

# Budget Justification Fiscal Year 2016



# INTRODUCTION

The Presidio Trust is pleased to present the agency's Fiscal Year 2016 Budget Justification.

The Presidio and the Presidio Trust have reached critical milestones over the past two years. At the start of Fiscal Year 2013, the Trust met the requirement established by Congress in the 1996 *Presidio Trust Act* to begin operating without an annual appropriation. Today, the Trust proudly sustains the park with a mix of revenue generated through leasing activities, fees for services, and philanthropic support. At the end of Fiscal Year 2014, the Presidio Trust and the community celebrated a special anniversary — the Presidio's twentieth year as a national park site and the opening of a major new visitor resource, the Presidio Officers' Club.

We present the Trust's Budget Justification for Fiscal Year 2016 with optimism about the future, pride about our record of accomplishment, and focus on the challenges ahead.

The narrative that follows, and supporting documents, illustrate a blueprint for protecting this treasured American place and creating broad new benefits for the American people. We begin by providing a brief overview of the Presidio's historical role and the events that led to the creation of the Presidio Trust. We then summarize the agency's record from 1998 to 2014, and finally, offer an overview of our plans for the future. The information is presented to align with the Trust's three areas of focus: 1) stewarding the Presidio, 2) welcoming the public, and 3) creating positive impact beyond our walls.



# HISTORICAL OVERVIEW

Located at the entrance to a great bay, the lands at the Golden Gate have long been seen as having tremendous natural and strategic value – first by native peoples and later by three consecutive nations. In 1776, the area was claimed by Spanish colonists, who established El Presidio de San Francisco, which today remains as San Francisco’s most historic building. The Presidio was briefly under Mexican control, and in 1846 (just a few years before California became a state) was occupied by the U.S. Army. The Presidio became one the U.S. Army’s premier military installation and played a critical role in events that shaped the American West and the nation as a whole.

In 1989, the end of the Cold War prompted a re-examination of our nation’s defense needs, and Congress began closing military bases—including the Presidio. The post, however, was fortunate to have a pre-ordained future. A 1972 law indicated that the Presidio would become part of the national park system should the military leave. However, the high costs of transforming the Presidio—with nearly 800 buildings and the infrastructure of a small town—were daunting. The Presidio’s future was uncertain.

In 1996 Congress reached a landmark bipartisan agreement to save the Presidio through an innovative management and funding model. A new federal agency, the Presidio Trust, was created to work with the National Park Service and the non-profit Golden Gate National Parks Conservancy. The Trust would steward 80 percent of Presidio lands (including nearly all of the park’s buildings and infrastructure) and leverage limited public funding with contributions from park tenants, residents, volunteers, donors, and others. Congress mandated that the Trust must operate without taxpayer support after a fifteen year transition period.

Beginning its work in 1998, the Trust’s challenges were many: reusing six million square feet of vacant and deteriorating buildings; replacing outmoded infrastructure; revitalizing open spaces; and creating amenities and programs to welcome the public.

The Trust moved quickly in its early years to generate a steady revenue stream, to create multi-sector partnerships to facilitate saving the Presidio, and to establish a solid fiscal foundation that would ensure the park’s preservation well into the future. The agency achieved financial self-sufficiency as scheduled in 2013 and today generates sufficient revenue to operate and improve the park.

The Trust has transformed the Presidio from a historic military post into a great urban national park site. Today’s Presidio is active once again with diverse communities living and working in buildings once used by the military. Visitors come from around the world to experience nature and history, enjoy public events, attend conferences, and take in the views of the Golden Gate. The Presidio invites discovery, welcomes the exchange of ideas, and inspires service. The Presidio Trust is increasingly known nationally and internationally as a successful model for transforming important public places.

# RECORD OF ACCOMPLISHMENT 1998 TO 2014

## Focus Area 1: Stewarding the Presidio

*Enhancing the Presidio’s physical, natural, and historic resources as a cherished public place and national landmark*

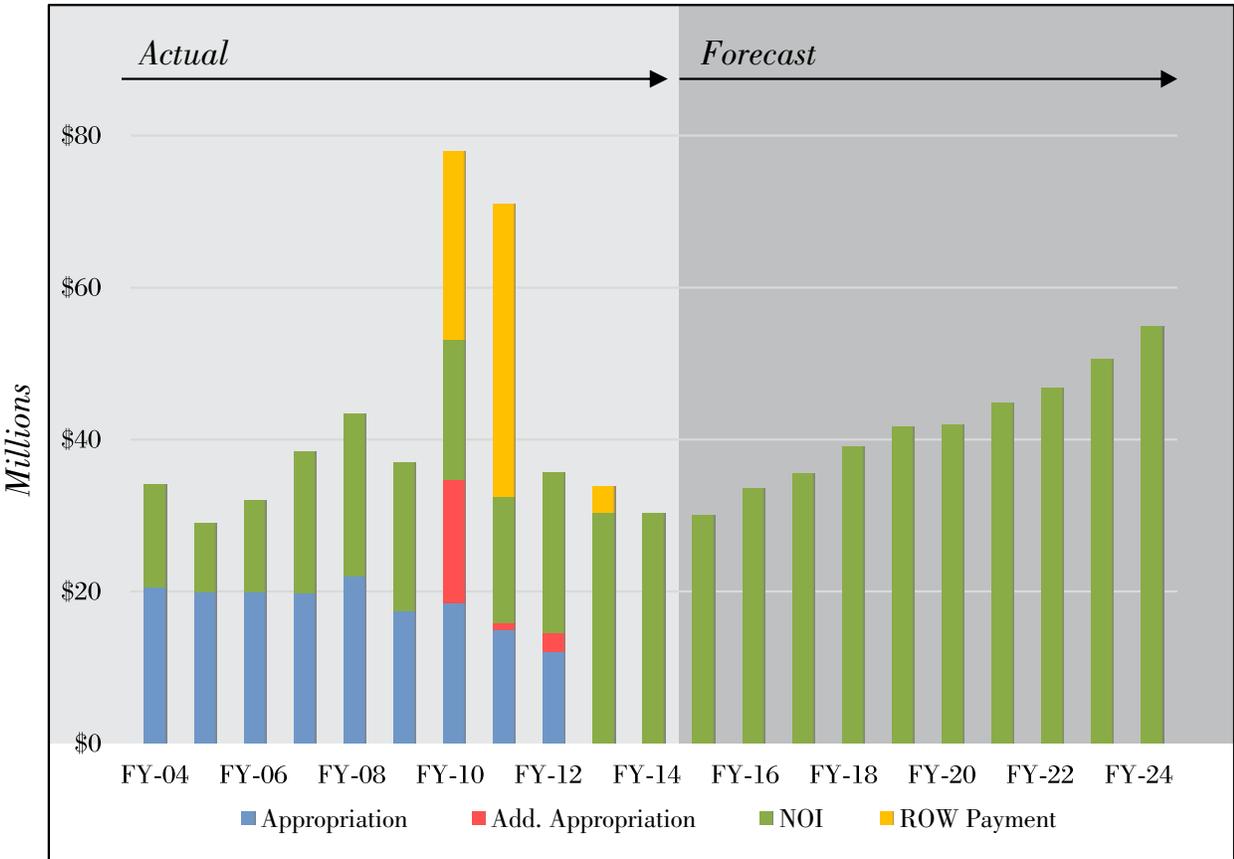
### Establishing a Solid Financial Foundation

A fundamental aspect of the Trust’s mission is to ensure the financial stability of the Presidio in perpetuity.

