

FORT WINFIELD SCOTT
Reactivating a Legacy of Service



Presidio Institute



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The Presidio Institute is a Presidio Trust initiative



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May 1, 2017

Ms. Jean Fraser
Chief Executive Officer
Presidio Trust
103 Montgomery Street
San Francisco, CA 94129

Dear Jean,

It has been a privilege to serve as the Presidio Institute Federal Advisory Council for the past four years. Helping shape the future of the Presidio and focusing on the best use for Fort Winfield Scott has been a special opportunity and honor.

We are pleased to respond to your request for a final report on the studies and research focused on the Presidio Institute and Fort Scott. The report incorporates our experiences and thoughts as we have engaged with various constituencies that are broadly interested in the Presidio, and those who are specifically interested in the work of the Presidio Institute and the potential uses of Fort Scott.

As we complete our work and submit this final report, please know that we remain deeply dedicated to the future of the Presidio and Fort Scott. We would welcome any request to us individually to provide advice and to champion the opportunity that Fort Scott provides and this report envisions.

Fort Scott is very special – not only for us, but for residents of the San Francisco Bay Area and for all Americans and people around the world who have the chance to experience the beauty and power of this place. We will continue to carry the inspiration we have gained from Fort Scott, and hope you can find the ways to share and build upon that magic for many generations to come.

We envision the future of Fort Scott as a meeting ground for people, ideas, and values. We need that kind of public space now and into the future. Most profoundly, we believe that Fort Scott can be the place where some of America's best ideas can connect with the world's greatest innovators – **a National Park for change makers**. This public land can continue to produce community benefit

and leverage our nation's best assets to solve some of our greatest challenges. Fort Scott can be so many things, but we believe that it must become **a hub for social innovation**.

Why a hub for social innovation? Because its history is a legacy of service; because it is an urban oasis in the nation's cradle of innovation; because it is a contemplative retreat in the midst of a diverse and bustling city; because it is the people's land; because it is an iconic location; because it was a military base, and because it is a treasured National Park; because a decade of study and conversations with Bay area leaders, entrepreneurs, and thought leaders tell us so. And because of what we, the FAC, have felt and experienced ourselves in our time here.

There is a very special opportunity to honor and extend the legacy of service and leadership at this place, and we very much hope that you find the way to make this vision a reality. In this final report, we lay out a plan to develop Fort Scott into a gathering place; a space for problem solvers; a location for bold action; a campus where people can be part of something greater than themselves.

With appreciation and high hopes for the future, we are pleased to present you with *Fort Winfield Scott – Reactivating a Legacy of Service*.

In Service,

Toby Rosenblatt, President of Founders Investments, Ltd. (Chair)

Karen Baker, Chief Service Officer of California (Vice Chair)

Seth Barad, Consultant and Professor at Mills College

AnnMaura Connolly, Chief Strategy Officer and EVP of City Year, Inc.

Stephanie DiMarco, Founder of Advent Software

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John Gomperts, President and CEO of America's Promise Alliance

Ken Harbaugh, President and COO of Team Rubicon Global

Dr. Sandra Hernandez, President and CEO of California HealthCare Foundation

Tracy Hoover, President of Points of Light

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Wendy Spencer, President of Leadership Florida

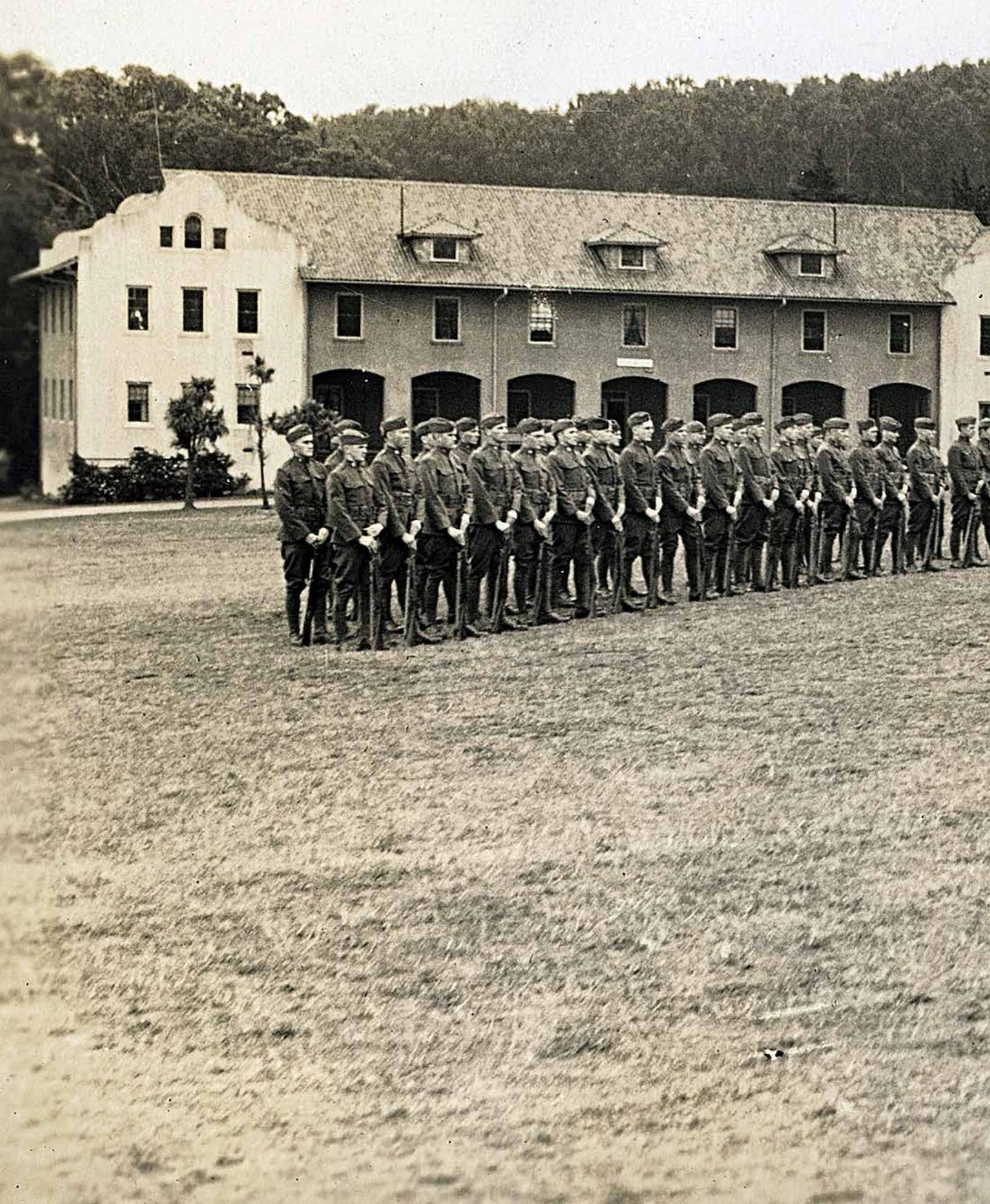
Lester Strong, VP of Development & External Relations for Kripalu Center





