

PRESIDIO TRUST PUBLIC BOARD MEETING – May 14, 2015

NOTE: The following is the best transcript available of the public Board meeting of the Presidio Trust Board of Directors held on May 14, 2015. It is based upon an audio recording of the meeting.

[Start of recorded material]

Nancy Bechtle: Hello? Ah, it's working. So good evening, ladies and gentlemen. If you would like to take your seats, then we will get started. We have a really interesting agenda. I would like to say that it is 6:35. I'm calling the meeting to order.

And present from the Board are Charlene Harvey, John Keker – I'm Nancy Bechtle – Craig Middleton, Paula Collins, Bill Hambrecht, and I know that Alex Mehran is on his way. His plane was late, which is never a surprise around here. So first, can I have approval of the minutes from whatever date it was [unintelligible] all those in favor, please say aye.

Voices: Aye.

Nancy Bechtle: Okay. I have a very short Board Chair's report. First, I want to say, I think that we survived those articles that were in the Chronicle pretty well. I think when you look out the window and you see how beautiful it is, I think many people are going to appreciate the fact that the decisions that we made were very important.

I also had – where is Amy Meyer sitting? Amy wrote a letter to the editor, which was printed, about that we need to look at the site of

the Sports Basement. It is something that we will be doing. We have no idea what we are going to be doing. But we do want to see what it's going to be looking like when the tunnel tops at least get designed. But then we will be taking a very serious look at what that beautiful site is like.

I got to say that we – kind of one of the good things that's happened to us as Board members, we were allowed out on the tunnel tops just a few minutes ago. And it is going to be so magnificent. It's really exciting. Now, the other thing is that this is going to be Craig Middleton's last public meeting. I'm sure he's very sad about this. But he has been an absolutely incredible leader for us.

He started in 1997. He was the first employee here. And he's been the Executive Director since 2001. That is 14 years. That is a long time to be running at a place like this. But everything that has happened so far has been just very positive for the park, for the former army post.

And we have a little gift for him. But first, I would actually like to say – I hope you will all join me in a huge round of applause for Craig Middleton. And we have a very special memento for Craig, which is the key to the Presidio. Our gates are actually open, Craig, but [unintelligible]

Craig Middleton: You mean it's not a picture of a 65-foot-tall building?

Nancy Bechtle: So we honor and celebrate Craig's vision, advocacy and leadership in saving the Presidio for the American public. Presidio Trust Board of Directors, May 14th, 2015.

Craig Middleton: Wow, thank you. Thank you, all.

Nancy Bechtle: So with that, I'd like to turn it over to our Executive Director for his report. You want me to hold it?

Craig Middleton: These keys are big. Well, I guess I'll just share a few reflections, because it is my last public Board meeting, except I just told Nancy that I'll probably be out there with you in the three minute comment card the next times. But I remember the very first public Board meeting of Board meeting of the Presidio Trust in 1997 – July 1997. I think it was Toby Rosenblatt's birthday. He was the Chair.

And at that time, the military families who lived in the Presidio actually came up to the stage and offered us vegetables from their gardens. And then somebody came up and put a little plastic baby Jesus on the stage. And I thought, "Well, maybe the message is, you're going to need all the help you can get."

So over the years, and I think it's probably, when I think about it, about 60 public Board meetings, and then a number of non-Board meetings that were public, of course, and many other meetings, we've talked about a lot of subjects, a lot of projects, a lot of issues. And I'm looking at Howard Levitt over there because I have never

had to talk about dogs. And I really appreciate that. So I thought I'd spend the rest of my time talking about the dog issue. No, but just a couple of quick memories. Our offices in those days really consisted primarily of a folding chair, a folding table, a lamp from Costco. And we were in Building 10, 10 Funston. It was the only building on Funston Avenue, that Civil War-era streetscape, that had been restored. It was very different then. It was very empty.

And we didn't even have a credit card. We had seven members of the community appointed by the President of the United States, one employee, no credit card, big ambitions, a great big mandate, and no idea what we were going to do. So as if you were to walk through the Presidio today, I think there's not a whole lot of evidence of that time left, thankfully, actually.

It was a jewel, and you still see the jewel there. But now the jewel has been shined up and made beautiful, and is radiant. And so thank you for all of your work in helping us get there. I was thinking also about – what are some of the things that made that happen, made all this change happen in just a short amount of time?

Now, 15 years may not – or 16, or however many years it is – doesn't seem like that short a time. But when you compare it to the 250 years that the Presidio has been here, it's pretty short, a lot of change. And I would say there are four things. There was a certain boldness that may be comes from not knowing what you're doing,

but you're sure you're going to get it done, because you've made some promises.

And there's a certain boldness that I think went into the fact that there was never a government entity like this. There was never a national park like this. There was never this idea that there was going to be such an unprecedented amount of private and non-profit capital coming into a national park. That was new. But there was a lot of moxie, and there was a lot of will.

Secondly, there was a real threat, despite the great work that Amy Meyer and Ed Wayburn and Phil Burton and Congressman Regula did to bring together this park, this place, and ensure that the Presidio would be part of the park. There was a threat.

We were looking at it being sold. We were looking at it being defunded. And that threat meant that the community came together in a way that I found extraordinarily impressive, where the business community, the environmental community, civic leaders, SPUR, San Francisco Tomorrow. Amy's group actually formed probably as part of the reason for that threat, although you had formed earlier in order to accomplish the park in the first place.

But it was an extraordinary coming together that I think has – we've had our differences over the years about different issues. And I can remember some of those. But I will tell you that this community has always stood by the Presidio, and that means a lot.

The third thing is that there has been unprecedented generosity in our community. I think of – I don't know whether it was Crissy Field, the gift, or the Haas gift to the trails and overlooks and campground. But one of those two gifts was the largest cash gift ever given to the national park system.

Then fast forward a few years, we have the Bechtel Foundation, largest cash gift ever given to the national park system. So I like the trend line. And I think it really says a lot for what our community gives us. And it's not just those big gifts. It's all the little gifts. It's all the elbow grease. It's the people who get out and volunteer.

And then, finally, there are a lot of risk-taking pioneers. There are a handful of really important ones that got us started. Remember, this place was quiet. There wasn't anything going on. Now it's the place to be, but at that time, it wasn't. So the Tides Foundation came in. They took a 50-year lease on a very lonely and dilapidated building.

The only people around were the YMCA, who had been here forever, and had been here when the military was here. And those two really were the first. And then there was San Francisco Foundation, the Film Centre – I mean the Film Centre, not the foundation. The Bay School, which in itself was audacious. There

were a bunch of parents who got together to build a school, and they did it here. And now, of course, it's very successful.

So a few pioneers who really decided to put a stake in the ground here, and make it work. So I pass the baton to a really terrific staff. And I understand the Board has to do the process, an arduous process of finding a new leader. And I wish everybody well.

And I hope that as you go forward, you do so with the same four things – boldness, community support, generosity and risk-taking, because I think we have an opportunity to have a wonderful park here, a beautiful place at the corner of San Francisco and next to the Golden Gate Bridge.

But the Presidio has always been more than that to the United States. It has always been influential. It always has had more of an impact than that. And so I hope that you will really take that charge seriously, and move forward in creating a programmatic richness, a distinctiveness that this place deserves.

And so I would just want to end by telling you a story about this congressman named Ralph Regula. And some of you know Ralph. He is a Republican from Canton, Ohio, and was in Congress for 36 years, wonderful guy, big supporter of the Presidio Trust, big supporter as Chairman of the Appropriations Committee in the House of the funding for the parks all the way through, until somebody decided we were no longer going to get funding.

I think that was a terrible mistake, but maybe there's an opportunity someday to reverse that mistake. But Ralph was here several years ago. And he and I were walking down Arguello Street near the gate. And then when we got to Inspiration Point, that beautiful place, we're looking out at that beautiful view.

And this is this guy from Ohio who has had a 36-year career in Congress, navy vet, says, "This is the best thing we ever did." And I would just like to say I agree with him. It's the best thing we ever did. So thank you, guys. And I know we have a great lineup tonight, and great projects moving forward. And I just want to thank you for all your support over the years.

Nancy Bechtle: So we're going to have a couple of presentations, one from Howard Levitt, who is the Director of Communications for the National Park Service. And I think you're going to be using the screen. Is that correct?

Howard Levitt: Just for one slide.

Nancy Bechtle: Only one slide?

Howard Levitt: Yeah. It will be very brief. You want to go down?

Female Voice: Mm-hmm.

Nancy Bechtle: Okay. So [unintelligible] I think Greg has more slides. Greg's got lots of slides. So we're going to [unintelligible].

Female Voice: I'm being honest.

Female Voice: [Unintelligible.]

Howard Levitt: This is my only slide. So the slide that you see up there on the screen is a screen capture of a slide that sort of reflects the centennial of the National Park Service, which, as most of you know, will occur in 2016 – 100 years of national parks in this country. We're proud to be one of 407 units of the national park system.

And the theme of the centennial for the park service is "Find your park." And there's lots of ways that it's being rolled out and presented. And we'll see it occur here at Golden Gate and throughout the national park system for the next year and a half. The "Find your park" message is already out there. And you'll see various PSAs that will be shown around sooner than later.

