

PRESIDIO TRUST PUBLIC BOARD MEETING – October 6, 2016

NOTE: The following is the best transcript available of the public Board meeting of the Presidio Trust Board of Directors held on October 6, 2016. It is based upon an audio recording of the meeting.

[Start of recorded material]

Paula Collins: Good evening, everybody, which is a nice way of saying, please have a seat.

We're so glad to see you all. This is always an important meeting when we have you with us. We're especially happy, as you can imagine, to have Jean Fraser, our new CEO, at her inaugural public meeting, and she'll be talking to you later.

There are a few housekeeping things I need to say for the tape. This is being taped. For the transcript, it is 6:35, 6:34, and that is our time of commencement for the meeting.

We have a full complement of Presidio Trust Board members with us this evening. Down at the end, we have Alex Mehran, and next to Alex we have Lynne Benioff. John Reynolds is here. Nicola Miner, Janet Reilly, John Keker. I'm Paula Collins, and to my right is Jean Fraser.

As always, we're interested in public comment for our meetings. We're going to try something a little different tonight. We have some tables in the back, and our meeting has a theme, which is our natural resources.

So, we're going to break at a point in the agenda, which you will note, and really hope you will sit at one of the tables and have some in-depth discussions with the staff members that will be there with you to take your questions and hear your thoughts and suggestions. And then we'll move back to what we're more accustomed to – the more general comment period for the meeting. So, we're trying something new, and we'll see how it works out.

As always, speakers will have two minutes to address us, and we have a timekeeper who will help us remember. I keep arguing for the boom-boom-boom, but nobody seems to like that idea. But, we will let you know when your two minutes are done.

With the housekeeping aside, let me ask for a motion to approve the consent calendar, which is basically the minutes of our meeting.

John Keker: So moved.

Paula Collins: Do I have a second?

John Reynolds: Second.

Paula Collins: All right, all in favor? Hearing no opposition, that motion is passed, and the minutes of the July 13th meeting are approved. As I said, it's an important night for all of us to introduce our CEO, Jean Fraser. I feel like she's been here for a really long time, but she

keeps reminding me that she's new. I'm new, my halo is still glowing.

It was, as you all know, and you were so patient with us, a long 15 months until we found this stellar leader. Jean has had a distinguished career in leading large organizations – large, complex, public organizations, and this is one of the reasons we were so excited to bring her on board.

She has a deep passion for parks, something she shares with all of us in this room, and is very interested in bringing diverse communities to the parks. She's had to do a lot of public outreach in her career, and knows how to make public outreach really become inclusion, so we're excited about moving forward in that. We're glad she's made the transition from healthcare to parks, but as someone who is always outside riding her – she can be seen riding her bike all over San Francisco, not just the Presidio – I think she really deeply understands the connection between good health, the outdoors, parks, and bringing everyone together in that setting.

If you would, I'd like you to help me welcome Jean to the Presidio. I want to give you just a quick update. Jean is going to talk to us at greater length on our Tunnel Tops Project. I'm sure you're all familiar with the wonderful new park within a park that is being developed literally on top of the tunnels.

Since we last met, we're really honing in on the design. That whole process is pretty iterative. You have a basic plan, and then you just keep circling around to get greater details, greater clarity, get the design exactly where we want it to be, understand the costs, understand the tradeoffs. And we have a terrific team in place, as you know, headed by James Corner and our own Presidio staff, and that work is going extremely well.

As you can see, there's a lot of construction activity on the site. You see the dirt, you see the – you see it actually happening. And we really think that by the end of the year, we'll have a firm design and even more to show you, so stay tuned.

It's always wonderful to have our partners here with us in the evening. We have Greg Moore from the Conservancy, as well as a representative, Aaron – he took his hat off. I like that hat – to talk to us about what's going on with both the Conservancy and the Park Service. And so, we'll hear from them at some point in the agenda.

And I think that's pretty much it from my Board Chair report. We'll hear from our committees later on. At this point, we've approved the consent calendar, we have the –

Jean Fraser: Committee reports.

Paula Collins: Yeah, let's go to the committee reports. I've got too many pieces of paper. Let's just move – let me see here, right-click. If we can

begin, we're going to have the reports that we normally do in our Board meetings from committees, not only the committees that have met since the last meeting, but an update since we have all of you with us on other activities going on. So, let me begin with Nicola and the Governance Committee.

Nicola Miner: Okay, September 15th at our meeting, we finalized the process for the evaluation of the performance of the new CEO. And we also worked on our Board self-evaluation questionnaire, that has been sent to all the Board members, because we want to keep track of, or we want to have an idea of how we feel we're doing as a Board. And that's it.

Paula Collins: Thank you, Nicola. We had a joint meeting of the Real Estate Committee and the Programs and Communications Committee. John Keker, who heads the latter, will give us a report, if you will, John?

John Keker: We did. We had matters of interest to both committees, so we met together. We discussed preliminary recommendations from James Corner Field Operations on ways to improve the character of the open space and the various neighborhoods. We asked the staff, since that was preliminary, to put together a communications and outreach plan for early 2017, so that James Corner and our staff could present to the public as well as us, and you all could hear what we're thinking about and what they're thinking about.

We also reviewed recommendations about how to improve food offerings in the park, particularly in relation to the new Tunnel Tops Park. And you'll be hearing more about that – picnic areas, various levels of food offerings.

And then we talked about Fort Scott, which is a matter of big concern to all of us. We heard about a listening tour the Federal Advisory Committee has been doing, going out and talking to organizations that provide service, and about they could use or not use Fort Scott, what's attractive about it. They had over 40 meetings, they had two design labs. So, we heard about that. These are people who are interested in co-working environments, training, event space, living space such as dormitories for people who are coming together to work on good projects. The next steps are for the staff to take some of that information and begin to do some financial modeling, because we've got to fix up those buildings and do all kinds of things before this can happen.

Finally, we directed the staff to develop John Reynold's initiative to develop a framework for putting together all the programs going on in the Presidio, and trying to figure out what the costs are so we can make choices as we need to make choices within the budget.

Paula Collins: Thank you, John. Alex Mehran, will you report on the Finance Committee?

Alex Mehran: Thank you, Paula. Welcome everyone. Our committee met yesterday, and I'm happy to say the underpinnings of the financial strength of the Presidio are sound and in good shape. Just as a point of information, we approved the 2017 budget in July, and our fiscal year starts October 1st, so we're just into our new fiscal year.

The committee's third-quarter results, which just ended two days ago, were consistent with the budget, and our final audited financial statements will be available in mid-November. For those of you interested in looking at the budget, you can find it under on Web site in the Planning tab.

The committee also reviewed our insurance policies, and we're looking at some practices that will reduce our insurance costs and review coverage.

And finally, we approved the increase, relatively modest increase, in the James Corner contract due to a scope change in his activities on the Tunnel Tops. That concludes my report.

Paula Collins: Thank you, Alex. John Reynolds, will you report out on the Audit Committee?

John Reynolds: Thank you. First of course, I'm pleased to report the Trust has a practice, as you all know, both a financial audit every year and internal management each year. And we are nearing the final stages of both of those, and as Alex said, we will receive the final report in

mid-November. We will receive the report face-to-face from the auditors on November 7th, at our meeting on November 7th, at our Board meeting.