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Executive Summary

In the two decades since the Army closed Fort Winfield Scott, it has sat empty, awaiting further orders. It is time to reactivate Fort Scott and transform this historic campus into a *hub for social innovation* that will enable problem solvers from around the world to come together and forge courageous solutions for the greatest challenges of our time.

On a hilltop overlooking the Golden Gate Bridge this century-old former Army post rests in the 1,500-acre Presidio of San Francisco—a national park that ranks among the world's most iconic landmarks. With a retreat-like environment, a legacy of military service, and a location in the heart of America's technology sector, Fort Scott's setting provides a symbolically rich environment for renewal, collaboration, and learning. Fort Scott is a powerful place for entrepreneurs, change makers, and innovators to call home.

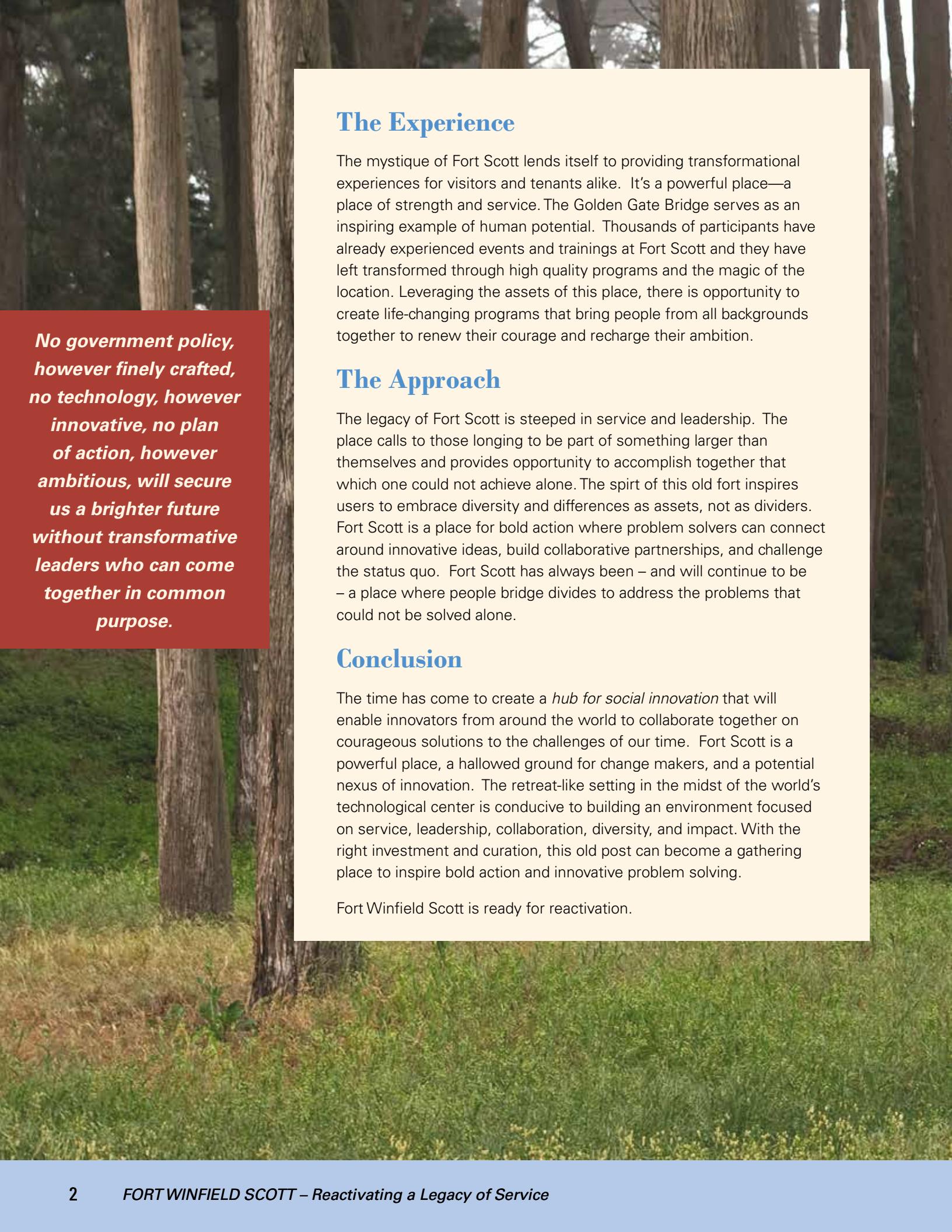
The Time

Fort Scott is a promise deferred. Since the inception of the Presidio Trust, Fort Scott has been saved for a public purpose. Today our society faces obstacles of unparalleled complexity. Globalization and technology are increasing the scope, speed, and interrelatedness of our challenges. It is time to spark solutions able to scale at the pace of our growing problems. It is time to create a hub for *social innovation*.

The Campus

Fort Scott is perfectly configured to provide a contemplative retreat space, a training center, a campus of mission-aligned tenants, and an innovation hub. The campus will need to include: offices, meeting and training space, accommodations, and support services. In addition, Fort Scott will require deliberate curation to select tenants, support collaborative programming, and foster a culture of innovation.

We envision a vibrant and thriving ecosystem for social innovation where residents and visitors collaborate across sectors to solve some of our nation's greatest challenges and advance the legacy of Fort Scott and the Presidio.



**No government policy,
however finely crafted,
no technology, however
innovative, no plan
of action, however
ambitious, will secure
us a brighter future
without transformative
leaders who can come
together in common
purpose.**

The Experience

The mystique of Fort Scott lends itself to providing transformational experiences for visitors and tenants alike. It's a powerful place—a place of strength and service. The Golden Gate Bridge serves as an inspiring example of human potential. Thousands of participants have already experienced events and trainings at Fort Scott and they have left transformed through high quality programs and the magic of the location. Leveraging the assets of this place, there is opportunity to create life-changing programs that bring people from all backgrounds together to renew their courage and recharge their ambition.

