

**Presidio Trust Board of Directors Meeting**  
**September 17, 2009**  
**Minutes**

**Attending:**

Nancy Bechtle  
Robert Burke  
John Reynolds  
Michael Shepherd  
William Wilson, III

Michael Boland  
Steve Carp  
Karen Cook  
Jeff Deis  
Fran Gonek  
Tia Lombardi  
Mollie Matull  
Craig Middleton  
Joshua Steinberger (8:53 – 9:41)

**Not Attending:**

Nancy Conner  
Curtis Feeny

Meeting called to order by Vice Chairperson Wilson at 8:53 a.m.

**Actions taken:**

- Approval of Minutes of June 2, 2009, June 11, 2009, and June 30, 2009 (Resolution 09-20). By motion duly made and seconded. Vote: 5-0.
- Approval of Commemorative Works Policy (Resolution 09-21). By motion duly made and seconded. Vote: 5-0.
- Approval of Presidio Trust Art Collections Manual (Resolution 09-22). By motion duly made and seconded. Vote: 5-0.

**Discussion items:**

- Mr. Wilson welcomed Mr. Reynolds to the Board. Mr. Reynolds said that he was pleased to join the Trust and that participating in the evolution of the Presidio had been a dream of his since his retirement from the National Park Service (NPS). Mr. Reynolds also reported that the Secretary of the Interior wished to visit the Presidio and that he is interested in addressing issues in a way that both gets things done and resolves controversy. Ms. Bechtle said that

she agreed with a comment previously made by Mr. Feeny, that the Presidio should be a great place to live and to work.

- Mr. Middleton said that at the time of recent Board meetings there seemed to be little cause for optimism in that the economy was suffering, the anticipated financed lease transaction was stalled and the proposed contemporary art museum was moribund. He said that there is now reason for optimism and he cited several positive indicators:
  - Interest in the Presidio has never been higher;
  - In a recent visitor survey over 90% of the respondents said that the Trust should continue the job it is doing;
  - The reconfiguration of Doyle Drive is speeding along – the design of the new Doyle Drive is good, much remediation work will be performed in the process, and the Trust will receive a payment from Caltrans;
  - The Trust’s financial position is stronger;
  - The Trust and its track record enjoy a favorable reputation in Congress;
  - The Trust may receive some funding for heritage-related projects in a Department of Defense bill;
  - The Trust’s portfolio is being diversified into a mix of tenants and lease types. Mr. Middleton reported that residential leasing has been more challenging with longer vacancy periods and some lower rates, and although new non-residential leasing has slowed, the existing long-term leases are solid;
  - Staff is discussing ways in which to bolster the image of the Presidio;
  - The new Veterans’ Cemetery Overlook will be opened on November 11, 2009, made possible through Mr. Burke’s donation;
  - The Rob Hill Campground is scheduled to open in Spring 2010 and it will help celebrate the Trust’s dedication to the environment and to youth leadership;
  - Funds soon will be committed for a new archeology lab because the current lab is slated for deconstruction in connection with the Doyle Drive reconfiguration. The new lab will offer increased opportunities for educational and children’s programs;
  - Greening of the Main Parade Ground is anticipated to begin within the next year;
  - The Disney Museum is scheduled to open October 1, 2009;
  - The lease of 100 Montgomery Street with the International Center to End Violence will be executed soon and the rehabilitation of the building will follow;
  - The Public Health Service Hospital district is undergoing dramatic changes – rehabilitation of the nurses’ quarters is completed, rehabilitation of the Wyman Avenue duplexes is underway, the area is scheduled to be landscaped in November 2009, and the district is schedule to open in July 2010; and
  - \$42M in capital projects was obligated in the last fiscal year.
- Mr. Middleton reported that Trust staff attended a national conference on service held in San Francisco in June, and that leaders on the national service movement were excited about the possibilities that the Fort Scott district may hold for service organizations. Informal discussions involved possibly developing a center focused on training leaders in service and providing a resource center for volunteerism, including library and living facilities. Mr. Steinberger outlined the multi-month leadership program used by the Civilian Community Corps on its campuses as a possible model for the Presidio. Mr. Reynolds suggested that

staff speak with both the Student Conservation Association and with Colin Powell's group. Mr. Middleton said that staff was consulting with many service and volunteer organizations and that such campus-type use of the Fort Scott district would be national in scope. Mr. Shepherd said that if the focus is service, then service of all kinds should be considered, not only youth programs.

Mr. Burke observed that the Board needed to have a fundamental discussion about the future use of Fort Scott since development/rehabilitation of the district would be a significant and expensive undertaking. He said that the Board must decide whether the best use would be commercial, residential, educational, service-related or something else. Mr. Burke said that it would be important to make it clear to any possible user that the Trust did not have the funds to subsidize the project financially, and that the required infrastructure improvements would be costly. Mr. Burke and Mr. Wilson agreed that the Trust did not need to make any money on the project, but that it should not cost the Trust money either; a break-even transaction would be acceptable. Mr. Middleton said that a multi-use project might be a possibility with some pieces of the district producing revenue, and others not. He suggested that staff study concepts for use for approximately six months and return to the Board with suggestions.

- Ms. Gonek presented a proposed updated five-year plan. Mr. Burke asked how much of the plan involves specific, new projects versus a conceptual direction. Mr. Middleton said that the plan represents a direction and that each specific project involving expenditure of \$1M or more is returned to the Board for approval. Ms. Bechtle and Mr. Wilson said that a planning session to discuss long-range goals would be beneficial for the Board. Mr. Middleton suggested that the Board have a retreat so that they could discuss objectives, projects and strategy. The Board agreed that such a planning and strategy session was warranted.
- Ms. Bechtle asked about progress of the Environmental Impact Statement for the Main Post Update. Ms. Cook responded that the Trust currently was responding to comment letters, the consultation process was ongoing, and that she hoped to have the document finished by year-end.
- The Board discussed the proposed new archeology lab, including design features, storage capability, use and funding. The Board also discussed the funding and location of the Heritage Center; Mr. Burke suggested that the Park Projects and Programs Committee move this conversation forward.
- Mr. Deis presented the results of his analysis regarding replacing the NPS' management of the Presidio Fire Department with either that of the San Francisco Fire Department or with the Trust's own management. He reviewed staffing, equipment and financial issues. Mr. Deis reported that he has spoken with a San Francisco Fire Department representative and intends to submit a proposal to the Department. The Board directed staff to continue conversations with the City about its provision of service, but also to continue to prepare to manage the Presidio Fire Department itself with expert assistance, in the event such negotiations are unsuccessful. Mr. Middleton reminded the Board that even if the City is not the provider of fire fighting services to the Presidio, the Trust and the City have in place a

- Mr. Boland presented the Commemorative Works Policy and the revised Presidio Trust Art Collections Manual. Mr. Reynolds and Mr. Boland discussed certain provisions of the Art Collections Manual. The Board adopted the Commemorative Works Policy and the Presidio Trust Art Collections Manual following revision to the Manual.

Meeting adjourned by Vice Chairperson Wilson at 11:22 a.m.