We already know, as has been the case for a long time, the Trust is in a very strong position, both in its management activities and in its financial activities. Our financial health is very good, and we have very strong internal controls.

And I want to repeat what I said in our last report, that our auditors in the 7.5 years I've been in this position and listened to our auditors, our auditors always tell us two things that are very important. One, that when they make requests of staff for information, they have never received pushback that that information is not available and can't be given. The staff is very proactive in responding to requests, which is exactly what an organization should be. And in addition, they always report to us that the staff always suggests things they would like to see audited, because they would like to know if we, they and the Board, are doing a good job in that particular effort.

And so, they always say to us that the pleasure working and auditing the Presidio Trust is something above and beyond any place else they audit. We have excellent auditors, we have excellent staff, and we have excellent program controls and financial management activities. Thank you.

Paula Collins: Thank you, John. One thing the Board has been spending a lot of time on is looking at every form of food and food service in the Presidio, and we've asked Janet Reilly to head that effort. So Janet, would you tell us a bit about how it's going?

Janet Reilly: Sure. Thanks, Paula. Well, I have had the pleasure over the last few months of working with the staff on examining and tasting all the food offerings in the Presidio. It was a terrible assignment, but somebody had to do it. It was wonderful.

But, I think there is some consensus that there may not be enough options and food offerings to satisfy all the visitors who come to the Presidio. And so, we did hire a consultant to look at our offerings with the specific focus on what should the food be in the Tunnel Tops, this new 14 acres worth of parklands we're going to have.

And so, the consultant did come back with recommendations for a wider range of options. With some simple things, as grab-and-go food, a place to sit down and have coffee and tea, as well as maybe something a little bit more formal.

They've also recommended to us that we want to make sure specifically on the Tunnel Tops that we have enough area where people can come and picnic. They can grab a drink or a special treat, but they can bring their own food in. So, the consultants are now working with the designers, and we're excited to see what they

might come up with. It's going to be a lot of fun, and lots of options for everyone.

Paula Collins: Great. Thank you, Janet. There is a committee which we operate jointly with the Conservancy, and that is the Tunnel Tops Campaign Committee. And on our behalf, on behalf of the Trust, Lynne Benioff is the co-chair. Lynne, would you tell us?

Lynne Benioff: Yes, I'm honored to co-chair this committee with Mark Buell for the Golden Gate National Parks Conservancy's Campaign Committee for the Tunnel Tops, which is a mouthful. The committee is composed of a number of very dedicated individuals, focused on raising funds for this important project. We've had many meetings, and we expect the campaign to get into full swing early next year.

Paula Collins: Great, good luck. No pressure on Lynne and Mark at all. At this point in the meeting, I'd like to turn to our partners – first you, Greg Moore, if that's all right – to tell us what is going on with the Conservancy.

Greg Moore: Thank you, Paula, and good evening everyone. So, great to be with everyone of course, here at the Presidio, and on a gorgeous evening like tonight. It's a little hard to be indoors, but we've got an incredible view here to look out at the Presidio.

I'd like to begin with welcoming Jean on behalf of the Conservancy, our Board, our members, and our donors. It's so great to have you here. Just in a month, I've gotten to know Jean, and I've enjoyed every minute of working with her.

And I also want to thank the Trust Board and the Interim Leadership Team of the Trust, because in all those months before Jean was selected, you all had to work really hard to make sure everything at the Presidio kept working as it should, and stewarding this place into the future. So Paula, thank you. As Chair, I know that was a big burden on you. And to the full Board and the Interim Leadership Team, great work.

So, the wonderful thing about the Presidio that we all know is it's surrounded by people who care about it very deeply. And for us at the Parks Conservancy, that's a true blessing because people give in so many ways. They give by coming to public meetings – you're all here tonight because you care. They give by volunteering, and some people give by actually contributing to projects in the Presidio and programs we're undertaking.

Tonight, the theme of my update is the theme of philanthropy. I'm getting a jump on next month, which is National Philanthropy Month, I'm sure you all knew that. And we can see at the Presidio that we have miles and miles of thanks to give to volunteers and contributors who have made so many things possible we all enjoy,

whether Crissy Field or the trail system or the upcoming Tunnel Tops Project we're working with the Trust to make happen.

One of the things that philanthropists have supported in the Presidio is how we reach out to people in our community, and something we call the Park Youth Collaborative, which was funded by the Bechtel Foundation to help our three organizations, the Trust, Park Service, and Conservancy, reach more youth in the City, serve them better, and really bring this magnificent national park into their lives as a place of learning and discovery.

We've been working on the Park Youth Collaborative for about two years now, have set an ambition to doubling the number of youth we serve at the Presidio from 60,000 to about 120,000, essentially touching every kid in San Francisco and providing meaningful experiences for all of them as we deliver the magnificence of this place and what it offers for kids.

To do that, we can't do it alone. We've recognized that, so we've reached out to a number of other partners, many within the park, within the Presidio, and some external to the Presidio, to help them provide avenues to young people, learn how they can take advantage of the Presidio, and help us reach the numbers and accomplish the impact we want to have.

Just last week, we were awarded a two million dollar grant from the Bechtel, Jr. Foundation to continue this work. That is one of the

largest grants they've ever made for a programmatic activity, and it really is a credit to the conviction we all share for this being a place of learning for kids, and for what's ahead of us. And that grant will cover three years of work on this initiative to hit the long-term goals we have set for it.

Of course, turning to the biggest philanthropic addition in the history of the Presidio now, the Tunnel Tops Project, and we're totally honored to be at the side of the Trust and the Park Service in helping with this endeavor, and really thrilled we finally saw the first part of the park. The tunnels were built for the traffic to go through, but here's the dirt the plants need to grow on. Some of the park is coming online. There's a lot more dirt that needs to go on there, but it's a park in the making.

The Conservancy has raised funds that are transferred to the Trust to fuel the design development phase of the project that Paula alluded to earlier. That detailed design work is now underway, based on the scheme the public reviewed through many public meetings and workshops.

And what we heard from the public, I think all three agencies would agree, is to keep the overall design relatively simple, but be sure it hits the quality that a national park in a national historic landmark deserves. I think we intend to deliver on that call to action from the public.

We have campaign planning underway. We're so grateful that Lynne Benioff is co-chairing that effort, putting campaign materials in place, raising the campaign ambitions a bit to accomplish a bigger project than we originally envisioned, and Paula wished us good luck, so I'll take good luck and we'll go from here.

We've also reached out to people to help us understand how they view the Tunnel Tops in terms of this City and this region. This is one quote that came in from the president of SPUR that said, "The Presidio Tunnel Tops is one of the greatest San Francisco civic projects of our time." So, we really are seeing the work we all do in this is not only for today, but a gift for the ages, and many people have endorsed the importance of the Tunnel Tops in that role.

We had a wonderful groundbreaking for the Presidio Visitor Center. That project is well underway. That actually is a portion of the Tunnel Tops Project. It's funded by the Trust, by the National Park Service, by the Conservancy, and once again by two generous donors, the Lisa and Douglas Goldman Fund, and the Horace W. Goldsmith Foundation provided anchor gifts to get that Visitor Center open.