The Approach

The legacy of Fort Scott is steeped in service and leadership. The place calls to those longing to be part of something larger than themselves and provides opportunity to accomplish together that which one could not achieve alone. The spirit of this old fort inspires users to embrace diversity and differences as assets, not as dividers. Fort Scott is a place for bold action where problem solvers can connect around innovative ideas, build collaborative partnerships, and challenge the status quo. Fort Scott has always been – and will continue to be – a place where people bridge divides to address the problems that could not be solved alone.

Conclusion

The time has come to create a *hub for social innovation* that will enable innovators from around the world to collaborate together on courageous solutions to the challenges of our time. Fort Scott is a powerful place, a hallowed ground for change makers, and a potential nexus of innovation. The retreat-like setting in the midst of the world's technological center is conducive to building an environment focused on service, leadership, collaboration, diversity, and impact. With the right investment and curation, this old post can become a gathering place to inspire bold action and innovative problem solving.

Fort Winfield Scott is ready for reactivation.

Introduction

At the Presidio of San Francisco, 1,500 stunning acres are home to more than 200 organizations employing 4,000 people and 21 neighborhoods with 3,000 residents. As a Spanish fort, a U.S. Army post, and a National Park, the Presidio boasts a 240-year history of service. And, high above the foot of the Golden Gate Bridge sits the jewel of the Presidio, Fort Scott.

Fort Scott—once the preeminent training facility for the Army's coastal artillery—is comprised of 19 historic buildings and 272,000 square feet of interior space overlooking the Golden Gate. Developed in 1912, the Fort Scott campus consists of a series of Spanish colonial barracks organized around a parade ground within 20 acres that offer remarkable views of the Pacific Ocean and San Francisco Bay.

Today, Fort Scott remains the last un-redeveloped area managed by the Presidio Trust, a unique federal agency charged with overseeing the conversion of the Presidio from a military installation to a public park. For nearly a decade, the Presidio Trust has been exploring the potential to redevelop Fort Scott in a way that will provide significant public benefit, while honoring the history and legacy of the place.

A Day in the Life of Fort Scott : A Look into the Future

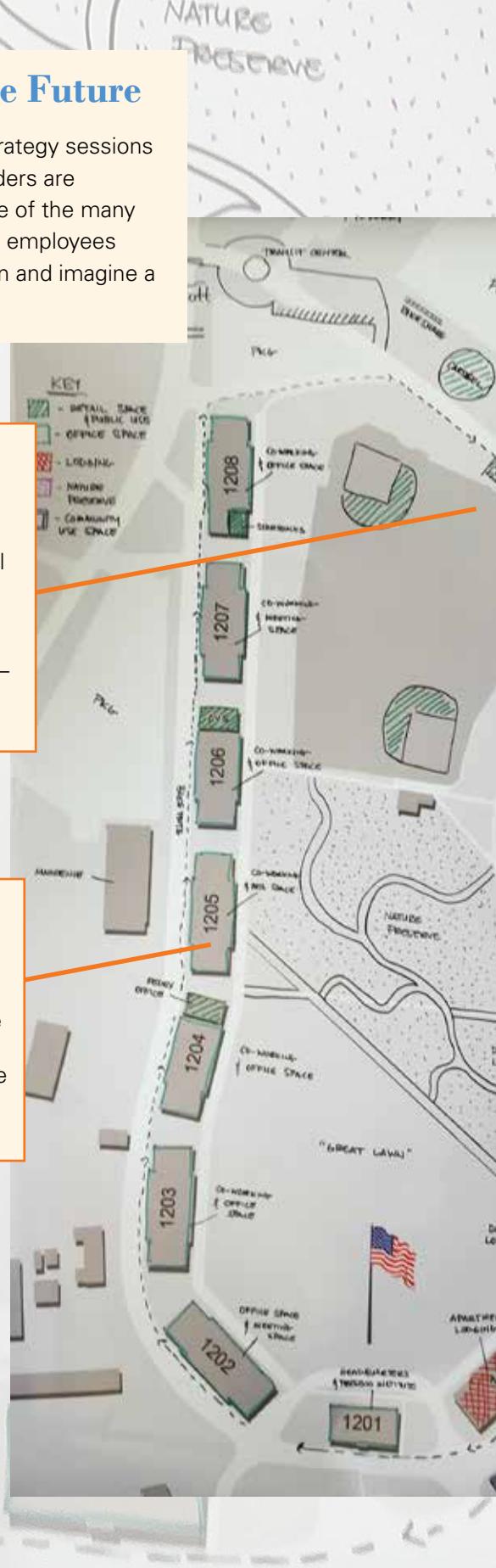
An influential Tech Company has chosen Fort Scott as the site for a series of strategy sessions to help develop their corporate social responsibility platform. Twelve senior leaders are spending four days living and working at Fort Scott. Their event takes advantage of the many diverse offerings found in this hub for social innovation. As the Tech Company's employees awake on the third day of their stay at Fort Scott, take a peek behind the curtain and imagine a future day in the life of Fort Scott.



The day begins with a service project that pairs the Tech Company's employees with sixth-grade students from a local public charter school. The students come to Fort Scott once a month to study environmental science with rangers from the National Park Service. Today, the group is learning how rangers care for the many trails and nature preserves in and around Fort Scott—identifying invasive plant species and limiting damage from human interaction.



For lunch, the Tech Company employees are joined by a select group of social entrepreneurs who utilize co-working space at Fort Scott. Each entrepreneur is given an opportunity to explain his or her venture to the executives as part of a pitch contest. The Tech Company is hoping to hear ideas that might be worth investing in and perhaps adding to their corporate social responsibility portfolio.



At a reception after the event, the CEO of the Tech Company has a chance to speak with the superintendent of the San Francisco Unified School District. They discuss opportunities to work together on some budding S.T.E.M. initiatives that would improve the potential employee pipeline by sourcing local, diverse talent.

As the capstone of their event, the Tech Company has invited the Lieutenant Governor of California to speak to them about how technology can disrupt and enhance government's social service delivery. They have opened up the event to the general public, and numerous members of the Fort Scott community sit side-by-side with Bay Area locals eager to hear the speech. The audience includes college students, corporate executives on retreat, local government officials, and many more.

