

**Presidio Trust Board of Directors Meeting**  
**March 19, 2015**  
**Minutes**

**Attending:**

Nancy Bechtle  
Paula Collins  
Bill Hambrecht  
Charlene Harvey  
John Keker  
Alex Mehran  
John Reynolds

Carla Armstrong  
Michael Boland  
Steve Carp  
Karen Cook  
Bart Ferrell  
Fran Gonek  
Craig Middleton  
Dave Smith  
Joshua Steinberger

Meeting called to order by Chairperson Bechtle at 8:12 a.m.

**Actions taken:**

- Approval of Election of Vice Chairperson ([Resolution 15-13](#)). By motion duly made and seconded. Vote: 7-0.

**Discussion items:**

- Mr. Middleton welcomed Mr. Keker as a new Board member. Mr. Middleton reported that:
  - Chris Lehnertz has been appointed as the Superintendent of the Golden Gate National Recreation Area for the National Park Service following Frank Dean's retirement.
  - The Main Post area is becoming more animated – the recently-rehabilitated Officers' Club is drawing over 10,000 visitors monthly, new restaurants have opened, "Off the Grid" continues to be popular, and visitors are exploring the area.
  - The Doyle Drive tunnels are scheduled to be fully opened to traffic in late May. Ms. Bechtle suggested that a celebration be held in the tunnels before they are opened.

- Mr. Middleton introduced “Strategy 2020,” a document developed in conjunction with the Boston Consulting Group (BCG) that is intended to capture the Board’s ambitions and aspirations in a high-level strategic framework that will set the direction for the Trust’s work over the next five years. He said that Strategy 2020 creates the basis for goal setting and resource prioritization. BCG representatives joined the meeting (8:26 – 10:28) to discuss their findings and recommendations. Mr. Boland reviewed the six pillars of the plan – welcoming the public, creating a positive impact, stewarding the Presidio, funding the vision, sustaining the organization, and building strategic partnerships. Mr. Boland also reviewed the key components of each of the pillars and how each will be achieved. Ms. Collins asked about tying the objectives to a timeline. BCG said that refining the implementation of the strategy and including a schedule was the next step of their work. Mr. Reynolds made several suggestions in connection with the core values and the phrasing of certain concepts. The Board discussed whether the Trust’s financials should be divided between park operations and real estate to provide better visibility as a management tool. BCG suggested a revised management structure that would be aligned with the strategy. The Board endorsed the approach of Strategy 2020 and directed BCG to incorporate its comments and to refine the plan.
- Richard Kennedy of James Corner Field Operations (JCFO) joined the meeting (10:45 – 11:18) to update the Board on the status of the New Presidio Parklands Project. Mr. Boland reported that the Trust and JCFO were in the community engagement phase of the design process, exploring design concepts and variations. The community conversations have focused on the character of the space, including the desired type of visitor experience and programmatic uses of the area, pedestrian circulation systems, landscape character, and the amount of new construction. Mr. Boland said that consensus to date has coalesced around designing an open space that invites different scales of participation – an “open platform” that accommodates a mix of more intimate and active zones. The Board discussed the public input and involvement, the design and construction schedule, and the budget for the project.
- Ms. Gonek reported on the rehabilitation of the Presidio Theater at 99 Montgomery Street and its potential transformation into a community theater. Ms. Gonek outlined the design challenges arising from historic preservation concerns. Mr. Mehran said that it was important to understand the operating model for the facility. Ms. Gonek said that she is working on operational and financial issues and would report back to the Board.
- Ms. Gonek updated the Board on the status of the Trust’s food program. She said that she and Bon Appetit, the company managing the food program, are taking steps to build the revenue line and to control expenses.
- Executive Session: 11:45 a.m. – 12:25 p.m.

Meeting adjourned by Chairperson Bechtle at 12:25 p.m.