If you went into that building now, it doesn't look like a post office or bank anymore, it looks like a big empty shell. But within a short amount of time, that shell will be filled up with information and exhibits and park rangers and staff of all three agencies and

volunteers welcoming the public to really an amazing Visitor Center in the perfect place for what's happening here on the site.

Another small project – not too small, but just to show there are other projects underway – the theme tonight is natural resources. One project underway, you've maybe seen the MacArthur Meadow restoration. That was also funded by some major philanthropic gifts, and funds from the Trust and mitigation funds from San Francisco Airport. It's underway to convert that site into its historic site as a wetland, with a boardwalk laid over that.

And then just this last week here in the Presidio, on an incredibly windy night, we celebrated our Trails Forever Dinner. It's an annual dinner where people show up who want to contribute to the park and its future. Five hundred people showed up and celebrated the magic of the Presidio, the promise of its trails and its future, and really helped provide funding to keep these projects moving forward, and the programs we all offer.

In the spirit of generosity, of National Philanthropy Month, and of the time you have so generously donated to the Presidio by coming to these meetings and making your voice part of the history and future of this park, I will conclude my report.

Paula Collins: Thank you, Greg. And Aaron Roth will now talk to us about the Park Service.

Aaron Roth: Thank you, Paula. First off, I want to just echo Greg's comments in congratulating the Trust and staff on a successful leadership transition. From our perspective, the interim team – Michael, Fran, Joshua – did a fantastic job, and the Trust really didn't miss a beat as far as we were concerned in terms of achieving the vision of the Presidio, so congratulations to them.

It was definitely evident from the process that you all took a lot of time to find the right match for the position, and I think that was important, and want to express my appreciation for that, because I think we have an inspired selection here, so thank you for that.

Since I came and talked to you last, the tables have turned just a little bit, and in order to upgrade our culture in the Park Service and increase its inclusivity at several of our park units, our superintendent, who was known for her inclusivity and skills in this regard, was headhunted or stolen as I like to refer to it – Golden Gate National Recreation Area. That was Chris Lehnertz, and she moved over to be the Superintendent of the Grand Canyon.

So, I am acting in the interim capacity. Several of you have asked how we're doing finding our next superintendent, and we're moving right along. We have just finished the application phase. It closes tomorrow, in case any of you all want to put the final touches on your application. And then, we'll go into an evaluation phase that will happen both in our regional office and downtown San Francisco and also back in Washington. And then, there'll be a

selection and then approval phase that will go up through the Department of Interior.

And so, we're hopeful that later this fall or early next year, we'll have the next Superintendent of the Golden Gate National Recreation Area. And we have a strong reputation at the GGNRA of being an innovative and inclusive unit of the park system, so I am 100 percent confident we are going to get somebody that will live up to the tradition of [unintelligible], Frank, Dean, and Chris in our leadership. So, thank you for your patience with that, and we'll keep you posted.

A couple things I wanted to do content-wise is, in case you missed the last four times I was here, it is the National Park Service centennial in 2016, and we do have some pretty cool [unintelligible] ongoing and underway, and I just want to do a real quick update on several of them I've mentioned before.

Yes, Crissy Field is a popular place. I don't know if it was one million that day or through the year, but we have at least 1.3 million just walking on the promenade, and it's almost two million. That's even a little bit understated. And Crissy is 15 years old since the partnership between the National Park Service, the Parks Conservancy, and many philanthropists to actually renovate Crissy Field, and so there are a couple areas we're looking to improve, one of which is our promenade.

And we were fortunate to get the largest centennial matching grant in the National Park Service that was offered. And so, it's three million dollars of National Park Service funding, three million dollars of philanthropy from a couple donors I'll mention in a second. And starting in March, I'm pleased to report we're now under contract. We were able to, even in this competitive construction environment get a bid well within budget. And we'll be proceeding on this in March, rebuilding the promenade in segments, and improving the amenities around it in different phases. So, look for that. If you want to take a closer look at the construction drawings for this, to know exactly what's going to happen, they're available on our Web site. And again, thanks to the Golden Gate National Parks Conservancy for putting \$1.5 million in, and the Haas Jr. Fund for adding another \$1.5 million.

With the centennial, as I mentioned before, for the Park Service, it's all about really for us, now that we've been entrusted with 413 National Park units, really trying to connect people with those units, and play a meaningful role not just in their postcard or picture, but everyday life.

In doing that, we want to partner with folks from other sectors that have been doing this for a long time that we can learn from, one of which is artists, that can really help us find deeper meaning in life and also in the parks. Many of you know about this, but don't miss it, schedule your time to visit Homeland Security, which is a partnership of all three of the agencies, to bring what I feel is – can

you tell which one is the artist in this photo, and which one is the government service person? Of course, that's Cheryl Haines of the FORE-SITE Foundation, who has done a wonderful job curating extremely relevant and meaningful, impactful, and place-specific installations. We have one going on right now. This is one of my favorite. This is in Battery Godfrey on the Presidio Bluffs, in places typically not open to the public.

And it is about the cost of security for us, and it's on a level of our treasure, our lands, what have we expended, what are our policies? But it's also about our people, our veterans. I appreciate this exhibit, and another one that's nearby. My brother being a veteran of both Iraq and Afghanistan, this is a shield, a coat of arms if you will, that's made entirely out of dog tags. It's really celebrating what is the cost of this security in a very personal way.

And right next door to this is possibly my favorite, which is the Veterans' Flame, where veterans are talking softly and describing their experiences in a very quiet space. And I know for my brother, it's a very meaningful place for him as well. Just something to think about, and it connects to our military heritage that's so rich here in the Presidio.

Greg already talked about the Presidio Visitor Center. It's well underway. The thing I like about this picture is, this is Michael Fa on the left, a National Park Service employee in charge of the exhibits, and Christina Wallace on the right, who's in charge of the

building, amongst many other Trust staff. They're just walking and talking and getting it done, and that's the new form of partnership we're excited about with the Presidio Trust.

Building on that, part of the exchange, if you will, from Building 102, not having the Visitor Center there but moving to this location, was also finding a place for program staff to have offices. And this is the first integrated, collocated program facility where there's Presidio Trust staff, National Park Service staff, and Golden Gate National Parks Conservancy staff in one building. And not like they're all in one side, like the Trust half and the NPS half. They actually are integrated in each pod what they do. I think it's a powerful step for us.

And of course, it is a centennial project, opening in December. This is another centennial project. I mentioned our library program, and I talked about it last time. The results on this were fantastic, and I want to skip to that. We have trailheads, Presidio Trust shuttles bringing people from those trailheads, libraries – librarians are another key partner. They know how to make a positive impact in people's lives, and get people motivated to new experiences and new learning, and they helped us get new audiences to the parks.

And like I said, the results we had really add up. This was not a small pilot. This was a citywide thing where we able to get 15,000, a lot of them new visitors to the Presidio, to have a meaningful experience. So, it's pretty powerful.

Last, but certainly not least, I want to mention – this is in the category of did you know segment – some of you are aware of this, but I wanted to get it out there. This is another role the National Park Service plays on the Presidio, which is the management of our park archives and research center.

And we had a fantastic open house, where we invited the public to look at objects, because the history of the Presidio is not just in the buildings, not just in the stories, but it's actually manifested in specific objects and things that we care for, and might I add in an extremely careful way in building 667, which is the stables there, just under the newly completed aqueduct. And I want to point out Susan [unintelligible] and also [unintelligible], a couple of our curators in the back. And they would be happy to talk to you more about what's available there. It's open to the public, and open for research and exploration.