And you'll also see the Golden Gate featured in these, because when the National Park Service looks at its centennial and looks at parks that made a difference, parks that are beloved and well-visited, Golden Gate rises to the top. And of course, the Presidio is almost at the exact geographic center of that national park. And so

this is just a little – I’m not going to roll the videos here. But be watching for this campaign to unfold.

And we all have reason to be proud to be one of the collective units of the national park system. And as I say, the Presidio happens to be geographically at its center. Now, I’m here tonight representing our new superintendent, Chris Lehnertz. As many of you know, Frank Dean took a wonderful job as the president and CEO of the Yosemite Conservancy.

And his former boss, the regional director, became his successor as superintendent at Golden Gate. And Chris has been asked this question. Why would you go from being the boss of a superintendent to that very superintendent? And she said, “Well, you know something, when I worked into Golden Gate my first day, I realized what a huge promotion I gave myself here.” She’s having a very good time.

I think many of you have met her already, and we’re going to arrange several opportunities for the community to meet Chris. She’s going to be a fabulous leader for us, I think. She’s a wonderful person. She’s a very quick study. And she’s quickly absorbing all of our various issues and challenges.

I want to reflect just for a minute, and not to take up too much more time, because I think the main event, of course, is the new Presidio

Parkland Project tonight. But I did want to give some NPS observations about that project.

And it's been a fabulous experience for many of us on the National Park Service team to be working with our colleagues at the Presidio Trust and the Golden Gate National Parks Conservancy on this project, which is so stunningly important, this new parkland, which is an unprecedented opportunity.

We want to, first of all, give kind of a metaphorical round of applause to our partners – and we'll take a little bit of it ourselves, too – for the community engagement aspects of this. This has been very heartening to see the sincerity of trying to reach out to the broad community to bring in the full array of stakeholders into this process. Again, we're creating something here that's monumental and a once in a lifetime opportunity.

So the public engagement aspects have been very, very heartening and encouraging to us. The evolution of the process, the listening that's taken place, I think, has been, again, a very positive thing from our perspective. And we've been proud to be part of that. And we look forward to that process continuing.

And the work of Jim Corner and his team, it's been a pleasure for us to be part of that and watch that move and move forward. We're pleased, of course, as you'd expect we would be, that there's a deep

awareness of the need for whatever happens on the tunnel top to be compatible with the national historic landmark.

And again, we're very confident that as this unfolds, it will meet all those tests. We're encouraged that the thinking to date has really involved the awareness that there needs to be an opportunity for the community to help build programs that resonate at this site. We appreciate too, of course, that the site, as it's planned in its entirety, will have the new Visitor Center as a launching point for an experience at the Presidio, and exploration beyond the Presidio to the rest of the Golden Gate National Recreation Area.

But we know that the integration of Building 210 to the rest of the site is integral, and we've appreciated that that's been front and center. And then too, we are hopeful that integration of the new parklands with the magnificent Crissy Field area will ultimately, at some point in time, also make sure to take into account the wider of mid-Crissy as it unfolds. But the idea of linking Main Post to Crissy Field, and then that vantage of the entire mid-Crissy area is so exciting for us as well, and we'd like to express that.

Finally, out of the realm of comments on the new Presidio parklands, I would be very remiss if I didn't pay a National Park Service tribute to Craig Middleton. And we have been partners for 18 years. And I don't remember the baby Jesus episode, Craig. But I do remember a lot of military families coming up and expressing, in the early days, their concern that it wasn't going to work, and this

place will degrade, and it will never have that glory it had as an army post.

And I think now that we look back from the vantage point of 2015, I think we can say that there would not be anyone who expressed those doubts then that would express doubts now. And a lot of that occurred under your leadership. A lot of the reasons that people would feel that way occurred under your leadership.

The trails, the bikeways, the visitor amenities, including the magnificent Officers' Club here in the center, the initiation of this process, all of this occurred on your watch. And you have a tremendous legacy here. And we've been very proud to be a partner of yours here at the Presidio. And we wish you nothing but the best in your future endeavors. And we thank you for your leadership and your partnership with us. Thank you.

Greg Moore: Good evening, everyone, members of the Trust Board, Craig, hi, members of the public, the audience, and all the friends out in the room. I'm going to stay in the theme of this being a little bit of a bittersweet evening for all of us, with Craig at his last Presidio Trust Board meeting, and just thinking about the amount of time we've all spent with him in making the Presidio what it is today. It was 22 years ago this month that Craig and I began working together on the Presidio project. Just a sec, I'm looking for a clicker here.

Male Voice: Joshua stole it.

Greg Moore: Oh, Joshua took it. Is my presentation up? Does it just flow? There we go. And we knew we had a magnificent and historic military post with hopefully a bright future, but a future that was not at all secure, given how daunting the task was. And Craig and I began working on this when the army was still in these buildings, and the concept of the Presidio Trust was yet to be developed.

But little by little, that concept was developed. Craig championed it through Congress. Nancy Pelosi successfully got the bill passed. And soon after that, the Presidio Trust began in earnest on this daunting opportunity to take a historic post and make a national park. Craig mentioned four characteristics that part of that, and I'm going to add a fifth, because it was hard work.

And the Trust Board and Craig, the number of Trust Board members that have served with Craig, they had their own Presidio to-do list that was huge. And I'd like to just remember that to-do list for a moment, and how far we've come.

First, the complex environmental cleanup of the Presidio with tons of environmental contaminants – done. Reviving and replacing an antiquated utility system – done. Restoration and leasing of hundreds of historic buildings – done. LEED certification of many of this buildings – done. Restore park areas from Crissy Field to El Polin, to Mountain Lake, to the Presidio forest – done. A magnificent new campground and trail system throughout the

Presidio – done. Magnificently restored buildings for public use, including the Officers’ Club, the Presidio Inn, and so many more – done.

In this time frame, no one could have ever imagined that all those tasks with all their costs, with all the public input, and all the hard work could achieve what the Trust Board and Craig have achieved with the Park Service, of course, and us helping out along the way, and the community being active at the Presidio today.

So Craig, I’ll really miss you. I’ll miss the accomplishments that we’ve been a part of together, the fun we’ve had, the challenges we faced, the things we’ve shared along the journey. And thank you once again for your amazing legacy here, really incredible.

I’d like to turn now just quickly to some of the things the Conservancy is doing with the Trust since I last reported to the Presidio Trust Board. And of course, this is front and center, and we’ll be hearing about it later tonight, the renovation of these tunnel tops into this amazing new public parkland here at the Presidio.

The Trust, of course, is the lead partner in this, with the Conservancy and National Park Service helping out. One of our jobs is to help raise the philanthropic money to make these dreams possible. We’re \$35 million along towards our fundraising goal. We’ve got more to raise, but we’ve got a good start along the way.

And we've really been honored to be included with the team, with the Trust, with James Corner Field Operations and his team, with the National Park Service, with the public in helping imagine what this will be, contributing to the design and construction and planning effort, and just helping lend whatever hand we can lend as the Conservancy to make this vision come true.

And we'll be hearing, of course, more about that tonight. Meanwhile, at the same time, across the street is Crissy Field. And the Conservancy, with the Trust and Park Service, is managing an effort we call the Crissy Refresh. Crissy Field was completed as a national park site, restored about 13 years ago. We did not know how popular it would become, how threadbare it would become due to that popularity, and how much we would learn about what the public is looking for.

So we're revisiting Crissy Field, looking about how we can even make it better, what new amenities we should add, what systems will help people make their way through it, and most importantly, how it connects seamless with the work going on across the street with the new Presidio Parklands Project. And our landscape architect, CMG, is working directly with James Corner and his team to ensure that seamless connection occurs.

We're also completing some final stages of the Presidio trails and overlooks project. It's mostly done, but we're about to break ground on a new overlook here at this site at the Golden Gate

Bridge to design one more beautiful viewing point for the Presidio. Then on the other side of the bridge, we're working on a final leg of the coastal trail.

Here, over these gun batteries, will be a multi-use trail with a bridge spanning across to the Golden Gate Bridge to create a seamless biking, walking and hiking connection in that very, very busy corridor where the Presidio meets the Golden Gate Bridge. We've also given attention with the Trust to Tennessee Hollow, raising funds for its restoration.

We're at about \$4.5 million for that project, and have raised the funds that Trust used to implement the new restoration of the YMCA Reach, just recently completed by the Presidio Trust. We're continuing to work on how we bring youth to the Presidio in a dynamic and meaningful way.

The Park Youth Collaborative of the Trust, Park Service, and the Conservancy wants to double the number of young people coming to the Presidio from the current number of 20,000 to up to 40,000. We've established common measurement systems for how we provide education and leadership opportunities for those young people, and have implemented many programs together.

Perhaps one of the more successful, supported deeply by the Trust in terms of funding it and making it happen, the camping at the Presidio program at the renovated Rob Hill Campground. This

program has been so successful that this year, it hit its programmatic capacity of 9,000 kids. Every space available for the kids' first overnight experience in a national park is being utilized. And what a gift that is to the children of the Bay Area and San Francisco.

Recently, also began experimenting with – the Presidio is not a park known and close to everyone who lives in San Francisco or the Bay Area. We were funded by the California Coastal Conservancy to work with the Trust and National Park Service to develop a community shuttle to see if the transportation access was there. Could we bring broader communities to the Presidio to take advantage of what this national park has to offer?

