



**PURPOSE** CASE  
**BUILT** STUDY

# Presidio Trails, Bikeways, and Overlooks Project

This urban national park developed a comprehensive network of improvements to enhance access to natural, cultural, scenic, and recreational resources and engage visitors in memorable experiences.

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# Executive Summary

## **Organization**

Golden Gate National Parks Conservancy

## **Location**

San Francisco, California, USA

## **Construction Type**

New construction

## **Project Duration**

2002 - 2015

## **Project Area**

1,480 acres

## **Project Cost**

\$17.7 million

## **S. D. Bechtel, Jr. Foundation Investment**

\$2.825 million



The Presidio is a 1,480-acre urban national park at the tip of the San Francisco Peninsula. This former military post is home to a wide diversity of natural habitats, more than 700 structures, and spectacular vistas. In 1994, the site transferred from the US Army to the National Park Service (NPS). The NPS and its nonprofit partner, the Golden Gate National Parks Conservancy (the Conservancy), began transforming the Presidio into a national park. The process proved difficult due to challenges including a lack of basic infrastructure to host visitors, the cost of caring for a large number of facilities with historic designation, and the need for substantial environmental remediation on the property. In 1996, the US government created a new agency, the Presidio Trust (the Trust), to help address these issues and make the park financially self-sufficient by 2013.

Following an extensive public engagement and planning process spanning multiple years, the NPS, the Conservancy, and the Trust began construction on their first collaborative capital project in 2003. Named the Presidio Trails, Bikeways, and Overlooks project, it would create a network of 24 miles of trail, 19 miles of bikeway, and eight overlooks to transform the site into a functioning park. The mission of the capital project was to improve access to a range of high-quality experiences in the Presidio. Related goals included supporting natural resource preservation, contributing to a comprehensive transportation strategy, and promoting ongoing stewardship of this historic site.

The partners outlined their vision for a connected network of trails, bikeways, and overlooks through a master plan comprised of multiple sub-projects, and divided management responsibilities based on each sub-project's location and funding sources as well

as each organization's capacity and strengths. The team phased implementation of the master plan in accordance with a defined set of priorities; the majority of trails, bikeways, and overlooks discussed in this case study were completed by 2015.

As a result of these and other improvements, the Presidio now serves millions of visitors annually. The array of trails, bikeways, and overlooks attracts people to the park, providing opportunities for recreation and exercise as well as exposure to the unique natural and cultural resources of the Presidio. The network of trails and bikeways through the site provides an alternative to motorized transportation, and connects to public transit systems within and outside the Presidio. Designated trails prevent degradation of natural ecosystems, while the completed overlooks provide easy access to sweeping views that include the area's landmarks. To minimize ongoing costs and promote involvement with the Presidio, the Conservancy and the Trust launched programs that engage volunteers to protect, restore, and maintain the corridors and overlooks. The successful completion of park improvements attracted support from donors, helping the NPS, the Conservancy, and the Trust continue their partnership and initiate new projects within the Presidio.

This case study is based on research conducted by MASS Design Group in August 2015. Funded by the S. D. Bechtel, Jr. Foundation, this case illustrates how a capital project can draw on the unique capabilities of partners as well as involve its community in co-creating public spaces that generate meaningful experiences for visitors.

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## Purpose Built Series

Capital projects often bring lasting benefits to nonprofit organizations and the people they serve. Given this opportunity, foundations grant more than \$3 billion annually to construct or improve buildings in the United States alone.<sup>i</sup> Each capital project affects an organization's ability to achieve its mission—signaling its values, shaping interaction with its constituents, influencing its work processes and culture, and creating new financial realities. While many projects succeed in fulfilling their purpose, others fall short of their potential. In most instances, organizations fail to capture and share lessons learned that can improve practice.

To help funders and their nonprofit partners make the most of capital projects, The Atlantic Philanthropies and the S. D. Bechtel, Jr. Foundation commissioned *Purpose Built*—a multifaceted study by MASS Design Group, a nonprofit architecture and research firm. In 2015 and 2016, MASS conducted interviews, reviewed literature, and examined a diverse set of completed projects around the world; each project was supported by one of the above funders.

The study generated a set of core principles as well as tools for those considering or conducting capital projects:



*Introducing the Purpose Built Series* is an overview of the study and its core principles.