Lastly, I want to wrap up with a couple, three, "thank yous," if you don't mind. First off, I'd like to recognize another important contribution and transition on the National Park Service side. We have with us for a limited time only in a green uniform Howard Levitt in the audience, who is retiring after 30 years. Howard was one of the early visionaries around how to interpret and tell the stories of the Presidio, and I have somewhat embarrassing pictures of him doing this when he first started 20 years ago, which I don't

have enough time to show, but they're out there. So, thank you, Howard.

And the other “thank you” I wanted to offer – yeah, thank you – is thank you for, because this is my last public meeting of the centennial, because I think you only have a couple of these a year, I am offering this award and thanks to the Presidio Trust that I would like to present to Jean. And it says, “For a valued partnership and connecting with and creating the next generation of park visitors, supporters, and advocates during the centennial year of the Park Service.”

And my expectation is this will be hung prominently in Building 103 for at least the duration of 2016. And, because the Presidio Trust was invited be a participant in our centennial and really stepped up way beyond our expectations, and we really appreciate that. So, thank you, Jean.

Lastly, before I relinquish the mic, I want to mention I do have something for the Board members in that same regard. I do have, we did produce these limited edition collector challenge coins for the NPS centennial. And on one side is a very known image of the Golden Gate National Recreation Area. On the backside, though, is a reproduction of the original Park Service badge in 1916, 100 years ago. These were produced and distributed to our staff at the centennial, which the Presidio Trust Board has now become. On the way out, let me offer you this as a token of my appreciation.

Paula Collins: That's so thoughtful. We're not used to this. Before we hear from Jean Fraser, I do want to echo how much during that 15 months our Presidio Trust staff – we talk about the leadership team, the Interim Leadership Team. We also know that everybody on the staff – and if that title applies to you, would you please raise your hand so we can see who you are? Come on, all right.

Everyone on the staff had to do a little more. My image is a duck traveling calmly over the waters, but those little feet underneath the surface of the water are paddling, and the paddling had to go a lot faster during that time. I wanted you to know how much we appreciate your efforts, we truly do, and the smooth transition is largely because of those efforts in the meantime.

With that, I turn it to you, Jean, you're up.

Jean Fraser: So, am I on? I'm on? Okay, good. Good evening. I can't tell you how excited I am to be here, not just at the Presidio but with all of you, because you are people who care passionately about the Presidio. So that makes you and me very good friends.

I was thinking about this meeting, and I want to accomplish two things in this portion of it. The first one is to tell you a little bit about myself, and why it is that I'm so unbelievably thrilled to be here at the Presidio, and then after I give a few remarks, I'm going to introduce some of our staff, because the point of a public Board

meeting from my perspective, and I know from the Board's perspective, is we want to hear from you.

But coming up to the mic, we're certainly going to have a portion where we do that, but it's a little not very interactive. So, we have some staff here who are going to tell you about our natural resources. That's what they're going to focus on today, and then we're going to invite you to come and actually talk with us – ask questions, interact with us. We will come back, and anybody who wants to talk at the mic, we'll certainly do that. But that's what we want to accomplish today – hear a little bit about you, who I am and why I'm here, and so excited to be here, and then hear a little bit about our natural resources, and then we want to hear from you.

So, why am I here? Why am I just over the moon, still pinching myself that I have this opportunity? The first reason is because I have really dedicated my career to public service. Ever since I graduated from law school – yes, I am a lawyer. For those of you who love lawyers, yay. For those of you who hate them, I don't practice anymore. But ever since I graduated from law school, I have been in public service working in government agencies. And I really profoundly believe that in the right hands, government is the greatest force for good that mankind has ever created.

And so for me, coming to the Presidio and continuing my career of public service is really very important to me, and I'm very proud to be here and to continue to do that with the wonderful staff.

In my public service career, I've dedicated it to serving underserved communities. My very first executive role was running the San Francisco Health Plan. There you go, that's one of the pictures from the Web site of the Health Plan. It's an agency that's actually very similar to the Presidio Trust in that it is created by the City but it is separate from it. And it had the mission of providing health insurance only to low income people in San Francisco. And I'm very proud to report that under my leadership, the Health Plan with the collaboration of the City of San Francisco actually created and implemented a program to provide insurance to every single child in San Francisco, regardless of their documentation status.

And so in that role, we really had to develop skills at reaching out to communities and individuals who may not actually have felt positive feelings toward government agencies, and may in fact not even speak English as their primary language, and may be a little suspicious of, why are you offering us these things? And I'm proud to report that we had this program, and we actually made San Francisco the very first city in the nation, and it continues to be that to this day, to provide universal insurance for children.

What's so exciting to me, and through the interview process this came out from the Board, is the Board's passion for making sure the Presidio also reached out, that though we are in the northern part of the City, we want to see people from around the City and the Bay Area coming here. So, I feel very privileged to bring some of the

skills and experience I have to bear here in the Presidio, and make this beautiful gem welcome and accessible to all.

One thing that's not as apparent from my resume is that I'm a passionate environmentalist. I actually took a semester off from college to go to the National Outdoor Leadership School, NOLS. And from that day – obviously before that day – in fact, I've been in national parks since I was a very young child. My parents went to a national park for their honeymoon, and I've been going with them for many years.

But what I came to conclude as I did environmental stuff on the side was that even in healthcare I came to realize that the greatest public health challenge facing not just the United States but the entire world was climate change. If I wanted to improve the health of people, I needed to work on the environment. And so again, I am thrilled to be here. You'll hear a little later about all the work that's being done here on environmental sustainability, but I actually made the decision even before hearing about this position that I needed to work on a position more aligned with what I thought was the key issue of our day. And so, I'm thrilled to be here and working in this area with such dedicated and passionate staff.

Also, this is just – every time I come to the Officers' Club, I again get goosebumps, because I got a degree in American History. And so coming here, what a special place in American History. And I

have the unbelievable privilege of helping to make this very special place known to more people.

And I'm very excited to announce – stand up – that I have a wonderful colleague now, our new Federal Preservation Officer, Rob Thompson, who has extraordinary skill. He's going to be working with all of us to make sure we really treasure our cultural resources here as well as our natural resources, and maybe in another meeting we'll talk about that.

I also have to acknowledge, we really like to have fun. Yes, I ride my bike lots of places. I organize community kickball events. You are now officially invited. I usually do this Thanksgiving morning. Before you eat, come on down. We used to do it in Mountain Lake Park. Now we're going to have an epic game on the beautiful lawn out there on the Main Post.

So to me, coming to a place where every afternoon as I'm typing away or sitting in a meeting I both hear and see kids and adults frolicking out there, it's pretty cool, I have to say.

And then finally, I really enjoy – and this is an odd thing about me – I enjoy complex organizations that have passionate individuals who really care about our mission and who are going to hold us accountable. And this is a particularly interesting and challenging organization because we have a bunch of things we have to do which sometimes conflict with each other.

We want to steward our natural resources of course, core to our being. We also want to honor our heritage as being a National Historic Landmark District. We also want to be a park for everyone, and at the same time we need to earn all our own revenue and be financially self-sufficient.