Between Fiscal Years 1998 and 2012, the Presidio Trust invested \$1.8 billion in the Presidio. During this period, \$348 million in taxpayer support was leveraged by \$570 million in building investment from private sources, as well as \$714 from leasing revenue – a four to one ratio of private to public dollars. Taxpayer support ended at the conclusion of Fiscal Year 2012.

In Fiscal Year 2013, the Trust operated independent of taxpayer support.

In Fiscal Year 2014, the Trust generated \$103.5 million in revenue to operate the park and perform capital improvements. With careful management of resources, the Presidio Trust is confident that revenue streams will remain sufficient to operate the park and continue investing in capital improvements and visitor services.



Source of Capital FY2004 - FY2024

## **Establishing a Resident and Tenant Community**

When the Presidio Trust assumed management of the park in 1998, the Presidio's nearly six million square feet of built space was largely unoccupied. Considerable investment was needed to rehabilitate the Presidio's buildings to support a new community.

Using its *Presidio Trust Management Plan* as a guide, the Trust has pursued a development strategy that includes rehabilitating and leasing buildings with its funds, as well as executing long-term building and ground leases with master tenants who fund their building improvements. This approach has provided a mix of revenue sources that balances low-risk, long-term rents with market driven rents. These long-term leases provide lower initial rents in exchange for the tenant capital contributions. Master tenant investments have resulted in some of the Presidio's most distinguished projects including the Disney Family Museum and the Letterman Digital Arts Center.

From 2005 to 2014, the Trust executed 395 leases for 1,686,000 square feet of commercial space. Today, the park is home to more than 200 organizations, many of which provide services to visitors. Approximately 4,000 people work in the Presidio daily.

The Presidio also conducted a multi-year program to revitalize the park's 22 residential neighborhoods for a new generation of civilian residents. Today, virtually all of the Presidio's 1,150 residential units are leased, resulting in gross annual revenues of \$47.6 million in Fiscal Year 2014. With 3,000 residents, the Presidio is a vibrant community that sustains the place with energy and rental income.

## **Historic Preservation and Sustainable Design**

Owing to its important role in the development of the American West, Congress declared the Presidio a National Historic Landmark District in 1962. This is the highest historic designation that the nation can bestow. To care for the Presidio's collection of historic buildings, landscapes, and features, the Presidio Trust is leading one of the largest and most ambitious preservation projects underway in the United States. Preservation is core to the Trust's mission not only because it safeguards resources, but also because reuse gives the park contemporary purpose and relevance.

To date, the Presidio Trust and its partners have rehabilitated 358 of the park's 433 historic buildings. Historic landscapes, including gardens, historic forest groves and parade grounds have also been revived.

The Trust and its partners have been recognized 25 times for achievement in historic preservation. Recent awards include the 2013 National Trust for Historic Preservation/Advisory Council on Historic Preservation Award for Federal Partnerships in Historic Preservation – the most prestigious national award in the field – for the Public Health Service District rehabilitation, and a California Preservation Foundation Preservation Design Award for the Main Post Cultural Landscape Report.

Consistent with best preservation practices, the Trust adheres to the Secretary of the Interior's Standards for the Treatment of Historic Properties. The Trust has also taken a leadership role in sustainable design, adopting the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) criteria as a standard for all major projects. To date there are sixteen LEED-certified projects in the park with an additional seven projects pending approval.

In 2014, the Trust completed perhaps its greatest achievement to date in historic preservation – the revival of the historic Presidio Officers' Club as a public cultural destination. The Officers' Club is the park's oldest structure and is one of only two buildings remaining in San Francisco from the Spanish colonization of California. Once the gathering place for military leaders, today the club is a destination for learning, culture, and understanding of the

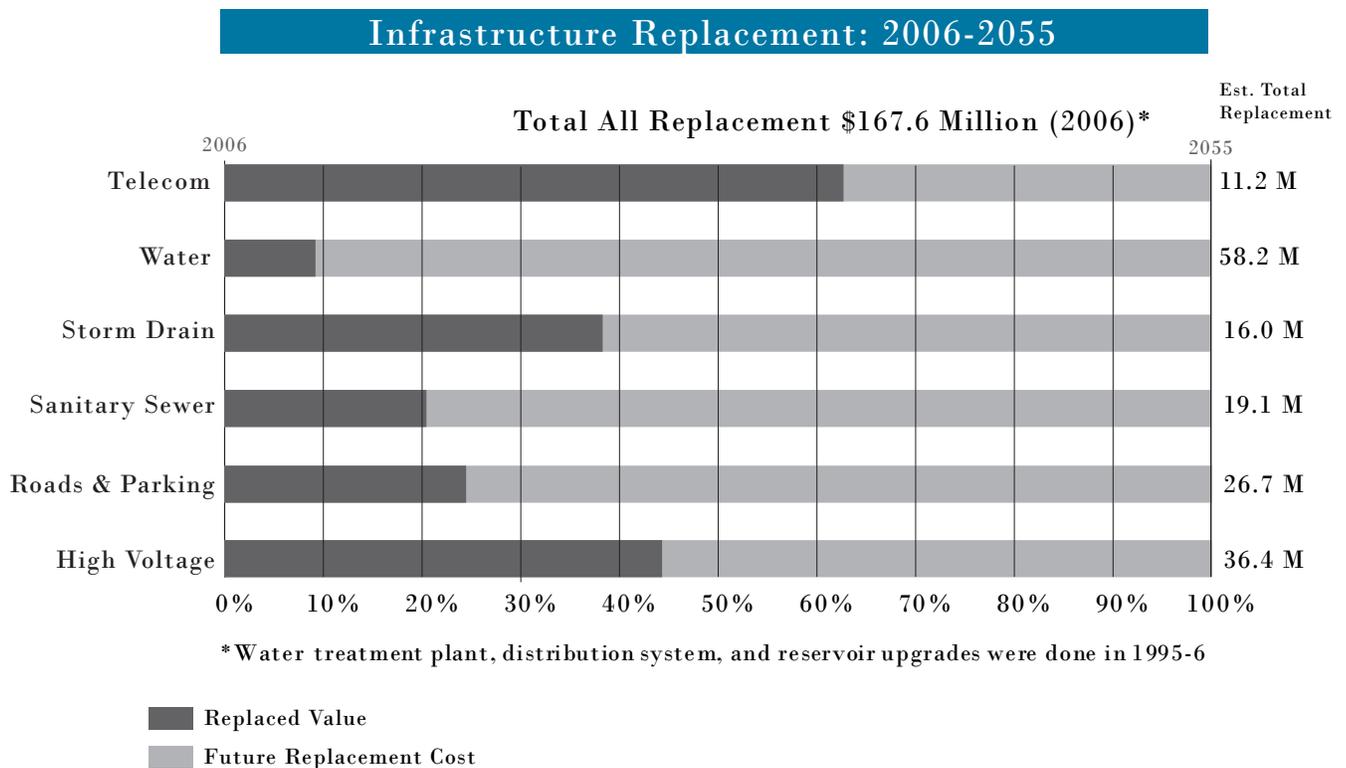
Presidio's important role in American history. It is a major new park gateway that now serves as the centerpiece of the Presidio visitor experience.

### Infrastructure

Over the past 17 years, the Trust has upgraded the Presidio's infrastructure through steady investments guided by long-range planning, with a goal of delivering reliable and cost-effective services.

The majority of the Presidio's infrastructure systems were developed prior to 1960, with some constructed in the early 1900s. The infrastructure inherited from the Army was in varying states of disrepair, with maintenance long deferred.

