

Presidio Trust Board of Directors Meeting
December 9, 2002
Minutes

Attending:

Don Fisher
Amy Meyer
Mary Murphy
Toby Rosenblatt

Steve Carp
Karen Cook
Hillary Gitelman
Harry Haigood
Tia Lombardi
Craig Middleton
Paul Osmundson
Steven Potts
Paula Vlamings

Not Attending:

Jennifer Hernandez
Michael Heyman
William K. Reilly

Meeting called to order by Chairperson Rosenblatt at 8:46 a.m.

Action taken:

- Approval of Adoption of Final Interim Regulations as Final Regulations and Withdrawal of Proposed Regulations (Resolution 03-7). Vote: 4-0.

Discussion items:

- Toby Rosenblatt announced that the Board had unanimously selected Craig Middleton as the Trust's new Executive Director.
- Craig Middleton presented the Executive Director's Report. Mr. Middleton reported that:
 - Appropriations staff in the House of Representatives indicated that the federal budget would be very restrictive this fiscal year, including appropriations for the Department of the Interior and associated agencies. There will be new committee and subcommittee chairs.
 - Senior staff discussed the Trust's participation the Section 8 voucher program, noting that the Trust currently devotes approximately 19% of its residential units to various Trust-originated affordable housing programs. The Board declined to participate in the voucher program.

- The Trust anticipates closing the Letterman Digital Arts transaction before the end of the calendar year.
- Karen Cook briefly discussed a recent audit of various Trust programs.
- Craig Middleton summarized the Trust's revised draft five-year strategic plan. He outlined the Trust goals and accomplishments since the creation of the Trust and then proposed goals for the next five years.

Fiscal years 1998 - 2002

- Established a strong source of on-going revenue (starting at \$0 and increasing to \$36.5M per year).
- Upgraded aging infrastructure, including roads, storm and sanitary sewers, and electrical systems (investing \$16M in upgrades).
- Secured environmental cleanup funding, resulting in a fast-tracked environmental remediation program (reducing the cleanup time from 30 years to 10 years) with a better quality result.
- Built an organization capable of meeting preservation and fiscal challenges.
- Developed/gained acceptance for a new management plan.

Fiscal years 2003 - 2007

- Address critical park preservation needs.
 - Implement a cyclical maintenance program.
 - Replant pine and cypress trees.
 - Complete over one-half of the environmental cleanup and initiate native plant restoration on sites.
 - Complete the Tennessee Hollow Restoration Plan.
 - Restore a portion of the riparian habitat.
 - Complete the water recycling plant.
 - Plan the Fort Scott, West Crissy Field, Thornburgh Road and Main Post areas, and the entries to Area B of the Presidio.
- Invest in projects with the greatest revenue potential.
 - Significantly increase non-residential revenue, including income from the Letterman Digital Arts Center, the Public Health Service Hospital buildings and other operations.
 - Increase residential revenue, renovate 115 historic units, and rehabilitate 80 currently-occupied units.
 - Increase special events revenue, upgrade and increase events venues.
 - Develop a philanthropic program with a focus on the Main Post, trails/overlooks, forest and Officers' Club areas.
- Increase internal capacity for generating revenue.
 - Increase available capital funds by reducing operating costs, which also enhances borrowing capacity.

- Streamline and consolidate business operations, including evaluating outsourcing possibilities and implementing outsourcing decisions, and make space available by consolidating Trust and National Park Service facilities.
- Build support for the Presidio as a nationally-recognized public asset.
 - Encourage additional public use through educational trails and active recreation.
 - Establish program partnerships to increase outreach while minimizing costs.
 - Implement “park” improvements such as the Main Post area, create new scenic outlooks and upgrade the entryways to Area B.
 - Implement a robust national outreach program to build a constituency.

Board members commented that the Main Post and entries to Area B should be among the Trust’s priorities and that there must be both strong programmatic components and unifying themes in what the Trust does. To build a community the Trust should follow where the people are likely to visit. Revenue generation will be a natural consequence of the articulated goals.

- Hillary Gitelman spoke about “greening” the Main Post area, including the parade ground, which is among the objectives contemplated in the Presidio Trust Management Plan. Ms. Gitelman said that the next step in the landscape improvement process is to develop a design for fundraising purposes. The Board directed Trust staff to pursue the preparation of a solicitation to design firms.
- The Board directed Trust staff to pursue looking for a publisher for a book of photographs of the Presidio.

Meeting adjourned by Chairperson Rosenblatt at 10:28 a.m.