After a few hours of closed-door meetings in Fort Scott's state-of-the-art training center, the Tech Company employees walk across campus to the university student housing area. Here, in a courtyard, dozens of university students are showcasing their final project—the culmination of a semester studying leadership and collaboration. The Tech Company is hoping to find some talented students who may come to intern for them this summer.

Day four will be the final day of the Tech Company's retreat at Fort Scott. After a breakfast and a series of internal meetings, they will conclude with a coastal hike past Fort Scott's historic artillery batteries ending at the base of the Golden Gate Bridge. Most importantly, they will return home inspired, rested, recharged, full of new ideas and relationships, and ready to make change.



The Future of Fort Scott

Value of Place

Fort Scott wasn't built overlooking the Golden Gate for the views. Rather, the Army found the site to be an ideal location for coastal artillery batteries—most of which still dot the sides of the cliffs just steps to the west of the parade ground. Men lived and trained on these grounds, protecting the nation from potential foreign attacks from before World War I through the Cold War. For over a century people have known Fort Scott as a place of strength, safety, and service. Now—in a different way—those aspects of the place can be resurrected.

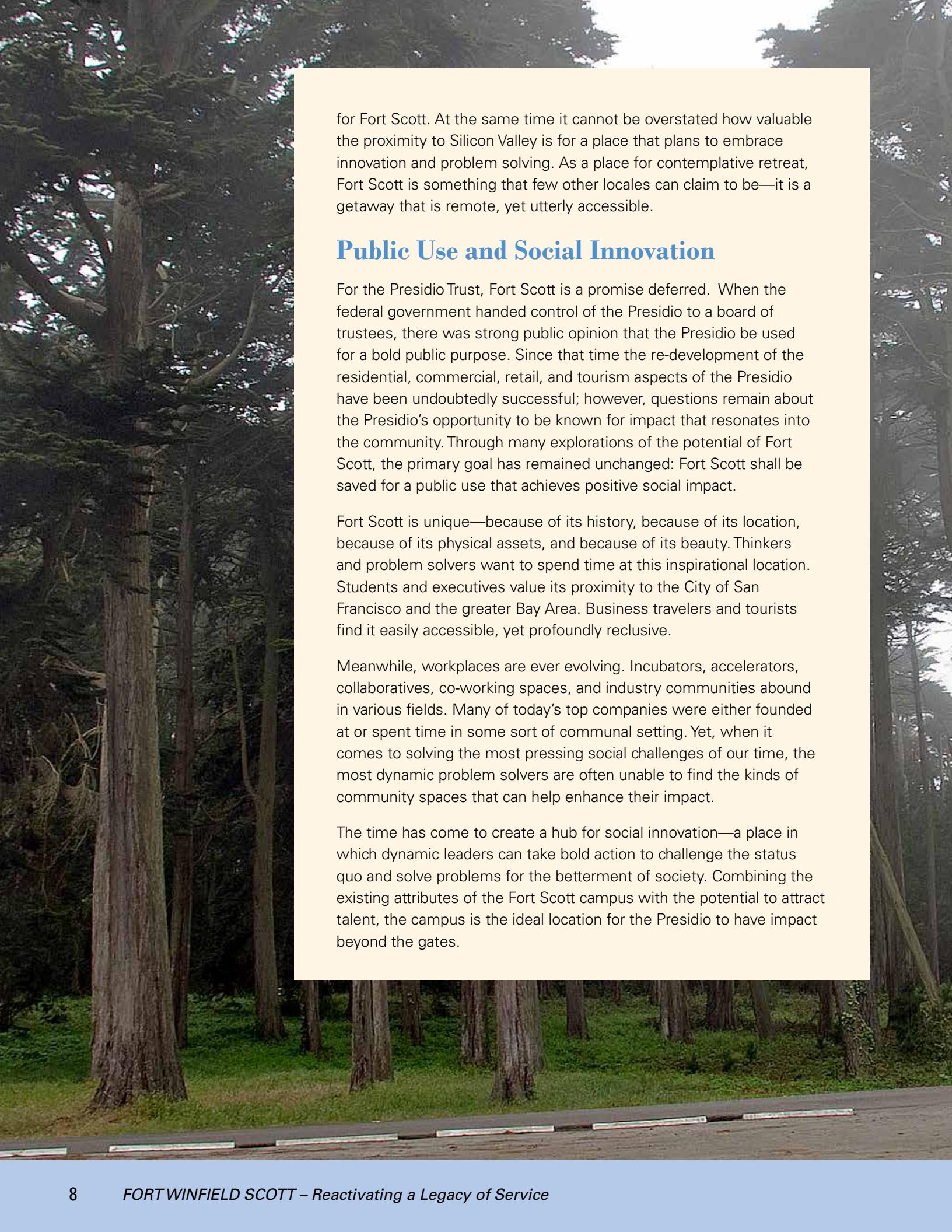
The Golden Gate Bridge itself plays an important role in the future of Fort Scott. As an icon it draws people in, giving them pause to contemplate what such an engineering marvel means for our own goals and ambitions. As a concept, the bridge connects people and places, an allusion to what Fort Scott will become. As an inspiration, the bridge is a muse for the visitor—beautiful and historical, it injects new ideas and methods of thinking into those who populate Fort Scott. And as a tourist attraction, it invites people onto the campus, bringing energy and vibrancy to Fort Scott and making it into a thriving environment.

Remoteness in an Urban Center

The Presidio Trust Management Plan—the original plan for the redevelopment of the Presidio—said of Fort Scott's remote location:

"The contemplative quality of Fort Scott is enhanced by its remote location, its commanding view of the Golden Gate, and the backdrop of the mature historic forest. The district's retreat-like character is unique among the Presidio's developed areas."

While remote, Fort Scott is almost precisely in the center of one of the fastest growing and most productive urban centers in the world. It has remarkably easy access to two major airports receiving domestic and international flights. Yet, within a bustling metropolis crammed with traffic, high rents, and tight spaces, Fort Scott remains an oasis. It is—quite literally—a breath of fresh air in the city. Remoteness is an asset



for Fort Scott. At the same time it cannot be overstated how valuable the proximity to Silicon Valley is for a place that plans to embrace innovation and problem solving. As a place for contemplative retreat, Fort Scott is something that few other locales can claim to be—it is a getaway that is remote, yet utterly accessible.

