing our foundation is the 1972 act creating the Golden Gate National Recreation Area (GGNRA). With great foresight owing to the vision of the late Congressman Phillip Burton, this document included the Presidio in the GGNRA should it not be needed for military purposes, setting up the public purpose we pursue here today.

It should be noted that the intent of creating the GGNRA was to bring “national parks to the people where the people are” – that is, to serve the public in high population urban areas who may not be able to access more remote wilderness parks. The Presidio Trust explicitly connects to this intent in its strategic goal to be a national park visited and loved by all.

### **Presidio Trust Act (Public Law 104-333, November 12, 1996)**

Presidio Trust Act Findings (excerpt): The Presidio, in its entirety, is a part of the Golden Gate National Recreation Area, in accordance with Public Law 92-589; as part of the Golden Gate National Recreation Area, the Presidio’s significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the

*The creation of the Golden Gate National Recreation Area, together with Gateway National Recreation Area (NY,NJ) was a congressional endorsement of a concept intended to “bring national parks to the people” (Secretary of the Interior Walter Hickel) and would be “a remarkable opportunity to establish a unique national park reserve that will save for the people of the United States and the world a magnificent open space immediately adjacent to one of the major metropolitan regions of the United States.”*  
~ Congressman Phillip Burton

scenic beauty and historic and natural character of the area and cultural and recreational resources; the Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources.

Recognizing that a unique funding and management model would be needed to save the Presidio, the 1996 Presidio Trust Act created our small federally chartered corporation and established the relationship with the National Park Service and Golden Gate National Parks Conservancy that must flourish in order for the park to thrive. It also established the Trust as an independent government corporation, not part of the Department of the Interior, affording the Trust the independence required to pursue its mission given its unprecedented financial requirements (see the Presidio Trust as an Innovation in Government section).

### **National Historic Preservation Act (1966) and National Environmental Policy Act (1970)**

Two other pieces of legislation directly guide the Presidio's preservation: the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA). These require federal agencies to consider and disclose the effects of their projects on the environment (NEPA) and historic resources (NHPA). These acts and their corresponding processes create a mechanism for public feedback and offer parameters to guide our decision making. As the Presidio is both a national park site and a National Historic Landmark District, these acts are especially critical in the management of the park's natural and cultural resources

# ■ PRESIDIO TRUST AS AN INNOVATION IN GOVERNMENT

The Presidio Trust was born out of the need to solve a difficult challenge with limited funding – and the solution reached was to try something new.

The Presidio Trust and the National Park Service manage the Presidio cooperatively, as mandated by the Presidio Trust Act. Area A, the part of the Presidio along the north and west coasts, is managed by the National Park Service. The Trust manages the remaining 80 percent, which is where virtually all of the buildings and the Presidio forest are located. The Presidio Visitor Center is managed by both agencies along with the Golden Gate National Parks Conservancy. Several management agreements between the Presidio Trust and the NPS comprise essential parts of our management strategy.

The Presidio Trust was conceived as an independent federally chartered corporation to combine the best of all sectors – public, private and non-profit – to advance a public goal. In an effort to increase the chances of reaching financial self-sufficiency, the Trust was granted certain authorities unusual for federal agencies. The intention was to increase our flexibility, our capacity to respond quickly, our ability to compete with the private sector, our capability to attract private investment, and our ability to attract and retain talent.

A summary of the Presidio Trust's unique powers and authorities is listed in Part 2. This list includes authorities that are not available to the National Park Service or other federal executive branch departments and not governed by other federal regulatory departments. They should be carefully considered as the Trust plans for how to efficiently, effectively, and creatively achieve its mission in coming years.

There are several examples of instances where the Presidio Trust has demonstrated innovation as a flexible federal entity, including:

- Leveraging each taxpayer dollar with four private sector dollars earned through investment, rent, or philanthropic support from 1998 to 2013
- Reaching agreement with the Department of Defense and the National Park Service in 1999 for the cost-effective and rapid environmental remediation of the Presidio
- Pioneering green building preservation techniques in the rehabilitation of historic properties, while remaining compliant with the National Historic Preservation Act

Across its two decades of operations, the Presidio Trust has become known nationally and internationally as a successful model for transforming important public places. Organizations from the Sydney Harbor Federation Trust in Australia to Fort Monroe in Virginia have looked to the Presidio Trust for leadership and guidance. We embrace this role and explicitly wish to earn the opportunity to serve as a model, particularly in two areas: environmental stewardship and operational excellence in government.

