

BEFORE THE
UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

Meeting of

THE PRESIDIO TRUST BOARD OF DIRECTORS

and

THE GOLDEN GATE NATIONAL RECREATION AREA

ADVISORY COMMISSION

Golden Gate Club

Fisher Loop

Presidio of San Francisco

California

Monday, April 27, 1998

9:00 a.m.

REPORTER: Frances Lorraine

THE PRESIDIO TRUST BOARD OF DIRECTORS

And

THE GOLDEN GATE NATIONAL RECREATION AREA

ADVISORY COMMISSION

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MEETING

- - -

MONDAY, APRIL 27, 1998

Golden Gate Club

Fisher Loop, Presidio

San Francisco, CA

The meeting was convened, pursuant to notice, at 9:00 a.m., Richard Bartke, Chair, GGNRA Advisory Commission, and Toby Rosenblatt, Chair, Board of Directors, The Presidio Trust, jointly presiding.

TRUST BOARD MEMBERS PRESENT:

TOBY ROSENBLATT, Chair

EDWARD BLAKELY, Vice Chair

DONALD G. FISHER

AMY MEYER

MARY G. MURPHY

WILLIAM K. REILLY

STAFF:

JIM MEADOWS, Executive Director

COMMISSIONERS PRESENT:

RICH BARTKE, Chair

AMY MEYER, Vice Chair

MICHAEL ALEXANDER

HOWARD COGSWELL

NAOMI GRAY

MEL LANE

REDMOND KERNAN

TRENT ORR

JACK SPRING

ED WAYBURN

JOE WILLIAMS

STAFF:

MICHAEL FEINSTEIN, Liaison to GGNRA

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P R O C E E D I N G S

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9:05 a.m.

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CHAIRMAN BARTKE: Good morning, ladies and gentlemen, welcome to our meeting. In 1973, when Congress created the Golden Gate National Park, Congress also created an Advisory Commission. And this is a regular meeting of that Advisory Commission.

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Golden Gate National Park, as you know, is on the shoreline of Tomales Bay at the north, all the way down the coast to Woodside in the south. It is about 75 miles long, constituting 100,000 acres.

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Our Advisory Commission has for the last 25 years been fulfilling its role. And our role is in two parts. One is to be the eyes and ears of Congress, and the other is to listen to people from the community and give our best advice to the Secretary of the Interior.

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We are appointed by the Secretary, nominated by local groups. And there are seventeen of us on the Commission, of whom thirteen are here today. We also today are meeting jointly with the Presidio Trust Board, and they will be introduced in a moment.

22

23

24

25

But this is an experiment, because it is our first joint meeting. Since our Commission oversees all of the National Park, we also oversee the Presidio which is the subject of today's meeting. And we intend

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1

that our role that has existed for 25 years with the

2 Secretary of the Interior will continue over that part
3 which is the Presidio, and which is now under the
4 auspices of the Presidio Trust Board.

5 I am going to introduce now the Chairman of
6 the Presidio Trust Board, Toby Rosenblatt.

7 CHAIRMAN ROSENBLATT: Good morning. This
8 morning we have, as Rich Bartke indicated, the Members
9 of the Board of the Presidio Trust, the board appointed
10 by the President under the act that created the Presidio
11 Trust.

12 Today, we will have a first draft
13 presentation of the Financial Management Program
14 presented to you and to us by the Executive Director Jim
15 Meadows. At the early part of his presentation, Jim
16 will be indicating for all of us the process that will
17 occur after today for the opportunity for people to ask
18 questions, provide more input and receive responses and
19 comments to the things that they are wondering about
20 before this financial management program is finalized
21 and submitted to Congress which must be done by July 8th
22 of this year.

23 We will this morning begin with the
24 presentation by Jim Meadows. And then Rich Bartke will
25 describe very briefly the format for the rest of today's
7
1 meeting with respect to public commentary. Then we will
2 take a short recess and then to into that period of
3 public commentary.

4 So with that introduction, Jim Meadows.

5 CHAIRMAN BARTKE: I might comment while Jim
6 is getting up that there is an overflow room. So that
7 if you do not have seats here, on the west end of the
8 building there are more seats and a screen will be
9 showing what it is that you see here as well as the
10 sound.

11 I also want to introduce Terri, who is
12 doing the signing on this side, and Kevin who will be
13 assisting her.

14 Jim?

15 MR. MEADOWS: Thank you.

16 FINANCIAL MANAGEMENT PROGRAM FOR THE PRESIDIO

17 Presented by

18 PRESIDIO TRUST EXECUTIVE DIRECTOR JIM MEADOWS

19 MR. MEADOWS: Good morning. My name is Jim
20 Meadows. I am the Executive Director of the Presidio
21 Trust. And we are here today to give you an overview of
22 what the Trust operations have been to date, and our
23 financial management program for the future which is our
24 charge with Congress. And that is to preserve the
25 Presidio as a financially self-sufficient national park
8
1 in an urban area.

2 As Toby mentioned, I would like to point
3 out up front that we are going to have substantial
4 public comment periods over the next 60 days prior to
5 actually filing the plan on July 8th.

6 That public comment will include the public
7 comment period that you have today. That will include
8 if you wish to submit additional questions in writing
9 that we will be happy to respond to personally.

10 So far we have had requests from
11 approximately 17 constituency organizations that we will
12 be meeting over the next 60 days on the financial
13 management program. And if you have a group that you
14 would like to have us talk with, if you will please
15 submit your request we will be happy to have that
16 particular type outreach.

17 In addition, we have scheduled three
18 workshops that will be on individual subjects of the
19 financial management program over the May-June time
20 frame.

21 On Wednesday, May 27th, from 6 to 9 p.m.
22 here at the Golden Gate Club we will have a workshop on
23 the non-residential aspects of the financial management
24 program. And that will be at the East Ballroom. We
25 will be here for three hours. It will be open give-and

9
1 take as far as questions, comments, suggestions that we
2 can incorporate into our final financial management
3 program.

4 On Monday, June 8th, we will have a second
5 workshop on the residential aspects of the financial
6 management program. And that will be from 6 to 9 p.m.,
7 again at the East Ballroom here at the Golden Gate Club.

8 We have a third workshop scheduled on the
9 natural areas and open space of the Presidio. And that
10 will come in mid-June. Because of conflicts with the
11 building, we have not been able to set the time or date.
12 We will be publishing that later this week. And that
13 will come sometime in the second or third week in June,
14 again to have public comment prior to submission of the
15 plan.

16 There also will be another Advisory
17 Commission meeting which is tentatively scheduled for
18 June 10th, which will be a public meeting to receive
19 comment on the financial management program.

20 In this fashion, we are hoping to actually
21 have a continuing dialogue to get continuous input from
22 the various groups and individuals who are asking for
23 input on the program and the Trust plans in general.
24 And then we will be filing the plan on or before July
25 8th after it has been passed in its final form by the
10
1 Presidio Trust Board on June 30th.

2 There is not a written plan document. The
3 presentation that you will see today is in a slide
4 format. You received an outline when you came in. You
5 will receive a packet of key slides from this particular
6 program as you leave today.

7 And then full copies of the presentation
8 will be available from Kinkos. And after the recess we
9 will announce basically how you can arrange with Kinkos

10 where you can pick up a copy. It is close by on
11 Lombard. So we will be announcing that so you can
12 receive the written documentation that we have so far.

13 So without further announcement, I would
14 like to get into the actual financial management program
15 and the background of what the Trust has been doing
16 since I arrived here on January 5th of this year.

17 (A slide presentation followed:)

18 MR. MEADOWS: Basically, as you all are
19 well aware, the Trust was established by the U.S.
20 Congress. It is overseen by its Board of Directors.
21 And it will assume financial management and overall
22 management of 80 percent of the Presidio on or before
23 July 8th of this year.

24 We are required by Congress to submit that
25 financial management program. And that must be filed

11

1 with Congress by July 8th. And there will be comments
2 and hearings before Congress after that point.

3 We have twin goals we have set up for the
4 Presidio. And we set them in their order of priority as
5 far as the Trust's eyes and as far as we perceive them
6 in the public eye.

7 And the first goal is to preserve and
8 enhance the Presidio as a national park in an urban
9 area. That has been the prime goal since the property
10 was transferred from the Army to the Park Service, and
11 remains a prime goal as the transition occurs from the

12 Park Service to the Trust for portions of the Presidio.

13 We also, by mandate, are required to become
14 financially self-sufficient within 15 years, which is
15 the year FY2013, and our plan reflects the fact that we
16 will be financially self-sufficient by that point in
17 time.

18 In reaching those twin visions, we have
19 several goals including programs to preserve the
20 natural, historic, and scenic resources that are at the
21 Presidio, as well as providing educational and
22 recreational activities. This is consistent with what
23 has gone on in the past. And in our partnership with
24 the Park Service this remains one of our key goals for
25 the future.

12

1 A sustainable community promoting
2 ecological integrity, social equity and economic
3 viability. Again, all of the basic ideas on how to move
4 forward and the types of entities that we will be
5 pursuing for the Presidio is based in the guidelines set
6 forth by the General Management Plan Amendment.

7 We also intend as one of our major goals to
8 have a full range of market-rate housing for over half
9 of the people who work at the Presidio.