Public Use and Social Innovation

For the Presidio Trust, Fort Scott is a promise deferred. When the federal government handed control of the Presidio to a board of trustees, there was strong public opinion that the Presidio be used for a bold public purpose. Since that time the re-development of the residential, commercial, retail, and tourism aspects of the Presidio have been undoubtedly successful; however, questions remain about the Presidio's opportunity to be known for impact that resonates into the community. Through many explorations of the potential of Fort Scott, the primary goal has remained unchanged: Fort Scott shall be saved for a public use that achieves positive social impact.

Fort Scott is unique—because of its history, because of its location, because of its physical assets, and because of its beauty. Thinkers and problem solvers want to spend time at this inspirational location. Students and executives value its proximity to the City of San Francisco and the greater Bay Area. Business travelers and tourists find it easily accessible, yet profoundly reclusive.

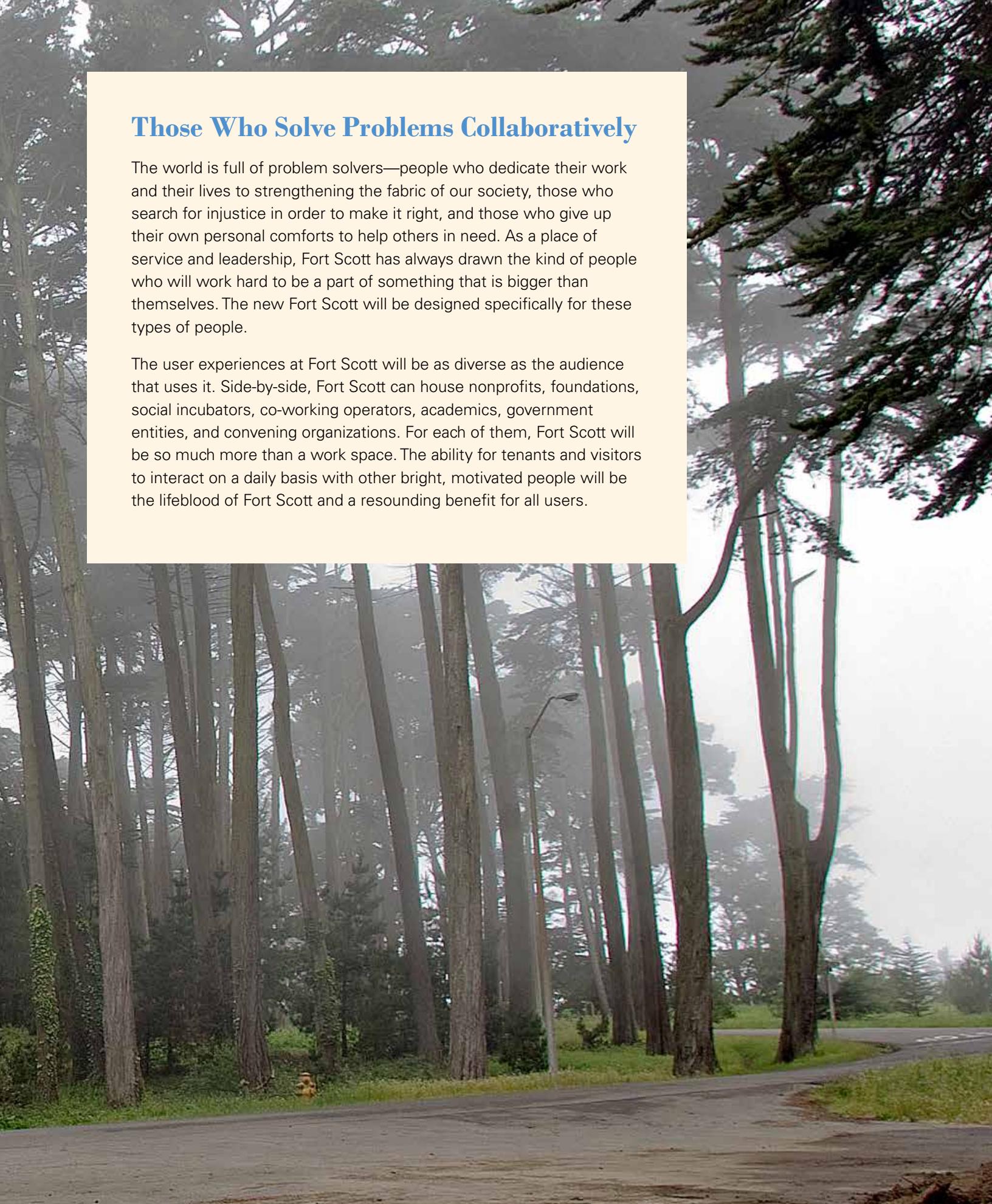
Meanwhile, workplaces are ever evolving. Incubators, accelerators, collaboratives, co-working spaces, and industry communities abound in various fields. Many of today's top companies were either founded at or spent time in some sort of communal setting. Yet, when it comes to solving the most pressing social challenges of our time, the most dynamic problem solvers are often unable to find the kinds of community spaces that can help enhance their impact.

The time has come to create a hub for social innovation—a place in which dynamic leaders can take bold action to challenge the status quo and solve problems for the betterment of society. Combining the existing attributes of the Fort Scott campus with the potential to attract talent, the campus is the ideal location for the Presidio to have impact beyond the gates.

Those Who Solve Problems Collaboratively

The world is full of problem solvers—people who dedicate their work and their lives to strengthening the fabric of our society, those who search for injustice in order to make it right, and those who give up their own personal comforts to help others in need. As a place of service and leadership, Fort Scott has always drawn the kind of people who will work hard to be a part of something that is bigger than themselves. The new Fort Scott will be designed specifically for these types of people.

The user experiences at Fort Scott will be as diverse as the audience that uses it. Side-by-side, Fort Scott can house nonprofits, foundations, social incubators, co-working operators, academics, government entities, and convening organizations. For each of them, Fort Scott will be so much more than a work space. The ability for tenants and visitors to interact on a daily basis with other bright, motivated people will be the lifeblood of Fort Scott and a resounding benefit for all users.





Building a Hub for Social Innovation

Attracting Talent

In order to transform Fort Scott into a vibrant campus full of people dedicated to addressing the key challenges of our time, the Presidio must attract the right users. Talented individuals and organizations will use Fort Scott if the campus becomes a “hub”—a place where people and organizations meet and collaborate with one another and find energy, partnership, and transformational experiences.