Our first shuttle stop was set up in Bayview-Hunters Point. We've had an active program with the Bayview Y and other organizations in Bayview. The shuttle is also serving the Tenderloin, Bernal Heights and other neighborhoods. And it's bringing just a diversity of participants to the Presidio, to this national park for all. And I think it has a very bright future in terms of really achieving the vision for this national park.

Finally, I just want to comment on the Presidio as a pioneer. You may not recognize this, but this is a vase constructed by the artist Ai Weiwei as part of a Presidio Trust exhibition called "Habitats" which occurred a number of years ago under the FOR-SITE Foundation.

Little did we know that FOR-SITE Foundation getting to know Ai Weiwei here at Art in the Parks in the Presidio would lead to another installation, a rather large one, on another former military post, Alcatraz Island and Prison, by Ai Weiwei with seven different installations focusing on human rights, personal expression and prisoners of conscience.

This exhibit just closed at the end of April, and was visited by almost 900,000 people. Our Bay Area visitation went up 100 percent, showing that if you can make these parks relevant to local people, they'll come visit them, even if they believe Alcatraz is only for out-of-towners.

Here's a shot that just shows Craig and I had a lot of fun along the way. It hasn't been easy at every step, but we kept our humor together, we celebrated our accomplishments as they came along. And as you all know, Craig, he's just a friendly, kind, dedicated human being. And his legacy here is really incredible.

This is Andy Goldsworthy, "The Spire," and I think Craig was aspirational. He accomplished a lot, and he left a legacy for all. So once more, Craig, thank you. And I hope you take advantage of that key, and come back many times to see us, and in some way, continue to be involved in this magnificent place that you have given so much of your time, talent and dedication to. Thank you.

Craig Middleton: Thank you, Greg and Howard. I really appreciate that. I just wanted to thank you as well, Greg, for giving me my first job here. Our kids are both born a week apart. I started about two weeks before my daughter was born. And the very first thing I asked Greg as my boss is, “Can I have a few weeks off?” And he was great about it. So from that, evolved a great relationship.

We want to talk about the future. And I also, by the way – and it’s not a “by the way” – I want to say welcome to John Keker, who is our newest Board member. And I think this is your first public Board meeting, the first of many. And so, welcome. And please give a hand for John.

I’m going to introduce Paula Collins. She is going to start us off on a discussion of our new strategy for the next five years. And I think it’s great to have you do this, Paula. The Board and staff have worked together hard on this strategy. So thanks for kicking us off.

Paula Collins: Can you see me? I have podium issues. I’ll just stand on my toes. A few weeks ago, I had a friend in from out of town. And as I almost always do, I took her on a walk through the Presidio. And she said something interesting. She said, “You know, I get it. There are not a lot of instructions in this park. You just kind of let people enjoy it as they want to enjoy it.” And I said, “Oh, yeah, that’s right. That’s what we do. We let people enjoy it as they want to enjoy it.”

On one of our more recent, more tranquil Trust Board meetings, I was thinking about that. And I was thinking about – you know that eagle that kind of lives on the top of the spire that you might see on a foggy morning, or you might try to zip through on a Thursday evening, especially in the winter when it's foggy, and you see all the people at Off the Grid, or maybe a lecture at the Officers' Club. We really do want to let people enjoy it as they enjoy it.

So as we talk together about reflecting on the last 15 years, and then looking forward to the next five years, we decided to focus on a strategy that has, as our staff likes to call, six pillars. So tonight is the first night that we're going to present those to you, the staff, with great skill and great depth. Not me – I'm only going to summarize. But we're all pretty excited about providing this, really, a point of departure for all of you to help us refine what we want to go about doing.

The first pillar that we came up with was – welcome the public. Well, of course, welcome the public. But we might even push it further and say, "Invite the public," because I think it's great, so eloquently put. There are a lot of ZIP codes that don't even understand that the Presidio is here, and that they're welcome to visit.

So we're working hard with many like-minded individuals and people to really create a broad, positive impact – that's our second pillar –and to broaden that impact. In a time where it's just so clear

that the health and well-being of a population is intricately linked to the out of doors, and the things that we all have to offer, we're excited about doing that.

Our third pillar is to steward the Presidio. And we want to do that, mindful of its history, especially its military history. We want to do that in a way that's mindful of its ecology, of course, and its sustainability. And you'll hear more about that from our staff.

We want to fund our vision. We let out a little sigh of relief when we hit the sustainability benchmark, but we are not comfortable, because we know how we live in an era of disruptive change, so anything can be disrupted at any time. So we will continue to have that way up on the list, to generate revenues wisely, and to make expenditures wisely, so that we as fiduciaries make sure that this vision is funded.

And then fifth is to sustain our organization. We absolutely have to take care of our people. We have to take care of our volunteers. And we have to do it in a way that they are always, every day, inspired to do their very best work, as they have done. We have an incredibly dedicated, mission-driven, and engaged bunch of employees. They're all smiling. And we want that to continue.

And then, our sixth pillar is to build strategic partnerships. How lucky we are to have the National Park Service. How lucky we are to have the Golden Gate National Parks Conservancy as partners.

And we have many others, some of whom are located right here on the Presidio, others who have yet to become our partners elsewhere in the world, but they share our enthusiasm for this incredible and special place.

So I will pass it to Joshua, and leave you with one of my favorite African proverbs, which is –if you want to go fast, go alone. If you want to go far, go with others, go together. So with our partners, and especially with all of you, we look forward to working with you to refine the plan that you're about to see. We welcome your comments. We're very uncomfortable when there's no controversy, so bring it on. And with that, I thank you. And I'll hand it over to Josh.

Joshua Steinberger: I'm also slightly podium-challenged, so I appreciate that. Well, thank you, Paula. I just learned two things about you. One is that you don't like to do PowerPoints, which I appreciate. So I'm going to jump a couple of slides ahead. And the other is that you will now be introducing all these sessions, because that was extraordinary. And I'm not sure – the smiles that you were previewing so much of what we want to say. So thank you for that introduction.

I'm going to begin by talking about welcoming the public. And as Paula mentioned, we think about this move from – the Presidio is saved – now, how can we share it? And there's two sides to that coin –welcoming the public, and creating a positive impact. And our objective to welcome the public stems from the fundamental

reason that urban parks, and especially national urban parks, exist to bring exceptional outdoor and cultural experiences to where people live.

We know that to do this, we must continue the good work that we're doing today. And we need to make intentional choices to both broaden the depth and breadth of what we offer. As Paula mentioned, we begin this with a modest but essential step of extending an invitation – not to you. You're all here, and we're glad you're here, and we'll continue to invite you.

But it's remarkable how many times we hear that people don't come to the Presidio, because they don't know simply what the Presidio offers – a place to hike, a place to fly a kite, to have a meal, to enjoy a show, to take in stunning views, and so much more. When we utilize technology to connect with you and new audiences, and leverage our relationships with tenants to connect with the public.

And most importantly, we must create programs that offer experiences that are relevant, meaningful, and authentic to a diverse cross-section of the public. (Here, I'm going to have you flip.) All right, one more. And as we talked about, we know that we need to address the very real and perceived issues of people not getting to the Presidio, and expanding the forms of transportation, from buses and shuttles to bikes and automobiles.

And congratulations to all of you that participated in Bike to Work Day today. And once visitors are here, it's our job to provide them with the tools necessary to navigate the park. Paula, for your friend, we want to make sure that she can continue to make this her own experience. But we want to make sure that there's a clear starting point for exploration.

And we need to increase our ability for visitors to have a basic experience that will allow them to have an enjoyable park experience. For many of you, you know that there's room for improvement with the access to restrooms and trash cans, ADA accessibility, and Wi-Fi, and we'll continue to work on that. And Strategy 2020 is based on the belief that we must welcome visitors.

We must do the things that we just talked about. And the Presidio can play an important role in addressing important challenges, important questions of our time –as Craig talked about, having an impact beyond our wall. As part of the creation of this plan, we really took a hard look at what's intrinsically special about the Presidio, and where we believe we can have the greatest impact.

At the top of the list, the Presidio offers an extraordinary opportunity to connect the public with the park's unique natural environment as well as its rich cultural heritage. And as Paula mentioned as well, we believe that together, we can contribute to a healthier Bay Area by utilizing the Presidio's wealth of recreational resources, 24 miles of trails, 19 miles of bike lanes, multiple ball

fields, and an array of tenants that are committed to health and wellness in our community.

Finally, while we will always work to ensure that everyone feels welcome here, we've identified three target audiences that we believe that we are particularly well-suited to serve – youth, those that are not visiting the Presidio today, and veterans. With regards to youth, in the coming years, we will grow our educational programs, and partner with San Francisco schools to reach every student at least once, hopefully multiple times, during the course of their education.

We will also work to connect with local populations, as I mentioned, that are not currently here. We will become better listeners. We will create programs that serve underrepresented communities. Finally, we believe that given the Presidio's rich and important history as a military post, it has a special role to play in veterans' and military families.

We will ensure that our programs integrate veterans, and that we partner with community organizations, other government agencies, and tenants to strengthen ties with the veteran community. To accomplish this, to share the Presidio, we must, of course, remain diligent to the core reason of why we're here – to steward the park. And with that, I turn to Michael.