*Making Capital Projects Work* more fully describes the *Purpose Built* principles, illustrating each with examples.



*Planning for Impact* is a practical, comprehensive tool for those initiating capital projects.



*Charting Capital Results* is a step-by-step guide for those evaluating completed projects.



*Purpose Built Case Studies* report on 15 projects to illustrate a range of intents, approaches, and outcomes.

See the full *Purpose Built* series online at [www.massdesigngroup.org/purposebuilt](http://www.massdesigngroup.org/purposebuilt).

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i Foundation Center, *Foundation Maps* data based on grants made in the United States, 2006-2015.

**“People think of [the Presidio] now as a place that is welcoming and where they can have an experience that’s distinct from the kind of experience you can have in other parks in the city and the surrounding community.”**

**—Conservancy staff member**



**Above.** The network of high-quality trails and bikeways attracts visitors and provides memorable experiences in the Presidio.

**Cover.** Panoramic views of San Francisco and its bay are readily accessible through the Presidio’s eastern corridors and overlooks.

## Introduction

The 1,480-acre Presidio lies adjacent to the Golden Gate Bridge at the northwest corner of San Francisco, California. Originally home to native peoples, the site became the Spanish Empire’s westernmost outpost in 1776. Mexico took over the Presidio from the 1820s until it became a US Army post in 1847. Over a span of nearly 150 years, the Presidio evolved to become the most important army post on the Pacific Coast. In 1994, following assessment of all its military bases, the US government decided to end army operations at the Presidio and transferred the property to the National Park Service (NPS).

Along with the Presidio’s expansive land, the NPS inherited more than 700 buildings, many designated with historic status. The Presidio grounds are a remarkable tapestry of forested groves, rugged cliffs, wetlands and grasslands, and stately historic districts. Stretching along the northern tip of San Francisco from the Pacific Ocean to San Francisco Bay, the Presidio offers spectacular views of the coastline, the Golden Gate Bridge, Alcatraz Island, and San Francisco.

The NPS worked with the Golden Gate National Parks Conservancy (the Conservancy) to plan the conversion of the Presidio to a national park. The Conservancy is an independent nonprofit

organization founded in 1981 to support all 37 parks within the Golden Gate National Recreation Area that now included the Presidio.<sup>1</sup>

Given its long history as an army post, the Presidio lacked much of the basic infrastructure common to a national park. Roads designed for military use did not provide needed circulation routes for visitors, or access to public transportation that could bring people to the park. The park was therefore difficult to access and navigate, and the public was largely unaware of its natural and cultural features, including a diversity of plant and wildlife species, a national cemetery, and stunning coastline views. As a result, many people in the region perceived the Presidio to be uninviting and off limits.

Inside the Presidio, challenges extended beyond transportation. A series of informal trails had developed and contributed to erosion of grounds and disruption of wildlife ecosystems. More than 100 years of military activities had polluted the forest and grounds; unused former army structures were marred with graffiti and trash; and invasive species had encroached on native habitats.<sup>2</sup>

In 1995, the Presidio cost about \$40 million annually to maintain, making it the most costly unit among the 368 NPS sites at that time. Since the park contained hundreds of houses and neglected historic buildings, a master plan created by NPS management estimated that it would require more than \$600 million to bring the structures up to

code.<sup>3</sup> The NPS came under pressure to sell off pieces of the property due to the expected costs.<sup>4</sup>

In response to these pressures, and to avoid sale and private development of the Presidio, the US Congress created the Presidio Trust (the Trust) in 1996. The government mandated that the new federal agency make the site financially self-sufficient by 2013 or risk privatization. This was the first time a federal agency was established to operate a national park and ordered to make a profit. The Trust received jurisdiction over 80 percent of the land including its historic structures. The NPS retained the remaining 20 percent along the coastline with some control over the parkland the Trust managed. All of the organizations worked together in the context of their respective priorities.

The Trust's mandate for self-sufficiency, however, represented a departure from the typical mode of operation for the NPS. According to Michael Boland, chief of park development and operations at the

Trust, the mandate led the Trust to focus its initial efforts on restoring dilapidated historic structures. The Trust would create profit through rental income, providing capital that could then be used to transform other parts of the park. This approach was successful. In 2013, the Trust reached financial self-sufficiency; as its finances improved in the years leading to this milestone, the Trust was able to shift its aim from repairing the Presidio's historic infrastructure to building new public amenities alongside the NPS and the Conservancy.