The Trust has made substantial progress towards upgrading the infrastructure system by strategically targeting the services most in need of repair and those that directly impact tenants and residents. The agency is guided by a 50-year investment program that ensures the careful maintenance and replacement of key infrastructure over time.



*Infrastructure, 50 Year Cycle*

## **Environmental Remediation**

In order for the Presidio to fulfill its mission as a national park, environmental concerns resulting from previous U.S. Army activities had to be addressed. The environmental remediation effort began in 1999 with an innovative series of cooperative agreements executed by the U.S. Army, the Presidio Trust, the National Park Service, and regulatory agencies. The agreements resulted in a management structure that transferred primary remediation responsibility to the Trust and allowed cleanup to be carried out in less time and to a higher standard than would have otherwise been achieved. To ensure success, the Trust purchased interlocking insurance policies in 1999 to finance remediation in the event total costs exceeded the \$99 million provided by the Army.

Through a unique undertaking involving the collaboration of multiple governmental agencies, private organizations, and public groups, more than 200 former Army waste release sites were remediated, resulting in the restoration of approximately 85 acres of native habitat, three acres of wetlands, five acres of historic forest, 26 acres of recreational and scenic areas, and rehabilitation of 101 acres of cultural landscape at over 800 residential and non-residential buildings for a total of 220 acres restored within a National Historic Landmark District.

Key to the success of the 15-year program was focused communication among the Presidio Trust, National Park Service, California Department of Toxic Substances Control (DTSC), California Regional Water Quality Control Board (Water Board), and the Restoration Advisory Board, a citizens group; strong management of the project planning, design and construction processes; and, rigorous financial controls to ensure the \$173 million in total program costs were carefully spent.

The remediation effort was substantially completed in May 2014. Further, the citizen members of the citizen-led Restoration Advisory Board voted to disband and in their penultimate act, issued a resolution commending the Trust and other agencies involved for the successful cleanup of the Presidio and expressing “confidence that visitors to this new national park will enjoy a safe environment now and in the future.”

## **Landscape Restoration**

One of the distinguishing characteristics of the Presidio is the density and diversity of landscapes in a 1,500-acre site. These include a 300-acre forest planted by the U.S. Army; natural areas hosting 13 different native plant communities, more than 330 native plant species and over 300 bird species; and a rich collection of historic gardens.

When the Presidio became a national park site, many of these resources were highly degraded. More than half of the 300-acre historic forest was in an advanced state of maturity and decline. Relic natural areas were highly impacted by adjacent development. The site’s 16 special status plant species were threatened by invasive weeds. Historic landscapes were overgrown and disappearing.

In 2001, the Presidio Trust and the National Park Service adopted the Presidio Vegetation Management Plan (VMP), a comprehensive, Presidio-wide strategy for managing the natural areas, historic forest, and designed landscapes. The VMP envisioned the incremental transformation of the Presidio landscape over several decades into one that is healthier, easier to maintain, and more beautiful.

More than 50% of land in the Presidio’s Trust’s management jurisdiction is in active restoration. Twenty-nine acres of dying forest have been removed and 3,500 new trees planted. Enhancement of Presidio water resources has begun with the restoration of Mountain Lake (the Presidio’s only lake) and other key water systems. Populations of the Presidio’s 21 special status species, including five endangered plant species, have increased. Comprehensive integrated pest management, green waste recycling, and wildlife management programs have

been implemented to ensure that landscape maintenance activities throughout the park protect the health of the Presidio environment. Volunteer support has been essential to the completion of much of this work.

<b>Restored Acreage in Area B</b>			
<b>Landscape Type</b>	<b>Acres Restored</b>	<b>Total Acreage</b>	<b>Percentage</b>
<b>Designed Landscape</b>			
<b>Restored Areas</b>	147	345	43%
<b>Golf Course</b>	143	143	100%
<b>Total</b>	290	488	59%
<b>Historic Forest</b>			
<b>Restored Areas</b>	29	158	18%
<b>Healthy Stands</b>	101	101	100%
<b>Total</b>	130	259	50%
<b>Native Plants</b>			
<b>Restored Areas</b>	59	196	31%
<b>Remnant Areas</b>	23	23	100%
<b>Total</b>	82	219	38%
<b>Grand Total</b>	<b>502</b>	<b>966</b>	<b>52%</b>

*Open Space Management, 1998 - Today*

## Focus Area 2: Welcoming the Public

### *Attracting diverse audiences and engaging them through exceptional places, activities, and experiences*

#### **Ensuring Public Access to and Around the Presidio**

Over the past decade the Presidio Trust has invested in services and infrastructure that enable a broad range of visitors to enjoy the park.

In 2005, the Trust built a public transit center and launched a free shuttle program known as PresidiGo. The shuttle, which now operates seven days a week, supplements municipal transit offerings, creating a vital connection between the Presidio and regional transit systems for residents, employees, and visitors. Over the past three years, ridership has increased approximately 10 percent year over year. In Fiscal Year 2014, the PresidiGo Shuttle provided over 500,000 total rides.

The Presidio Trust has also worked with its partners at the National Park Service and the Golden Gate National Parks Conservancy to establish an exceptional system of trails and overlooks. To date, 22 miles of trails and eight overlooks have been constructed, connecting all corners of the Presidio and offering a range of experiences from rugged hikes to contemplative historic walks. Completed with generous support from the Evelyn and Walter Haas, Jr. Fund and other donors, the trails system is perhaps the most significant physical visitor improvement in the Presidio. In 2013, more than two million people enjoyed the Presidio trail system.

#### **Events and Programs**

Since its inception the Presidio Trust has offered free events and programs that invite visitors to experience, appreciate, and understand the park's cultural, natural, and recreational resources. Often in partnership with other organizations, the agency hosts guided walks and tours, exhibitions, family events, community festivals, and commemorations such as Memorial Day.

Since 1998 program attendance has gradually increased year over year. In 2014, the Presidio Trust took a major leap forward in its capacity to offer visitor programs with the opening of a reimagined Presidio Officers' Club. Today the Presidio Officers' Club hosts multi-media exhibits that explore American history from a West Coast perspective and that invite the public to contribute to the site's new chapter as a national park. The Trust also sponsors free cultural and educational programs, including lectures, live music, and field trips for schools.

While the Presidio Officers' Club focuses on historic and cultural topics, the Trust also hosts programs that simply celebrate community life. One of the most successful of these - Picnic at the Presidio - is offered in partnership with Off the Grid, a local organization that specializes in bringing the community together through food. The picnics, offered each Sunday from April through October on the park's main lawn, attract more than 100,000 visitors annually.

#### **Lodging and Food Amenities**

Recognizing the need to provide services that support the visitor experience, the Presidio Trust has invested in key amenities over the past three years.

The Trust opened the park's first lodge in April 2012. The 22-room facility, located in a rehabilitated former bachelor officers' quarters on the Main Post, was an immediate success, satisfying a long-standing desire for the public to enjoy overnight stays in the park. Given the high demand for rooms, in Fiscal Year 2013 the Trust invested in expanding the Inn to include four additional guestrooms in the Funston House, a beautiful Victorian-style home that once housed U.S. Army officers and their families. The Presidio Trust lodging program has served 25,000 guests in its two years of operation. The Inn has received numerous awards, including the Historic Hotels of America's 2014 Award of Excellence - Best Small Historic Hotel/Inn.