Michael Boland: All right, Joshua. Thank you. So I wanted to talk a little bit about really what I think was our first mission, which is saving the Presidio, and stewarding its incredibly rich collection of natural, cultural, scenic and recreational resources. It's really the first mission that we've all worked together over the last 18 years.

And the resources of the Presidio have been stewarded with the support and involvement of hundreds of organizations and thousands of members of the community who bring their blood, sweat and tears to the stewardship of this place, this incredible national park site.

And there are really three components that we want to focus on over the next five years. The first has to do with, again, our fundamental mission, which is stewarding this incredible National Historic Landmark District. The Presidio is blessed with unparalleled riches in terms of its cultural resources – over 450 historic buildings, and over 1,200 historic features.

So our first job is really to steward these buildings, to continue the ongoing work of rehabilitating them, rehabilitating the historic landscapes that surround them, and rehabilitating our largest historic feature, which is actually the Presidio historic forest. I think we're the only National Historic Landmark District that can claim a historic forest as its largest artifact.

Secondly, that we focus our energy on continuing the good work that began in the last 18 years on stewarding the Presidio's ecology. When this land transferred from the National Park Service, there were tiny fragments of San Francisco's natural history scattered throughout the landscape that were really protected inadvertently by the army. There were little bits of San Francisco that were never developed by the army. And together, they add up to the best collection of San Francisco's native biodiversity that exists that remains today.

We, working with the National Park Service, the Parks Conservancy, and thousands of volunteers, we spent the last 18 years growing that footprint within Area B of the Presidio from about 20 acres to over 100 areas of natural area, stewarding 21 special status plant species, and ensuring that the native wildlife that exists in the park is flourishing, even in the midst of all of the development that we've been undertaking.

Over the next five years, we're going to focus particularly on two projects – on the restoration of the Tennessee Hollow Watershed, and also on completing the ongoing restoration work at Mountain Lake. The third dimension of stewarding the Presidio that we're going to focus on has to do with sustainability. The Presidio has the infrastructure of a small town, a city of about – well, not really a city – a town of about 10,000 people.

Here in the Presidio, we have everything. We have a water treatment plant. We have our own water distribution system. We have a bowling alley. We have a fire department. We're really a small town. And what better opportunity is there to model 21st-century thinking about sustainable systems, about managing our carbon footprint, and about water efficiency?

In the next five years, we're going to focus specifically on the issue of energy and water. And our plan calls for us to, for the first time, manage our carbon footprint, and also do our best to become water self-sufficient, which is very much a stretch goal, but something that we're really committed to and really excited about.

The second [unintelligible] I'd like to talk briefly about has to do with building strategic partnerships. As I mentioned at the beginning of my remarks, partners have played a huge role in our stewardship of the Presidio. And we understand that partnerships are something that are going to play a fundamental role in our ability to implement this vision that's outlined in Strategy 2020.

And there are really three things that I want to focus on. First, our essential partnership with the National Park Service and the Parks Conservancy. We've partnered in an array of ways over our last 18 years.

But in coming years, we're going to really focus on expanding the array of programmatic partnerships, expand the region impact of

our education programs through partnering in the Park Youth Collaborative, focusing on the new Presidio Parklands Project and on the development of a new Presidio Visitor Center, three really important and exciting pieces of programmatic infrastructure that we hope will make the Presidio a national park that is available to a broad cross-section of people throughout our community.

Secondly, we know that it takes many hands to deliver a vision, like the vision that's outlined in Strategy 2020, that we need to continue to work very closely with the community, with a broad cross-section of community organization and community partners.

But we want to be more strategic about that in our next chapter, to make sure that we're good partners ourselves, that we create the infrastructure we need to support our partners, and that we develop new ways for the community to engage really deeply in the ongoing work of transforming the Presidio and preserving it for future generations.

And finally, building very much on the tradition of the Golden Gate National Recreation Area, which I think is one of the preeminent national parks in the sense that it has played a role that goes way beyond the boundaries of this park. It's been part of this larger conversation about the preservation of protected areas and the preservation of national parklands across the country and throughout the world. And I think it's really, by every estimate,

sort of the gold standard for how to think about stewarding public land.

We think that our experience over the last 18 years has positioned us very well to begin to play a larger role in that larger conversation about the preservation of protected areas and the stewardship of our public lands, of bringing some of the experiences that we've had working with our partners, and working on the stewardship in this really unusual place, the Presidio, this funny overlay of built form and natural systems and financial self-sufficiency.

Bringing the experience that we've had over these last 18 years, and participating in that larger conversation, much in the way the Parks Conservancy and the Park Service have for a number of years now, to be part of that larger conversation about the stewardship of public land in the 21st century. And this is something that the Strategy 2020 identifies a number of ways in which we'd like to really kind of play a role in this larger conversation. So that's something we're really excited about.

Fran Gonek:

Hi. I want to talk about one of my favorite subjects, which is money. Anyway, we know we want to do a lot as an organization entrusted with the responsibility of caring for this asset. We need to be mindful about the importance of the financial resources needed to fulfill our mission today and in the future.

We are really lucky that the Presidio has been endowed with a real estate portfolio that serves as an economic engine for the park. It is critical that we maintain strong relationships with our tenant community, and as partners in sharing the Presidio experience, and being intentional in how we deploy our resources to maximize our impact. We believe that how the organization spends money should tell the story of what we are creating and what we care about.

In the upcoming budget cycle, as well as now as in the future, we will increasingly use our resources to support our strategic framework. We will ask the critical question – how do we measure return on mission and return on investment? In other words, are we spending our money wisely? We will continue to work with our partners at the Golden Gate Parks Conservancy to seek to financial generosity of you and the larger community to accelerate the implementation of our strategic objectives.

And now, our final pillar is about sustaining our organization. We need to develop new capabilities to deliver our vision and capitalize on an asset we already have, which is us and our staff. We will identify and fill talent gaps needed to deliver on Strategy 2020, and develop practices to orient new employees, interns and docents, along with new skills, including cross-departmental training, and providing resources for professional growth to ensure that the Trust remains an attractive, exciting and rewarding workplace.

Finally, we will continue to collaborate both internally and externally. To share the Presidio, we must become visitor-focused, and create systems that allow us to effectively work across the visions and departments towards a common goal. We're really excited about sharing this strategy with you. And thank you for the time. And Craig, would you like to come up here and say a few things?

Craig Middleton: I don't need that. Well, thank you, everybody. Thank you, Joshua and Fran and Michael and Paula for bringing us into this discussion. This is really new for us and exciting for us to have a five-year plan and strategy that we can share with you, and ask for your involvement and your support and your input, as this thing, of course, will evolve, and budgets will reflect, and expenditures will reflect what we hope to accomplish in this strategy.

I just want to highlight that all of this can only happen with these partnerships. And again, Greg, and your entire organization and your board, and Howard and Chris and all of the people that work so diligently at the National Park Service here and across the country who have been such great partners.

But people at the YMCA and people at the school district and people in all the organizations that deliver programs in the Presidio, we want you all to be part of this partnership activity. The funders, anybody who wants to join, this is an invitation to all of you. So

with that, I think I'll stop because we have a really exciting project that Howard alluded called the New Presidio Parklands.

We decided to call it the New Presidio Parklands because we figured nobody would remember that, and someday, we want to name it something exciting, so we would start with something not very exciting. But I'm very pleased to welcome back to the podium Michael, who will kick us off on this discussion. Thank you.

Michael Boland: All right, thank you, Craig. So I'm simply the appetizer course, and I'm only going to talk for just a couple of minutes, and then I'm going to bring up the main event, which is Jim Corner, the person that is going to walk us through most of the presentation about the New Presidio Parklands, or NP3, as we like to call it, because it is such a sexy and alluring name. Whoa, here we go.

So we just heard a bit about Strategy 2020. And as Paula mentioned, sharing the Presidio, making the Presidio a place that will serve a broad cross-section of people in our community, people from across our community from around the world, is fundamental to our next five years, to Strategy 2020.

And I think it's safe to say that the New Presidio Parklands Project, which will create a link between – this thing doesn't work. You know this map – between Crissy Field and the Main Post. This incredible joint that gets created between these two most public

parts of the Presidio, and creates a new portal, a new way for the public to begin their experience of the Presidio, is vitally important.

And this is an opportunity that was really brought to us care of this community and the vision that was created by Michael Painter and SPUR and the activism of a number of people in this room to make sure that when this freeway was replaced, Doyle Drive – this day, by the way, just was one of the most exciting days I can remember, when this ugly thing came down.

And really exciting to me because suddenly, you began to get a sense of the potential of the site already. The social life emerged as the freeway was coming down, and there were hundreds of families there with their children. And there were all these five-year-olds with little Tonka trucks and little backhoes and things out there. They're creating their own little parkland.

But what was incredible was you got a sense of the kind of potential of the site, and the sort of spectacle that would be possible in the site. So it was a thrilling moment. But the point I really want to make here is that this opportunity to link together Crissy Field and the Main Post, to create a continuous ensemble of parkland that stretches from the Officers' Club all the way to the waterfront at Crissy Field, really came about as a result of this community.

That the community came together and said, "Okay, yes. We know this freeway is a 2 out of 100, and something we probably shouldn't

be driving on in a major earthquake. But if you're going to rebuild it and take more parkland to bring it up to contemporary standards, you need to add some goodies."