Fort Scott should host a diverse population of nonprofit and foundation professionals, academics, government agencies, innovation teams from major companies, and social enterprise startups, intermingling across one campus. This unique place will promote a free exchange of ideas and relationships, and the bustling campus will permeate with their infectious energy.

Sometimes the best ideas come from someone else—and many times the biggest ideas are not proprietary. People gather at conferences or events throughout the year, but rarely do these problems solvers—some of our greatest minds—get the time to stop and contemplate. At Fort Scott, long, medium, and short-term residents and users will reap the benefits of the space and the inspiration of the place to generate clear thoughts and ground-breaking ideas. A contemplative retreat-like Fort Scott can add a new lens on leadership and innovation for problem solvers and high-potential innovators.

The Importance of Diversity

Diversity and inclusion are crucial elements of innovation that need to be fostered. Fort Scott's visitors, participants, and tenants should bring diversity of race, gender, age, sexual orientation, socio-economic background, geography, faith, sector, and issue area. Beyond diversity, the place must foster a culture of inclusion where all voices are valued, boundaries are crossed, and differences are celebrated. Ultimately, collaboration must be the modus operandi at Fort Scott. This will shake up outdated mindsets, foster relationships, and bridge all sectors to address needs that could not be met by any one person alone.

Designed for Collaboration

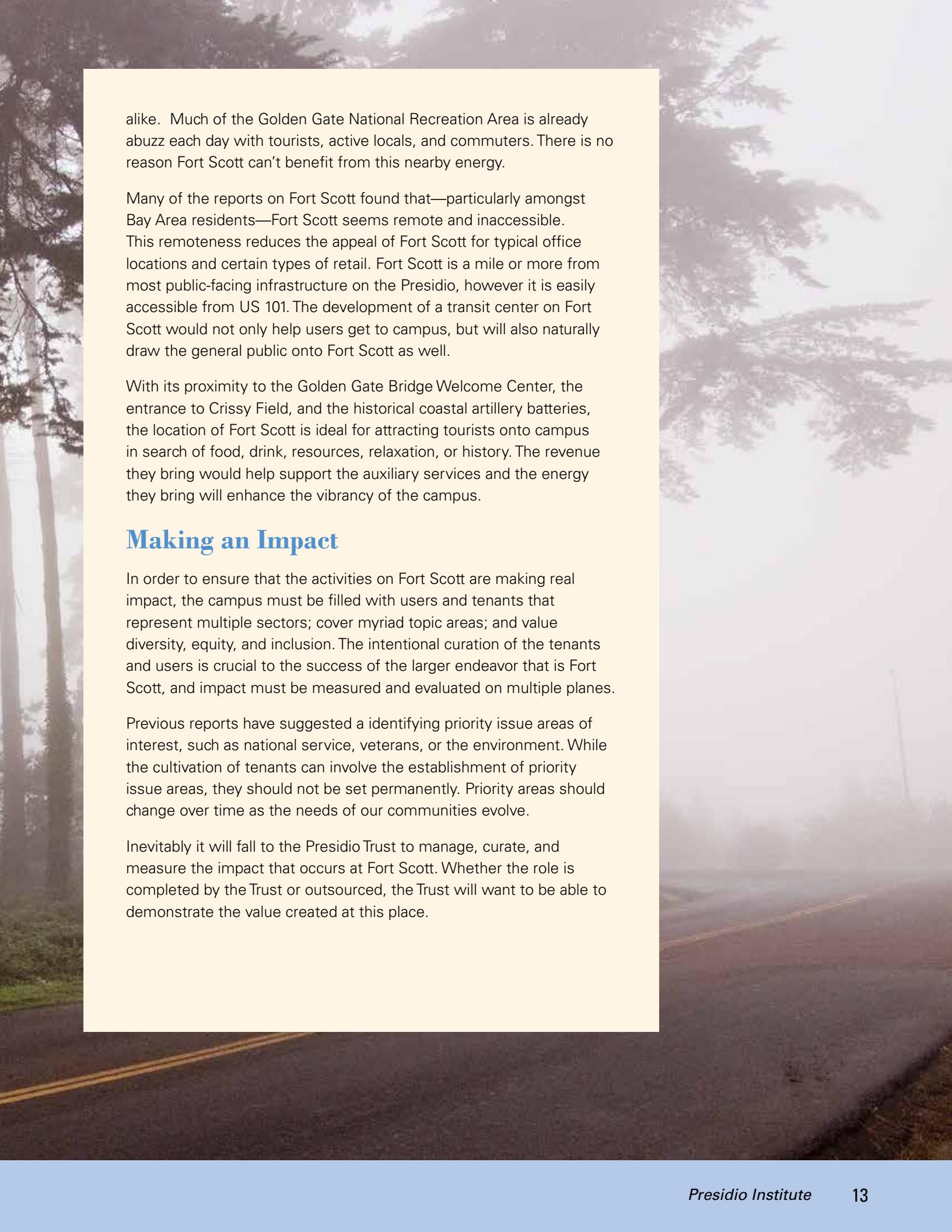
One way to engage the users of the campus with one another is through deliberate design of the campus layout. Fort Scott will need to have many amenities for the users. By dispersing the amenities and support services across various buildings, users will have reason to walk in and out of many different buildings in a given day. For example, instead of placing a coffee shop, general store, and a copy center in the same building, we will spread them out amongst three buildings, each of which also contain work spaces.

By focusing on co-working arrangements, dormitory-style lodging, and event space, Fort Scott can cater to individuals who will utilize the campus one or two days per week as well as those who will be on campus just one or two days per year. A constant exchange of users will add to the energy and vibrancy of the campus.

Placing working spaces in the middle of each floor with private spaces on the edges will incentivize all tenants and visitors to interact throughout the day. Creating a central cafeteria will foster serendipity and build community as workers, students, and visitors interact over lunch, dinner, and happy hours. Presidio-led programs—such as educational sessions, professional networking events, and public attractions—can also bring users together.

Role of the Public

It is imperative that Fort Scott be open to the public. After all, the Presidio of San Francisco is part of the National Park system. The public lands are meant to be enjoyed by all Americans and visitors



alike. Much of the Golden Gate National Recreation Area is already abuzz each day with tourists, active locals, and commuters. There is no reason Fort Scott can't benefit from this nearby energy.