In summary, the Presidio Trust holds a unique place in government, and its success is enhanced by its status as a federal corporation that embraces innovation and delivers on its promises to the public. This promise is most clearly articulated by our attainment of operational financial self-sufficiency by the end of FY 2012, as required by Congress, and our ongoing ability to care for and improve the Presidio without burdening taxpayers.



## ■ A SHARED MANAGEMENT VISION WITH THE NATIONAL PARK SERVICE, THE GOLDEN GATE NATIONAL PARKS CONSERVANCY, AND THE PUBLIC

While the Presidio Trust, the National Park Service, and the Golden Gate National Parks Conservancy are distinctive organizations, we are united around a strategic vision for the Presidio. Our goal is to make this natural and historic treasure a welcoming, inclusive, and meaningful destination that is also a model for operating with integrity and efficiency and in a manner that respects our environment.

The roots of our tri-organization partnership can be traced to the 1972 GGNRA legislation that included the Presidio in the national park system, and most significantly in the 1996 Presidio Trust Act (see the Presidio Trust Legislative Framework section). The Trust Act set up a bold and ultimately successful experiment in managing a distinctive place under a unique set of circumstances and with limited resources. It enshrined the shared Presidio Trust/NPS jurisdiction of the Presidio as well as the philanthropic partnership with the non-profit Golden Gate National Parks Association (now Conservancy). It created a seat on the Trust board for the Secretary of the Interior or his/her designee and instructed the Presidio Trust to manage the area within its jurisdiction in accordance with the general objectives of the 1994 NPS Presidio General Management Plan Amendment, which our agency honored in our 2002 Presidio Trust Management Plan.

Over two decades and through many management challenges, the three organizations have learned how to work together successfully by leveraging our strengths and bringing a variety of assets, experiences, and resources to the table. Our harmonious collaboration has been well earned and has improved greatly as a result of deepening trust.

It has also been critical to share a management vision with our constituents – locally and nationally. Public participation was vital to the creation of the NPS Presidio General Management Plan Amendment (1994) and our Presidio Trust Management Plan (2002). The public engagement surrounding the development of these plans ensured that the community felt ownership of and confidence in the direction of the changes to come. Support for Presidio preservation and enhancement continues to this day as reflected in the enormous levels of volunteer support that the Presidio enjoys, including 26,000 hours of service shared by volunteers in 2017 alone.

Throughout our history, we have attempted to foster public confidence in our land use decisions through careful planning and transparency. Design guidelines are established to ensure that the cultural landscape is protected, development opportunities are vetted through open and competitive processes, and proposals are considered through the federal environmental and historic preservation guidelines described earlier, including meaningful public participation. Every planning and development effort has been improved as the result of many voices joining the conversation. The Presidio Trust continues to hone its skills as a listening organization, and this will serve the park well.

## ■ FINANCIAL SELF-SUFFICIENCY AS A MANDATE, NOT A GOAL

The Presidio Trust Act required the Trust to earn enough revenue to support its operations by the start of Fiscal Year 2013. If we failed to do so, the act indicated that “all property under the administrative jurisdiction of the Trust” would be turned over to the General Services Administration for disbursement.

It is important to note that financial self-sufficiency is a mandate. However, given the early focus required to achieve the challenging financial mandate, many have confused the requirement of financial self-sufficiency with our goals. In other words, revenue generation is the “means” necessary to achieve our “end” goal: that the Presidio be a place for the inspiration, education, health, and enjoyment of all people.