10 In setting those goals and achieving those
11 goals, we are guided by several official documents and
12 unofficial or official policies, including the Presidio
13 Trust Act, the United States Congress which remains

14 strongly interested in what happens at the Presidio and
15 how we go about our business, the General Management
16 Plan Amendment from 1994, our partnership with the
17 National Park Service which will continue in the long
18 range.

19 And, basically, it is that partnership that
20 allows us to operate the entire Presidio as you know it
21 without boundary lines that are definable. And then we
22 are serving both the San Francisco, the state and the
23 national communities. And we feel charged with serving
24 all three of those constituencies.

25 What I would like to do very briefly is

13

1 have the Presidio Trust staff stand up, if they would
2 please? Thank you.

3 We have basically been building staff since
4 January 5th, and we have been growing rather strongly,
5 adding key people. And our plans are to continue adding
6 key staff over the balance of this year. We have a big
7 challenge ahead of us. And one of the first challenges
8 was making sure this financial management program was in
9 order and could achieve what we wanted to accomplish.

10 I have to give thanks right now to not only
11 the Park Service, but a lot of third-party consultants
12 that have been providing data since 1994 on the concepts
13 of self-sufficiency and the concepts of keeping the Park
14 as this national jewel in this urban area. So, staff's
15 job is to make sure that we keep moving forward on what

16 we are doing.

17 We are right in the middle of a transition
18 with the National Park Service we are about half-way
19 through the transition period and at the same time
20 that we have to file the financial management plan by
21 July 8th, we are required to have the transfer of the
22 over 80 percent of the property from the National Park
23 Service to the Trust by that point in time.

24 We are entering into discussions with the
25 Army to try to speed up the environmental cleanup at the
14
1 Presidio. We have a great example in hand of the Crissy
2 Field project and the accelerated environmental cleanup
3 that is scheduled to be complete by August 1st of this
4 year to allow construction to start on the Crissy Field
5 project. We hope to translate those same opportunities
6 to basically the overall site in enhancing the
7 environmental cleanup.

8 The Army is well engaged in that process.
9 They are being cooperative. And, basically, we are
10 entering into discussions among the Park Service, the
11 Trust, the Army, and then engaging the EPA and the state
12 EPA to make sure that all parties are on board. A key
13 element to that is our citizen input from the
14 Restoration Advisory Board. And, basically, the RAB is
15 one of our key constituency groups that we want to keep
16 involved in this process.

17 We are initiating reuse activities. our

18 first true real estate projects are out for review.
19 They are due back -- we have requests for qualifications
20 out in the marketplace currently. They are due back on
21 Thursday, April 30. And we will be announcing
22 negotiations with one or more groups on buildings as we
23 move forward. But I will be discussing that in a moment
24 in more detail.

25 And, finally, these first steps include the
15
1 development of this financial management program as we
2 move forward. Our reuse policies are based primarily on
3 the key goals of preservation, renovation of buildings,
4 maintenance of both the buildings and the natural areas,
5 leasing opportunities within the improved spaces of the
6 Presidio, and replacement where necessary.

7 I want to go through some of our non
8 residential and then our residential leasing policies
9 over the next year, and specifically through the end of
10 this fiscal year.

11 For non-residential leasing, we have some
12 key components to make sure that that works. We are
13 charged with reasonable competition -- that is part of
14 the Act process. And the way we are doing that outreach
15 is, we are asking for requests for qualifications from
16 individuals or entities or groups of entities for the
17 buildings as they come on line.

18 I should mention that in our non
19 residential leasing program we are going with a very

20 narrow approach, meaning that we are targeting specific
21 buildings one at a time, between now and September 30.
22 While we are growing our staff, it just is not feasible
23 or possible to open up the entire Presidio with all the
24 interested parties that we have that would like to come
25 to the Presidio or possibly have an entity out here.

16

1 So we are having to take a building at a
2 time. And I will be going through those in a moment,
3 which buildings those are. And then after September 30
4 we will reassess that policy and look towards widening
5 it to opening up more buildings at the Presidio for non
6 residential leasing.

7 Our public input remains strong. Through,
8 again, our key partner here, the Advisory Commission, we
9 will continue to seek public input both during the
10 process of putting out requests for people interested in
11 coming to the Presidio, and on major projects to make
12 sure that the people that we are negotiating with are
13 meeting the key terms of the General Management Plan
14 Amendment and the Trust Act.

15 And, finally, for those of you who might be
16 here looking for space at the Presidio, we intend to use
17 sound market criteria so that we can be competitive. We
18 will have competitive rates on the economic side. But
19 our goals for our outreach are not purely economic.

20 We are looking for those entities and
21 organizations that fulfill the General Management Plan

22 Amendment concepts for the Presidio, that show that they
23 are qualified financially to operate their business,
24 that have an outreach both for employment and education,
25 and purposes where we can actually train other people

17

1 that would be working out here.

2 And then, finally, we will be looking at
3 the economics. What that means is that there is no
4 favored priority to either for-profit or not-for-profit
5 entities but that we are trying to create a system where
6 they can equally compete.

7 Our priorities between now and September 30
8 include the real estate entity or project that is
9 already out on the street for request for
10 qualifications, and that is the Sixth Army Headquarters,
11 Building 39, along the parade ground area, again on this
12 side of the parade ground across from the historic red
13 brick buildings. Building 39 will be our first request
14 for qualification, along with the Presidio theater which
15 both have responses due by April 30.

16 We also will be adding approximately a
17 month later the Presidio officers club. And then our
18 first major project -- although Building 39 is a 60,000
19 square foot building, we will be looking at the
20 Letterman-LAIR complex later on in the summer. So that
21 will be out for request for qualifications in the summer
22 of this year.

23 The twin building, Building 38, which was

24 also Sixth Army Headquarters, will come later on in the
25 summer. And then, finally, the Public Health Service
18
1 Hospital complex prior to September 30. So by
2 September 30 we will have been engaging the public on
3 approximately a million and a half square feet of non
4 residential space within the Presidio.

5 our residential leasing policies. Our
6 long-term goals remain housing for over half of the work
7 force that is at the Presidio. Meaning, entities' and
8 organizations, employees. We hope to achieve the goal
9 of over half of them living and working at the Presidio.

10 To me, there is no other key goal that we
11 can achieve that will have a more beneficial impact,
12 both from traffic standpoint and environmental impact,
13 than if we can have eventually at the Presidio every
14 housing unit filled with someone working at the
15 Presidio.

16 we also intend that to be a full range of
17 market-rate housing. We do not intend the Presidio to
18 be just a place for the elite or for the senior
19 management organizations. But that we will continue to
20 offer a full range of housing so that entry-level
21 employees, as well as middle management and senior
22 management, can have the opportunity to live and work
23 here.

24 Again, Presidio employees being defined as
25 anyone working for an entity or organization that is

19

1 housed at the Presidio or has space at the Presidio, it
2 will be the long-term goal that all the housing will be
3 occupied by those Presidio employees.

4 And I am pleased to announce something that
5 has been going on now for about five years, as far as
6 discussions. Those discussions have become more serious
7 into direct negotiations. As part of our outreach to
8 have this full range of housing opportunities, we are
9 engaged in a negotiation process with a very fine
10 organization called "Swords to Plowshares."

11 And, basically, where they will take
12 approximately one hundred of their graduates from their
13 initial program and create what they call their
14 "Academy." And they will be in a 24-month program for
15 transitional housing and training at the Presidio within
16 the general area of the Letterman Complex.

17 And that will allow us to deal with a
18 federal program that is going after the veteran who is
19 working back into the marketplace, and allow us to
20 create that type project. So, again, we are looking for
21 a partnership with them to where we can provide
22 employment opportunities.

23 They can provide at the Presidio housing
24 opportunities. And they will have this full-range of
25 market-rate housing at the Presidio. We think that is

20

1 one of our important programs. And we believe that we

2 will try to have that finalized by the end of May.

3 In the short term, we have housing at the
4 Presidio and the employee count at the Presidio will not
5 be sufficient to fill up that housing. We intend to
6 offer a prioritized leasing program that will have a
7 priority of leases for the housing at the Presidio at
8 market-rates for this full range of workforce housing.

9 And the first priority is being given to
10 Park Service and Presidio Trust employees. The next
11 priority is being given to tenants, employees, those
12 organizations and entities that are utilizing space at
13 the Presidio.

14 Then short-term leases for other federal
15 employees in the Bay Area. Almost every organization I
16 have talked to has difficulty in retention because of
17 the housing difficulties in the area. We hope to offer
18 a prioritized short-term leasing program to other
19 federal employees.

20 Specialty tenants, such as counsels
21 general, visiting professors, students both undergrad
22 and graduate -- again, those people that are in the area
23 on a limited-duration basis -- we will be offering
24 short-term leasing. And, finally, we will be offering
25 short-term leasing to the general public.

21

1 Now, with that background, I would like to
2 go into the specifics of the financial management
3 program. As I mentioned at the outset, this is a

4 working draft. We have pieces of the program in slide
5 format, in financial format.

6 There is no written document to put
7 together yet. Because we wanted to wait on the written
8 document until we received public input at this meeting,
9 at our workshops, at our outreach meetings, as well as
10 the public meeting of the Advisory Commission that will
11 be held in June.