So, here's my pledge. I've made this to the Board, and I'm making it to you today. I'm going to do the very best I can to balance all four of these. We are not going to get it right all the time. What I promise to you today is that we will always listen to someone who thinks there's something we can do better. And that's why tonight, we wanted to bring to you just one of these areas – we can't do all four of them in one night – but just one of these areas, and really hear from you.

What are we doing well? We love compliments, so if you have some, we'd love to hear those as well, but also, how can we do better in this area?

So, I want to invite up first our very amazing Sal Genito. Sal has spent 33 years in leadership roles in landscape stewardship, with the University of California, California State University, and school districts. And one of the wonderful things about Sal is that he's really worked across all the areas and beyond that we have here in the Presidio.

He has managed public recreational open space, he's worked on native habitat, he's worked on design landscapes as well, and he's even done agricultural work. Maybe we'll open up a farm or something, I don't know. We have our community gardens.

And one of the things we also are so grateful in terms of his experience is that he's had extensive experience working with public support groups. And these include the Sutro Stewards, the Claremont Canyon Conservancy, and the Hills Conservation Network. Sal is really bringing a new level of collaboration and synergy across all these areas you're going to hear about.

So, I'm going to introduce – I've just introduced him. I'm going to bring up Sal, he's going to talk for a little bit, and then you're going to hear from the staff. Please join me in welcoming Sal.

Sal Genito:

It's an honor and privilege to be here tonight. I was so excited when I found out I was going to be working here. I called my dad and said, I'm going to get one of those Smokey Bear hats. Sadly, I was wrong. All I got was this crummy pin here and a baseball hat.

But honestly, I couldn't be happier. There's such a contrast between working for the University of California and schools in California and the Presidio Trust, and the wonderful, amazing people that I get to work with every single day.

A little bit about me. My history in land management goes way back to when I was born. My grandfather's an Italian immigrant, and I sold Italian peppers to put myself through college. And I learned very early that farming was not for me. Why? Because when the peppers died, I would starve. And so, I figured going into landscape management would be a safer bet. And so, my last assignment was at the University of California, Berkeley – Cal Bears. Do we have any bears in the audience? Maybe they'll do good this year in football. Hope springs eternal.

When I arrived here, [unintelligible] told me about his idea, and the concerns about landscape stewardship, and happily it fit right within my core competencies and what I've been doing my entire career. And for the last 20 years in northern California and the Bay Area, which is definitely a special place to be practicing landscape management in all of its forms, because there are very much passions on all sides of the issues, and I've rarely found that everybody agrees on everything.

But the thing that's wonderful about landscape stewardship in the way we're talking about it is that it brings together all the core competencies of the Trust into one group that knows how to manage the land and manage the plants so that they thrive, because something that Greg Moore just said that I didn't realize was that you're fundraising. The worst thing you can do when you raise is to invest in a project to see it fail.

So, we have a huge responsibility to make sure that whatever the public is investing in, that we steward it and care for it so they're willing to come back and do it again and again and again. So, we truly are a partnership, and we have a huge responsibility to make sure it's successful.

And I think with this group of natural resources, the design landscape, conservation and forestry, I think we're going to do quite well, because we have some amazing staff, amazing staff, the best I've ever worked with, that will help us get there.

I was very happy to learn there's a Vegetation Management Plan. I've built and worked on a number of these. They're very difficult, and it was so nice to come into a ready-made system that already had this. Have you all heard, do you guys know about the Vegetation Management Plan? Have you heard about it before? It's very prescriptive. It helps us, it tells us where we need to be, what our goals should be, and frames the issues and concerns on each of the vegetation types – the forest, natural resources, and native plants, and the design landscape together, it talks about all of them. So, it seems like it's a perfect natural fit for what we're trying to do with this new group.

We all love the forest. That's the iconic – what do we call that stand again? The park stand. When people look at the trees in the Presidio, I don't know that everyone would recognize immediately that the forest is in decline. But many of the trees, almost all the

trees actually that are planted on the Presidio were put here. They weren't here originally.

And they have about, according to the Vegetation Management Plan, about 100- to 150-year life span. We're planting and replanting the forest now in hopes of staying ahead of the decline curve. And so, we're doing about two and a half acres a year of reforestation. That's the good news.

The bad news is that I think we're not doing enough fast enough. As trees get older, and as they reach the peak and start declining, they start to accelerate in terms of their decline. And so, you typically would like to stay ahead of the decline curve. At UC Davis when I was there, we had the 100-year tree plan, and we were planting four to five times as many trees as we were removing, just to stay on top of what we felt was our decline curve.

But the good news again is that we're planting, we're focused on it, and I am certain that as we continue to study and look at this, if there are resources that are needed, and if Carla will be so good as to give us just a few more dollars, we'll do a little bit better job.

I love this subject, and I could talk all day about it, but I won't. But, the design landscape has always been a decoration for most folks. To me it's been more than that. It's things like erosion control, and it helps keep our buildings clean.

But it hasn't been very interactive, and it hasn't been one of the things that would lend to biodiversity. We started talking about biodiversity at UC Davis in 2005, and started doing a lot of work in that regard. We brought that to UCSF and then to Cal. That's been part of our vocabulary. And we started to do conversions very early in the design landscape to reflect more of a natural resources type of palette.

And to me, that's exciting, because when I look at a design landscape, the first question I ask is, what do we have to do so there's zero maintenance, and it's 100 percent sustainable? And if we can get landscapes to do that, then I think we've succeeded.

Wetland restoration – I don't believe that's mine, is it? Thank God for Lew. Lew Stringer, I want to introduce. Many of you know him, but I also want to congratulate him, because he is our interim Associate Director of Natural Resources, and I couldn't be more thrilled to work with him. I just met him, we had a few conversations, I'm completely comfortable with him, and the neat thing is, he's way smarter than me.

Lew Stringer: Thank you, Sal. I actually got my career started in this little blue polygon you're looking at – you know what that is? That's the Tennessee Hollow Water Shed, our biggest water shed in the Presidio. I got my start working with the Parks Conservancy over 20 years ago, or just about that time, where I had the great opportunity of working with many of you in the room today on

restoring the wetlands that became the marsh and dunes of the Crissy Field Restoration Project.

Ever since that time, we have been slowly restringing the necklace of the Tennessee Hollow Water Shed, acre by acre, pearl by pearl, and I just want to tell you about some of the projects we are doing this year, give you a little sense of some of the stuff coming up.

At the bottom of the Tennessee Hollow Watershed, in the blue area, this year we are going to begin a six-acre expansion of the salt marsh at Crissy Field with the Quartermaster Reach project. And the red, Greg mentioned earlier, we're also working on restoring the wet meadow habitat there at MacArthur Meadow.

Before we do, let's go back a little bit in time and just see how the process of this transformation. Many of you are driving around the Presidio right now seeing places like this. There are a lot of spots under construction, but they change, and they get better, and they are better because a lot of hands go into making this happen.

This is a stretch of creek we're actually now calling [unintelligible] Creek. We decided as a group it was important to honor the native people and the village that once lived just downstream of this section. So, we've actually, the Tennessee Hollow Creek that runs through this, actually we're calling it now [unintelligible] Creek in honor of the village that's a little further downstream.