While financial self-sufficiency will, by necessity, always be a fundamental requirement, our mission is to preserve the integrity of the National Historic Landmark District, revitalize the Presidio’s natural and historic resources, and to make the park accessible and beneficial to all. From its earliest days, the Presidio Trust board has focused on public benefit in addition to earning the financial return necessary to care for the park. Specific actions included launching a reforestation program; restoring natural environments at Mountain Lake, Tennessee Hollow, and elsewhere; revitalizing historic buildings and landscapes; sharing the park’s history; and offering free public and educational programs.

In short, the Presidio Trust board has always been driven by our public serving mission. In pursuit of this mission, we have made excellent use of the Presidio’s real estate assets to earn funds for the park’s preservation and to secure the Trust financially in perpetuity.

## ■ IN CLOSING

Given its location, its remarkable natural resources, and its legacy of service, the Presidio is an extraordinary place. Its importance to the national fabric is so widely acknowledged that the American people have protected it as both a National Historic Landmark District and as a national park site.

The Presidio's journey from a military post, where generations of American served, to a part of a national park has been guided by citizen servants who have championed the preservation of this place.

Each board member is a unique and important guardian of the Presidio's resources, part of a continuum of leaders charged with stewarding a place of deep national significance. Each member has been deliberately chosen for a deeply important mission to lead an innovative organization that seeks to combine the best attributes of government, private enterprise, not-for-profits and philanthropy to provide great outcomes for the American people.

Guided by the spirit of the NPS Organic Act and the GGNRA Act, and operating within the legal parameters of the Presidio Trust Act and a framework of laws designed to protect important places and assure federal accountability, the Trust offers a unique opportunity to be innovative in the guardianship of nationally significant parklands.

As in the past, the future success of the Presidio is dependent upon a deepening partnership with the National Park Service and the Golden Gate National Parks Conservancy, and the continuing trust and support of a broad community, including members of Congress and other elected officials.

The choices board members make have impact far into the future. Varying pressures accompany each individual decision. The desire to move the Presidio quickly toward its full potential, as well as appreciation of the need to take the long view – to consider how decisions made now will impact the park experience and environment in the next generation – are essential factors in every major decision.

Financial self-sufficiency was hard won and must be sustained. True success will be defined by the Presidio's ability to have relevance to visitors from all walks of life; to make a meaningful contribution to historic and environmental preservation; and to lead the way toward governance that is effective and accountable.

Board members have a remarkable opportunity to influence visitors' understanding of history, the environment, and the national park experience. There are few public service opportunities that yield such immediate, visible, and varied positive impact as does participation on the Presidio Trust board. The results will improve the quality of life not just for San Francisco Bay Area residents but for visitors from across the nation and around the globe. We hope that you will find the experience challenging, fascinating and fulfilling.

## ■ APPENDIX

### PART 1: ABOUT THE AUTHORS

#### **Amy Meyer**

Amy Meyer served on the Founding Board Member of the Presidio Trust from 1997-2003, appointed by President Bill Clinton. She is the chair of People for the Parks/Presidio, organized in 1993 to support legislation to create the Presidio Trust. It is now a forum for Presidio and GGNRA supporters to stay informed about park projects. She began as co-chair of the People for a Golden Gate National Recreation Area in 1971, and was appointed Vice Chair of the Golden Gate National Recreation Area Advisory Commission by the Secretary of the Interior in 1974, serving until 2002. She served on the San Francisco Recreation and Park Commission from 1976 to 1988 and on the boards of the civic organization SPUR, of the Bay Chapter of the Sierra Club, and of the San Francisco Zoological Society. Ms. Meyer is a graduate of Oberlin College and holds an MFA from the California College of Arts and Crafts. She and her husband George had two daughters: one a physician and the other a career counselor. She is the author of *New Guardians for the Golden Gate*, the story of the creation of Golden Gate National Recreation Area.

#### **Craig Middleton**

Craig Middleton was the Presidio Trust's Executive Director from 2001 to 2015. After organizing efforts to craft and advocate for the Presidio Trust Act as staff to the Presidio Council (a program of the Golden Gate National Parks Association), he was selected as the Trust's first employee. In this capacity, Middleton worked with the Trust's new board and the National Park Service to establish the early operational framework of the Presidio Trust. Middleton previously served as Washington press secretary and appropriations aide to Representative Nancy Pelosi. He holds a Bachelor of Arts degree from the University of California, Santa Barbara and an MPA from the Middlebury Institute of International Studies. Middleton is married to Holly Middleton and they have a daughter, who is a classical singer.