12 We will publish the final written document
13 in preparation for the Trust Board meeting on June 30,
14 at which it will vote on the financial management
15 program. And if successful at that meeting, basically
16 we will submit that program to Congress on July 8th.

17 The key issues revolving around the
18 financial management program is a series of declining
19 federal appropriations, so that we can indeed reach our
20 goal of financial self-sufficiency, as we will define it
21 here in a moment, within fifteen years.

22 Decreasing operational costs. In
23 partnership with the Park Service, it is our twin goal
24 to try to reduce our operational costs where possible,
25 again with this partnership arrangement bringing in some
22
1 private sector methodology, utilizing the best abilities
2 of both organizations to reduce what it costs to operate
3 the Presidio on an annualized basis.

4 We need to increase our revenues through
5 these residential and non-residential leasing programs

6 that I have just described in general. And then we do
7 indeed intend to file a program that will show financial
8 self-sufficiency by the year 2013.

9 We have used these third-party consultants'
10 data that we have received. We have had them updated
11 for our use. We have put those into a model. We have
12 looked at the model from several directions.

13 That data along with a generally vastly
14 improved real estate market from the time frame of 1994
15 allows us to forecast financial self-sufficiency not
16 based upon the red-hot market that we are in today, but
17 based upon an average over that time period.

18 But please don't forget that the financial
19 self-sufficiency we were discussing and keying in on
20 this morning is only one-half of the program of the
21 Trust and our partnership with the Park Service. And
22 that is that our first goal continues to be preservation
23 of the Presidio as this national park in an urban area.

24 This slide really only shows one key issue.
25 And that is the fact that we are slowly declining our
23
1 appropriations over the first 14 years, at about 5
2 percent a year, from their current rate of \$25 million
3 appropriation from Congress. And at the end we will
4 have sufficient revenue after the year 15 and forward to
5 allow us to be financial self-sufficient.

6 The red line -- again, it is more just for
7 graphic illustration. The red line is showing us what

8 our costs of operation are and renovation costs. And
9 the lower line is our revenue line that crosses on the
10 year 16.

11 The fact that they don't diverge again at
12 year 17, they continue on a small surplus through the
13 30-year model that we put together here. So we reach
14 financial self-sufficiency and we stay there through the
15 time-line of our financial model.

16 The true costs of operation of the
17 Presidio. You have seen \$25 million discussed as far as
18 the federal appropriation. You may have seen
19 discussions from either the Trust or the Park Service
20 that the actual budget for this past year was \$29
21 million, including both appropriated and nonappropriated
22 funds.

23 But that does not truly reflect the total
24 cost of operating the Presidio. We not only have a cost
25 of operations, which we hope to reduce by at least 10
24
1 percent down to \$24 million or less in 198 dollars. And
2 since everything will be inflated, that actually will be
3 a stronger reduction.

4 But also because we do not, and are not, a
5 taxing authority, we have to have revenues each year for
6 replacement of buildings, replacement of infrastructure
7 and replacement of the natural areas within the
8 Presidio.

9 Everything at the Presidio, whether it be

10 natural forest areas, the historic buildings, or the
11 roads and water and sewer systems, all have an economic
12 life. So we not only have to plan for paying for their
13 use every year, but paying for the replacement. And
14 that drives the overall cost of operating the Presidio
15 to about \$35.5 million a year.

16 The revenues that through our financial
17 model are showing that we can receive include about
18 \$21.5 million from non-residential leasing, about \$14
19 million from residential leasing, about \$1 million from
20 utility income and -- this is a snapshot at the fiscal
21 year 2013 showing zero of federal appropriations from
22 there forward.

23 Just a quick breakout. Basically, as to
24 where those revenues come from, the Letterman-LAIR
25 Complex, the general office areas at the Presidio. I

25
1 would point out that one of our key issues and one of
2 our key challenges is in the Fort Scott area. We hope
3 to continue the planning process and to create a
4 synergism basically where Fort Scott becomes an example
5 of the overall Presidio.

6 That is an area where you can bring in both
7 entities and organizations, match them to a natural
8 area, match them to historic buildings, and make it
9 operate at a profit. A profit being defined as the
10 monies needed to operate the Presidio financially self

11 sufficiently.

12 And then we do show a small surplus, moving
13 forward from the year 16 forward. And that surplus
14 would be discussed by the Trust Board if and when it
15 exists basically as to how to utilize that surplus. And
16 the most likely candidates for that surplus are
17 qualitative improvements to both the natural areas and
18 the building areas of the Presidio.

19 One key point I would point out to you
20 today is that in addition to the operational costs of
21 operating the Presidio, we have over \$274 million in
22 capital costs of remaining infrastructure, of building
23 improvements to bring them up to national code, to
24 improve them seismically, to improve them for ADA
25 qualifications. And basically also to put in the normal
26
1 type use improvements or tenant improvements that would
2 go into those buildings.

3 That is a key cost. And a combination of
4 items that we need to achieve that cost include leasing
5 revenues over the 15 year period of federal
6 appropriations, treasury borrowing which within the
7 Trust Act allows us to borrow directly from the federal
8 treasury to build these improvements, and utilities
9 income as we move forward.

10 Residential area activities. We have two
11 areas that we have broken down the presentation into.
12 And that is historic housing and Wherry housing. In the

13 historic housing area, we have many houses at the
14 Presidio which are either now occupied or have been
15 occupied in the recent past and are literally available
16 for rent as soon as we open for business.

17 We have other houses that will require
18 substantial renovation because of their non-occupancy
19 period over the last four years, because of deferred
20 maintenance that wasn't done before the Army left, or
21 other issues involving those particular housing units
22 require them to have renovation.

23 We will be renovating those over a time
24 period as we generate revenues to create that renovation
25 from the housing that doesn't require renovation.

27

1 The interim leasing, as I mentioned before,
2 will be short-term one-year leases at market rates and
3 in the priority system that I discussed a few minutes
4 ago.

5 The long term, again, it is our goal. It
6 is in the General Management Plan Amendment. We intend
7 to achieve having every housing unit at the Presidio
8 occupied by someone or groups of people working at the
9 Presidio.

10 Wherry housing is a separate subject from
11 the historic housing area. We intend with Wherry
12 housing to meet the goals of the General Management Plan
13 Amendment for it to be removed. We intend to phase that
14 removal and actually occupy the Wherry housing units for

15 a period of time as part of a phased-removal process
16 rather than an immediate removal.

17 The interim occupancy of Wherry housing
18 will be for short-term market-rate leases. Long term,
19 basically, as we remove those housing units, it is our
20 intent to create replacement units in other areas of the
21 Presidio that are already improved with buildings that
22 will allow us to achieve those two housing goals, one of
23 which is to have a full range of housing.

24 Because once you take Wherry housing out of
25 the mix, then you have perhaps only upper- or middle

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1 range housing. And so to replace those housing units
2 with other housing units within the Presidio area that
3 will keep us at a constant housing count as to where we
4 are today.

5 They will be more efficient. Whereas, the
6 Wherry housing units might be too large for some users.
7 We would plan on building a series of apartments that
8 would have efficiencies, one bedrooms, two bedrooms,
9 that would allow that entry-level workforce the
10 opportunity to have a place at the Presidio as well as
11 the management force.

12 And, basically, these leases are charged
13 with creating sufficient revenue to pay for removal of
14 Wherry and replacement of Wherry with a similar number
15 of houses in a different configuration that will allow
16 us to offer this full range of housing opportunities.

17 I don't want to neglect a major point that
18 has been initiated by the National Park Service, with
19 our total support and cooperation. And that is, there
20 are discussions and feasibility studies being prepared
21 about the possible opportunity of moving Wherry housing
22 units off the Presidio.

23 There is a financial feasibility report
24 being prepared for the Park Service that will state
25 whether or not that is feasible in today's marketplace.

29

1 And the Trust supports the moving of the units elsewhere
2 if that can be financially accomplished.

3 Finally, where are we going to be in 15
4 years? And it is not really transformation of the
5 Presidio into an outstanding national park. It is
6 preservation of the Presidio as an urban national park,
7 or national park in urban area.

8 And I think everybody in this room knows
9 that this is a very unique park, it is a very unique
10 piece of property within the United States. And the
11 preservation of it is our highest goal.

12 Within our development plans, we hope to
13 continue to have models of sustainability. And
14 sustainability is not only the type use that the entity
15 or the organization is involved in in their day-to-day
16 business. But sustainability means that the Presidio is
17 also self-sustainable, paying for its own replacement of
18 the natural areas, the forest areas, the infrastructure

19 and the buildings as they become outmoded.

20 Private sector resources for Presidio
21 funding. Meaning, specifically, that we will not be
22 receiving federal appropriations in the long term after
23 the 15 years. And, finally, broad public support for
24 the Presidio as this national park in an urban area.

25 Mr. Chairman, that concludes my

30

1 presentation at this time.

2 CHAIRMAN BARTKE: Thank you very much, Jim.
3 A very nice presentation. Before we get into the public
4 comment period, I am going to ask if any members here at
5 this table -- members of the Commission or members of
6 the Presidio Trust Board -- have any questions.

7 As I explained at the top, this is the
8 first time we have seen it too. We don't have anything
9 in front of us that is not available to you. So does
10 any member of the Board or Commission have a question?