Each government agency benefitted from the support of the Conservancy. According to Carey Feierabend, NPS chief of project management for the Golden Gate National Recreation Area, the Conservancy worked with both organizations to identify new additions to the park and managed relationships with a donor network to fund the design and construction of new capital projects. All parties agreed that the NPS and the Trust would conduct their respective capital projects together with the Conservancy to ensure that the Presidio developed as a unified park across multiple phases.

**Below.** The map of the Presidio Trails, Bikeways, and Overlooks project shows a network of 24 miles of trail, 19 miles of bikeway, and eight overlooks.



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## Project Mission

In 1999, the Presidio's three partners began planning their first collaborative initiative. The Presidio Trails, Bikeways, and Overlooks project aimed to engage more visitors in the natural, cultural, scenic, and recreational resources of the Presidio, providing easy access to quality experiences in the park. Accomplishing this project mission would in turn help shift public perceptions of the Presidio, so people would know that this former army base was now a welcoming national park. The new physical infrastructure created through the project would also serve several complementary purposes—protecting the Presidio's natural and cultural resources, contributing to a comprehensive transportation strategy on the site, and offering opportunities for new community involvement through volunteer stewardship of the grounds.

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## Process

### ENGAGING THE COMMUNITY IN PLANNING

Developing the Presidio Trails, Bikeways, and Overlooks master plan involved an extensive community engagement process to inform design decisions and build trust among the public. The NPS and the Trust invited and encouraged public comments between October 1999 and June 2000 to identify concerns and develop project goals. The process included a general public meeting, a series of focus group meetings, a design concept workshop, a survey of park users, and various opportunities for written comment. Areas of emphasis emerged from this process—including preserving and protecting the park's resources, maintaining the Presidio's wilderness feel, and improving signage and wayfinding. These issues were addressed and solutions were incorporated into the master plan.<sup>5</sup>

In November 2002, the partners released the plan and began collecting feedback from government agencies, public interest groups, neighbors, and other stakeholders. The partners received over 100 comments from Presidio residents and neighborhood organizations.<sup>6</sup> Ultimately, the plan was approved; it specified design guidelines as well as phased development of a network of 24 miles of trail, 19 miles of bikeway, and eight scenic overlooks.

The proposed corridors would be accessible to a variety of visitors including pedestrians and cyclists, and would connect to the Presidio's natural and cultural sites as well as city, state, and national trails. As a Conservancy staff member said, the Presidio needed “something physical that [connected] people to the things that were

meant for them to enjoy.” The plan prioritized trails and bikeways based on how they would contribute to safety and accessibility at the Presidio, reduce existing risk of damage to natural and cultural resources, create connections to transportation corridors, align with funder priorities and timelines, and address other desires of park users.<sup>7</sup>

The eight scenic overlooks included in the plan would create new destinations for rest and reflection amid panoramic views of the park and Bay Area. In the words of Nicolas Elshans, chief operating officer of the Conservancy, “[We needed] to create overlooks that would be stopping points for people to be able to enjoy this entire perimeter of San Francisco.” Each overlook would emphasize unique ecosystems or historic features of the park, with educational material included to enrich the visitor experience.

### SHAPING ROLES AND RELATIONSHIPS AMONG PARTNERS

Often, organizations have little direct expertise and experience with capital projects. This was not the case with the Presidio Trails, Bikeways, and Overlooks effort. The NPS, the Trust, and the Conservancy had individually conducted many successful projects. Each had in-house staff, including building and landscape architects as well as engineers, who were supplemented by external design consultants in this large-scale endeavor.

Using the master plan as a guide, the three partners divided development of the corridors and overlooks into sub-projects that best suited their respective jurisdictions, capacities, and funding sources. One would assume leadership for each sub-project, with a team that included representatives from its two colleague organizations (see fig. 1). Development along the outer coast fell in the jurisdiction of the NPS; inner lands were in the jurisdiction of the Trust. The nonprofit Conservancy and its fundraising abilities were instrumental to many sub-projects, so this entity served as the lead in several cases.