#### **John Reynolds**

John Reynolds served for 39 years in the National Park Service including as deputy director; regional director; director, Denver Service Center, superintendent North Cascades National Park, assistant superintendent Santa Monica Mountains National Recreation Area and Interim Manager of the Presidio. He was executive vice president of the National Park Foundation from 2005 to 2007. He was on the United States delegation to the World Heritage Committee; on boards of several non-profit park and youth oriented organizations (founding member for five of them); on the Chesapeake Bay and California Parks Forward Commissions; and chaired two advisory groups for new national parks. He is a board member of the Fort Monroe Authority, VA. He holds landscape architecture degrees from Iowa State University and the State University of New York at Syracuse. He was appointed as the Secretary of the Interior's representative to the Presidio Trust board in July 2009 and served until November 2017. He is married to Barbara Reynolds. Their son is a career National Park Service executive.

#### **Toby Rosenblatt**

Toby Rosenblatt was the Presidio Trust's first chairman of the board, appointed by President Bill Clinton in 1997 and reappointed by President George W. Bush in 2001. He retired in 2005, having served the full allowed term. He is president of Founders Investments Ltd, a private investment firm. Rosenblatt is currently serving or has served on the boards of the Presidio Council and the Golden Gate National Parks Conservancy and a number of other civic organizations devoted to education (San Francisco Day School, San Francisco University High School, The Thacher School, California College of the Arts); philanthropy (The James Irvine Foundation, The College Futures Foundation); health care (CPMC, Sutter Health); and the arts. Rosenblatt holds a Bachelor of Arts degree from Yale and an MBA from Stanford. He is married to Sally Rosenblatt, and they have two sons who are writers and producers in the television and digital arts industries.

## PART 2: SUMMARY OF PRESIDIO TRUST POWERS AND AUTHORITIES (WITH PRESIDIO TRUST ACT REFERENCE)

Government Corporation (§ 103(c)(10)): The Trust is a wholly-owned Government corporation. The President appoints six Directors without Congressional approval; the seventh is the Secretary of the Interior or designee. The Trust is an independent entity in the executive branch of the United States and does not report to an executive department (e.g., Department of Interior).

Property Management (§ 104(a)-(c)): The Trust manages all aspects of the leasing, maintenance, and improvement of property within Area B. The Trust has developed a comprehensive program for managing the lands and facilities within Area B to increase its revenues, which includes leasing to residential and non-residential tenants, managing hospitality venues, hosting public programs, and other measures to promote park and facility use. The Trust may not dispose of or convey fee title to any real property, but may dispose of or convey personal property. The Trust may demolish structures which cannot be cost-effectively rehabilitated and replace them with new construction.

Boundary Adjustment (§ 103(b)): The Trust and the Secretary of the Interior may jointly revise the boundary between Areas A and B. With the consent of the Secretary, the Trust can transfer to the Secretary jurisdiction over any properties in Area B of the Presidio which are surplus to its needs and serve essential purposes of the Golden Gate National Recreation Area.

Rules and Regulations (§ 104(j)): The Trust may adopt and enforce bylaws, rules and regulations governing the manner in which it conducts its business and for use and management of Area B. The Trust's regulations are at 36 CFR Parts 1001-1012.

Appropriations/Funding (§ 104(g)): The Trust is 100% financially self-sufficient and does not receive annual appropriations from Congress. The Trust deposits all of its revenues into a revolving fund with the US Treasury and expends its funds as they are available to fulfill its statutory purpose, without needing to wait for Congressional approval.

Borrowing (§ 104(d)): The Trust is authorized to make loans to occupants of its property for the preservation, restoration, maintenance or repair of the property. The Trust may also borrow from the US Treasury up to an aggregate amount of \$150 million, which must be authorized in advance in an appropriations act.