Many of the reports on Fort Scott found that—particularly amongst Bay Area residents—Fort Scott seems remote and inaccessible. This remoteness reduces the appeal of Fort Scott for typical office locations and certain types of retail. Fort Scott is a mile or more from most public-facing infrastructure on the Presidio, however it is easily accessible from US 101. The development of a transit center on Fort Scott would not only help users get to campus, but will also naturally draw the general public onto Fort Scott as well.

With its proximity to the Golden Gate Bridge Welcome Center, the entrance to Crissy Field, and the historical coastal artillery batteries, the location of Fort Scott is ideal for attracting tourists onto campus in search of food, drink, resources, relaxation, or history. The revenue they bring would help support the auxiliary services and the energy they bring will enhance the vibrancy of the campus.

Making an Impact

In order to ensure that the activities on Fort Scott are making real impact, the campus must be filled with users and tenants that represent multiple sectors; cover myriad topic areas; and value diversity, equity, and inclusion. The intentional curation of the tenants and users is crucial to the success of the larger endeavor that is Fort Scott, and impact must be measured and evaluated on multiple planes.

Previous reports have suggested identifying priority issue areas of interest, such as national service, veterans, or the environment. While the cultivation of tenants can involve the establishment of priority issue areas, they should not be set permanently. Priority areas should change over time as the needs of our communities evolve.

Inevitably it will fall to the Presidio Trust to manage, curate, and measure the impact that occurs at Fort Scott. Whether the role is completed by the Trust or outsourced, the Trust will want to be able to demonstrate the value created at this place.



A Series of Thorough Examinations

Over the past two decades, numerous reports have been produced to try to define the potential of Fort Scott's redevelopment. These reports have detailed exciting and feasible ideas for the future. Importantly, they also all stayed true to the legacy of the place, as well as the mission of the Presidio Trust. In examining each report, it becomes clear that a common set of findings exists within all of them. These common findings define the essential aspects of any future re-development of Fort Scott. No matter the specific use of campus, all examinations found the following about Fort Scott:

1. Fort Scott should be reserved for a bold public purpose while honoring and preserving the legacy of this old post
2. The location and environment of Fort Scott are ideal for the creation of a place for contemplative retreat
3. To be successful the future use of Fort Scott should include some combination of the following features:
 - **Office space**, shared-work environments, and/or incubation spaces
 - **Meeting and training spaces**—places for contemplative retreat
 - **Accommodations**—both short-term (e.g. for conference attendees) and medium-term residences (e.g. for visiting scholars)
 - **Auxiliary services**—such as retail for food, coffee, sundries, etc.

These elements are the backbone of future re-development. They provide a general framework for the purpose of Fort Scott, and they allow for flexibility of tenants and utilization over time. They are required for the potential success of the campus, as well as for the assessment of any potential financial investors.

Presidio Trust Management Plan – 2002

The Presidio Trust Management Plan (PTMP) was developed in 2002 and served as the core document defining the plans to redevelop the Presidio. Within this document, Fort Scott was designated for "contemplative retreat."





"The Trust will preserve Fort Scott's rich collection of historic buildings and landscapes in a manner that retains the district's contemplative setting. Preferred uses will include educational and conference facilities as well as complementary lodging, housing, and support services."

The plan identified Fort Scott—with its tranquil, campus-like setting—as the location in all of the Presidio best designed for organizations in retreat. Additionally, the plan envisioned resident staff and visiting experts dedicated to research and the exchange of ideas.

The PTMP foretold of Fort Scott welcoming tenants into the historic buildings and activating the open spaces within Fort Scott's facilities for conferences and education.

The PTMP identified Fort Scott's remote setting as a benefit. The campus is bounded by the historic forest to the south, scenic coastal landscape and historic defensive batteries to the west, and the Golden Gate Bridge to the north. The buildings and their distinctive mission revival architecture are uniquely suited for education, conferences, and applied research with supporting housing, lodging, and offices.

Additional potential uses described in the PTMP include conference space, lodging, recreation, offices, community-serving retail, and maintenance facilities.

The Sagawa-Jospin Report – November 2009

In 2009, the Trust engaged Shirley Sagawa and Deb Jospin—consultants with expertise in the national service movement and nonprofit management—to conduct a preliminary needs assessment of Fort Scott. Through extensive interviews and research, Sagawa-Jospin developed the idea of utilizing Fort Scott to advance the national service movement. They determined:

"Fort Scott represents a unique potential asset for the service movement. A leadership institute and knowledge center are badly needed to enable the field to grow commensurate with the Serve America Act while maintaining high quality. Other related fields could also benefit from participation."

Less than a year after the election of President Obama and months after the passage of the Edward M. Kennedy Serve America Act (which authorized the tripling in size of AmeriCorps), the service field was poised for transformation and the movement had unprecedented bipartisan support. The notion of service to community and country





was increasingly looked to as a strategy to solve key problems facing the nation. In their conversations with national service leaders Sagawa-Jospin identified a single need: to develop the individuals who will lead service organizations over the next half-century. They imagined a “leadership institute” and “knowledge center” focused on service that would be headquartered at Fort Scott.

Their report highlighted the relationship between service and “social entrepreneurship,” the growing role of the nonprofit sector, the lack of opportunities for young adults to engage in public service, and the talent crisis facing the federal government. They also discussed the lack of diversity in corporate volunteerism programs and in organized philanthropy, as well as the growing number of military veterans with the desire to benefit civil society. Fort Scott could be developed into a world-class training site for service and leadership featuring fellowships, “semesters of service,” a museum, and top-tier training facilities—many of which would be revenue generating.

The Bridgespan Report – May 2010

On the heels of the Sagawa-Jospin report—and leveraging their conclusions—the Presidio Trust commissioned The Bridgespan Group to conduct a detailed business concept for Fort Scott. Bridgespan concluded that:

[T]he Trust may have found [Fort Scott’s] purpose: creating a national center for service leadership.”

Bridgespan detailed the intensive training and service-learning sessions that would build skills for the service sector’s existing and future leaders. Research and convening would advance the impact and collective goals of the service sector. Space on campus would be available for nonprofits and for-profits alike to use for conferences and ongoing service-related work. Furthermore, the report outlines a significant role for the Presidio Trust to play in carrying out this work.