Prior to this extensive effort, the NPS and the Conservancy had worked together in the Presidio on other large capital projects, including redeveloping a former military airfield to create the popular Crissy Field recreation area. The Conservancy and the Trust had experience working together as well. Conservancy leaders had a hand in establishing the organizational framework for the Trust, and its deputy director later became the director of the Trust. At the outset of this effort, the NPS and the Trust had yet to undertake a capital project together. These two entities shared long-term responsibility for the Presidio—creating a park-wide network of trails, bikeways, and overlooks offered opportunity to form a strong working relationship. Both looked to the Conservancy to aid in the evolution of this relationship.

The Presidio's governing partners separated the project into sub-projects, each requiring its own team structure based on geographic, financial, and jurisdictional capabilities. One of the three partners typically led a sub-project, managing relationships with outside consultants while meeting with representatives from the other two organizations. This diagram shows an example, using a sub-project led by the Conservancy.

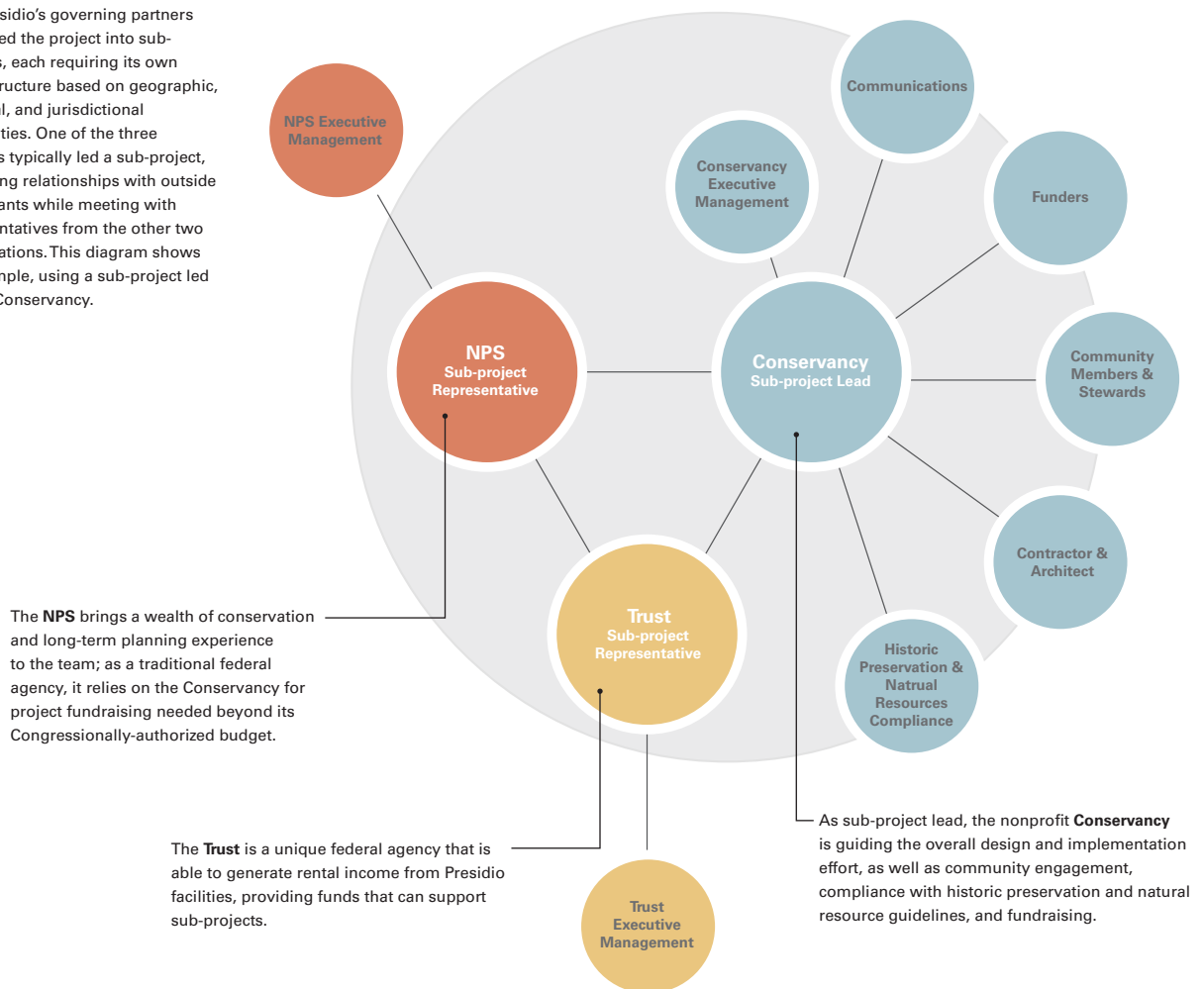


Figure 1. Sample sub-project team structure.