11 Ed Blakely?

12 MR. BLAKELY: Jim, if I understand your
13 presentation correctly, if we remove Wherry housing, no
14 matter whether it is removed by moving it off-site or if
15 it is torn down, we will replace it in like kind
16 housing, is that correct?

17 MR. MEADOWS: Like kind in the sense of
18 like numbers of units, but more efficient units, where
19 basically we can truly continue to operate a full range
20 of housing. So it is like numbers.

21 MR. BLAKELY: All right.

22 MR. MEADOWS: So we have a constant housing
23 basis at the Presidio.

24 MR. BLAKELY: Thank you.

25 MR. CHAIRMAN: Bill Reilly?

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1 MR. REILLY: I would be interested if you
2 would take us through the process that you would use
3 with respect, say, to a place like Fort Scott. If you
4 got a proposal for a conference center or hotel complex
5 or university facility study center or spa, how would
6 you propose to vet those?

7 Or is there any guidance you would give to
8 possible proponents of different approaches to the use
9 of that facility in advance of consideration that would
10 make that easier and more systematic?

11 MR. MEADOWS: Fort Scott is one of three
12 key areas at the Presidio, the other two being
13 Letterman-LAIR and the public health service complex,
14 that require more detailed vetting, to use your term,
15 than a single building or single-use building.

16 Fort Scott, to me, has the opportunity to
17 provide the sense of place or sense of soul to an
18 already beautiful national park. Number one, we plan on
19 a continuing planning process that will help identify
20 those uses that could create that sense of place at Fort
21 Scott. And that process will be ongoing over the next
22 year.

23 Number two, our process for selection of
24 when we come to Fort Scott we hopefully will have those
25 plans to benefit from as to how we will move forward.

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1 But we will not only use the Trust Board and Trust
2 staff, but we would then bring in third party
3 consultants, experts in those type uses to help advise
4 us as to which of those uses might best be placed at
5 that particular area.

6 MR. REILLY: If somebody were interested in
7 making a specific proposal, the process would be ideally
8 to enter into conversation with the staff first to get
9 some sense of how to structure it and how it might be
10 received?

11 Or how would that work? Are they
12 encouraged as of the moment you announce the
13 availability of our consideration for Fort Scott to come
14 in and make a proposal to us? Maybe some that had not
15 been contemplated or that we wouldn't have imagined?

16 MR. MEADOWS: That is an excellent point I
17 would like to make to the general audience. We have
18 made the conscious decision between now and September 30
19 of this year -- meaning the end of this fiscal year -
20 that we are not accepting unsolicited offers on other
21 building areas other than the six mentioned in the
22 priority system that I discussed.

23 After September 30, we very well will have
24 a process whereby we will try to discuss with any

25 interested party how they might best proceed. But by

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1 that time hopefully we will be well into the planning
2 process of more detailed planning for Fort Scott and
3 have a better idea of what we can and cannot do there.

4 CHAIRMAN BARTKE: Naomi Gray?

5 MS. GRAY: Yes. I would like to know what
6 opportunities will be available for entrepreneurs here
7 on the Presidio? I am thinking in terms of something
8 like bed and breakfast facilities for national and
9 international visitors to the park.

10 MR. MEADOWS: The question being, first of
11 all, generally the opportunities for entrepreneurs and
12 secondly, the opportunity for bed and breakfasts
13 specifically?

14 MS. GRAY: Yes.

15 MR. MEADOWS: There are specific areas of
16 the plan, including some of the housing along Funston
17 Avenue, which have been set aside for the potential of
18 bed and breakfast-type opportunities.

19 As we bring those buildings into our real
20 estate process, we will indeed be looking at that as one
21 of the key uses that fits with the General Management
22 Plan Amendment, and therefore, would have a leg up on a
23 company that was not using those uses for that area. It
24 would be one of the criteria for evaluating a proposal
25 on any one or any group of those buildings.

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1 As far as in general, the idea of the
2 entrepreneur, the Presidio is not a place for just
3 solely large companies. The Presidio is not a place
4 solely for non-profit companies. But there is such a
5 wide variety of buildings and areas that we think we can
6 support both the small entrepreneur and the large
7 companies or entities or organizations that wish to
8 become involved here.

9 We also believe that through our first
10 meetings that we have had on Building 39, that there are
11 many organizations, both for profit and not for profit,
12 that are looking for buildings that they can take a part
13 of or a small portion of.

14 And we are going to investigate those
15 opportunities so we make sure that we continue to offer
16 space for that entrepreneur as well as for any other
17 size organizations.

18 CHAIRMAN BARTKE: Amy Meyer?

19 MS. MEYER: Yes. Jim, would you just
20 repeat for everybody the workshop schedule you mentioned
21 in the course of the beginning of your statement? I
22 just think that people might not have gotten it the
23 first time.

24 MR. MEADOWS: The workshop dates again are
25 Wednesday, May 27, from 6 to 9, here at the Golden Gate

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1 Club in the East Ballroom. And that will be for the
2 non-residential leasing portions of the financial

3 management program.

4 The second workshop is on Monday, June 8,
5 from 6 to 9, in the East Ballroom of the Golden Gate
6 Club. And that will be on the specific subject of the
7 residential leasing aspects of the financial management
8 program.

9 And then in the second or third week in
10 June, there will be a third workshop which we will
11 announce this week. And we will make sure that all the
12 organizations are contacted.

13 If you want to make sure about the natural
14 area workshop, then you could also sign up today. Leave
15 us a note on the sheet that you have with you and we
16 will make sure that you are contacted.

17 And that workshop will be on the natural
18 areas-and the vegetation management plans for the
19 Presidio. And we will be inviting our partners to help
20 participate in that workshop as well.

21 So those are the three workshops that we
22 have planned, as well as the public sessions before the
23 Advisory Commission.

24 CHAIRMAN BARTKE: Thank you, Jim.

25 Michael Alexander?

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1 MR. ALEXANDER: Jim, if an organization
2 wants to move to the Presidio or set up shop in the
3 Presidio, does its mission or the kinds of programs it
4 offers play a role in whether you decide to let them set

5 up here? And if so, what is the basis for determining
6 those standards?

7 MR. MEADOWS: Let me answer that in two
8 parts. One, its mission plays a very strong role. As I
9 mentioned, there are at least four criteria in the
10 evaluation of any organization that wishes to be at the
11 Presidio.

12 And those criteria include, first, the
13 mission or the type business that they are in, how that
14 fits with the General Management Plan Amendment and the
15 Trust Act and the Trust policies.

16 Number two is their ability to perform both
17 their business and to financially perform. Number three
18 is to make sure that their mission is not in conflict -
19 that is kind of a negative of the first -- but is not in
20 conflict with anything that we are proposing at the
21 Presidio. And then we would have the economic viability
22 of their ability to pay the market rates for that
23 particular area.

24 One of the things we are finding as a
25 pleasant surprise is that organizations that are either
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1 for profit organizations or not for profit that are
2 already organized are trying to team with and to team up
3 with organizations that might be new or might be less
4 well funded.

5 And so we are going to also push them in
6 that direction. That is, if you have an entity, a well

7 organized, well-financed, strong mission oriented type
8 organization, we are also going to ask them to have an
9 outreach.

10 And their outreach can be not only for
11 their own employment procedures, but an outreach for
12 other for profit or not for profit organizations that
13 might not be quite so well financed, but that through
14 joint operations they can create a better mission for
15 the Presidio.

16 So that is what the evaluation process
17 really is to call for, and no one issue takes precedence
18 over the others.

19 CHAIRMAN BARTKE: Mel Lane?

20 MR. LANE: To many of us, the most
21 important reason for this being a national park is to
22 maintain the historical significance of the park.

23 And I foresee the possibility of a conflict
24 that has to be managed, particularly between the non
25 residential tenants and the Park Service and the Trust,
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1 so that the tenants don't make tenant improvements, put
2 up signs or other visual things particularly that could
3 reduce or destroy the historical quality of the building
4 in the first place.

5 MR. MEADOWS: The historic preservation is
6 a very strong item on our list of checking what entities
7 and organizations will be able to do at the Presidio.
8 We also have to deal with Americans For Disabilities

9 Act. We also have to deal with code improvements.

10 The best way to enforce that, sir, is
11 basically through our design guidelines and review
12 process, where actually they will have a very strict
13 design review process both on their preliminary plans,
14 their final plans and their construction, to make
15 absolutely certain that the Historic Act is not only met
16 but where we take that next step.

17 Because the preservation of the historic
18 buildings at the Presidio is one of our key issues.

19 CHAIRMAN BARTKE: Dr. Ed Wayburn?

20 DR. WAYBURN: Jim, you talked about the use
21 of the Presidio buildings for residences and for non
22 residential purposes. And how you wanted to have people
23 who, occupied in one, are living in the other.

24 But you haven't mentioned one essential
25 that goes along with this. And this is the

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1 transportation both inside and outside the Presidio for
2 those people. Have you any ideas on that yet?

3 MR. MEADOWS: I have some ideas, and we
4 have a long ways to go on finalizing those ideas. First
5 of all, as I said during the presentation, we truly feel
6 that having the most number of people that work here
7 living here is the best thing that we can do, first of
8 all, for transportation and for environmental support of
9 what happens in the future at the Presidio.