In Fiscal Year 2013 the Presidio entered into a management agreement with two food industry leaders – Chef Traci Des Jardins and Bon Appétit Management Company – to provide outstanding dining options at a variety of price points. In May 2014 the Trust opened its first park restaurant, The Commissary, in a rehabilitated historic building. The restaurant now serves an average of 1,600 people each week and has received numerous accolades for quality. In October 2014 the Trust opened its second restaurant, Arguello, located inside the reimagined Presidio Officers' Club. Additional diverse offerings will be rolled out in the next two years.

### **Art in the Presidio**

For nearly a decade, the Presidio Trust has invited artists to bring their unique perspectives to the Presidio. Their works have encouraged thousands of visitors to see the park's natural and cultural treasures from different perspectives. These exhibits were made possible through a variety of partnerships and generous philanthropic support. The public's response to art in the park has been overwhelmingly positive. Since 2008, the Trust has exhibited eight art installations, including four major works by internationally renowned artist Andy Goldsworthy. The Presidio has the largest collection of Andy Goldsworthy works on public display in North America. More than 300,000 people have come to the Presidio to enjoy these works, many visiting for the first time.

## Focus Area 3: Creating Positive Impact Beyond our Walls

### *Actively sharing knowledge, promoting leadership and service, and fostering innovative problem solving*

#### **Education and Professional Development**

Over the past decade the Presidio has become an increasingly important resource for learners and educators. Each year more than 20,000 students and teachers visit this National Historic Landmark District and national park site for curriculum-based field trips as well as less structured experiences. Programs are provided by the Presidio Trust, the National Park Service, and the Golden Gate National Parks Conservancy.

Programs are organized into four categories: lesson-based, park experiences, service learning, and leadership development. They tie to the Presidio's natural and cultural heritage, inspire an ethic of service, and address Common Core, Next Generation Science Standards, and California State Content Standards.

With the opening of the Presidio Officers' Club, the Presidio Trust expects to double the number of students served in its curriculum-based education programs.

Through an internship program, the Presidio Trust also provides young college graduates with the opportunity to live in the Presidio while gaining work experience and training in various disciplines. The goal is to offer leadership and career development while igniting interest in public land management and resource stewardship. Interns assist staff in a broad range of functions: real estate development, ecological restoration, archaeological research, communications, and more. Since the program was launched in 2011, 92 young professionals have served as Presidio Trust interns. Additionally, the Presidio Trust has welcomed eight AmeriCorps teams for six-week service visits. To date, these young adults have offered more than 19,000 hours of service to the park.

The Presidio Trust, working in partnership with the Golden Gate National Parks Conservancy, also operates a program to provide an overnight national park experience to young people who normally would not have access. Camping at the Presidio (CAP), now completing its eighth year, is based at Rob Hill Campground. Since its inception, the program has served more than 28,000 youths and adults.

#### **Presidio Institute**

Building upon the Trust's record of cross-sector collaboration, in Fiscal Year 2013 the agency advanced a new initiative with the goal of developing exceptional leaders with skills to address major societal challenges. The Presidio Institute is based at the historic Fort Scott campus, once a training ground for Army troops. The Presidio Trust invested in the rehabilitation of the Fort Scott Headquarters Building (Building 1201) as the institute concept was incubated and early partnerships were explored. In Fiscal Year 2013, the Presidio Trust rehabilitated an adjacent historic former barracks (Building 1202) to provide space for tenant organizations, as well as rentable space for meetings and conferences.

The Presidio Institute launched with a day-long symposium on cross-sector leadership hosted with the White House. The event was part of a series of White House conversations that bring together leaders to develop plans to foster collaboration across non-profit, private, and government sectors on major issues of public interest. During its first year, the institute hosted a dozen mission-aligned events welcoming over 2,000 people to the Presidio, including a 20th anniversary celebration of the AmeriCorps program. These events included leaders such as California Governor Jerry Brown, CEO of the Corporation for National and Community Service, Wendy Spencer as well as directors from numerous corporations, non-profits, and foundations.

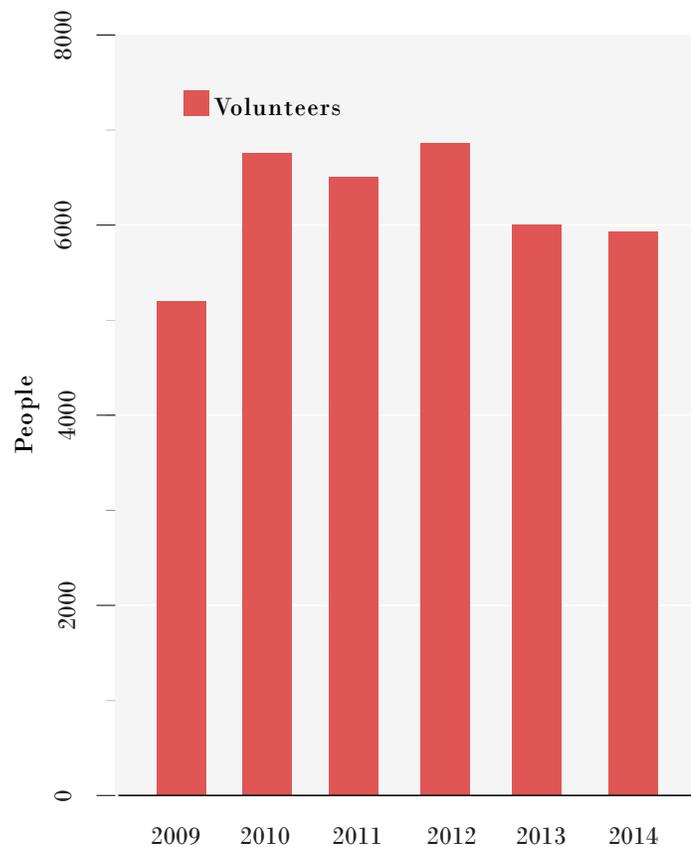
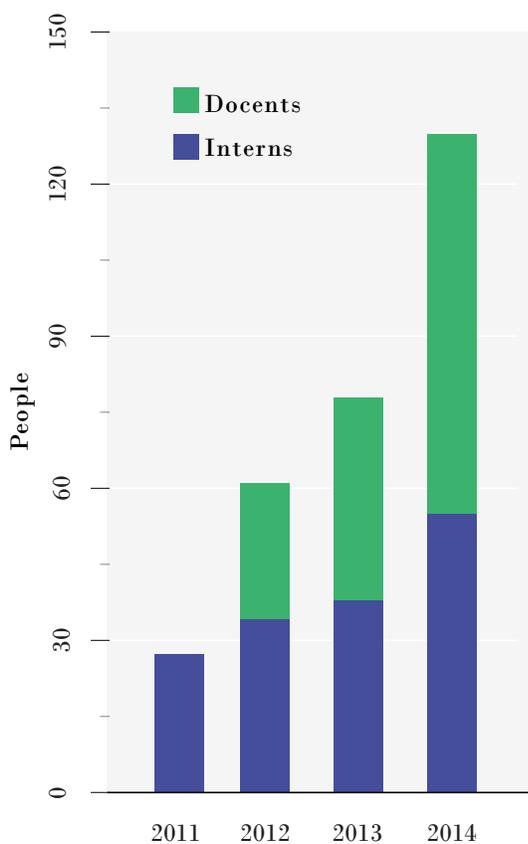
In 2014, the Presidio Institute launched the Cross Sector Leadership Fellows program in partnership with the White House, McKinsey, BlackRock, and the U.S. Office of Personnel Management. The program provides leadership development experiences in San Francisco, Washington, D.C., and New York City. In its inaugural year, 24 mid-career executives from business, non-profit, and government participated in the six month fellowship.