This project happened in 2009, a remediation project and a cleanup, and ultimately a daylighting project, taking a creek that was formerly put in a pipe out of a pipe, bringing it back on the ground, and bringing back some of the wild species that used to be here. Thousands of plants were planted by volunteers. And now what it looks like today, it's a place you might not know was once a dump, or a place that was in a pipe. It looks like it's always been there.

The next project we're working on, as Greg mentioned earlier, is what it looks like today, the MacArthur Meadow area. This is an area that has so much history, it's like a layer cake going back in time. Right now what we're in the process of doing is removing much of that earth, re-sculpting the creek channels, and bringing water to life.

We're going to be planting over 16,000 plants this year, and I invite you, our opening kickoff event, to get volunteers out Saturday, December 10th, where we're going to have our annual kickoff event to celebrate the return of this place, and that is exciting.

Finally, the other project is Quartermaster Reach. This picture was just taken today. This is what it looks like on the east end of the Tunnel Tops as you're looking down into the area that will soon be Quartermaster Reach. That bluish area is an area I highlighted to give you a sense for where that spot is going to fit, because a lot of us are like, where is that going to go under the highway, how does it relate to Crissy Field?

That's the area that is going to soon be dug out and connected up to Crissy Field, which is just off to the left through several box culverts. That's coming soon as well. Coming up this year, we're going to have people out helping with the restoration of that area as well.

One of the things we're also going to be doing as part of this project is something that's taken hold all over the country. This is a real renaissance, bringing back wild oysters. As part of this project, we're working with a project called the Living Shorelines Project through the Bay Area.

We're actively going out right now in the community, collecting oyster shells from restaurants all over the City, bringing them back, putting them in bags, and the baby oysters are currently floating in San Francisco Bay, and they can smell their way to the shell. And they will come into these places, they will hook up, and they will start to create habitat for all sorts of organisms, and they'll help clean our water. And they will also help attenuate the storm surge we expect through climate change. That's our hope, at least.

So, that is what's coming up, and I hope you guys can come out and join us for those works. We're going to turn it over to the sustainability program, and let me introduce Aimee Vincent, who leads that program for us.

Aimee Vincent: That's a hard act to follow, oysters hooking up. Okay, I wanted to start by first sharing what attracted me to come to the Presidio in 1995, and that was the General Management Plan Amendment that I believe at least one, if not quite a few people in this room, had a hand in working on.

That document, after extensive public input, laid out a vision of a park in the Presidio with sustainability at its very core. It was to be the first of its kind in the nation, and it inspired me to come here and work for the last two decades in the Presidio.

As you probably know, sustainability is a really big topic. For tonight, I just have a few minutes, and so I'm going to be focusing on our landscape stewardship theme, and just pointing out a few of our initiatives that are related to landscape stewardship.

This year in March, we had four of our staff members from the landscape and gardening group, from our sustainability team, our irrigation team, designers and planners, all come together to take part in four-day training to learn about bay-friendly landscaping. This is building on what Sal was talking about, beginning to look at our design landscapes as places that can nurture pollinators, that can provide habitat, become corridors for wildlife, and promote biodiversity in the park in ways we hadn't been looking at it before.

Now, we have a team that's on the same page with goals about bay-friendly landscaping. We're using this lens for small areas of the

Presidio that can be converted, like areas of degraded turf. We did a practicum on one small site for this class, and now we're taking this lens to small and large projects.

One of our better-kept secrets in the Presidio is our on-site compost facility. How many people have been up there and seen it? Maybe it's not very well-kept. If you've seen it, you know what we're doing up there is bringing together grass clippings, brush, horse manure, diverting those from the landfill and transforming them on-site to create this very nutrient-rich soil that's primarily being used in the forestry program to nurture the new trees we plant in the forests.

And we're really lucky tonight to have Abby Morris here, way in the back, who manages – maybe she's not, she's over there – who manages the compost site. She's going to be with me at the table when we break out, and I urge you to come and talk to us a little bit more. Maybe she'll tell you about her worm farm, and perhaps invite you up to the site for a cup of composting.

Community gardening – this is a program that has literally grown over the last eight years. It started when Jean Koch revitalized historic garden at Fort Scott, and since then she has grown this program to five sites throughout the Presidio where gardeners, 150 garden plots are being tended by residents, where they're growing arugula, kale, beans – all sorts of things right here in the park.

Jean just this year began a pilot program with the Arguello Restaurant downstairs to test out growing some small batches of local organic food on-site for the restaurant. And her program's also growing food for the volunteer snack time at the native plant nursery – real good reason to sign up as a volunteer.

Okay, a couple other neat innovations that you may not know about. We have a small Presidio goat herd working hard behind the scenes to manage weeds without using pesticides. This year, we began working to reduce some fossil fuels in the landscape shop by producing three electric maintenance carts.

And finally, our irrigation team has been taking the drought extremely seriously. Over the past three years, they've reduced annual water use on managed landscapes by 28 percent. That's 26 million gallons a year. That's equal to 40 Olympic-sized swimming pools full of water, or approximately 600,000 loads of laundry. That's a lot of water.

Okay, so a couple things on the horizon. 2016 was a year of data collection and measurement for the sustainability team. Thanks to Abby's detailed work across departments, we now have a measurement of our carbon footprint. This is a baseline against which we can track our progress toward our environmental goals. We're compiling or actually finishing our draft climate action agenda and sustainability strategy, and our next step is to plan a

workshop where we can get input from all of you for our strategic plan around sustainability.

So, I'm really hoping that some people will join us at our table today and talk about some of the things you'd like to see us focus in that workshop early in the calendar year. Stop by there. We'll also talk a little bit about some volunteer opportunities in the sustainability program, and you'll get to meet some of the folks on our team.

With that, it is my pleasure to introduce my good friend Damien Raffa. Damien is the outdoor program manager for the Presidio Trust. For the past 20 years, Damien has been focused on activating the Presidio to provide urban adults, youth and families with fun, meaningful experience that connect them to the nature in the park.

Damien Raffa: Wow. It's my first Board meeting – my 20th year here in the Presidio. I'm honored to be here representing the human connection. It's a new focus, as I think many of you know, with our strategic 2020 plan, Strategy 2020, and putting the human connection front and center.

I do feel compelled, since my colleagues shared a little bit of what brought them here, and Jean, you set the model too, it was the planet for me too. But wanting to help the planet by connecting

urban people with the natural world. And I just saw huge potential back in 1997, and that potential is still so rich today.

So, a conversation about public enjoyment of nature in the Presidio, I would be remiss if I did not commemorate a very significant event that happened 200 years ago. Aaron mentioned the centennial, 1916. Go back another 100 years. This week, a wooden ship arrives at the bottom of El Presidio called the Rurik, thank you Lisa.

Curious people, traveling from another part of the world. They were the first public visitors in search of nature here. And they spent the next three weeks collecting and drawing pictures and writing in their journals about what they experienced here, and they were pretty jazzed about that.

I would venture to say that if the Rurik returned today to San Francisco, this would still be the place they would want to start. The Presidio constitutes five percent of the terrestrial real estate of San Francisco, and provides home to 80 percent of the biodiversity. So, a lot of nature here.

Okay, so why this – no humans in this shot, but the poppies are significant. The scientific name for poppies *Eschscholzia Californica* named after Johann Von Eschscholz, who was on that ship.