10 But that is not enough to basically meet

11 the goals of the General Management Plan and basically
12 the environmental community that has supported the ideas
13 of the Presidio as a national park.

14 We will have an overall transportation
15 management organization. We will also have a
16 transportation demand management program for each lease
17 where one of the criteria as we negotiate final
18 documents will be how that organization intends to
19 reduce the requirements for automobile parking and for
20 automobile transportation as part of the process for
21 executing a lease for space at the Presidio.

22 We will not be able to eliminate the use,
23 nor is that our goal, but it is to have a major
24 reduction. We are in discussions and there will be
25 future discussions about the major transportation links
40
1 between the Presidio and San Francisco that we and the
2 Park Service will be participating in.

3 And we are looking for alternative methods
4 of transportation. For instance, the Park Service has
5 two programs right now, one of which involves a jitney
6 service -- well, actually that is part of both programs
7 -- but a jitney service that will operate in the summer,
8 as I understand it, between the main visitors center and
9 the Fort Point area, and then a clean natural gas
10 support of the vehicles that will be operating on the
11 Presidio itself.

12 What I am trying to give to you is, we

13 don't have all the transportation answers yet. We are
14 starting with a basic plan. We know that we are going
15 to require a reduction in support by automobile of
16 leasing residential and non-residential. It will take
17 us probably well into our second or third year, as we
18 are going through these various leases, to get a
19 detailed program as to how we are moving forward.

20 CHAIRMAN BARTKE: Redmond Kernan?

21 MR. KERNAN: Thank you.

22 You properly focused on the commercial
23 aspects of the park, and in balancing the budget over a
24 15-year period. But I am wondering about those people
25 who will be visiting the park, either as neighbors or as
41 people from afar, who will generally experience the open
1 space.

3 What will be done over that period of time
4 regarding hiking, biking trails, restoration of the
5 wooded areas, picnic areas, interpretive centers, and
6 that sort of thing? In other words, what resources will
7 be put to those areas that a visitor will experience?

8 MR. MEADOWS: The visitors, which currently
9 are estimated at 4 million visitors a year that come to
10 the Presidio in one fashion or another, are the key
11 element as to this being a national park in this urban
12 area.

13 And our challenge, and part of the
14 resources that you will see in both the capital

15 improvements and the operational costs side, are
16 actually improving and enhancing those natural areas.

17 One of the key elements of the plan is
18 increasing the open space at the Presidio by
19 approximately 200 acres. Along with that goes the idea
20 that that will require improvements to it. And we have
21 to set aside significant capital dollars for those
22 improvements.

23 As I mentioned in my presentation, we not
24 only have to set aside dollars for their operations and
25 for their introduction, but we have to set aside dollars
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1 for the replacement as we move forward, for those
2 natural areas such as pathways and picnic areas.

3 I think that we can draw upon the expertise
4 of the Park Service, and they are a key player in those
5 areas, to advise us on how they should be brought
6 forward, what areas and how they will be best renovated
7 or improved. And we intend to continue at that as part
8 of our partnership with the Park Service.

9 CHARIMAN BARTKE: All right, if there are
10 no other questions -- oh, Joe Williams.

11 MR. WILLIAMS: I am concerned about how you
12 are going to protect the 500 or 600 lessees. Nowadays,
13 if a house is sitting out in some area and you leave to
14 go to work or to wherever you are going to go, and you
15 have got your equipment in there, tomorrow morning you
16 are not likely to have anything in there.

17 And I am concerned about what kind of
18 police force you are going to have to protect 600 or 700
19 buildings unless you have one guard at each building.
20 So, have you given much consideration to that?

21 MR. MEADOWS: Under the congressional law
22 that sets up the Trust, the public safety as far as
23 police continues to vest in the Park Police. And they
24 will be operational as the main public safety for police
25 effort for the future.

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1 That is always a concern. I would say,
2 however, that as we grow as a community, we hope through
3 Block Watch and other type groups and organizational
4 ideas -- and as you get more people occupying the
5 Presidio -- in effect what is already an excellent crime
6 rate vis-a-vis other areas in the metropolitan area will
7 actually go down because people are watching out for
8 each other and they are in close proximity.

9 CHAIRMAN BARTKE: All right, as we approach
10 the public hearing, I note that many of you have
11 participated in public hearings before. In fact, I see
12 a lot of familiar faces here.

13 I want to emphasize that this is not the
14 only forum that you have. As Jim has mentioned, there
15 are going to be three workshops and there is going to be
16 the Advisory Commission meeting.

17 And there are also available speakers to
18 come to your group, if you wish to invite a Park Service

19 or a Trust employee to come to your group to speak about
20 this.

21 The key element of any public hearing is
22 courtesy. And we want you to be considerate of everyone
23 else who is here today. There is a podium. And we are
24 going to ask that you come to the podium when it is your
25 turn to speak, and that you tell us your name. And if

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1 you are representing a group, please tell us what group
2 you are representing.

3 We are making minutes of this meeting and
4 that is why we need to know who you are. You can either
5 ask questions or give comments. And we understand that
6 there are probably going to be a lot more questions
7 because we are all seeing this for the very first time
8 and there is not much time to reflect and make comments.

9 But that is fine. If you just have a
10 specific comment about a factual issue, you may wish to
11 ask one of the Park Service or Trust employees who are
12 here. Several of them, like Tracy up here, has a
13 uniform on. And you can recognize them if you just want
14 to know where something is or what's the name of
15 something or what a building is numbered.

16 We have a signup sheet. And we will call
17 the names in the order that the signup sheets are given
18 to me. I will be calling two names at a time. The
19 first name will be the person who is next up to speak,
20 and the second name will be that person who will speak

21 afterwards and who will be wending their way up here so
22 that we don't lose much time in between speakers.

23 We want to terminate at noon. Some of us
24 have jobs we have to go to. So therefore we are going
25 to limit you to three minutes. We have found over a

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1 period of time that that is plenty. If you come
2 prepared with remarks, you can certainly make your point
3 within three minutes.

4 We have also noticed that people begin to
5 nod off if you go beyond three minutes. So, we have
6 Michael Feinstein here in the uniform at the front
7 table. And he has a timer. And he also has a little
8 sign that says you have 30 seconds left. So he will
9 hold that up when it is time for you to begin wrapping
10 up your comments.

11 It is also not necessary to cheer for the
12 heroes and to hiss the villains as this is not a
13 melodrama. This is a communications tool. We also want
14 to emphasize too that you don't have to speak at all if
15 you don't want to.

16 (Laughter.)

17 CHAIRMAN BARTKE: Actually, written
18 communications are much handier for us to deal with.
19 Because written communications can be copied, we all get
20 copies, we save them, we mark them, and we have them
21 later. So if you would rather not speak but give us
22 written communications, that is fine for us.

23 You have the yellow sheet which is attached
24 to the agenda and has some questions on the front. But
25 it is also blank on the back. So feel free to put

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1 whatever you want on that. Or also feel free to not
2 even do it today, but do it over the period of the next
3 few weeks and send it in.

4 Again, courtesy and consideration of your
5 fellow citizens. We have now been sitting here for an
6 hour. We are going to take about a five-minute break
7 just to stretch. Introduce yourself to the neighbor who
8 is sitting next to you, and we will call the meeting
9 back to order at 5 minutes after 10.

10 (A recess was taken.)

11 CHAIRMAN BARTKE: Thank you very much. We
12 have about three dozen people who have signed up to
13 speak. So that is going to take a while.

14 The microphone is here in the middle where
15 the aisle is, in front of the center aisle. There is
16 not a podium as I thought. The first speaker's name is
17 Patricia Steele. And she will be followed by Marcia
18 Smith-White.

19 Patricia Steele?

20 (No response.)

21 CHAIRMAN BARTKE: All right, is Marcia
22 Smith-White here?

23 VOICES: They're here, they're here.

24 CHAIRMAN BARTKE: All right.

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1 STATEMENT OF PATRICIA STEELE

2 PRESIDIO TENANTS COUNCIL

3 MS. STEELE: Good morning, I'm Patricia
4 Steele and I am here on behalf of the Presidio Tenants
5 Council.

6 And we wanted to, first of all, say that we
7 are very excited to see the progress that the Trust has
8 made. And we are looking forward to continuing to work
9 with the Trust and helping you guys to address the
10 concerns and issues of ongoing tenants.

11 obviously, as the ground-breaking tenants
12 here, we have had a lot of experience in the way that
13 things have run and the issues that are going to face
14 new tenants. And we really want to emphasize how much
15 we want to work with the Trust and to be of assistance
16 wherever we can.

17 And towards that end, we are voting at our
18 next Tenants Council meeting, which is next week, on a
19 proposal to send to the Trust -- we will send it to Mr.
20 Meadows -- proposing laying out a way, a structure -- a
21 more formalized structure that we can facilitate
22 communications and that sort of thing.

23 So once again, thank you for having us
24 here. And we look forward to working with you. Thank
25 you.

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1 CHAIRMAN BARTKE: Thank you.

2 Marcia Smith-White will be followed by Bud
3 Ash.

4 STATEMENT OF MARCIA SMITH-WHITE

5 PRESIDIO RESIDENTIAL MAYORS PROGRAM COORDINATOR

6 MS. SMITH-WHITE: As you know, my name is
7 Marcia Smith-White. At this point in time I am the
8 coordinator of the Presidio Residential Mayors Program.