Contracting (§ 104(b),(e)): The Trust has broad authority to negotiate and enter into contracts or leases with any person or entity, and is encouraged to maintain liaisons with the NPS and Golden Gate National Parks Conservancy (Conservancy). The Trust is not subject to most Federal procurement laws.

Workforce (§ 103(c)(7)): The Trust has broad authority to hire, compensate, fix the duties of, and terminate its employees as it deems necessary without regard to civil service laws. However, the Trust's employees are considered Federal employees and eligible employees are covered by federal retirement systems, mainly the Federal Employees Retirement System (FERS) and federal health and life insurance plans.

Donations and Volunteers (§ 104(e)): The Trust is authorized to solicit and accept donations of funds, property, supplies, or services from individuals or entities. For example, the Trust may raise funds from private donors for constructing parklands. The Trust also works with the NPS and the Conservancy to engage volunteers in a variety of park-wide work. The IRS recognizes the Trust as a 501(c)(3) tax-exempt organization.

Federal Jurisdiction: The Presidio is a federal enclave, i.e., an area of exclusive federal jurisdiction. State (and local) laws generally do not apply, except for: i) State laws that existed in 1897 when the State ceded the Presidio property to the Federal government; ii) minor regulatory changes to those State laws; and iii) State laws over which Congress has waived Federal sovereign immunity. Federal laws apply at the Presidio.

Taxes (§ 103(c)(9)): The Trust and the Presidio properties are exempt from all taxes and special assessments by State and local entities. There are no property taxes levied in the Presidio. To recoup some of the expenses in providing services typically provided by municipalities, such as replacements of roadways and utility systems and police and fire-fighting services, the Trust charges its non-residential tenants a Service District Charge.

Claims and Litigation (§ 104(b),(h)): The Trust may sue or be sued in its own name to the same extent as the Federal government. The Trust can only be sued in the District Court for the Northern District of California. Litigation arising out of the Trust's activities is conducted by the Attorney General, but the Trust may retain private attorneys for advice and counsel. The Trust is also authorized to use Alternative Dispute Resolution methods, such as mediation and arbitration. As a Federal agency, the Trust is subject to the Federal Tort Claims Act (FTCA).

Insurance (§ 104(b)): The Trust may purchase insurance, and maintains coverage for general liability, automobile liability, public officials' liability, property losses, and environmental pollution.

Law Enforcement (§ 104(i)): The United States Park Police conducts law enforcement activities and services in the Presidio under a Memorandum of Agreement with the Trust.

Exclusive Rights to Name (§ 104(p)): The Trust has the sole and exclusive right to use the words "Presidio Trust."

## PART 3: SUMMARY OF SELECT KEY ACHIEVEMENTS (BY YEAR)

Since it began operations in 1997, the Presidio Trust has been remarkably successful in its efforts to protect the Presidio – a nationally-significant and complex National Historic Landmark District and also a site within the Golden Gate National Recreation Area (GGNRA). The Presidio is regarded as one of the most effective historic preservation efforts in the country. The Trust has rehabilitated 4.5 million square feet of residential and non-residential properties, many of which are contributing resources to the historic landmark district. The Trust is leading a multi-decade effort to rehabilitate the character-defining historic forest. More than 200 acres of open space have been restored. And opportunities for the public to engage in public programs – all free of charge – have been made available by the Trust and its partners.

These and other accomplishments have occurred as the Trust has built its financial foundation and become financially self-sufficient, thereby not only achieving a statutory mandate, but also securing the financial underpinnings for ongoing park preservation and programming.

These successes have been built by an uncommonly dedicated set of board members and staff.

The Trust – with its approach and success – has become a model respected around the United States and internationally for managing a unique public place.

The following is a list of some of the major accomplishments of the Presidio Trust and our partners.

### **1997 to 2000**

The first board is appointed, and the executive director and leadership team are assembled. Building 10 on Funston Avenue becomes the first Trust headquarters. The Trust later moves its offices to Building 34 before assuming its current home in historic Building 103.

The Trust submits to Congress its Financial Management Program, a 15-year blueprint for achieving financial self-sufficiency.