And one of the goodies that was demanded by the community was this bridge built over the top of the freeway. And that's really the subject that we're talking about – I don't mean a little bridge. I mean a 14-acre bridge – of New Presidio Parklands. And what an extraordinary opportunity that is. And it's the thing that we really have been focused on for this last year.

So just to refresh everybody's memory about where we are in the process, we began this process in 2014 during the imagine phase. Thousands of people participated in that process, and helped us imagine what the New Presidio Parklands could be during the New Presidio Parklands competition.

We are now in the middle of the design phase here in 2015. In 2016 and through 2018, we will be beginning construction late 2016, finishing up in mid-2018. And I will look forward to seeing all of you – I'll be a little more gray, probably have a lot less hair – but on the tunnel top parklands in the middle of 2018 at the opening.

Where we are specifically in terms of the design phase is at the very end of concept design. Concept design began in January, is coming to a close here in May. And we begin this next phase of work that

involves really two very important processes. The first is the beginning of our environmental historic preservation compliance process, this review.

We've been gathering a whole collection of comments. We've been in a scoping period. The public can continue to give us comments until June 1st. And those comments will be responded to in the draft EA. But of course, the public comment period stays open, so anyone can provide us comments all the way through the end of July. Then we're going to produce a draft document at the end of summer, and circulate that for comment as well.

At the same time, we're going to be continuing to work on schematic design, which is when we begin to get down to some of the questions about kind of the materiality and the feeling and the planting and the character of the site. And there are whole series of public workshops that are woven through that entire process, that we're looking forward to seeing all of you in, and hoping that you all participate in.

So I mentioned a bit about community engagement, and Howard talked a bit about it as well. This project has been really a joy to work on. There's been an enormous amount of community interest in the project, and we've been grateful to have so much energy and enthusiasm devoted. And I just wanted to look back over the community participation that we've had up to this point.

We've engaged the public in four primary ways. Through a project Web site, we've had 22,000 visitors at the Web site. Many people have left comments that we've incorporated into the public record. In the gallery, the design lab, and the ground floor of Building 103, we've had over 7,500 visitors, many of whom have left their comments about the schemes.

And as you know, after every public meeting, we change out all the materials in the design lab with the new materials that we present. We've had a series of meetings like this one, both in the Presidio and then out in their neighborhoods. And below, you see a list of some of the neighborhood meetings that we've had.

We've taken the project out into the community, gotten really valuable feedback, especially from a number of people that are in communities that aren't regular users of the Presidio, to make sure that the park is as relevant to a broad cross-section of people in our community as possible.

And then lastly, we've had a series of weekly project site tours, which has been really a great way to introduce the public to the site. And we've gotten a whole array of different kinds of feedback, 900 different submissions online, 500 comments. We've got 400 different pieces of artwork. We're going to have an exhibit at the end of this project of all the artwork we've gotten – it's been fantastic – and a series of emails and letters in the process.

And there are a number of themes that have come up. And I wanted to run through them quickly, just to give you a sense of some of the feedback we're getting, because it's played such an important role in the evolution of the project and the evolution of the design. So the first series of comments, I would say, fit into the category of site character.

We've heard from the public that they're very hopeful that the site – that the design will accentuate the site's natural beauty, a lot of affection for the character of Crissy Field, and pulling that character across the street onto the site. People are very attached to the incredible views the site will offer, and want us to enhance them without competing with them. They're interested in keeping the site simple and serene, don't want the site to be cluttered up with a lot of details.

It's very important to people that it be family-friendly, that it be safe, that it be well-lit, that it be inviting and welcoming. Secondly, we've heard a lot about a different array of experiences that people would like to have on the site. People would like it to be fun, creative. They'd like to have opportunities for play and exploration.

They'd like it to be both passive and active, have an array of different kinds of potential experiences on the site, opportunities for educational programming, outdoor learning, informal exploration, flexible spaces for the arts, learning about nature and human

history, and also just a beautiful place to walk, a beautiful place to take a walk, take a stroll among natural areas of beautiful gardens on the site.

And third, we've heard a lot of feedback about specific project elements. People are very – probably the most common comment we've heard is, people want affordable food. Comfort is really important. And you'll see that runs through all of these comments. Affordable food, restrooms – the question asked more commonly than any other at the Presidio Visitor Center is, “Where are the restrooms?”

Visitor comfort in weather – we all know what San Francisco is like in the summer, and the parklands is a pretty exposed site. So we've heard a lot from people interested, making sure there are places where people can get out of the wind. Multiple paths and trails that create places for bicyclists and pedestrians.

A small amphitheater, not something for big events, but something for small gatherings, for outdoor learning experiences and things like that. Some subtle interpretive elements throughout the site that speak to its history and ecology. And then we've gotten really interesting kind of mixed perspectives about the idea of a campfire in the Presidio, so I thought I'd mention that.

There are a number of series of upcoming workshops, I just wanted to mention to everybody, because again, we want you to continue to

participate in the process as much as you'd like to. We have an upcoming workshop on Saturday, June 13th, that's going to focus on details and materials. Saturday, July 18th, some early concepts, schematic design concepts.

And then our final schematic design presentation is going to be at the end of the summer on September 17th. And I'm really hoping that I'll see all of you there. There also are a series of workshops out in the neighborhood. We're having one at SPUR, the Ortega Library out of the Sunset, the women's building in the Mission, and also at the Chinatown Y.

So tonight, we're going to talk about a couple of things, and just to talk a bit about where we are and where we're headed. For those of you who have been at the last several workshops, you know that we presented three versions, three variations on a theme of the competition scheme that Jim Corner had presented during the competition process.

Each of those illustrated different sets ideas that emerged in the public comment. As a result of the public comment we've received over the last several months, we've narrowed that down to a proposed concept design, and also a kind of kit of parts of additional project elements. And so tonight, we're going to present both things. We're going to present this proposed concept design as well as this kit of parts of additional project elements.

And we're going to be looking to you, the community, tonight and in the following weeks to give us your feedback. Which ideas still resonate with you; which ideas are maybe not resonating as much. Are there some ideas that ended up on the cutting room floor that you're really sorry to see there? And which of these additional project elements are resonating with you the most?

The goal being that at the end of this, in about a month's time, they will stitch all of this together, will narrow it down into one final proposed concept design, and that that will be one of the three alternatives that we carry through the environmental compliance process. So that's really the scope of tonight. And I'd like to invite Jim to come up here and talk to you about his incredible evolving, emerging design for the New Presidio Parklands. Thank you.

Male Voice: Those aren't the park slides, by the way.

Female Voice: Sorry.

James Corner: Okay, thank you very much, great pleasure to be back again. And congratulations to you on your next chapter of life. We strolled down the High Line in the winter, and invite you to come back to New York when leave, which I believe is in a month or so, in a much warmer climate, with flowers and grasses and a lot of beauty. So let's do that in more inclement weather.

And thank you to the Board for this opportunity to update you with where we are. And thank you to you all for coming out this evening, and allowing us to update you and share the latest with you.

Where are we? This is the project, as you know. The tunnels are being built. This is the Main Parade and the Main Post. The building we're in right now is here, with these windows looking out across the tunnel tops to the bay across the marsh. And our project is about building all of this out as one new elevated park with great views, and a new lower-level park tied to the Crissy Field Center, with Mason Street as a lower-level learning landscape. And this is another view showing those tunnels with the Main Post. And we will be building out over those tunnels.

And you can just begin to imagine the sort of views that you'll get when you're standing 35 feet above grade in this location – clear views to the City, the Palace of Fine Arts, the Alcatraz, the bay, the Golden Gate Bridge, and all the way back into the Presidio, which offers views which we haven't hitherto had.

And so looking back, I think you could just say this is another park project, and there are lots of parks around the country being designed and built. But I actually think this is a very significant national, if not international, project, simply because of its location. When you get out onto the tunnel tops, this is really the center of San Francisco's psyche, if you will.

You're in the context of the bay. You will see the City skyline. You'll look back into all of the Presidio land, across the marsh and across the field to the Golden Gate Bridge, out to the Pacific Ocean, across to the bay in Marin, and Angel Island, and Alcatraz. So anybody who understands San Francisco's geographical psyche, mental map of itself, this is the location to come.

And I think it will be hugely significant, and deserving of the status of a national park. And when you step out onto the tunnel tops, you will have an amazing experience, a simple experience, but a very powerful experience, a visceral experience of being out in the space of the sky, in the space of the bay, and enjoying all of these views.

And of course, this is a place not only of great experience and sort of geographical reflection, but also historical reflection, honoring all of the history and the service that has been born in this place. And we've spoken a lot in previous meetings as well as today with Greg's talk too about the importance of natural systems, natural resources, ecology and the environment.

And last year, when we won the design competition to move ahead, you can see in this image the idea of Presidio Point, the idea of a new landscape over the tunnel tops, taking in these views and enjoying this context. This was the site plan at that time, with a series of new viewing promontories and viewing overlooks, and a variety of public spaces.

And over the past few months – January, February, March, all the way through really May – we’ve been engaged in a significant amount of public outreach and public participation. As a result of that, we developed actually three alternative variations on a theme.