Through philanthropic support and fee for service, the Presidio Institute has to date attracted over \$1.1 million.

### Volunteerism and Service

As a military post that defended the nation for generations, the Presidio has always been a place defined by service. The Trust and its partners are committed to extending this legacy by welcoming the public to steward the park's resources and share the history of the place. In fact, volunteers have become a vital support system for sustaining and improving park resources.

Between 2008 and 2014, more than 192,000 volunteer hours of service have been shared with the Presidio Trust. Long-standing programs include outdoor ecology based activities and trail stewardship work. Recently, the Trust created a new program through which docents welcome park visitors to the Presidio Officers' Club, park trails, and art installations.



Volunteer Program

# MOVING FORWARD — FISCAL YEAR 2016

With a solid foundation in place, the Presidio Trust is now building on the achievements of its first chapter and reaching for new opportunities to benefit the American people.

The Presidio Trust Fiscal Year 2016 budget continues to reflect the organization's key focus areas: 1) stewarding the Presidio, 2) welcoming the public, and 3) creating positive impact beyond our walls. Fiscal Year 2016 is considerably defined by projects that provide physical and programmatic linkages that augment the visitor experience, fill in the gaps in our educational programs, and connect important natural habitats.

## **Connecting the Waterfront to the Heart of the Park and Creating a New Gateway**

When the Golden Gate Bridge was constructed in 1937, the U.S. Army allowed the State of California to connect the City of San Francisco to the span via an above-ground highway that cut through the military post along the northern waterfront.

This outdated highway and seismically compromised structure is now being replaced with a new “Presidio Parkway” designed to mitigate disruptions to the visitor experience at the national park site. The Presidio Trust has worked with all involved agencies to ensure that the parkway design allows a seamless connection between the San Francisco Bay waterfront and the heart of the Presidio, and creates an attractive new physical gate from the parkway to the Presidio.

While this is a multi-year effort, significant work will be funded and implemented in FY 2016. Specifically, the new roadway will enter the park through a section of the Presidio occupied by former hospital buildings. Many of these structures still require rehabilitation. In FY 2016, the Presidio Trust will invest in buildings, landscapes, and infrastructure adjacent to the new roadway in the “West Letterman” district.

Nearby, a portion of the former highway will be placed beneath the surface in discrete tunnels. The Trust and its partners at the National Park Service and the Golden Gate National Parks Conservancy will continue design and construction on a new public landscape built on top of these tunnels. While significant philanthropic dollars have been raised to support this effort, the Trust will invest to support planning and improvements to this area. This new landscape is expected to have national and international appeal, attracting new audiences to the Presidio. It will integrate the waterfront with the Presidio's historic core via a new landscape from which visitors can experience the Presidio, access the shoreline, and view the iconic Golden Gate Bridge. The project is expected to conclude in 2018.

In FY 2016 the Presidio Trust will also construct a new interpretive route – the Anza Trail. This pathway will connect the waterfront area to the Presidio Officers' Club across the historic Main Post. The Anza Trail will become a primary pathway that links visitors to key amenities around the Main Post: the Presidio Officers' Club, food and lodging destinations, the Main Parade Ground events area, and historic interpretive sites. This visitor infrastructure will become a safe and attractive route that will “connect the dots” physically and in terms of communicating the Presidio's story. It will significantly advance the Trust's efforts to establish the Main Post as the heart of the visitor experience.

## **Expanding Lodging Opportunities**

With the Inn at the Presidio having demonstrated high public demand for overnight stays at the Presidio, in Fiscal Year 2016 the Trust will invest in creating a new park lodge on the Main Post. The facility will be located

within the Montgomery Street Barracks, iconic and historic park structures that are immediately adjacent to the park's major visitor attractions. Concept and design work for the 38 room lodge will be followed by rehabilitation work in Fiscal Year 2016. The estimated opening date is early 2017.

### **Growing Education and Leadership Development Programs**

In Fiscal Year 2016, the Presidio Trust will continue to use the resources of the park to enhance learning opportunities and to extend the benefits of the Presidio even to those who might never physically enter its gates.

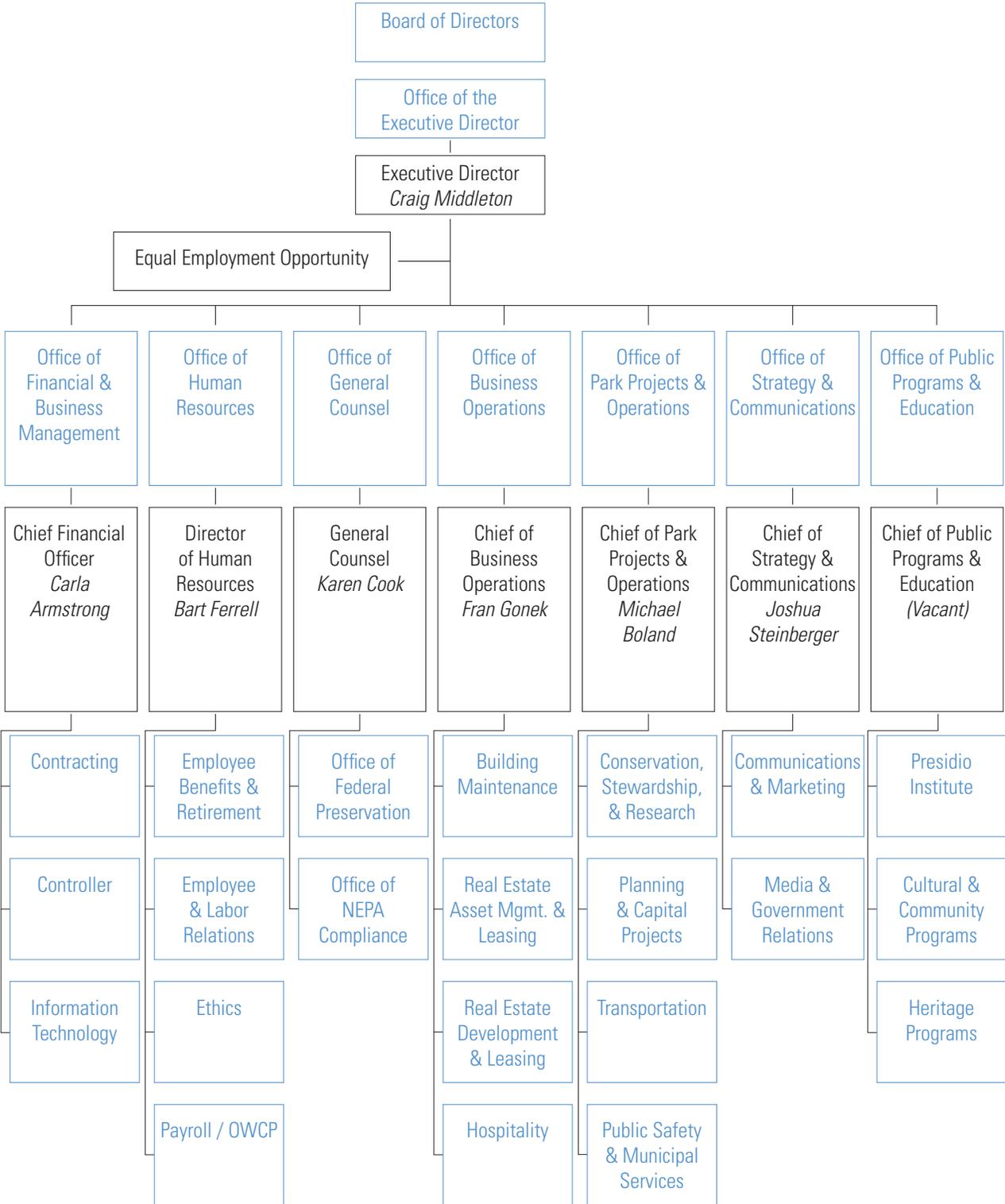
Toward that end, the Trust has recently formalized its educational partnership with the National Park Service and the Golden Gate National Parks Conservancy. This reenergized alliance – dubbed the Park Youth Collaborative – will establish a spectrum of educational offerings from elementary school through career development, will identify and fill in gaps to the learning experience, and will ensure the efficient investment of educational dollars. In Fiscal Year 2016 the partners will expand programmatic relationships with regional organizations from the San Francisco Unified School District to community-based entities.