The housing rehabilitation and leasing program begins, with early residents moving into the Baker Beach apartments. From 1999 to 2010, the Trust rehabilitates 22 residential neighborhoods, including more than 1,100 housing units. Today, 3,000 people make their home in the park. Housing has proven to be a vital financial support to the park's transformation.

The board launches a competitive process to redevelop the 23-acre former Letterman General Hospital/Letterman Army Institute of Research site. This was a highly competitive process that drew international attention and was the Trust's first foray into the public planning process. In 2005, the Letterman Digital Arts Center was completed, and the project would become a critical financial anchor for the park.

The Trust signs a ground-breaking \$100 million agreement with the Department of Defense to assume the lead in the Presidio's environmental cleanup.

### **2001**

The Golden Gate National Parks Conservancy and the National Park Service unveil their extraordinary restoration of the open spaces at Crissy Field, the first part of the Presidio to welcome the public in a big way. Crissy Field Center opens to the public. Through 2017, the center has served 730,000 youth.

The Presidio Trust and the National Park Service adopt the Vegetation Management Plan. It lays out a blueprint for restoring the historic forest, native habitats, and designed gardens and landscapes, and establishes a baseline of trust with environmental advocates and park users.

### **2002**

After a robust two-year planning process, the Trust adopts the Presidio Trust Management Plan. The plan is the controlling land use plan for Area B. The document gives the public clarity about our intentions for rehabilitating and using the Presidio, allowing for increased trust as future planning processes unfold. A read of this document today shows that many projects then envisioned have now come to life.

The Request for Proposals to redevelop the Public Health Service District is released.

## 2003

The Presidio Trust and National Park Service adopt the Presidio Trails and Bikeways Master Plan. This lays the groundwork for the world-class trail network that would take shape over the next 15 years. Today, through Trails Forever, the Parks Conservancy has raised millions of dollars that have helped the Trust and NPS build 24 miles of trails, 25 miles of bikeways, and ten scenic overlooks and vistas.

The Trust launches the PresidiGo Shuttle system. Today the service provides more than a half million rides per year.

## 2004

The Trust issues a Request for Proposals seeking organizations to rehabilitate and lease historic buildings at West Crissy Field. This competitive process results in an array of recreational organizations making their home in the Presidio: Planet Granite rock climbing gym, La Petite Baleen swim school, House of Air trampoline gym, Roaring Mouse Cycles, and Batters' Box SF. There is one major building left to complete at Crissy Field's west end.

## 2005

The Letterman Digital Arts Center opens.

## 2006

Urban Land Institute awards the Presidio Trust its prestigious Global Award for Excellence for the Presidio Trust Management Plan.

The Wayburn Grove is established and opened in a ceremony honoring Dr. Edgar Wayburn, the legendary environmentalist who helped to pioneer the establishment of the GGNRA, and his wife and fellow environmental champion, Peggy.

## 2007

The Environmental Assessment for the Tennessee Hollow Upper Watershed Revitalization is published. Today, the "springs to bay" restoration is moving at full steam, with the next leap forward to be the expansion of the marsh at Crissy Field (Quartermaster Reach).

Camping at the Presidio, a program that provides youth who traditionally have not visited national parks with meaningful overnight camping experiences, is launched. More than 10,000 children have camped at Rob Hill Campground as part of this program through 2017.

## 2008

The Presidio's art program truly comes to life with the completion of Andy Goldsworthy's *Spire*. He would go on to complete three additional art works in the Presidio. In total, more than a dozen art installations, including Annie Leibovitz' *WOMEN* exhibition, have drawn tens of thousands of visitors.

The Final Environmental Impact Statement for the Doyle Drive replacement project is adopted, laying the foundation for the project to begin.

## 2009

The Walt Disney Family Museum opens in the Montgomery Street Barracks.

The Trust negotiates a Right of Entry agreement with Caltrans and the San Francisco Transportation Authority, and construction for Doyle Drive begins.

## 2010

The revitalized 36-acre Public Health Service District opens.

The Main Post Update to the 2002 Presidio Trust Management Plan is adopted, setting the stage for the revitalization of the Main Post as the heart of the Presidio.