These different variations offered different ideas to do with landscape character – either wilder character or more manicured character – to do with programming and use, from very low-intense uses to higher-intense to uses, to different types of landscape look and feel, and the [accordance] of priority to different [moves]. These have been exhibited in the design lab and circulated around the City for several weeks.

And we’ve received an awful lot of input on all three variations. And that’s allowed us to get to the point that we are at today. And doubtless, this design too will continue to evolve and become richer as the process ensues. Here, you see a number of public mechanisms whereby we’ve interacted with people in the community. What we’ve learned is that these six goals here are the main goals that the Trust and the Conservancy put forward as the goals and aspirations for the project.

I think all of the public outreach we’ve received has just reiterated the significance and the value of these same goals – honor the significance of the Presidio, offer a magnificent experience of the Golden Gate and the bay, be welcoming to all, integrate the natural

landscape of Crissy Field and the cultural landscape with the Main Post, create the best place to begin your Presidio experience, and provide exceptional environmental learning opportunities.

I think we would add that we've heard three other things quite loud and clear. Number one, keep it simple, open and flexible. Celebrate the views and the authenticity of this place. And avoid overbuilding, clutter, and too much stuff. So here is the concept design as it stands today. And before I delve into it, I want to show you the same aerial photograph today.

So here, you are actually looking at the parade ground, the building that we're in today with this window here, the tunnel tops, Doyle Drive, the Crissy Field Center and the marsh. And this is the build-out of that park. So this is a hugely transformative project.

And when you add into that image – sorry, I keep flicking the wrong way – when you add into this image what's happening here too, with the Tennessee Hollow project and the Quartermaster Reach, look at that, so all of this new marshland and creek land tying into the marsh alongside the new Presidio Parklands. This is hugely significant transformation.

And then what we're looking at here are basically generally a number of zones through the park. At the beginning at this more central zone, we have the transit center here, the existing stand of Monterey cypress trees, which we're turning into a new centerpiece

as part of a new public space here, removing the vehicular street and the parking. So this now becomes a public piazza, if you will. We call it the “zocalo,” which is a Spanish word for the center of a community.

The existing trees become the sort of centerpiece. This building is being renovated as part of a new Visitor Center. The idea of this is that this is the place where people arrive, are oriented, and gather and assemble. We’re proposing in this scheme the retention of this building. And you’ll see some options which have to do with either its removal or its rebuilding. But in this scheme, you see what it would be like if we actually retained this building with the Visitor Center and the transit center, and made something of the central zocalo.

Here, we extend the lawn in previous schemes. We brought the Main Parade lawn down and out and onto the tunnel tops. And we heard a lot of resistance against the scale of the lawn at that scale, largely, mostly to do with water conservation. So we thought it would be nice to actually construct – this is actually a series of gardens, and to draw the gardens all the way through to the east.

And those gardens would comprise mostly succulent planting and drought-tolerant grasses, but have a sort of horticultural flavor, in much of the tradition of planting on the Presidio level and Presidio [art plans], and contrast that then to this bluff landscape, this coastal bluff landscape along the embankment as you go down to the lower

level, and then bring across some of the Crissy Marsh dune landscape down at the lower level.

So this area at the beginning is really about a zocalo and a series of gardens with seating, all of them oriented towards to Golden Gate Bridge and the views across to the bay. The gardens come across the middle portion of the site, and then we have much smaller lawns, but sufficient in size to allow for picnicking and gathering, and to enjoy the view west of the bridge and the view east out to Alcatraz.

We still have the cliff walk and the overlooks, the western overlook and the eastern overlook, a much revised central overlook. And I'll show you here a revised circulation scheme. If you recall, in previous versions, we drew Anza Esplanade all the way through and all the way down to Mason in this location. There were a number of problems with that to do with some logistical issues here, as well as the awkwardness of having a crossing in this particular location.

So what we now do is actually sweep a path from the western side of the Main Post, bring it through the gardens, along the front of this building, and then down east around the flank, and then down Halleck Street. And we have a large crossing here that would connect to the Boardwalk and connect across the marsh, and go to the marina and the bay.

And here, we continue Anza Esplanade down and through to the central overlook, and then down the face of the bluff and across Mason Street here towards the marsh. So these two lines, the primary movement lines, connecting the lower landscape to the upper landscape. And then we still have the cliff walk, which is the walk along the top of the bluff connecting all of the various overlooks, and a series of tertiary paths.

These are quite narrow paths that just meander through the various gardens in this landscape. And what we have then are a series of different types of landscape. In this color, you see the garden plantings, which would be a variety of succulents and grasses. In line, you see the lawn areas. This one is actually scooped out of a hill form in an effort to create a wind-protected hollow which is oriented towards Alcatraz and the view towards Alcatraz.

There's another wind-protected space here which is looking to the Golden Gate Bridge. And then this is coastal bluff planting, a large-scale restoration project to bring a coastal bluff landscape to the escarpment. And then this lower level has a series of coastal dune landscapes. So you see the upper-level landscapes, the upper-level gardens will be colorful and textural varied, and have very interesting and stimulating horticultural themes.

The coastal bluff will have many of the characteristics of the coastal bluff landscape around the Presidio. Some coastal woodland down in the lower landscape, but mostly coastal dunes, and drawing

across that natural feeling from the marsh and the bay. Now, as Michael said, this is what we call a concept design. But then, we have actually a sort of catalog of components that we're considering as potential additions.

And these are things that in the next few weeks and months, we need to study further and explore, and also run through you as part of the public process about what things resonate and what things maybe don't resonate so much.

In this sort of catalog of additional elements, we have significant new furnishing around the zocalo, a new sort of meeting and gathering space, a new building to replace this building, increased seating and gathering spaces in the gardens and around the lawn area, various modifications to the overlooks that sort of dramatize the overlooks, especially the western overlook with the cantilevered walk, a number of additional stairs and ramps and ways to get down to the lower landscape level, including an amphitheater here, or actually less amphitheater, more a series of seating terraces that bring you down from the central overlook, and a variety of other amenities.

And that produces this version of the plan, if this was to be the full build-out with that panoply of components. This is the plan that shows the concept plan with all of the potential additional elements added. This is a view of this place today. The Main Post is here.

This is the parade ground and Crissy Field, Crissy Marsh, on the site that we're looking at.

And this is it tomorrow, including the work at Quartermaster Reach. So today, a lot of concrete, a lot of noise from vehicles, a lot of disconnection. And tomorrow, a new democratic platform floating out into the space of the bay, significantly greener, and significantly more interconnected with the adjacent resources of the park.

This is a view of the site not quite today, probably yesterday. You don't see the tunnels here. You see Doyle Drive, and the tunnels are being built here. This is the building that we're in now, and the Main Parade. And then, the project tomorrow, the new Visitor Center, the new shaped cliff walk with the new bluff face, and the lower-level learning landscape and expanded Crissy Field Center.

So again, from a landscape of fragmentation and a concrete jungle to something that is green and interconnected and park-like. This is a view today or yesterday. The tunnels are being built here. This is the Main Parade. Look at the proximity of this location to the City, and the juxtaposition of the density of the City with the generosity and natural resources of the Presidio landscape and the bay.

And the landscape tomorrow, with the projection out of this new park. You see the new ramp walk down the face of the bluff that comes all the way to Mason, and will connect across to Crissy Marsh on a Boardwalk and to Crissy Field, so that that is now a

contiguous connection for people to walk and stroll and cycle and interconnect.

And another walk down the eastern flank down to Halleck Street, across Mason, onto a Boardwalk across the marsh, out to the marina and along the bay. This is a view of the tunnels today. You're looking to the Golden Gate Bridge and Crissy Field and Crissy Marsh. This is Mason. The Crissy Field Center building – this is the building that we're in today with the Main Parade.

And tomorrow, look at that. So you have, again, massive amounts of fragmentation and disconnection. And tomorrow, you'll be able to have this seamless green landscape that just opens up to the space of the bay. And again, the adjacency with the Quartermaster Reach and the Tennessee Hollow project is very important.

And here, we're just zooming into that view. You see the tunnel entrances here with westbound traffic, and the eastern lobe of the upper landscape, the central lobe with the central overlook that's connected to Anza Esplanade, and the western lobe with the western overlook looking out to the bridge, the bluff face, and the lower learning landscape, and the expanded Crissy Field Center.

This is the view today from the Main Parade. This is the building we're in now. This will be the new Visitor Center. This is the stand of Monterey cypress trees that we're trying to make into a really strong focal point in the new public piazza. And this is the

view out to the bay. And the view tomorrow, a few more people on the lawn, perhaps.

But here, you see that this building, if we build a new building or remove this building, is significantly more open because this one comes out to this location. And here, we're cleaning up that vista. And secondly, this whole horizon line is cleaned up, so that what you're getting instead of a lumpy and cluttered horizon that's narrow is a clean horizon view out to the bay.

This is a view today of what we're calling the zocalo. There's parking. This is the service side of the transit center. The new Visitor Center would be here. This is the existing building. If we retain this building and build out the piazza surface with a new surface for people to gather and assemble under the space of the trees, this is what this space will look like.

And if we remove that building and replace it with a new building that we've been exploring this is how the zocalo could function. This building does a couple of interesting things. It's simply a glass vessel that is super-transparent. You walk into it, and it becomes a glass-enclosed space about the size of this room, but without any opaque walls. It would be glass all around with views all around.