The dynamics of the partnership were complex and occasionally created tension. Since the Conservancy was often the conduit for fundraising, it had some authority over project outcomes and requirements that the NPS and the Trust did not. As an independent nonprofit, it also faced fewer regulations and layers of decision-making compared to its federal agency partners. Elshahans commented on the Conservancy's role, saying:

The Conservancy is in a position to maneuver more quickly . . . this is sometimes to the slight annoyance of our partners . . . but in the end it does work out very, very well. I think it's a very complementary relationship. The core of this is a really good relationship between executive management.

An inclusive team structure, experienced professionals, and emphasis on relationships helped participants navigate complex politics involved in decision-making, financing, and caring for corridors and overlooks.

By respecting the charters and leveraging unique capabilities, the three organizations guided each sub-project through a complex set of requirements to completion. Equally important, this approach enabled multiple sub-projects to be underway at the same time and accelerated the overall development effort.

### ADAPTING TO FINANCIAL REALITIES

The three partners combined financial resources and personnel to manage the project. The Conservancy had the greatest flexibility



**Left.** Capital improvements to key components of the Presidio's infrastructure welcome visitors and make it easy to view many of the region's iconic places, including the Golden Gate Bridge.

**Below.** The Presidio's Batteries to Bluffs Trail runs along the Pacific coast with vistas of nearby attractions, including Muir Woods National Monument and Mt. Tamalpais State Park to the north.





in use of its dollars, as well as the greatest capacity for income generation—it earned revenue from programs and tours at the former Alcatraz Federal Penitentiary, the Golden Gate Bridge, and Muir Woods. These earnings provided the organization with a sound financial foundation to support park operations. Plus, the Conservancy had a well-developed fundraising capacity that could be applied to new capital projects.

The Trust was established through federal legislation; it did not have authority to borrow money and chose not to fundraise actively for capital projects. While the agency received federal funds and some philanthropic dollars, its economic model relied primarily on earned income from leasing its inherited stock of historic buildings.<sup>8</sup> The Trust renovated and rented out more than 1,200 housing units formerly used by the US Army. According to a 2013 report, rent ranged from \$1,700 a month for small apartments to \$15,000 a month for larger residences originally built for senior officers.<sup>9</sup> By 2013, rental income from these residences as well as commercial leases enabled the Trust to achieve its Congressional mandate and become financially self-sufficient.<sup>10</sup> This revenue model allowed the agency to cover its significant operating and maintenance costs, and selectively invest in new capital projects.

Compared to the Trust, the NPS had more financial constraints related to capital investments; this reality applied to the Trails, Bikeways, and Overlooks project. With limited federal funding dedicated to maintaining hundreds of park sites across the country, the NPS budget for the Presidio was fixed. According to one NPS staff member, the NPS welcomed new sub-projects, but often did not have the financial flexibility needed to cover the ongoing operating and maintenance costs of these sub-projects. Therefore, the NPS took an active role in project planning to ensure that lifecycle costs for new sub-projects would be sustainable.

The Conservancy stepped into the role of managing new sub-projects in the parts of the Presidio controlled by the NPS, in some cases providing funds to cover operating and maintenance costs in the years following completion. This approach helped address the economic limitations of the NPS. Given the Trust's greater autonomy in generating and spending income, there was less need for the Conservancy to supply funds for operations and maintenance of new infrastructure within the Trust's jurisdiction.

### **REDUCING COSTS BY ENGAGING COMMUNITY**

To help mitigate ongoing maintenance costs, the partners pursued volunteer stewardship of the corridors and overlooks. The Conservancy and the Trust each run programs that engage area residents in caring for the Presidio through roles that include protecting endangered species and restoring natural and cultural features on the site. The organizations recruit individuals, community

and corporate groups, school groups, and other partners to serve at the Presidio.<sup>11</sup> For example, volunteers execute all steps required to grow plants, from gathering seeds to removing invasive species. They also monitor the survival of plants and the diversity of native species, reporting their findings to the NPS, Fish and Wildlife Service, and local land managers.<sup>12</sup> These programs help the NPS and the Trust maintain their respective portions of the Presidio while also promoting ownership of the park by the community. Recruiting volunteers to support new corridors and overlooks was a natural extension of this approach.