9 Which really means I work with the people
10 who live here in the park. It is a quite conglomerate
11 group of people. We have over 289 military families.
12 We have over 62 park employee families. And we have a
13 growing number - the last number I think was 92 -
14 partner units.

15 So this is a wild and wooly group of people
16 who have different needs and different interests of what
17 is going on.

18 I want to thank the Trust for coming to our
19 Mayors meeting to talk to us about the things that are
20 happening and the changes they propose. That kind of
21 outreach, which is what you have been talking about
22 already, is the very thing that makes all of us work
23 together.

24 It has been a wonderful community up to
25 this point. We have had concerts, we have had community

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1 events, we have had education on sustainability. These
2 are all part of what has made the Presidio not just a

3 place to live, but a truly wonderful community.

4 And I just want you to know that this is a
5 group that we are looking forward to working with. That
6 the community is behind you all the way. And that we
7 are here for you if you need us, and we are supporting
8 you there.

9 Thank you very much.

10 CHAIRMAN BARTKE: Thank you. Bud Ash,
11 followed by Sister Bernie Galvin.

12 STATEMENT OF BUD ASH

13 FRIENDS OF THE PRESIDIO ASSOCIATION

14 MR. ASH: Good morning, ladies and
15 gentlemen, my name is Bud Ash. I am retired from the
16 United States Army, Department of the Army criminal
17 investigator. I am also vice president of Friends of
18 the Presidio Association.

19 We have been overseeing the activities on
20 the Presidio for approximately nine years now, all of us
21 being retired military of all the branches.

22 Now, the only point I want to make this
23 morning is this cleanup of the so-called toxics and
24 contaminants in the Crissy Field area. For any of the
25 people who have spent much time on the Presidio, you

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1 know they have heavy prevailing winds coming from the
2 northwest and the southeast.

3 When the first shovelfull of that debris or
4 dirt is lifted to clean the contaminants out of that

5 area for the building of your lagoon, you are going to
6 have that material blow with the wind into the Marina,
7 Inner Richmond, possibly North Beach and hopefully not
8 Pacific Heights. I think I touched somebody there -
9 Toby, I think you live in Pacific Heights.

10 But in any event, the object of the
11 movement of the debris is supposed to be at a selected
12 landfill. I would like personally to know where that
13 landfill is. And in order to get from the Crissy area
14 to the landfill, you are going to be required to truck
15 or barge that material out of here.

16 I don't know how many people in this
17 audience have ever operated a vehicle behind a truck
18 loaded-with dust and dirt. You have more of it on the
19 front of your vehicle than was in the truck.

20 And this prevailing wind, as I say, will do
21 more to damage than cleanup to the neighborhoods. We
22 can't turn off the wind, but we can turn around
23 something in the way this thing is projected.

24 The last thing is, this lagoon is a
25 beautiful thing in architectural drawings. But when you

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1 dig that trench to permit the inner and outward flow of
2 the water to keep it flushing, you are inviting in what
3 is known in the Bay Area as the most contaminated area
4 here, and that is the Bay itself.

5 What all the cleanup is about to build that
6 lagoon, is going to recontaminate an area that you have

7 just spent millions of dollars cleaning up.

8 Thank you.

9 CHAIRMAN BARTKE: Thank you. Sister Bernie
10 Galvin will be followed by Joel Ventresca.

11 STATEMENT OF SISTER BERNIE GALVIN

12 COMMUNITY HOUSING COALITION

13 SISTER GALVIN: Good morning. My name is
14 Sister Bernie Galvin. I am here today representing the
15 leaders and members of the broad-based community
16 coalition which seeks to alleviate the San Francisco
17 housing crisis through availability of Presidio housing
18 to San-Franciscans of all economic levels.

19 When you, the Presidio Trust, were
20 appointed in December of 1996, you made a public
21 commitment to openness and cooperation with the
22 community of San Francisco. That commitment was music
23 to our ears, since we had just endured one year of the
24 National Park Service's complete non-responsiveness to
25 our concerns regarding their plans for Presidio housing.

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1 At the closing of the first public Presidio
2 Trust meeting in July of 1997, each one of you shook my
3 hands and expressed a desire, even an eagerness, to work
4 with our coalition. That handshake was for all
5 practical purposes the beginning and the end of our
6 working relationship.

7 Over the past year you have developed major
8 detailed plans concerning all aspects of the Presidio's

9 future. And you have done so in that same shroud of
10 secrecy for which you were so harshly and rightfully
11 criticized by the public at last July's meeting.

12 Now that you have essentially completed the
13 financial management plan, you have invited public
14 input. And even then, you curtailed responsible
15 feedback by refusing to share with us a draft of the
16 plan prior to this meeting today.

17 Your intention to meet with community
18 groups later is no justification for your hindering
19 today's public response. And your control of
20 information, feasibility studies and other plans is so
21 tight that our verbal and written requests for
22 information either go completely unanswered, or your
23 response is so evasive as to be meaningless. Or in some
24 cases, responses are vaguely contradictory.

25 For example, when we asked Mr. Garamendi
53
1 about the status of the National Park Service-Presidio
2 Trust federally-mandated housing management plan, he
3 expressed annoyance and some embarrassment that that
4 federal requirement had not yet been met. He assured us
5 that it was in the works.

6 Mr. Rosenblatt also told us, "We are
7 working on it." Last week, Ms. Amy Meyer told me that
8 there would be no housing plan as such. It is
9 inconceivable that the comprehensive financial plan can
10 be formulated without having also a thorough housing

11 plan for the almost 2,000 housing units here at the
12 Presidio.

13 CHAIRMAN BARTKE: Could you begin to wrap
14 up your remarks, please?

15 SISTER GALVIN: I beg your pardon?

16 CHAIRMAN BARTKE: Please begin to wrap up
17 your remarks. You have -

18 SISTER GALVIN: I will.

19 CHAIRMAN BARTKE: -- gone beyond three
20 minutes.

21 SISTER GALVIN: Based on Mr. Meadows'
22 presentation today, it is clear that there is a housing
23 plan. It is also clear that there is at least a working
24 draft of the general management financial plan.

25 Mr. Rosenblatt, I will be in the Presidio

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1 Trust Office tomorrow morning to ask for these two
2 documents. I would ask you, will these two documents be
3 given to me?

4 And I would appreciate an immediate
5 response to that question. Thank you.

6 CHAIRMAN BARTKE: Thank you. The next
7 speaker is Joel Ventresca. And then Jeff Johnson.

8 STATEMENT OF JOEL VENTRESCA

9 PRESERVE THE PRESIDIO CAMPAIGN

10 MR. VENTRESCA: Joel Ventresca -

11 VOICES: Where is the response to the
12 question?

13 CHAIRMAN BARTKE: Go ahead, please.

14 MR. VENTRESCA: Joel Ventresca, Chair of
15 Preserve the Presidio Campaign. And my primary concern
16 is the same as I brought up at the first Trust meeting
17 back in July of 1997.

18 We don't have sunshine for this process of
19 decision-making. And the citizenry and the people who
20 are affected by the decisions that are going to be made,
21 they are not provided a meaningful opportunity to
22 participate in the process prior to a decision being
23 made.

24 And my comments are primarily directed to
25 the Trust Board, just so you understand that. The

55

1 bylaws require only two public meetings of the Trust
2 Board in any calendar year. That's not enough.

3 Also, your bylaws allow non-public meetings
4 where decisions can be made. And also the bylaws permit
5 board actions without meetings at all. If in writing a
6 unanimous document is signed by all the Trust Board
7 members, an action decision can be made without a public
8 meeting -- without any meeting, which is surprising.

9 Now, I want to suggest that you have to
10 have a process which is open to the public. And you
11 have to allow a process that allows meaningful
12 participation. The bylaws refer to a number of
13 documents that will be created -- contracts, leases,
14 agreements, resolutions, financial and investment

15 policies, policies and procedures, committee rules,
16 guidelines, annual budget, annual audit, annual report
17 and rules and regulations.

18 Are all of these going to be public
19 documents? And if they are, how is the public to get
20 access to them? I would like to recommend very strongly
21 that you set up a website. And as you produce
22 documents, it should go on the website.

23 I do want to compliment you on -- today I
24 saw your Resolution 98-A, Public Outreach Policy, dated
25 March 17th of this year, where you guarantee that every
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1 meeting will generate a written summary and a record of
2 all final votes for decision-makers at those meetings.
3 I want to commend you for doing that.

4 I obviously would hope that those meetings
5 would become public at some point where people can give
6 public comment prior to decisions being made. But if
7 these minutes and these votes are going to be recorded,
8 I would hope that you would put those on a website and
9 also make those public documents that are available to
10 the public.

11 I also want to ask if the financial plan,
12 when it comes before the Trust Board on June 30th, is
13 that going to be a public meeting? So people can
14 communicate directly to the Trust Board before the
15 document is sent to Congress.

16 I would also like to request that you

17 consider tape-recording all of your meetings, and that
18 audio tapes of those meetings be provided to the public
19 if it is requested.