## 2011

A seven acre parking lot is transformed into a green open space for events and gatherings. Today, the Main Parade Ground hosts a weekly community picnic, the Presidio Kite Festival, and seasonal activities supporting our objective to welcome a diverse array of visitors to the national park.

The Presidio Trust, Forest City Enterprises, and Perkins+Will architects are awarded the Governor's Historic Preservation Award by the California State Office of Historic Preservation for the revitalization of the Public Health Service District.

## 2012

The Inn at the Presidio opens in the rehabilitated bachelor officers' quarters. Since opening it has welcomed 75,000 guests through 2017.

El Polin Spring, an important environmental and cultural site, is restored.



## 2013

The Presidio Trust reaches financial self-sufficiency as required by Congress.

The Fort Scott Advisory Council is appointed. The Council, comprising national leaders across sectors, is responsible for advising the Trust on the reuse of Fort Winfield Scott for a nationally-significant programmatic purpose.

## 2014

The Presidio Officers' Club reopens to the community as a museum and cultural center following a \$30 million award-winning rehabilitation.

James Corner Field Operations, designer of the *High Line* in New York City, is selected to design the Presidio Tunnel Tops project. The design program was anticipated in the planning for the Presidio Trust Management Plan to create an open space connection between the Main Post and Crissy Field.

## 2015

Public outreach to invite ideas from the community on the Presidio Tunnel Tops project begins.

The Presidio Environmental Remediation Program is essentially complete.

Native western pond turtles are reintroduced to Mountain Lake.

## 2016

The Korean War Memorial opens to the public.

## 2017

The new Presidio Visitor Center, a partnership among the Trust, the Golden Gate National Parks Conservancy, and the National Park Service, opens to the public. It welcomes more than 100,000 people in its first year.

## 2018

The Presidio Trust issues a Request for Concept Proposals seeking a capable organization to create a center for environmental and/or social change at Fort Winfield Scott.

The Presidio's second hotel – Lodge at the Presidio – opens to the public.

The Presidio receives the prestigious Silver Cable Car Award from SF Travel, signaling that the Presidio has come into its own as a significant San Francisco visitor destination.

## 2019

The rehabilitated Presidio Theatre is projected to open to the public as a performing arts venue and home for children's theater.

## 2021

The Presidio Tunnel Tops project is projected to be complete.



## PART 4: PRESIDIO TRUST BOARD MEMBERS SINCE INCEPTION

The Presidio Trust board includes six presidentially-appointed members. Each serves a four-year term and can serve two terms. Members serve until subsequent members are appointed. Additionally, one member is the Secretary of the Interior or his/her designee.

### CURRENT BOARD MEMBERS

Lynne Benioff	July 7, 2015 – May 4, 2019 (Obama)
Paula Collins	Term 1: July 10, 2012 – May 4, 2015 (Obama) Vice Chair 3/19/15 – 7/15/15 Term 2: July 7, 2015 – May 4, 2019 (Obama) Chair 7/15/15 – 4/24/17
John Keker	Term 1: March 6, 2015 – May 4, 2017 (Obama) Vice Chair 7/15/15 – 4/24/17 Term 2: January 18, 2017 – May 4, 2019 (Obama) Chair 4/24/17 – 4/24/19
William Grayson	May 19, 2017 – May 4, 2021 (Trump) Vice Chair 3/28/18 – 4/24/19
Marie Hurabiell	March 23, 2018 – May 4, 2021 (Trump)
Mark Pincus	January 18, 2017 – May 4, 2017 (Obama)
Todd Willens	November 16, 2017 – present Secretary of the Interior's Designee (Zinke)

### FOUNDING BOARD MEMBERS

Presidential Appointees (Clinton)
Ed Blakely
Donald G. Fisher
Amy Meyer
Mary G. Murphy
William Reilly
<u>Toby Rosenblatt</u>
Secretary of the Interior's Designee (Babbitt)
John Garamendi