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## **Impact**

As of 2015, the Presidio trails, bikeways, and overlooks proposed in the master plan were nearly complete, with construction underway for the Golden Gate Overlook as well as the Presidio Coastal Trail and Golden Gate Bridge connection. Seven overlooks were open and serving as meeting places, rest areas, and picnic spots. The trail and bikeway system was in use, enabling visitors with varying interests and abilities to access the resources of the Presidio. The project's success has attracted volunteer stewards and funders who ensure enjoyment of Presidio resources for years to come.

### **INCREASING PUBLIC USE AND BENEFIT**

The park serves millions of visitors annually, according to data from fall 2015. Conservancy staff members describe the users of the Presidio as a “melting pot of culture,” with visitors ranging from tourists to runners to local families. Both the Conservancy and the Trust began installing trail counters across the park in 2010. In 2015, these counters recorded 6.4 million pedestrians and cyclists, compared to an annual average of 640,000 between 2010 and 2014.

Trail markings enable wayfinding from the city streets into the park as well as between the park's districts. According to one Conservancy staff member, “[the trails] play a key role in creating a pathway into the park and connecting a variety of neighborhoods to the Presidio.” One board member commented that the trails have “probably been the most powerful piece to draw visitors in, both locally and internationally.” According to the staff, each of the trails is as popular as had been hoped, and in some cases more so. In the words of a Conservancy staff member, the trails are all “well used and loved, and the scope and scale of use and visitation is pretty amazing, too.”

The scenic overlooks have brought people in contact with some of the park's most impressive cultural resources, natural features, and native habitats while providing reflective and memorable experiences.



**Above.** The Trust and the Conservancy track the number of pedestrians, bicyclists, and automobiles that visit the park each year; annual visitors now number in the millions.

The overlooks offer stunning vantage points of notable sights and elevate the Presidio as a regional landmark with distinctive views. The overlooks also connect visitors to historic sites, including places less known to the public such as the San Francisco National Cemetery and Immigration Point. The Golden Gate Overlook, for example, provides views of the Golden Gate Bridge, the coastline, and historic army batteries; it is sited at the convergence of three major park trails.<sup>13</sup> By visiting the sites as well as a newly opened museum, people gain knowledge of the Presidio, its generations of occupants, and its role in the American West and world. A Conservancy staff member commented that the overlooks are “getting visitors into the site in a way that they can’t experience when they’re just passing through in a car. It really gets folks in to experience the Presidio in a variety of more intimate ways and these overlooks allow for pauses in the visit to view [the] bigger context and setting.”

The overlooks and certain trail areas meet Americans with Disabilities Act standards, allowing individuals with disabilities or impairments to enjoy the Presidio. One Conservancy staff member commented, “[we] see people who use the overlooks who may not be able to go all the way down the trail . . . [but] they can be at the overlooks having a unique experience.”

The park has been successful in supporting alternative forms of transportation and creating trailheads that link to public transit. The YMCA teaches children how to ride bikes on the Presidio bike paths. The San Francisco Department of Public Health issues “park

prescriptions” as a way to encourage patients to visit the Presidio, extolling the health benefits of “exposure to nature and outdoor exercise.”<sup>14</sup> To connect the park to those living beyond the nearby Presidio Heights neighborhood, the Trust launched the PresidioGo Shuttle that services downtown residents and visitors at no cost.

In addition to providing access to the park’s many natural and cultural resources, the trails, bikeways, and overlooks help preserve them. Replacing unplanned and informally-developed trails with designated places for people to walk, bike, and view the Presidio has reduced harm to the park’s fragile resources. A Conservancy staff member called the trail system a method of “immersion without degradation,” and another said, “by giving the public an access way, one can protect what’s on either side of the trails.”

The project’s three partners agree that the corridors and overlooks have played a significant role in changing perceptions of the Presidio. According to a Conservancy staff member, “People think of it now as a place that is welcoming and where they can have an experience that’s distinct from the kind of experience you can have in other parks in the city and the surrounding community.” He added that the role of the corridors and overlooks in “shaping people’s perceptions of this place has been really invaluable, because it’s allowed us to begin this process of helping people understand that this isn’t an army base anymore—it’s a national park.”