The steps you see here are actually seating steps facing south or facing the sun. And you can walk up the steps and come onto the roof, where you would have a public garden at that level with

elevated views all around. In this view, you're also seeing a lot more furniture around the trees, providing amenities for people to sit and to gather and to assemble.

This is the place where the rangers and other tour guides gather people together, get them oriented, and put them on their way. This plan shows the idea for that new building. If you recall the previous scheme, we had two what we call butterfly wings here, which are actually two tilted planes of landscape. Underneath those planes could be two buildings.

This is an adaptation of that idea, where here, we propose one building with seating steps facing south and looking back along the axis of Anza Esplanade. And here, instead of a building, we have a scalloped earthwork. This is actually sort of a hill with a carved-out hollow inside that hill to provide a wind-protected lawn for picnicking and for gathering. And that lawn looks east to Alcatraz.

You can see here a gathering circle with spaces for seating. There's a couple of campfires built in here, as well as a couple of small platforms for stages and introduction, spaces for picnicking, expanded areas for dining, and a variety of furnishing and pathways through that landscape.

On the other side, the glass wall of the building could open and close and be totally permeable in good weather, and open to a garden of succulents and grasses with the new horizon looking out

to the bridge and the bay. And from the interior of the building, you would enjoy this sort of panoramic view and vista. In front of the building, this is the garden line that's sort of drawn across the project so that you're walking through a series of gardens and plantings to move east and west.

And in the central area are carved out two small lawn areas, a western lawn and a central lawn and an eastern lawn. And this area here is the central overlook. This is a view of one of those central vistas today on the tunnel tops, looking at the bridge. And this will be the view tomorrow, looking at the bay through a series of gardens and plantings.

And as I mentioned before, those plantings should have horticultural appeal, and be delightful all year round. This is a view of the lawn area on the tunnel tops today, looking out to the bridge. And when it's finished, there's lawn, there's space to put a towel down, to let kids run around, to have picnics and family gatherings.

And this is a view looking east to Alcatraz from the tunnel tops. This is one of the mouths of the tunnel. The freeway is coming in at this location. You're looking out to Alcatraz. And this is the view in a large meadow that we want to create on the western flank using tall grasses that will catch the breeze and blow in the wind, with a series of small trails that bring you out to the eastern overlook with a very clear view out to Alcatraz.

This area, we call the cliff walk. And this is really a walk where you're coming out to where the Presidio landscape, this upper-level Presidio landscape meets the more wild, rustic landscape of the bay. The bluff landscape meets the plateau here. And we have a walk along the top of that. That walk has a series of components – the western overlook, the central overlook, the eastern overlook, and the bluff walk down the face down to Mason.

This is a view of the cliff walk today. You're sort of on the northernmost edge of the tunnels, looking along – this is Doyle Drive. Mason is over here. This will be the lower-level learning landscape in the future, which is a bit like this. This is the cliff walk, with sculpted furnishing to help protect from wind, but also to create a variety of interesting social situations where people can simply sit and absorb the view in a fairly natural setting with a coastal bluff planted landscape in the foreground.

And this is the bluff walk down the face of the bluff, walking people on a five percent ramp, which is a totally ADA-compliant accessible ramp, walking them down through the plantings of the bluff face, coming down to the lower-level learning landscape. This is a view looking at the western overlook.

Again, this is an additional feature. It has a sort of cantilevered walk out into the space of the sky and over the bluff to really sort of dramatize that view west to the bridge. And you're looking here at the coastal bluff, all the plantings, the lower-level learning and

discovery landscape, and the Crissy Field Center with an expansion project over in that location.

You can see the Palace of Fine Arts over here, and Alcatraz. This is a view of the central overlook in this location. Now watch this. When that central overlook comes, we're able to raise the horizon to a level that actually occludes the mass of that building. So you can see here, we only have the tunnel tops creating an edge at the moment. But we're building out over that to a point that will actually scale down the impression of that building.

And here, we have embedded in the ground – again, it's an additional item. But we call it a compass rose. And this is in honor of a lot of people who care about the military history of the Presidio, and believe that it's important, that there should be an element called a compass rose. And we thought that this would be the best location to put that. The compass rose is actually in recognition of the various expeditions and deployments that happened in this location.

The Presidio served as a point, not only a vista point as I showed before, but also a national point of expedition and deployment to various locations around the world. So this map is literally the map that's inscribed in the pavement of the floor with a series of steel lines. And etched in the steel is the name and the facts surrounding that particular deployment, and whether or not lives were lost as part of that deployment, that was all recorded in the text in the line.

And we think this could be a very beautiful thing, reflecting the sky and having some interesting material properties. And then, there's a large piece of furniture here for people to reflect. But it's also double-sided, which means they can sit looking back to the Presidio and to the Main Post, or sit out facing outwards to the bay. This is another view of that compass rose with the seating around it.

And we're also exploring another thing that's been a popular suggestion during our outreach effort, which is the idea of a time line, an interpretive time line, a series of discrete signage elements that tell the story of the time of the Presidio, from sort of pre-settlement all the way through to the current day. In the lower landscape, we have the lower learning landscape and the expansion of the Crissy Field Center.

The learning landscape is really a field of sculpted dunes that are brought over from the marsh. And in those dunes, we carve out a series of spaces that can be used for discovery, exploration and learning. An important addition here, our property line or project line actually ends here. And in the former concept design I showed you, this path would come here to Mason.

As a potential addition, we think it would be interesting to try and take over some of this parking lot, and actually move the park west a little bit so that this now becomes a publicly pedestrianized area.

The geometry of the walk comes further along Mason, which puts it a lot closer to Crissy Field.

And we're working with the Crissy Field Refresh Project and the National Park Service for a potential boardwalk across the marsh to connect, to continue the geometry of that line all the way to the field, and have a large picnic area and social – a gathering area, a variety of gardens in here with interactive features and learning features. And here, you see the Crissy Field Center with an expanded building.

And here's another important element, a series of seating terraces that allow you to face west to the bridge and to the bay, but also to stroll down very easily from the upper level to the lower level. If you remember our previous scheme, we had a larger amphitheater here oriented east to Alcatraz.

And again, for a number of logistical reasons, that switched over to this location, which is actually a very smart suggestion, I think, because the views will be extraordinary, but also, the connectivity between these two levels is so much more effective in this location. The idea of the seating terraces is that it's really a place where people can sit and rest and just take in the view.

We want to design this so that it's really embedded in the coastal bluff landscape, so it's not an alien feature, an overly built or an overly scaled element, but it's something that really nestles you in

the slope of the bluff, and really gives you the sort of experience of being in that space.

The learning landscape offers a variety of sort of rustic setting for children of all ages to come and learn and discover and play. There's sand components, water components, a variety of opportunities for learning about natural ecosystems and historical resources, places to get to work and to manage or steward the land. And in this here, we're showing a new building proposal as an addition to the Crissy Field Center.

Importantly here is the front part of this building, which is understood as a field station, which will be welcoming to all the public to come into the field station, and to use that as a point of orientation in this lower level. All of the public restrooms would be oriented towards the public space. And it allows the Crissy Field Center to have its own internal youth campus with outdoor classrooms, a flexible lab, an art lab, and a science lab, and a sort of internalized learning campus.

And the architecture for that would be something light and airy and rustic, primarily, using wood and steel and glass. So that summarizes where we are. This is the concept design in its base format. And this is the concept design with its various additions. And over the next few weeks, we're going to be exploring the merits and pitfalls of each of those additions in a sort of rational process – quasi-rational, at least.

This is the site as we see it. I feel that this presentation talks about a lot of details, and I think it's really important to end on the note of just how significant a transformation this is. I think you should all congratulate yourselves on the vision that was initiated when you foresaw that this would be a hugely transformative project, its significance in terms of connectivity.

Look now at how all of the various park lines are interconnected for pedestrians and cyclists and walkers. It's important from the point of view of being a new sort of democratic, symbolic, central platform for viewing the City in the context of the bay. And that's an extraordinary national park experience that no other national park can boast, that you can have this exposure to natural resources, to cultural and historical resources, but in such a civic, urban adjacency is an extraordinary asset.

And here again, you see the significance of connectivity and the drama of this landscape. I do believe that we've kept it relatively open and simple and flexible in response to a lot of feedback that we've heard that it should be just that. And at the end of the day, I think this is the beginning of a very, very significant transformation of this larger landscape. So sorry if I went on a little bit. But thank you very much for your patience and attention.

Nancy Bechtle: Well, I hope you enjoyed that as much as I did. Jim and your team are just incredible. Thank you. So now we are going to take public

comment. Hopefully, a lot of compliments for all of you. We have not a whole lot of speaker cards. You can request cards. But please, everybody sign up who would like to speak publicly.

We will be calling on the speakers in order that they have signed up. But we will be starting, of course, with former Board members and any public officials who happen to be here. Please, if you want to speak, state your name at the microphone. Three names will be called at a time to allow people to get up there to the microphone. And we would like to have you limit your comments to three minutes.

This is not a conversation going back and forth, but we would love to hear what you have to say. We are really, as you have heard from everybody, trying to gather everybody's comments now, particularly on our new parklands, or anything else you all want to say. So with that, I would like to call our first people, Amy Meyer, Jan Blum and Paul Wermer. Amy?