Additionally, the Trust will also expand the offerings and reach of the Presidio Institute. The Trust's partnership approach to park transformation and program delivery - and its record of achievement resulting from nearly two decades of cross-sector leadership and collaboration - suggest that the Presidio has a role to play in the national conversation about how to marshal varied assets to address a host of challenges. In Fiscal Year 2016, the Presidio Institute will launch the third year of its Cross Sector Leadership Fellows Program, will host and participate in conferences concerning leadership development and innovative volunteer service strategies, and will expand its program offerings to include online learning.

### **Creating New Wetland Habitat at Quartermaster Reach**

The Presidio Trust will continue to leverage the Presidio Parkway construction project along the northern waterfront to achieve benefits for the park. The redesign of the roadway creates an opportunity for the Presidio Trust to connect valuable plant and wildlife habitat through the Presidio's largest watershed, which drains to the marsh at Crissy Field. In Fiscal Year 2016, as a portion of the roadway moves into tunnels, the Trust will "daylight" an 850-foot length of stream that was previously placed underground by the Army and then restore and create wetland habitat. This enables the expansion of wildlife habitat and increases the watershed's importance as a learning destination for Trust educational programs.

# PRESIDIO TRUST ORGANIZATION CHART



**THE PRESIDIO TRUST**  
**SUMMARY CASH FLOW (in millions)**  
**FISCAL YEARS 2014, 2015 and 2016**

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	PERCENT OF TOTAL	% CHANGE '16 from '15
<b>Income (Offsetting Collections)</b>					
Residential	47.63	49.35	51.02	42.2%	3.4%
Non-Residential	22.07	22.71	23.23	19.2%	2.3%
Other	33.79	38.31	41.47	34.3%	8.2%
<b>Subtotal – Income (Offsetting Collections)</b>	<b>103.50</b>	<b>110.37</b>	<b>115.71</b>	<b>95.6%</b>	<b>4.8%</b>
<b>Other Cash In</b>					
Appropriation	0.00	0.00	0.00	0.0%	
Treasury Borrowing	0.00	0.00	0.00	0.0%	
Other - ROW Payment	0.00	0.00	0.00	0.0%	
Other (Remediation Insurance Reimbursement)	18.03	6.10	3.85	3.2%	-36.9%
Carryforward - Programmed	6.69	22.36	0.14	0.1%	-99.4%
Carryforward - Unprogrammed	24.91	1.25	1.29	1.1%	3.0%
<b>Subtotal – Other Cash In</b>	<b>49.64</b>	<b>29.70</b>	<b>5.28</b>	<b>4.4%</b>	<b>-82.2%</b>
<b>TOTAL CASH IN</b>	<b>153.13</b>	<b>140.08</b>	<b>120.99</b>	<b>100.0%</b>	<b>-13.6%</b>
<b>Expenditures</b>					
Operating Expenditures	62.61	71.12	73.17	60.5%	2.9%
Overhead Expenditures	16.16	14.28	14.33	11.8%	0.4%
External Property Management Co. Expenses	0.84	0.85	0.84	0.7%	-1.1%
<b>Subtotal – Expenditures</b>	<b>79.61</b>	<b>86.24</b>	<b>88.34</b>	<b>73.0%</b>	<b>2.4%</b>
<b>Other Expenditures</b>					
Capital Projects Building Improvement (Rehabs, etc.)	13.19	25.04	15.13	12.5%	-39.6%
Capital Projects Infrastructure & Natural Resources	12.26	21.36	10.61	8.8%	-50.3%
<b>Subtotal – Capital Projects</b>	<b>25.45</b>	<b>46.40</b>	<b>25.74</b>	<b>21.3%</b>	<b>-44.5%</b>
Environmental Remediation	8.54	0.00	0.00	0.0%	
Contingency, Interest & Insurance Costs	3.06	7.29	6.91	5.7%	-5.3%
<b>Subtotal – Other Expenditures</b>	<b>37.05</b>	<b>53.69</b>	<b>32.65</b>	<b>27.0%</b>	<b>-39.2%</b>
<b>TOTAL EXPENDITURES</b>	<b>116.65</b>	<b>139.94</b>	<b>120.99</b>	<b>100.0%</b>	<b>-13.5%</b>
<b>TOTAL NET CASH FLOW</b>	<b>36.47</b>	<b>0.13</b>	<b>0.00</b>		

**NOTE:** Schedule does not reflect inflows or projects from philanthropy.

**Table 2**  
**The Presidio Trust**  
**Five Year Construction Plan to FY2019**  
**Actuals As of September 30, 2014**

(Dollars in Thousands)

The Presidio Trust Five Year Construction Plan is a tool to facilitate the Trust's financial planning. The plan may be amended to add or delete proposed projects. Before commencing any specific project included in the plan, the Trust will complete all compliance processes to which it is subject, including the National Environmental Policy Act and the National Historic Preservation Act