After interviewing more than 50 service sector leaders and conducting three focus groups, Bridgespan found a clear market need for a center focused on service and determined that Fort Scott was uniquely suited to host it. The physical appeal of the campus, its location in a major metropolitan area, and the proximity to Silicon Valley were all positives for the development of Fort Scott. Bridgespan also found the Presidio Trust uniquely positioned to orchestrate the work as part of a larger concept that both aligns with the Presidio’s historical roots and follows the vision of developing a national park for the 21st century. Finally, Bridgespan laid out a relatively simple business concept, including



earned revenue from office leases, event space and lodging coupled with philanthropic and fee-for-service support for programs, which would allow the Trust to explore the project further.

Fort Scott Federal Advisory Council – October 2012 to May 2017

In October 2012, the Presidio Trust formed a Federal Advisory Council (FAC) to provide ongoing advice and support in activating the vision described in previous reports. The FAC's initial advice encouraged a focus on leadership training, knowledge development, and building a strong network of champions through convening. They investigated the opportunity of raising \$150M through philanthropic giving for the rehabilitation of Fort Scott, by conducting a feasibility study with CCS. The FAC consulted on the development of proof-of-concept leadership programs, and they supported the growth of the network, mission-aligned tenants and convening programs. The FAC endorsed a 10-year business development strategy for the growth of leadership programs at Fort Scott and encouraged the Presidio Trust Board to invest capital to build out more buildings for lodging and short-term residences. The FAC met fifteen times over four and a half years, culminating in the creation of this report for the CEO and Board of the Presidio Trust.

The National Center for Service and Innovative Leadership – January 2013

By January 2013, much of the work of Sagawa-Jospin and Bridgespan reports was coming to fruition under the watchful eye of the FAC and the Presidio Trust's Board. The newly established National Center for Service and Innovation Leadership (NCSIL) delivered a powerful case statement that detailed the status of Fort Scott as well as the vision for the future.

"Today we begin transforming this historic campus into a national center devoted to developing leaders capable of solving the most pressing social challenges of our time."

The case statement highlighted America's "Traditions of Service," exploring how our citizenry has historically organized to achieve impact greater than what one can do alone. The Center envisioned programs rooted in cross-sector collaboration that were data driven, rigorous, and tied to measurable outcomes. Amongst the offering at NCSIL

were programs centered on education, convening, research, and recognition. At its pinnacle, NCSIL envisioned a Fort Scott campus with the capacity to provide up to 500 temporary lodging accommodations, 100 administrative offices, and conference and classroom space to serve 1,000 visitors, all alongside 10 acres of usable outdoor space.





The Presidio Institute – September 2013

In 2013, NCSIL became the Presidio Institute—a division within the Presidio Trust dedicated to leadership education, convening, and service. Drawing from its forbearer, the Presidio Institute shared a vision with Fort Scott. Since 2013, the Presidio Institute has developed and carried out programs at Fort Scott – and across the country – that encourage organizations to invest in their problem solvers and gain a new lens on leadership.

In 2012 and 2013, buildings 1201 and 1202 became the first buildings at Fort Scott to be renovated and reactivated. Along with a handful of mission-aligned tenants, the Presidio Institute took up residence in these two buildings.

The focus of the Presidio Institute has been on cross-sector collaboration and leadership development. Three programs were developed that would enable problem solvers to increase their ability to tackle some of the most pressing challenges of our time. These transformational experiences bring together curated cohorts of changemakers from business, nonprofits, government, philanthropy and academia to provide a collaborative leadership skillset and mindset.

Originally part of its charge, the Presidio Institute took ownership of Fort Scott for purposes of convening and external rentals, and in this area found particular success. In 2015 and 2016, the Trust set a goal for the Presidio Institute to host 75 events. Within two years, 310 events had taken place at Fort Scott—a clear demonstration of the demand present for this “contemplative retreat.”

Fort Scott Listening and Demand Tour – September 2016

In 2016, the Presidio Institute led a listening tour for Fort Scott. Drawing from the lessons of previous studies and programs, this effort assessed the demand for tenants and campus users. It also further investigated the opportunity for social impact investments to be part

of the capital stack necessary to redevelopment Fort Scott. Along with support of Marvin Strategies—a consulting firm—and members of the FAC, the Presidio Institute carried out interviews and design sessions that reached scores of potential stakeholders.

This particular exploration was less encumbered by prescriptive goals or specific topics as compared to the previous endeavors that focused primarily on national service and cross-sector leadership. However the Presidio Trust Board did require the general areas of interest guide the listening tour. The areas of interest closely mirrored the history and legacy of Fort Scott: veterans & military families, youth development, environment, and public & national service. The project developed a goal for Fort Scott to create and sustain an ecosystem for social impact.

"We envision a vibrant and thriving ecosystem for social impact where residents and visitors collaborate across sectors to solve some of our nation's greatest challenges and advance the legacy of Fort Scott and the Presidio."

The research determined that there was significant interest in office space designed for co-working, on-campus temporary housing, an event and training center, and auxiliary services to support daily use of the campus. Within this vision, Fort Scott would unite mission-aligned tenants to advance social innovation and improve social impact in a variety of areas. In order to accomplish this, the user-base of the entire campus must be carefully curated, investments should be made in the scaling of big ideas, and Fort Scott should strive to be a center for design and thinking in many areas of social innovation.





Conclusion

The challenges facing our society are growing, and our traditional institutions have failed to forge solutions at a commensurate rate or scale. We must think differently about how we invest in our problem solvers. The time has come to place a bet on creating a *hub for social innovation* that will enable innovators from around the world to collaborate together on courageous solutions to the challenges of our time.

Fort Scott is a powerful place, a hallowed ground for change makers, and a potential nexus of innovation. The campus is full of history, symbolism, and potential energy. The retreat-like setting in the midst of the world's technological center is conducive to building an environment focused on service, leadership, collaboration, diversity, and impact.

With the right investment and curation, this old post can become a gathering place meant to inspire bold action and innovative problem solving. Fort Winfield Scott is ready for reactivation.

Investment

There are a number of options for obtaining the necessary capital to renovate Fort Scott and develop a hub for social innovation. The most likely scenarios will involve some combination of Presidio Trust capital, master developer investment, and social impact investment vehicles. There is an estimated \$150 to \$200 million required to fully renovate the campus, and at least three years of construction to complete.

Future Development Inquiries

If you are interested in being part of the reactivation of Fort Winfield Scott, would like to learn more about the development schedule, or have questions for the Presidio Trust, please contact:

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