

**Presidio Trust Board of Directors Meeting**  
**January 26, 2017**  
**Minutes**

**Attending Board Members:**

Lynne Benioff  
Paula Collins  
John Keker  
Nicola Miner  
Mark Pincus  
Janet Reilly  
John Reynolds

**Participating Staff Members:**

Andrea Andersen  
Carla Armstrong  
Michael Boland  
Steve Carp  
Jean Fraser  
Fran Gonek  
Nancy J. Koch  
John Mackel (2:00 p.m. – 2:35 p.m.)  
Mollie Matull  
Sherri Schilling  
Joshua Steinberger

**Guests Attending:**

Neil O'Donnell, Rogers Joseph O'Donnell, PC (2:00 p.m. – 2:35 p.m.)

Meeting called to order by Chairperson Collins at 2:00 p.m.

**Actions taken:**

- Approval of Minutes of [November 14, 2016](#) and [December 8, 2016](#) ([Resolution 17-9](#)). By motion duly made and seconded. Vote: 7-0.
- Approval of Formation of Board Committees ([Resolution 17-10](#)). By motion duly made and seconded. Vote: 7-0.

- Approval of Authority to Negotiate with the California Department of Transportation (Caltrans) ([Resolution 17-11](#)). By motion duly made and seconded. Vote: 7-0.
- Approval of Authority to Approve a Cost of Living Increase ([Resolution 17-12](#)). By motion duly made and seconded. Vote: 7-0.

**Discussion items:**

- Ms. Collins welcomed Mr. Pincus to the Board.
- Ms. Collins and Ms. Fraser thanked Mr. Steinberger for his 12 years of service to the Trust, highlighting his commitment to sustainability and to the community.
- Ms. Andersen administered the oath of office to Mr. Pincus and swore him in as a Board member.
- Ms. Fraser introduced Ms. Koch as the Trust's new General Counsel. Ms. Fraser also reported that the Trust had filled most open staff positions, hiring roughly 50 new employees in the last few months. She thanked Ms. Schilling and her staff for their tireless work to accomplish this.
- The Board was briefed by outside counsel and Ms. Fraser on negotiations with Caltrans to resolve the terms and conditions of a highway easement deed and to address multiple issues related to the construction of the Presidio Parkway. They discussed efforts directed toward addressing these issues and also anticipated construction schedules.
- Mr. Boland briefed the Board on the status of the Nation Park Service's (NPS) dog management rule in the Golden Gate National Recreation Area (GGNRA). He reviewed the history of leash regulations in the GGNRA and discussed the NPS's proposed adoption of new regulations. He suggested that while the Trust continue to monitor the NPS rulemaking, it could conduct a pilot program in which off-leash dogs were allowed in certain parts of the Presidio managed by the Trust, with a view toward a rulemaking by the Trust informed by the pilot program.
- Ms. Fraser discussed the implications of recent Presidential executive orders.
- Ms. Schilling updated the Board on the progress of negotiations with the Laborers' International Union of North America.
- Ms. Gonek reported the results of Ms. Reilly's and Ms. Gonek's analysis of the Trust's food service program. She reviewed the history of the food program, addressed the challenges faced, and proposed next steps. Ms. Gonek said that the principal food service goal is to

provide a wide range of options at different price points to support a diversity of visitors and a range of activities in the Presidio while minimizing the Trust's financial and operational obligations. She said that food service is an important visitor amenity and that it should be provided in places and at times convenient to visitors, especially at the Tunnel Tops area and in the Main Post. Ms. Gonek suggested that the Trust continue to work with a consultant to perform a market analysis. Following that analysis, Ms. Gonek would have recommendations for running a food program that would include hiring an operator to provide and manage a variety of food venues. To that end, she proposed issuing a Request for Proposals for the food program later in the year.

- Ms. Schilling presented the outcome of the recent Employee Viewpoint Survey. She discussed the dramatic improvement from Spring 2015 to Fall 2016 in most of the metrics used, attributing the results to changes in employee recognition, communication from leadership, and reformed hiring and promotion practices. Ms. Schilling said that based upon the feedback, work was still needed in the areas of performance management, pay, and internal processes.
- Ms. Fraser provided her assessment of the organization based upon her first few months as the Trust's Chief Executive Officer. She noted the likely impact on Trust processes and systems resulting from the Trust's necessary focus on becoming financially self-sufficient by 2013. Ms. Fraser identified future plans, including determining funding requirements to ensure that the Presidio is in a good state of repair, decentralizing the decision-making process, measuring operational performance, and clarifying strategic priorities.

The Board discussed how to obtain metrics of the visitor experience. Ms. Collins said that the Trust needed to understand better who is not visiting the Presidio and why.

- Executive Session: 4:44 p.m. – 5:08 p.m.

Meeting adjourned by Chairperson Collins at 5:08 p.m.