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Approved Budget JUL-14	Admin Project Changes	Revised NOV-14	Prior to FY 2014	Current YTD Actual	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Beyond FY 2019	Cash on Cash Return
<b>2014 Version 1.0 Activity Lines</b>													
<b>1 Residential Real Estate Projects</b>													
2 Building Maintenance (OCC,Res Cyclic,ADA)	28,083	250	28,333	3,513	3,941	3,759	3,967	4,086	4,209	4,335	4,465		
3 Housing Development TBD	22,700		22,700							5,800	16,900		6.7%
<b>4 Subtotal - Residential Real Estate Projects</b>	<b>50,783</b>	<b>250</b>	<b>51,033</b>	<b>3,513</b>	<b>3,941</b>	<b>3,759</b>	<b>3,967</b>	<b>4,086</b>	<b>4,209</b>	<b>10,135</b>	<b>21,365</b>		
<b>5 Non-Residential Real Estate Projects</b>													
6 Bldg 644 Warehouse	105		105		19	105							
7 Montgomery Street Barracks (Bldg 101)	2,817		2,817	2,387	4	429							6.1%
8 PHS 1808 (Nurse's Qtr)	7,676		7,676	7,578	112	98							
9 PHS 1805	411		411	73	153	338							
10 Montgomery Street Barracks (Bldg 102)	12,095		12,095	95					12,000				4.5%
11 W.Letterman/Thornburgh/New Entrance project	7,250		7,250	135	2		2,615	4,500					
12 Building Maintenance (OCC,NonRes Cyclic,ADA)	6,934		6,934	291	438	854	1,267	1,089	1,111	1,144	1,178		
13 Relocate Sports Basement	1,363		1,363	191	56	109	861	133	69				
14 YMCA Expansion Support	50		50	2		48							
15 Bldg 101 (Pioneers)	80		80		31	80							
16 Bldg 385 - Swirl	350	92	442		492	442							
17 Post Office Relocation	43		43		1	8	35						
18 First Republic Relocation	171		171		40	31	140						
19 Senspa Expansion	353		353		5	45	308						
20 Bldg 1818-1819 - Public Health - The Play Group	450		450	273	371	79							
21 Bldg 2 - Old Hospital	9,434		9,434			434				4,000	5,000		6.9%
22 Bldg 228 - Halleck - GlassyBaby	271		271			130	142						
23 Bldg 1230 - Ft. Scott - Golden Link	181		181		33	181							
24 Bldg 97 - Residential Leasing Office	490		490			63	428						
<b>25 Subtotal - Non-Residential Real Estate Projects</b>	<b>50,524</b>	<b>92</b>	<b>50,616</b>	<b>10,753</b>	<b>1,660</b>	<b>3,765</b>	<b>5,876</b>	<b>5,722</b>	<b>13,179</b>	<b>5,144</b>	<b>6,178</b>		
<b>26 Hospitality Management</b>													
27 Building 93 - Reconfigure for Public Use												2,033	
28 Venue Development	605	32	638		83	638							
29 Bldg 101 Restaurant	3,000		3,000	365	2,648	2,635							
30 Golden Gate Club Catering	946		946	583	271	360							
31 Bldg 650 Stilwell Hall												25,600	
32 Hospitality /Lodging (105)	20,000		20,000		38	2,000	11,725	6,275					9.3%
33 Hospitality: Presidio Institute Lodging	12,895		12,895	44	8	10			5,000	7,842			1.0%
34 Golf Course Maintenance	1,782		1,782	597	306	310	175	175	175	175	175		
35 Bldg 50 Restaurant	2,000		2,000		1,867	2,000							
<b>36 Subtotal - Hospitality Management</b>	<b>41,229</b>	<b>32</b>	<b>41,261</b>	<b>1,590</b>	<b>5,222</b>	<b>7,952</b>	<b>11,900</b>	<b>6,450</b>	<b>5,175</b>	<b>8,017</b>	<b>175</b>	<b>27,633</b>	
<b>37 Park Projects (Excludes Gift Funded Share)</b>													
38 Bldg 50 (O Club)	26,295	32	26,327	25,080	1,211	1,247							
39 Heritage Center	3,622		3,622	494	3,015	3,129							
40 Visitor Center	1,848		1,848	71	177	479	261	1,036					
41 Main Post Historical Waysides	131		131	101	7	30							
42 Main Post welcoming (signage, benches, etc)	511		511		62	143	368						
43 Mid-Crissy project staff / consultant support	200		200		154	200							
44 Designed Landscapes	7,282	50	7,332	195	868	1,008	2,939	990		2,200			
45 Landscape Anza Street at Main Parade	4,000		4,000		5	362	2,215	1,438					
46 Montgomery St. Landscape	287		287	(11)	82	298							
47 North Ft. Scott Landscape	1,665		1,665		177	422	1,243						
48 Forestry	1,088		1,088	31	226	322	260	150	175	150			
49 Ongoing Natural Resources	574	308	882	127	430	515	240						
50 Quartermaster Reach Culverts	3,511		3,511	(14)	37	340	3,185						
51 Lessingia Recovery Program	315		315	77	194	237							
52 Bldg 2 Preservation Maintenance	416		416	363	115	53							
53 West Pacific Boundary Wall	100		100	85	14	15							
54 Design - Sponsored Projects	4,139	282	4,421	398	1,422	1,905	1,300	301	260	255			
55 WWII Memorial Site	274		274	103	65	171							
56 Korean War Memorial	109		109	15	49	46	48						
57 Ball Fields (Pop Hicks, Paul Goode)	1,009		1,009	270	129	465	205	70					
58 SFO YMCA Reach	66		66	21	36	45							
59 YMCA Reach Non-restoration elements	50		50		22	19	31						
60 Restoration of Remediation Sites	1,404		1,404	347	580	632	125	100	100	100			
<b>61 Subtotal - Park Projects</b>	<b>58,896</b>	<b>672</b>	<b>59,568</b>	<b>27,738</b>	<b>9,075</b>	<b>12,084</b>	<b>12,419</b>	<b>4,084</b>	<b>535</b>	<b>2,705</b>	<b>-</b>	<b>-</b>	

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
	Approved Budget JUL-14	Admin Project Changes	Revised NOV-14	Prior to FY 2014	Current YTD Actual	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Beyond FY 2019	Cash on Cash Return
<b>2014 Version 1.0 Activity Lines</b>													
<b>62</b>	<b>Municipal Services</b>												
63			-									18,300	
64			-									3,795	
65	1,095		1,095	313	3	82		700					
66	138		138	10	109	129							
67	17,309	(15)	17,294	2,307	1,839	2,487	2,500	2,500	2,500	2,500	2,500		
68	2,000		2,000				2,000						
69	2,395		2,395	66	29	399	490	1,440					
70	1,083		1,083		170	170	173	177	182	188	193		
71	275		275		233	275							
72	742	12	754	132		122	100	100	100	100	100		
73	845		845		242	345	100	100	100	100	100		
74	6,820	(331)	6,490		560	560	3,703	1,401	601	149			
<b>75</b>	<b>Subtotal - Municipal Services</b>												
	<b>32,703</b>	<b>(334)</b>	<b>32,369</b>	<b>2,828</b>	<b>3,184</b>	<b>4,569</b>	<b>9,066</b>	<b>6,418</b>	<b>3,483</b>	<b>3,037</b>	<b>2,893</b>	<b>22,095</b>	
<b>76</b>	<b>Presidio Institute</b>												
77	4,498		4,498	4,488	1	10							
78	9,679	115	9,794	9,229	403	565							
79	1,610		1,610	435	172	212	813	150					
<b>80</b>	<b>Subtotal - Presidio Institute</b>												
	<b>15,788</b>	<b>115</b>	<b>15,903</b>	<b>14,152</b>	<b>576</b>	<b>787</b>	<b>813</b>	<b>150</b>	-	-	-	-	
<b>81</b>	<b>Overhead</b>												
82	1,616		1,616	618	937	998							
83	180		180		183	180							
84	675	15	690		631	690							
85	650		650		38	87	563						
86	230		230				230						
87	420		420				420						
88			-										
<b>89</b>	<b>Subtotal - Overhead</b>												
	<b>3,771</b>	<b>15</b>	<b>3,786</b>	<b>618</b>	<b>1,789</b>	<b>1,955</b>	<b>1,213</b>	-	-	-	-	-	
90	30,445		30,445	20,734	8,543	9,710							
91			-				8,628						
92	11,471		11,471	(15)	1	100	2,000	1,575	2,067	2,000	2,300		
<b>93</b>	<b>TOTAL TRUST FUNDED</b>												
	<b>295,610</b>	<b>842</b>	<b>296,452</b>	<b>81,912</b>	<b>33,990</b>	<b>44,681</b>	<b>55,882</b>	<b>28,485</b>	<b>28,648</b>	<b>31,037</b>	<b>32,911</b>	<b>49,728</b>	
94													
<b>95</b>	<b>OTHER KEY PROJETS - MANAGED BY TRUST (Outside Funding) [Projects cannot commence until a funding source is secured.]</b>												
<b>96</b>	<b>Other</b>												
97	7,540		7,540	54		3,429	4,056						
98	170		170	19		151							
99	1,590		1,590	94	754	1,495							
100			-		(135)	135							
101	3,736		3,736	2,029		1,189	518						
<b>102</b>	<b>Total - Funding Source Secured</b>												
	<b>13,036</b>	-	<b>13,036</b>	<b>2,061</b>	<b>754</b>	<b>6,400</b>	<b>4,574</b>	-	-	-	-	-	
<b>103</b>	<b>Presidio Parkway</b>												
104	11,162		11,162	7,562		1,800	1,800						
105	1,095		1,095	395	321	700							
106	270		270	15		255							
<b>107</b>	<b>Subtotal - Presidio Parkway</b>												
	<b>12,527</b>	-	<b>12,527</b>	<b>7,973</b>	<b>321</b>	<b>2,755</b>	<b>1,800</b>	-	-	-	-	-	
<b>108</b>	<b>Future Funding</b>												
109	9,161		9,161	661							8,500		
110	1,700		1,700			1,700							
111	50,000		50,000					21,000	29,000				
112	4,100		4,100				4,100						
113	3,500		3,500			3,500							
114			6,100								6,100		
115	3,550		3,550			2,550	1,000						
116	10,000		10,000			1,000	9,000						
117	10,000		10,000					10,000					
118			12,000									12,000	
<b>119</b>	<b>Subtotal - Future Funding</b>												
	<b>110,111</b>	-	<b>110,111</b>	<b>661</b>	-	<b>8,750</b>	<b>10,000</b>	<b>35,100</b>	<b>29,000</b>	-	<b>26,600</b>		
<b>120</b>	<b>TOTALS - OUTSIDE FUNDED</b>												
	<b>135,673</b>	-	<b>135,673</b>	<b>10,695</b>	<b>1,075</b>	<b>17,904</b>	<b>16,374</b>	<b>35,100</b>	<b>29,000</b>	-	<b>26,600</b>		
<b>121</b>	<b>MASTER DEVELOPER PROJECTS</b>												
122	60,000		60,000		0								
123	60,000		60,000		0								
<b>124</b>	<b>TOTALS - MASTER DEVELOPER PROJECTS</b>												
	<b>120,000</b>	-	<b>120,000</b>	-	-	-	-	-	-	-	-	-	
125													
<b>126</b>	<b>GRAND TOTAL Trust &amp; Outside Funded</b>												
	<b>551,283</b>	<b>842</b>	<b>552,125</b>	<b>92,606</b>	<b>35,066</b>	<b>62,586</b>	<b>72,256</b>	<b>63,585</b>	<b>57,648</b>	<b>31,037</b>	<b>59,511</b>	<b>49,728</b>	