## GROWING SUPPORT FOR THE FUTURE OF THE PRESIDIO

Through its stewardship programs, the Presidio’s partners are able to efficiently maintain completed sites and foster a stronger connection to the park for people in and around San Francisco. Participating volunteers gain environmental education, a sense of pride in the Presidio, and a desire to preserve the park. The partners view stewardship as fundamental to the Presidio’s long-term sustainability. One Conservancy staff member said, “When you’re giving [stewards] the responsibility of planting a plant, it is automatically inculcating these values of leadership, of community building, of ownership of your public spaces, and how to take care of and nurture these public spaces.” Another Conservancy staff member agreed, saying, “We’ve found that it really changes people’s relationship to the land, and it really connects people to the land.”

With a track record of accomplishment affirmed through positive community response, the partners are continuing their collaboration with increasing confidence and support from philanthropic funders. The Evelyn and Walter Hass, Jr. Fund made a lead grant of \$15 million in 2007 that allowed the partners to complete many components of the master plan concurrently. The Conservancy has leveraged the success of the trails, bikeways, and overlooks to attract funds for the New Presidio Parklands project, a civic space that bridges Crissy Field to the heart of the Presidio and provides

a campus for youth development and experiential learning. After supporting the completion of the Golden Gate Overlook in 2012, the S. D. Bechtel, Jr. Foundation pledged \$25 million to the New Presidio Parklands project, the largest philanthropic grant in National Parks history.

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## Conclusion

The Presidio Trails, Bikeways, and Overlooks project has been successful at achieving its mission to increase visitor participation in memorable recreational experiences in the park. The development of the corridors and overlooks system helped attract millions of visitors to the Presidio and influenced public perception of the Presidio as an urban national park. The distinct capabilities and relationships of the NPS, the Conservancy, and the Trust allowed for coordination of a complex project with substantial scope. As intended by the project partners, the trails, bikeways, and overlooks have also drawn volunteer stewards and donors who are important to the present and future of the Presidio as a public resource.

**Below.** Volunteers tend to a Presidio landscape. Through stewardship programs, volunteers engage with the park in multiple ways.



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# Lessons from the Presidio Trails, Bikeways, and Overlooks Project

## Engage stakeholders for insights and buy-in.

**Public involvement brings enduring benefit:** Creating the Presidio Trails, Bikeways, and Overlooks network provided the NPS and the Trust with an opportunity to involve the community at multiple levels. To inform development of the master plan priorities and approach, the partners invited public comments. After releasing the plan, the partners collected feedback and made revisions. This multi-step, multi-year process was important to developing a trusting relationship between project leaders and the surrounding community.

Project partners also invite area residents to participate in maintaining the park's landscape through stewardship programs. These volunteer opportunities help the public literally participate in shaping the park, while instilling a sense of ownership and passion for the future of the Presidio. Putting the power of volunteers to work also reduces maintenance costs.

## Connect with partners to scale outcomes.

**Distinct strengths add up to greater opportunity:** Working across organizations introduces new possibilities. The multifaceted Presidio Trails, Bikeways, and Overlooks project required the cooperation of three partners to succeed. Each contributed its own strengths to the effort: the National Park Service as a public entity steeped in the care of US parks; the Presidio Trust as a distinctive federal agency chartered to generate income from building renovations and leases; and the Golden Gate National Parks Conservancy as an independent nonprofit instrumental to the workings of the region's national parks. Joining together, they planned and completed a project that was much larger in size than any could have achieved alone. Each brought in-house staff to the effort, including architects and engineers experienced with capital projects.

Partners each took the lead as appropriate to advance the multiple phases of the master plan concurrently and efficiently. For example, the Trust was unable to apply its full resources to the project until it achieved financial self-sufficiency, so the NPS and the Conservancy led the development of public infrastructure in the meantime. Similarly, the Conservancy stepped in to raise funds for ongoing operations and maintenance that the fixed NPS budget could not cover. By applying individual strengths within a unified effort, the partners were able to conduct an important, challenging, large-scale project—with their success attracting new funding for subsequent projects in the Presidio.

Productive relationships among executives—such as the Trust executive director being a former deputy director at the Conservancy—helped the partners navigate challenges and led to joint decisions that served the interests of the project and its stakeholders.

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## End Notes

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