Amy Meyer:

Thank you. Amy Meyer. First of all, this has been a thrilling evening, to have such a positive – is the mic on? I've got to talk into it. Okay, sorry. It's been a thrilling evening. And it's been wonderful to hear the energy and enthusiasm about both the Strategy 2020 and of course about the New Presidio Parklands. In the Strategy 2020 paper, I found all kinds of wonderful ideas for the five-year plan.

There was one thing did not work with the whole tone of this room, and it's on page 15. And it has to do with the word "customer." And it just rubbed me. People who come to this marvelous place are visitors, volunteers, donors, and ultimately, if you get them right, stakeholders.

And it doesn't matter whether they're veterans from the other side of the country or people who come from one of our City neighborhoods. What you want to do is inspire them. And customers don't come for inspiration. You do want, of course, your employees to treat the people who come here with respect. But frankly, here's an opportunity to inspire.

And that's what I [unintelligible] – the one thing that just leaped out at me and said, "No, no." But the thing is, everybody in this room, all of you who spoke today, you all were inspiring. And just take another look at that, will you please?

Nancy Bechtle: I didn't notice that.

Amy Meyer: And particularly, one of the things in this meeting has been very much a part of it. The listening and the transparency, it's wonderful. And I'm glad that you saw that the letter that I sent to the Chronicle was something you want to look into. Thank you.

Nancy Bechtle: Jan?

Jan Blum:

I'm Jan Blum. I want to commend you all for your fabulous stewardship of this park. It looks stunning. There are so many wonderful places that you have restored particularly to their almost natural state that everyone in the City loves, and people from all over the world love. So you've just done a wonderful job. Thank you.

We have such a plethora of riches of natural resources here in the Presidio. It's a very special place, right at the edge of the Golden Gate Biosphere Reserve. There are endangered species here, I think, in GGNRA and the Presidio have more rare and endangered species than any other park in the entire continental United States. And so that's a big piece of your stewardship.

And it's very important to the natural aspect of this park that has such deep wildlife and natural resources. I really wanted to address my view. After having seen James Corner's vision for the new green parklands, it's very exciting. And I'm just going to go offline here for a minute and say that if you don't take out the commissary and move Crissy Marsh across the field, you're missing the greatest opportunity of all time. It is an eyesore.

And to put that beautiful piece of blue water across the street will finish it. So please do that. But I would like to address the 2020 strategy, and just say that there are a couple of pieces missing. For me, is the promise of the wildlife corridor off Battery Caulfield

Road, which connects the wildlife corridor from the ocean all the way to the bay.

So we have fresh water, ocean salt water across the golf course, through Tennessee Hollow, to Crissy Field. And that is an endangered wildlife corridor. We need to do something about that, so I'd like to see a commitment in your natural resource strategy under the stewardship to make a commitment in the next five years to do something about that. And avoiding repeating myself, but to also commit to the expansion of Crissy Marsh. Thank you.

Nancy Bechtle: Paul?

Paul Wermer: Good evening. My name is Paul Wermer. I just want to say how impressed I am at the evolution of the New Parklands Project. And I don't have any specific comments at this time. I'm sure I will going forward. But the clear attention to input from, let us say, stakeholders is evident, and it really looks like it's a bunch of very good choices. Thank you.

Nancy Bechtle: Okay. We have Moira Brennan, Whitney Hall and Sam Clinton.

Male Voice: I believe Moira has departed already.

Nancy Bechtle: I'm sorry.

Whitney Hall: Hello, I'm Whitney Hall. I want to thank the Trust staff and James Corner's people for listening carefully to the plea that has been made over and over again to tell the public when they come to the Presidio what is this place in a historic sense, what was it. And they're wrestling now with that difficult problem with the compass rose installation that was suggested.

And I hope they'll work with it more, perhaps develop something that's a little bit more inspirational about the 220 years of tens of thousands of soldiers coming through here, serving here, and going elsewhere, find some way to humanize the abstract steel installation. But they're working the problem seriously, and for that, I'm very grateful. Thank you.

Nancy Bechtle: Thank you.

Sam Clinton: Good evening, Board members and Trust employees. I've lived in the Bay Area for 50 years now. I grew up in southern Marin and in San Francisco. I've been working in landscape maintenance for the last 20 years. And I see the design, and I am pleased and encouraged to see that you're using less water, using types of plants, and you have reduced the size of the lawn.

But from what I see, from all the hardscapes and the concretes and the decomposed granite, or former – or certain types of pathways, all of this is going to require a huge amount of maintenance.

You're going to have to have bathrooms. You're going to have to have trash cans serviced on a regular basis.

From what I see, this would probably require upwards to 30 to 40 employees to maintain this. I've worked closely, and I've volunteered with many volunteers at Rob Hill over the past few years. And I see the importance of the Trust staff, the project managers, the interns, the natural resources people that have worked here for many years.

I am a little bit older, but I would hope to see that employees that are hired here to maintain this location will be able to work here and maintain this for the next 30, 40 years. And again, this is a beautiful landscape. I'm glad to see that it has scaled down.

One thing that I do see that's missing in the design is operational facilities, buildings that can be used by the maintenance staff in order to house and facilitate the maintenance staff, and buildings that are needed to incorporate lawnmowers and other types of equipment. So please consider taking use of the valuable resources that you have here, between the Trust employees and our partners in the Parks Conservancy and the National Park Service. Thank you.

Nancy Bechtle: Thank you. Paul Epstein, Joel Cantor and Don Green.

Paul Epstein: Good evening. Craig, bon voyage. We're all here tonight through the vision of Michael Painter. It was his idea to rebuild Doyle

Drive with tunnels. And that created the space that we are trying to honor that vision by doing the best job we can.

One thing that strikes me, and I think it also strikes Michael Painter, so I don't want to speak for him, but he did show me some drawings recently – that the treating the building of the new parklands as an isolated project is really shortsighted.

And some of the things that have been mentioned, such as the inclusion of looking carefully at the commissary site right now, is important, as well as the rest of the Presidio, because the impact is much wider than just a 13 acres, or whatever it is. So I would say move the commissary. I think this building, as gracious as it is, should go.

And I think we should limit any new construction. “Keep it simple” was the public cry. But then, in the details, all these things have crept in, and including the expansion of the learning center. I think the Crissy Field Center should be the focus, and it shouldn't be two and a half times that with the new building that's proposed.

If new space is needed, Michael Painter suggested that Building 201 could be used for expanded spaces. It should be a two-story building, and a little plaza could be built there. It would not interfere with the vistas. And it could serve the needs for additional space. Thank you.

Nancy Bechtle: Thank you.

Joel Cantor: My name is Joel Cantor. I want to talk about the commissary a little bit myself. I know there are plans to move the Sports Basement to another part of the Presidio. And I'm wondering if it's possible that that construction project could be phased with this construction project, so that by the time this is ready to open, they would move out, and you could tear down the commissary. And until you decide what you want to do with it, it would be open space rather than that building. Thank you.

Nancy Bechtle: Thank you.

Don Green: How do you do? I'm Don Green. Craig and I were at the first meeting. We've butted heads occasionally. One of the things I did notice here, you had a picture of the Public Health Service building as one of your achievements, with the two wings taken down, which is very attractive.

And I just wanted to say, the Trust, over the last 15 years, has been very, very responsive to many of us, in organizations and otherwise, to our suggestions. As Craig knows, I spent a lot of time on the budget over the 15 years, since I used to work for President Johnson in that field. You've got your budget now, \$35 million for the project, hopefully \$50 million.

The Observation Post may or may not be taken down, in part depending on the cost. I happen to be in favor of leaving it. But you're going to start building, or you're going to finish your scheme this year. And you're going to be finished building it in two or three. I wonder when you're going to decide – should we build the \$35 million or should we build the \$50 million? I think that's an important question to keep in mind so we have some limitations on what we're doing.

The other thing concerns programs. And you've talked about visiting, getting people to come. And yet, the program budget which you have is going from \$6 million to \$7 million in five years. It's a modest increase. And there's nothing in the budget – and I talked to the staff before – what's in that?

And I got a couple of general – but there's no reason why you can't give us – there's a million for this, and a million for this, and a million for this. You've got \$750,000 in the capital budget line for a bunch of things. So I'd like to see more information of what the programs are, and then we weigh in a little bit. Thank you very much.

Nancy Bechtle: Thank you. Gary Malazian. I didn't screw it up too bad.

Gary Malazian: From the outset of this project, I have been bothered by the fact that when you walk down the parade grounds, the marvelous, marvelous

view is blocked by this building and these two other buildings, your transit center and the Post Office.

I think that you ought to really take a serious look at this being a fresh beginning, and not constrain the design of this site with those old buildings, and the Visitor Center and the Crissy Field Center down below. If you love those buildings, I would move them. Otherwise, I think you're imposing on what could be even more than we've heard tonight.

Nancy Bechtle: Thank you. Now, I think that is the end of any comments that I have received in writing. If there are any more, please stand up and say something. Otherwise, we will call this meeting to a close. And it is now 8:40, and the meeting is adjourned. And thank you all for coming. As you have heard, we do take your comments very seriously. It's an integral part of our planning. So thank you.

[End of recorded material]