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	
<b>Program and Financing (P)</b>				
<b>Obligations by program activity</b>				
0801	Reimbursable program	114	125	140
0900	<b>Total new obligations</b>	114	125	140
<b>Budgetary resources available for obligation</b>				
1000	Unobligated balance available, start of year	57	55	81
1900	New budget authority (gross)	112	151	142
1930	Total budgetary resources available for obligation	169	206	223
	Total new obligations	-114	-125	-140
1941	Unobligated balance available, end of year	55	81	83
<b>New budget authority (gross), detail</b>				
Discretionary				
1100	Appropriation	0	0	0
4700	Authority to borrow	0	0	0
<b>Spending authority from offsetting collections</b>				
Discretionary				
6800	Offsetting collections (cash)	0	0	0
1700	Offsetting collections (cash)	134	141	149
1701	From Fed sources: Change in receivables and unpaid, unfilled	-22	10	-7
1750	Spending authority from offsetting collections (total discretionary)	112	151	142
1900	Total new budget authority (gross)	112	151	142
<b>Change in unpaid obligations</b>				
<b>Unpaid obligations, start of year</b>				
3000	Obligated balance, start of year	38	25	42
7295	From Federal sources: Receivables and unpaid, unfilled orders	0	0	0
7299	Total unpaid obligations, start of year	38	25	42
3010	<b>Total new obligations</b>	114	125	140
3020	<b>Total outlays (gross)</b>	-127	-108	-149
<b>Unpaid obligations, end of year</b>				
3070	Change in uncollect customer payments - federal sources	22	-10	7
3050	Obligated balance, end of year	25	42	33
	From Federal sources: Receivables and unpaid, unfilled orders	0	0	0
	Total unpaid obligations, end of year	25	42	33
<b>Outlays (gross), detail</b>				
4010	Outlays from new discretionary authority	100	83	78
4011	Outlays from discretionary balances	27	25	71
4020	Total outlays (gross)	127	108	149
<b>Offsets</b>				
Against gross budget authority and outlays				
Offsetting collections (cash) from				
4030	Federal sources	0	0	0
4031	Interest on federal securities	-2	-2	-2
4033	Non-Federal sources	-132	-139	-147
4040	Total, offsetting collections (cash)	-134	-141	-149
<b>Against gross budget authority only</b>				
4050	From Federal sources: Change in receivables and unpaid, unfilled	22	-10	7
<b>Net budget authority and outlays</b>				
4070	Budget authority	0	0	0
4080	Outlays (Net)	-7	-33	0

**THE PRESIDIO TRUST**  
**PRELIMINARY OPERATING EXPENDITURES BUDGET DETAIL (in millions)**  
**FISCAL YEARS 2014, 2015 and 2016**

	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2016 BUDGET	% Change '16 from '15
General Counsel & Compliance	1.64	1.86	1.88	1.1%
Real Estate/Asset Management	2.05	3.52	3.57	1.5%
Planning, Projects, and Programs	6.24	7.24	7.59	4.8%
Human Resources	1.15	1.08	1.10	1.2%
Finance, Business & Technology Management	5.17	5.75	5.82	1.3%
Administration	1.45	1.20	1.21	1.5%
Philanthropy	0.38	0.68	0.69	1.8%
Operations (Facilities)	16.36	17.47	17.70	1.3%
Design & Construction	0.62	0.56	0.56	1.2%
Special Events/Programs/External Affairs	3.20	3.56	3.61	1.3%
Hospitality	14.33	17.86	18.85	5.6%
Purchased Utilities	6.92	6.24	6.36	1.9%
Law Enforcement, Fire & Safety	8.66	8.79	8.97	2.0%
Other	7.57	6.41	6.27	-2.2%
External Property Management Expenses	3.87	4.02	4.16	3.4%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>79.61</b>	<b>86.24</b>	<b>88.34</b>	<b>2.4%</b>

FY 14 ACTUAL	FY 15 BUDGET	FY 16 BUDGET
-----------------	-----------------	-----------------

**Object Classification (O)**

Personnel Compensation	25	28	30
Benefits	15	16	17
Communications, utilities, and miscellaneous charges	7	7	7
Printing and reproduction	1	1	1
Other services	45	52	61
Supplies and materials	7	7	8
Equipment	3	3	3
Land and structures	11	11	13
<b>TOTAL</b>	<b>114</b>	<b>125</b>	<b>140</b>

NOTE: Personnel Compensation includes FTE's that work on capital projects

**FTE Count**

Civilian Full Time Equivalent	<b>314</b>	<b>310</b>	<b>310</b>
-------------------------------	------------	------------	------------

The Presidio Trust (Trust) is a wholly-owned Government corporation established by the Omnibus Parks and Public Lands Management Act of 1996 (Public Law 104–333) to manage, improve, maintain and lease property in the Presidio of San Francisco and to operate the Presidio as a self-sustaining part of the national park system. The Trust has jurisdiction over 80% of the Presidio and has successfully converted the historic Army base into a thriving park community that operates without annual appropriations as of FY 2013. Funds to operate the park and its public programs come from lease revenues and other non-Federally appropriated funding sources. The Presidio of San Francisco is an historic preservation success, and a success for the American taxpayer.