### PAST BOARD MEMBERS (listed in reverse chronological order)

Janet Reilly	July 7, 2015 – May 4, 2017 (Obama) Vice Chair 4/24/17 – 3/23/18; Served until March 23, 2018
John Reynolds	July 23, 2009 – November 16, 2017 Secretary of the Interior's Designee (Salazar/Jewell)
Nicola Miner	July 7, 2015 – May 4, 2017 (Obama) Served until May 19, 2017
Alexander R. Mehran	February 29, 2012 – May 4, 2015 (Obama) Served until January 6, 2017
Nancy Bechtle	Term 1: February 6, 2008 – May 4, 2011 (G.W. Bush) Chair 12/16/09 – 6/26/15 Term 2: May 10, 2012 – May 4, 2015 (Obama) Re-elected 9/5/12; Served until June 26, 2015
William R. Hambrecht	August 10, 2010 – May 4, 2013 (Obama) Served until June 26, 2015
Charlene Harvey	August 10, 2010 – May 4, 2013 (Obama) Served until June 26, 2015

## PAST BOARD MEMBERS (continued)

<b>Dave Grubb</b>	<b>December 18, 2003 – July 23, 2009</b> Secretary of the Interior's Designee (Norton); Chair 7/22/05 – 12/6/09  <b>August 10, 2010 – May 4, 2013</b> (Obama) Elected Vice Chair 9/5/12; Served until March 6, 2015
<b>Michael Shepherd</b>	<b>February 6, 2008 – May 4, 2011</b> (G.W. Bush) Served until July 10, 2012
<b>William Wilson III</b>	<b>Term 1: August 27, 2003 – May 4, 2007</b> (G.W. Bush)  <b>Term 2: February 6, 2008 – February 29, 2012</b> (G.W. Bush) Vice Chair 7/22/05 – 2/29/12; Served until February 29, 2012
<b>T. Robert Burke</b>	<b>June 23, 2005 – May 4, 2009</b> (G.W. Bush) Served until August 10, 2010
<b>Nancy Conner</b>	<b>June 23, 2005 – May 4, 2009</b> (G.W. Bush) Served until August 10, 2010
<b>Curtis F. Feeny</b>	<b>June 23, 2005 – May 4, 2009</b> (G.W. Bush) Served until August 10, 2010
<b>Lydia Beebe</b>	<b>August 27, 2003 – May 4, 2007</b> (G.W. Bush) Served until February 6, 2008
<b>Joseph Yew Jr.</b>	<b>August 27, 2003 – May 4, 2007</b> (G.W. Bush) Served until February 6, 2008
<b>Donald G. Fisher</b>	<b>Term 1: July 9, 1997 – October 24, 2001</b> (Clinton)  <b>Term 2: October 24, 2001 – May 4, 2005</b> (G.W. Bush) Founding Board Member
<b>Mary G. Murphy</b>	<b>Term 1: July 9, 1997 – October 24, 2001</b>  <b>Term 2: October 24, 2001 – May 4, 2005</b> (G.W. Bush) Founding Board Member
<b>Toby Rosenblatt</b>	<b>Term 1: July 9, 1997 – October 24, 2001</b> (Clinton)  <b>Term 2: October 24, 2001 – May 4, 2005</b> (G.W. Bush) Board Chair During Terms; Founding Board Member
<b>I. Michael Heyman</b>	<b>February 10, 2000 – December 18, 2003</b> Secretary of the Interior's Designee (Babbitt)
<b>Jennifer Hernandez</b>	<b>October 13, 1999 – August 27, 2003</b> (Clinton)
<b>Amy Meyer</b>	<b>July 9, 1997 – August 27, 2003</b> (Clinton) Founding Board Member
<b>William Reilly</b>	<b>July 9, 1997 – August 27, 2003</b> (Clinton) Founding Board Member
<b>John Berry</b>	<b>1998 – December 10, 2000</b> Secretary of the Interior's Designee (Babbitt)
<b>Ed Blakely</b>	<b>July 9, 1997 – October 13, 1999</b> (Clinton) Founding Board Member
<b>John Garamendi</b>	<b>1997 – 1998</b> Secretary of the Interior's Designee (Babbitt) Founding Board Member