20 CHAIRMAN BARTKE: Could you begin wrapping
21 up your comments, please?

22 MR. VENTRESCA: So, please think about it.
23 Sunshine, sunshine, sunshine, that's what we need to
24 make a better decision-making process. Don't close out
25 the public. Allow the public to participate in a
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1 meaningful way when these decisions are going to be
2 made.

3 Thank you.

4 CHAIRMAN BARTKE: Thank you. Jeff Johnson
5 is next, followed by Francisco Da Costa. I apologized
6 if I mispronounced your name. I am not good a reading
7 some people's handwriting.

8 Jeff Johnson? All right, Francisco Da
9 Costa, and then Arnold Stamps.

10 STATEMENT OF FRANCISCO DA COSTA

11 AN INDIVIDUAL

12 MR. DA COSTA: Thank you very much, Mr.
13 Meadows, for your presentation. I have two things or
14 two issues to bring before the floor. One is historical
15 and one is practical.

16 Nowhere in the presentation was it
17 mentioned about the people who were here ten thousand
18 years ago, the Miwokma-Ohlone Nation. I think we all

19 need to take into consideration the people who were here
20 a long time ago.

21 On the practical side, I am very happy that
22 Mr. Meadows is looking at this plan as a city within a
23 city, something that past entities did not look at.

24 And I think with Mr. Meadows at the
25 forefront, and with his experience and especially his
58
1 idea of giving all people, especially the people of the
2 greater Bay Area, an opportunity to participate in the
3 making of the Presidio, it will be successful

4 Thank you very much.

5 CHAIRMAN BARTKE: Thank you. Arnold Stamps
6 will be followed by Brian Huse.

7 STATEMENT OF ARNOLD STAMPS

8 SAN FRANCISCO JAZZ FOUNDATION INTERNATIONAL

9 MR. STAMPS: Good morning. I represent the
10 San Francisco Jazz Foundation International. We are
11 looking for a home for San Francisco traditions.

12 This is the place for it. San Francisco
13 Jazz is international, it is well-recognized. My
14 Japanese friends come and say "Where is the shrine?
15 Where is the home? Where is the base of that great
16 art?"

17 So, we request to work together with you to
18 set up a San Francisco Jazz Home. We have the museum.
19 We request a performing art center and a traditional
20 park. Turk Murphy, Herb Cain, Wally Rose, these are the

21 people that built San Francisco. And that's why we are
22 here. We should honor them. And we have the space to
23 do it.

24 Now, in international support, we have
25 corporations with their public relation programs. We
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1 have jazz groups from Japan, England and Germany that
2 come here now. But they go to Sacramento.

3 In this development, we have jazz
4 festivals. We also have colleges and we have foundation
5 support. But what we need, as we all do, is an ad hoc
6 committee to sort these things out.

7 So, I would leave the message that if
8 anyone is interested in helping develop this and working
9 with the Trust, please contact me and we will all work
10 together.

11 Thank you.

12 CHAIRMAN BARTKE: Thank you. Brian Huse,
13 and then Don Kojane.

14 STATEMENT OF BRIAN HUSE

15 NATIONAL PARKS AND CONSERVATION ASSOCIATION

16 MR. HUSE: Thank you, Members of the
17 Commission and Trustees of the Board. My name is Brian
18 Huse. I am with the National Parks and Conservation
19 Association. We are America's foremost organization
20 supporting, enhancing and preserving the National Park
21 System.

22 We appreciate this chance to comment today.

23 And we appreciate the Trust's pro-activity in providing
24 these periods of public comment and allowing the
25 involvement in developing this business plan.

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1 We would also like to recognize Mr.
2 Meadows' work in wrapping up the process to clean up the
3 toxic wastes. I think we all know that without complete
4 remediation of the problems on the Presidio, a business
5 plan would be nothing more than a plan.

6 I want to echo the words of -- I believe it
7 was Chairman Bartke -- who said "Written comments are
8 encouraged," and to provide strong written comments on
9 this program.

10 We would love to see a draft business plan
11 written out in detail, so we can understand the dynamics
12 fully as Mr. Meadows and the Trust Board proceed forward
13 in making this partnership between the Park Service and
14 the Trust a reality.

15 As part of that business plan, we would
16 also like to see mentioned not only how the Trust plans
17 on carrying out the leasing of the built space but
18 exactly how the partnership between the Trust and the
19 National Park Service will work.

20 We believe the legislation provides for the
21 National Park Service as an integral player and lead
22 agent in the restoration of the natural areas, their
23 management and their interpretation. And this is as
24 important for the Presidio as any leasing program.

25 So we look forward to seeing these in
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1 written form, and look forward to this ongoing dialogue.

2 Thank you very much.

3 CHAIRMAN BARTKE: Thank you. Don Kojane,
4 followed by Espanola Jackson.

5 STATEMENT OF DON KOJANE

6 HISTORICRADIO SITES ON THE PRESIDIO

7 MR. KOJANE: Good morning. My name is Don
8 Kojane and I am the president of the Perham Foundation.
9 We have been working with the Park Service for about two
10 years now restoring some historic radio sites here on
11 the Presidio.

12 I would like to compliment the Park Service
13 and particularly Steve Haller who has been working with
14 us in particular with Building 1444 which is an historic
15 Signal Corps radio site. There are two other sites that
16 we are looking at.

17 So over the next ten or fifteen years we
18 would like to restore those two sites -- three sites.
19 We have been working the last two earth days, in fact
20 last Saturday, at the site. And doing preliminary work.

21 We have an architect that's already created
22 a set of cadcam drawings for that site. And so we would
23 like to work with you on those projects. We are
24 obviously not part of your first priority. But we will
25 submit a letter of intent, if you will, as to what we

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1 would like to do. And hopefully we can restore those
2 buildings to their original status as historic radio
3 monuments.

4 We are also working with several other
5 groups in the city here, particularly the California
6 Historical Radio Society.

7 And so a number of us are here today to
8 tell you of our interests in history, radio history.
9 And there are some significant sites here that should be
10 restored. And we are willing to do that.

11 Thank you.

12 CHAIRMAN BARTKE: Thank you. Next is
13 Espanola Jackson, followed by Father Louis Vitale.

14 STATEMENT OF ESPANOLA JACKSON

15 MIWOKMA-OHLONE NATION

16 MS. JACKSON: Good morning. I am short.
17 Thank you very much. My name is Espanola Jackson. And
18 I am here representing the Miwokma-ohlone Nation.

19 I would like to say to the Trust that we
20 are hoping that we could be a partner with you. There
21 are mandated laws that have not been followed by the
22 National Park Services.

23 And since you are coming aboard real soon,
24 we will be asking that you read the 105th Congress Law
25 109 dealing with American Land Sovereignty Act. We are

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1 a sovereign nation and we have to be brought to the
2 table.

3 We have not signed away anything. And we
4 are asking that you sit down and talk with us as we have
5 been trying to talk for the last nine years.

6 Thank you.

7 CHAIRMAN BARTKE: Thank you. Father Louis
8 Vitale will be followed by Rachel Ellis.

9 STATEMENT OF FATHER LOUIS VITALE

10 WHERRY HOUSING

11 FR. VITALE: It is interesting, I am a
12 Franciscan. And Mr. Da Costa and Ms. Jackson spoke
13 about what happened to the Ohlone lands some long time
14 ago. And we Franciscans were part of that.

15 And I think we would admit at this point
16 that we did not adequately consider the needs of the
17 people. So I would ask you not to make this same
18 mistake that we made in history, to be very sensitive to
19 all the people that are involved -- native people,
20 veterans -

21 I was very excited and happy to hear that
22 it seems like the Swords to Plowshares proposal is going
23 through. As you know, we have been working to try to
24 save the Wherry Housing. And we are at least glad to
25 know that it is not going to be destructed immediately.

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1 It is our plea that it continue in a
2 program something like Swords to Plowshares. That we
3 continue to work together here in San Francisco to use
4 all of this housing for people who desperately need it.

5 I live in the Tenderloin in the center of
6 the city. I work with St. Anthony's dining room. We
7 are working with housing groups, Tenderloin Neighborhood
8 Housing Center, with Mercy housing. They are providing
9 very, very good housing in the center of the city to
10 people that are very much in need. And we need housing
11 desperately.

12 Marsha Rosen of the Mayor's Office
13 estimates there is no available housing in San
14 Francisco. It is not measurable. And here are
15 beautiful housing units that can house people here in
16 San Francisco.

17 These very responsible organizations are
18 willing to work with you, just as all the other
19 partnerships Mr. Meadows outlined, in order to create
20 good plans to make good housing available and good
21 tenants for the Presidio, as well as income to the
22 Presidio.

23 So we beg you once again to allow us to
24 work with you to create good using for the Wherry
25 Housing, as well as all the housing. As one lady

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1 reported here that there are only I think a couple of
2 hundred houses that seemed to be used at the present
3 time.

4 We know people all over the city that need
5 housing. Please let us work together to maximize the
6 use of housing for all the people of this area, as well

7 as the employees here who need good housing also.

8 Thank you.

9 CHAIPMAN BARTKE: Thank you. Rachel Ellis
10 will be followed by Milan Wight.

11 STATEMENT OF RACHEL ELLIS

12 AN INDIVIDUAL

13 MS. ELLIS: Members of the Presidio Trust,
14 and the Golden Gate National Recreation Area Advisory
15 Committee, my name is Rachel Ellis and I live in San
16 Francisco. I belong to a number of organizations but I
17 am speaking as an individual this morning.