The bumblebee continues to pollinate today. I saw them out along the coastal bluffs. But in shifting to the rest of my slides, I do want to evoke a sense that I'm not the only pollinator here. I work with a broad team from our partner agencies in developing creative ways, different programs and projects to activate the Presidio for future connection.

Okay, so nature's connection really begins in 1994 with the creation of Presidio Park Stewards. Sharon Ferrell isn't here tonight – many of you know her. She was hired as the first person, one and only, to take care of our natural resources in the Presidio, and she brought a vision for including the public in caring for our natural heritage.

Quick show of hands, who's participated in a volunteer program here? Yeah, really great, thank you all. So, on a weekly basis, to this day, what community-based stewardship represents is an opportunity to participate in the natural history with one's own two hands.

And Jenny, way in the back, Jenny, show your hands, thank you. Continues to expand those opportunities into other realms of the Presidio landscape, so thanks for that great work, Jenny.

Citizen science is another big branch on the tree of nature engagement for the public in the Presidio. I know there's some citizen scientists in the room tonight. We've involved the public with our rare plant monitoring for many years.

And then two years ago, in partnership with the Park Service and National Geographic with the bio blitz, we launched a more public campaign inviting people to download a free phone app called iNaturalist, which invites people to make observations, to record for a large inventory of what's living here, as something we will have for posterity.

In fact, our wildlife ecologist, John Young, is inviting people to use iNaturalist to track our coyotes, some of which have been radio-collared and ear-tagged.

And these were high school students up at the Fort Scott Meadow. Fort Scott was mentioned earlier, wanted to mention that.

Camping. Last night, 100 seventh-graders camped at Rob Hill Campground, continuing a tradition that began in the 1950's. Same location, different campground. Boy and Girl Scout troops were camping at Rob Hill for many decades before we had a big renovation of the campground. I'm sure many of you have been up there. And now in our tenth year, Greg, you acknowledged that we're hitting an amazing milestone of having provided what for many is a first-time camping experience to 40,000 children, youth, and adults. And for many of this, it's also a first-time Presidio experience as well as a first-time national park experience.

Programming. It's a huge target, I could spend another 20 minutes, and maybe I'll be invited back, and a huge team effort. But, what I want to call out here is that all the partner programs, even beyond the tri-agency, are focusing on capitalizing on the unique natural assets of this place.

I think this picture illustrates that really well. These girls are holding a specimen of our state rock – thank you, serpentine, serpentine. And that's the ecology trail right beyond the Officers' Club here.

As we expand our trails, as we expand our natural areas, our sustainability practices, these are all opportunities to activate the Presidio for nature connection for urban people.

We're also growing a family of self-guided experiences, and that ranges from adventure quests – you see a group of middle-schoolers from Roosevelt Middle School, seven blocks to the south of the Presidio – to a constellation of geo-cache boxes. And what all of these experiences offer is a structured way on one's own really any time of day to explore and discover different nooks and crannies of the Presidio.

And the feedback we often get is, we get emails from the geo-cachers saying, I had no idea this was here. Thank you for hiding this geo-cache here.

And finally, I want to zoom out and acknowledge our role in the larger ecosystem of nature experience in the City. A year ago, San Francisco was invited to be one of seven city teams in the United States – we're the only city on the west coast – to be part of a cross-sector initiative connecting kids and nature in cities in equitable ways. So really, with equity in mind. So, we're talking about underserved audiences.

I am proud to say that we have played a leadership role, the Presidio Trust, working in close collaboration with the Mayor's Office, the Department of Public Health, the school district, our partners, our close partners the Conservancy, the National Park Service, SFYMCA.

We're starting a three-year implementation plan next month to deliver on the promise of the larger landscape of San Francisco, of which you all know the Presidio plays a very important role.

I will finally say, I am so excited to be a part of the fulfillment of the potential of this place. There's still a lot of great work to be done. Howard, even though you're retiring, I know you're going to stay in the mix. You've been a great mentor. I'm sorry to see you go.

I look forward to seeing you perhaps at the table to share some ideas, and with that I'm going to pass the mic back to Jean.

Jean Fraser: Okay, so you've heard from us, and now we'd like to hear from you. So, what we're going to try – and you'll give us feedback also on whether this works – raise hands at the tables in the back. Sal or somebody, Joshua, help me. Which table is which?

Lew Stringer: This is, we're going to be discussing the open-space projects over here – forestry, [unintelligible] as well as the design aspects. So, if you want to learn more [unintelligible].

Jean Fraser: Who's at the middle table over there?

Aimee Vincent: Aimee.

Jean Fraser: Aimee? Aimee, sustainability in the middle table. And over on this side, Damien?

Damien Raffa: Damien and [unintelligible] on engagement with the park in many different ways.

Jean Fraser: Right. So, what we'd like you to do if you're so inclined, please join us. You're welcome to wander from table to table, ask questions, tell us what we're doing wrong, tell us what we're doing right. If you would like to give us written comments which we will be sure to share with the Board, we have comment cards. We will come back, and you can do the more standard public comment, but we'd really love to have a conversation with you, so please. Our

timing is 15 minutes. If you guys are having fabulous conversations . . .

Paula Collins: We'd like to reconvene as a group at 8:10.

Jean Fraser: All right, so please join us.

[End of recorded material]

Part 2

[Start of recorded material]

Paula Collins: So now we will open it up to public comment. How did you like those sessions – how did you think that worked? Smile if you found that useful? Okay, I see a fair number of smiles.

As always, we have speakers, or people who'd like to come up and address the group, and I've got cards for them. So, you know the drill, you know that you've got two minutes to address us. You know that as a manner of protocol, we look to former Trust Board members first, which usually means you, Amy. For ages, I thought it was because your name began with an A.

Amy Meyer: Where's Jean?

Paula Collins: She's on her way back.

Amy Meyer:

Okay, I was going to welcome her on behalf of all of us here. Everything I have to say here has, except one thing, has to do with Jean. I had commented that we didn't have an agenda for this meeting. I got here today, and here was this good paper agenda. And Jean, I wanted to welcome you on behalf of all of us here who had been looking forward to having a CEO here. And everything that you spoke of here, and some conversation I've been able to have with you, just how glad I am to see you here.

I wanted to say something about the agenda we found outside. And what we need is to have an agenda like that promulgated with the announcement of the meeting, because it helps. And this agenda is totally different from any agenda we've ever had in this meeting, and it's much more interactive. What we just did for the last 15 minutes, it's wonderful. It's a way of being able to feel a part of something. You make us a part of this, and we want to be a part of it. And I think it's something that we're all going to come to treasure as you keep this going.

And finally, I wanted to say Jean, you said on the Michael Krasny Show that you did such a good job on the other morning, and lots of us got the word – we happened to hear about it at 7:00 in the morning, and we got the word out. You said one phrase, that you were talking and thinking about the Presidio as being a point of introduction to the national parks. Is that roughly? Okay.

And the idea was, this was something Toby Rosenblatt and I had talked about 18 years ago. And it was the idea at that time, we didn't use our computers the way we do today. Today, you want to know about another national park, you just put it up on your computer.

At that time, it was a primitive idea of, in the Visitor Center would be a computer and brochures, and you could learn about some of the other national parks. But, the idea is that that's a really good idea, because the Presidio is so cutting-edge in so many ways, and also in so many ways has the potential to be traditional, and it also combines with the Conservancy and of course the National Park Service. And how can we make the Presidio a point of introduction to the national parks?

Thanks very much for this good meeting.

Paula Collins: Thank you, Amy. I will say that on Jean's very first day on the office, she was told, and you need to create an agenda for the public meetings. We'll do better going forward. We didn't give her much warning.

Patricia Vaughey?

Patricia Vaughey: Patricia Vaughey, [unintelligible] neighbors and merchants. I just connected into Jody, and for 20 years I've asked for a cumulative schedule of events between the Presidio, the yacht clubs, Fort

Mason, our events, and other events in the marina. I'm putting together a one-page part. It may take a few months and some coordination, but this is going to happen. We've got to start working together, number one.

Number two, you've got something coming up, and it's not going to be fun. The MTA is going to run over all of us, just going to tell you. Seventeen-foot lanes, six-foot [unintelligible], ten-foot buses, and left-hand turns for buses during peak hours. Therefore at some times, we are not going to have any lanes going during peak hours.

Statistics that we have worked on, it's going to back the traffic up possibly as far as Marin City. Currently, with their temporary little site changes on Tuesday, [unintelligible] was backed up all the way to Van Ness and all the way to Fillmore Street. I'm worried about your entrances, [unintelligible], at the bridge, particularly Gorgas. And what's going to happen is, everybody's going to look for alternative routes, and this is not going to be fun.

There is a potential that we will be forming some form of a lawsuit to see if we can make it feasible for all of us to be at the table and figure out a solution to this problem. Thank you.

Paula Collins: Thank you. Lucia Bogatay. Excuse me, I'm sure I'm not pronouncing your name correctly.

Lucia Bogatay: I don't pronounce it correctly either. I go by the name of Lucia, but my great-grandmother was Lucia because she was from Slovenia. Anyway, I'm delighted to be here. I'm the president of the Presidio Historical Association, and I wanted to welcome Ms. Fraser. It sounds like the wait was worth it, and I look forward to collaborating in some way on events around history. We're the only organization in the Presidio that's solely interested in history, and impact.

We are having an event to celebrate the bicentennial of the Rurik, and perhaps I should invite you all. It's not a free event, because we're saying farewell to Whitney Hall, who's retiring from our Board after 30 years, former commander of the Presidio.

And we're having a talk on the Rurik by Bob Churney, and slideshow of Louis Choris' beautiful paintings. It's going to be in the Travis Marina, the yacht club and Fort Baker, which has a great view of the Presidio.

Anyway, that's one of our events that's coming up. You missed the 1860's saloon evening that we had at the marsh, which we came in costume. And I'm so glad they're restoring the oysters, because that's what you used to be able to get cheap in 1860, but that was before hydraulic mining smothered them all. So no hydraulic mining, they should be happy as oysters now.

Anyway, I'll stop with that and just welcome you and look forward to getting to know all of you, because I want to make us good collaborators.

Paula Collins: Thank you. Frances Gorman.

Frances Gorman: Well actually, I want to welcome Jean, because I've been here since I was moved out here for a job. My very first job, they said, do you want to move to San Francisco? I was living in Maryland. I said, I wasn't sure, I haven't been there. My boss was living in [unintelligible]. He put me up [unintelligible]. I went in the offices of the first Embarcadero Center. I'm looking at a [unintelligible], and they said we'll move you out. I said, how fast? I ended up being in [unintelligible], and I've been there pretty much ever since.

So, I just wanted to say to everyone how magnificent it is to see the Presidio grow this way and develop, and it's so exciting to see it today. And I guess my own compliment is I say the Presidio Inn is wonderful in terms of the inn, and bringing that low-key, people want that environment.

My only question is as you go forward, when you're striking a balance, if we could – I'm in the tourist industry, and I believe we have so many other areas of the City that have great residential, that have great hotel areas. I'd like to see that we can get along with the idea of a smaller footprint for people actually in the Presidio,

because I think that really is what captures the Presidio and all the infrastructure of a larger facility.

I'd like to see if we go forward with that, that we replicate that idea of having a more natural setting, and not the kind of infrastructure we have on the other side of the gate. Thank you all.

Paula Collins: Than you. Jan Blum.

Jan Blum: Good evening, Trust Board members. My name is Jan Blum, and I have been a long-term volunteer in the Presidio. I helped plant this field, and was a Presidio Park volunteer for a number of years, under Lew Stringer's brilliant guidance.

I would like, thank you very much Jean for your recent letter to the conservation community, which [unintelligible] has been maintaining the science behind ecology on the Presidio. And as someone who believes very strongly in the enormous value of the natural resources here, I would like to add some hot button points to the list of accomplishments you intend to achieve in the future.

And that would be the extension of Crissy Marsh in terms of the tidal [unintelligible]. I think the Trust is referring to the Quartermaster Reach Project as the extension of Crissy Mash, but for the community of ecologists the real issue is extending the tidal [unintelligible] – in other words, enlarging Crissy Marsh. And I think we should look at that before sea rise does that for us. And

according to the National Park Service, there will be water at Mason Street by the end of the century.

The other thing I think personally have been looking for for at least five years is the wildlife management plan. I know there was a draft years ago, but nothing ever came of that. And the removal of Baker Beach housing to restore the endangered [unintelligible]. And that concluded my shopping list. Thank you very much.

Paula Collins: Thank you. I have one more speaker who signed up, Genevieve Nowicki. Was that even close?

Genevieve Nowicki: You were perfect. I'm very impressed. I'm sorry, this is my first one, so I apologize for anything that I'm doing wrong. But the two things I want to address here is one, coming on from a neighborhood perspective. I very much understand that you guys are trying to do so many amazing things with the park and all these resources. But, I've seen on my street just in the last couple of months a loss of four neighbors, and prior to that it's been probably more like six to ten, and that's just my street alone.

Because in the last four years, on average people have seen probably about a 48 percent rent increase. And for families, my next-door neighbor was a minister, the lady up the street was fixed-income, she was retired, she would volunteer in the park all the time. And so, it's having an understanding of the balancing act on this, because I very much understand you guys have all these

amazing projects you want to do, but there is families here, and there are other resources, in a balancing of the resources thing.

I understand very much for people that leave for other reasons bringing it up to market rent, but maybe having an understanding that for everybody else who's still here, trying to keep that. Because in looking more at how salaries have increased along with what the market is.

The other question, the other thing I wanted to talk about is the loss of trees. You guys have done – and I understand you want to reestablish wetlands and all that, but dealing in a climate-change environment, we've seen the trees lost along the bluffs. You saw down by the MacArthur Meadows, they basically took down the whole forest there to put in the wetlands, where they could have kept more of a buffer area. There was a lot of old growth trees there. And then they took down a ton of trees in order to do the daylighting on the field above [unintelligible]. And so, balancing out in a climate-change world the tree situation.

Paula Collins: Thank you. Well, thank you everyone for coming and joining us this evening. Thanks for being patient as we tried out our experiment, which I think went rather well. And we'll look forward to seeing you quite soon at our next public meeting. If you think of questions, though, that you're in the car on your way home, or walking home, I should've asked, please get in touch with us, we'll be happy to get back to you. Thank you.

We're adjourned.

[End of recorded material]