18 I have just this morning heard an outline
19 of an exciting financial management plan for the
20 Presidio. Therefore, I am quite unready to comment on
21 the plan. But I am ready to express my appreciation to
22 you for having called this meeting and for having made
23 the plan available sufficiently in advance of the date
24 you must report to Congress to allow for a full national
25 public study, discussion and response.

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1 I want to be able to reach across the
2 country to the supporters who through the years have
3 helped us keep the Presidio as a park. And I want you
4 to reach to them as we now discuss plans for the park.

5 I hope that the plan itself as part of its
6 financial program will have a specific plan to let the
7 thousands of visitors to California know that the
8 Presidio is their national park to be visited and

9 enjoyed. This treasure belongs to all.

10 I am also quite ready to express my hope
11 Proposition L, which is to be voted on by San Francisco
12 voters in June, is defeated. Should it pass,
13 Proposition L will give truth to the objections voiced
14 in Congress that funding for the Presidio is in fact
15 getting Congress to pay for a city park in San
16 Francisco. And moreover, they would be using Congress
17 to solve the city's housing problem.

18 I have no doubt that should Proposition L
19 pass, many in Congress will find that action ample
20 reason to deny funding and to proceed to try to sell the
21 Presidio. In that event, Wherry Housing will no longer
22 be an issue, nor will there in fact be a national park.

23 I live in San Francisco. But I ask that
24 you hear me as speaking for others who do not live here.
25 Their leadership is needed to assure that despite the
67
1 distraction of Proposition L, our nation is not to be
2 robbed of its rightful national treasure through artful
3 election maneuvers in San Francisco.

4 The nation looks to you.

s CHAIRMAN BARTKE: Thank you. Milan Wight,
6 followed by Paul Chaffee.

7 STATEMENT OF MILAN WIGHT

8 WALLY BRIAN CARAVAN CLUB INTERNATIONAL

9 MR. WIGHT: Members of the Trust Board and
10 Commissioners, I represent the Wally Brian Caravan Club

11 International, in cooperation with the Good Sam Club and
12 the Family Motorcoach Association, with combined
13 memberships of about a million members.

14 They are part of 8.5 million RVers in the
15 United States. And looking to the future, it is
16 estimated that 25 percent of the baby boomers when they
17 retire are going to become RV owners. So this is a
18 significant segment of our population interested in RV
19 travel and camping.

20 We submitted a 30-page proposal for a
21 Presidio RV and tent campground prior to your July 9th
22 meeting. So the members of the Trust Board should have
23 a copy of that in your file. I would be willing to make
24 copies available for the Commission if I were advised of
25 the process to do that.

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1 In the proposal that we made for eight
2 acres, we feel that we can generate a net of a million
3 dollars a year for the Presidio Trust. According to
4 your slides this morning, I see that is comparable with
5 the golf course, a million dollars net a year.

6 The proposal is compatible with the
7 purposes and the general plan for the Presidio. These
8 people are good campers. They are respectful of the
9 environment, interested in historical locations and
10 seminars, concerned with fuel efficiency, like good
11 fellowship and fun. They will represent a very
12 important segment of our recreational population.

13 We would like to meet with the Presidio
14 Trust real estate committee -- and Mr. Fisher I guess is
15 in charge of that -- for the purpose of discussing our
16 Presidio campground proposal and a trial rally this
17 fall.

18 I was very impressed with the presentation.
19 I have been waiting since July 9th to see it. And I saw
20 it here today in your presentation. You have a process
21 now by which these proposals can be evaluated. And
22 frankly I appreciate that very much.

23 Now, there are forty RV clubs in the nine
24 Bay Area counties. And if we invited five of them from
25 each unit to spend a Friday and Saturday night in the
69

1 Presidio, we could make it a dry camp, tour the
2 Presidio, meet with park officials in a seminar, have a
3 catered meal, a drivers meeting, and leave.

4 And I believe you will find it will be
5 clean, no traffic conflict, and you will have 400 better
6 informed people about the issues confronting the
7 Presidio. We are not in competition with private RV
8 parks.

9 Now, as Martha Stewart would probably say,
10 RV camping component is a good thing.

11 CHAIRMAN BARTKE: All right, as far as that
12 report goes, by the way, the members of the Commission
13 will receive copies of it from the Trust.

14 By the way, did you really come down from

15 Truckee this morning?

16 MR. WIGHT: Yes.

17 CHAIRMAN BARTKE: Paul Chaffee will be
18 followed by Ron Miguel.

19 STATEMENT OF PAUL CHAFFEE

20 PRESIDIO INTERFAITH CENTER, EXECUTIVE DIRECTOR

21 MR. CHAFFEE: Good morning. My name is
22 Paul Chaffee and I am the Executive Director of the
23 Interfaith Center of the Presidio.

24 I would like to stand back just for a
25 second and think about this meeting. There are 300

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1 folks or so, but you have got to know that there are
2 many thousands here today. There are a lot of people
3 who have been waiting, holding our breath, to hear what
4 the plan would be. And I haven't read the details
5 either. I've heard what we've heard this morning.

6 But I just want to say thank you. Thank
7 you for hiring Jim Meadows. It's sort of an emotional
8 thing for me because being out here and having gotten a
9 chance to meet him and some of the other staff members,
10 we were heartened because we were given access. At
11 least in the sense that Jim has been all over the map.

12 I don't know how he worked on this plan.
13 He has only been here a couple of months. But it is an
14 extraordinary thing in its outline. I think it is
15 interesting that so far we have heard no criticism of it
16 except for the process. The process maybe should be

17 improved, I don't know.

18 But the vision, the Swords into Plowshares,
19 the open space issue, the residency issue -- you know,
20 our low income folk and high income folk are going to
21 have access to this property. All of that I think is
22 very important.

23 And given the signals that we have heard
24 this morning, I just want to really say thank you.
25 There are a lot of people who are probably joining you
71
1 with an enormous sigh of relief for the process.

2 Whatever the problems, it is very exciting.

3 Thank you.

4 CHAIRMAN BARTKE: Thank you.

5 (Applause.)

6 CHAIRMAN BARTKE: Ron Miguel, followed by
7 Margaret Zegart.

8 STATEMENT OF RON MIGUEL

9 PLANNINGASSOCIATION FOR THE RICHMOND

10 MR. MIGUEL: Yes, members of the Trust, I'm
11 Ron Miguel and I am President of the Planning
12 Association for the Richmond.

13 As you know, San Francisco is a city of
14 neighborhoods. And there is one thing about our
15 neighborhoods, that they have no boundaries. You talk
16 to ten real estate agents and they will try and put
17 different lines on a map. But they flow one to the
18 other.

19 And that is part of the secret of our city.
20 We are not like other cities where people build walls
21 around communities. And we work together and we always
22 have worked together.

23 The Presidio will constitute a very unusual
24 community within San Francisco. And I was very pleased
25 with Mr. Meadows' presentation that he was talking of a
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1 national park in an urban setting, something really
2 quite unique.

3 It is my hope that this will not become
4 similar to a gated community, but will flow into those
5 neighborhoods that surround it. I think it is
6 important, not only for San Francisco, but it is
7 extremely important for the Presidio itself.

8 Obviously, the 2000-plus households that
9 belong to the Planning Association for the Richmond are
10 concerned with our border, the largest border of any
11 neighborhood, with the Presidio. Such things as Baker
12 Beach, as Wherry housing, as the Public Health Hospital,
13 even certain aspects of Doyle Drive are extremely
14 important to us.

15 I was pleased with one of the last remarks
16 regarding Wherry housing in particular because it is not
17 certainly within the pages of the Presidio Trust to
18 solve San Francisco's housing problem. That should be
19 slapped right back at Willy Brown and Marsha Rosen. it
20 is their problem and they are trying to get out from

21 under it by giving it to you. Please do not let them do
22 so.

23 We will have an invitation to meet with Mr.
24 Meadows with our board -- I have a specific date in mind
25 -- and we will go over more, in particular as regards to
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1 the Public Health Hospital complex and other aspects of
2 this.

3 But I thank you very much for your
4 presentation.

5 CHAIRMAN BARTKE: Thank you. Margaret
6 Zegart will be followed by Barbara Deutsch.

7 STATEMENT OF MARGARET ZEGART

8 AN INDIVIDUAL

9 MS. ZEGART: I am short also. Margaret
10 Zegart. And for many years I have been interested in
11 the GGNRA and the Presidio's development. And I want to
12 be sure that you remember that public availability is
13 not only letting us in, as the previous speaker said,
14 with a good flow. But also once you get the partners
15 in, that they have at least one free day of admission.

16 Something as important as the Discovery
17 Museum in your Fort Baker now has no free day of
18 admission for low-income people, and has a high rate for
19 some schools in the San Francisco area so they cannot
20 attend.

21 So there should be accommodation -- that
22 should be one of your criteria, I think. Another thing

23 is interpretation and education. And we are very
24 anxious to have things restored. But the education and
25 interpretation aspect of all the previous historical

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1 activities and owners of the lands before us are
2 important.

3 And a third point is that this is not only
4 a national park, which is its prime importance, but it
5 is an international site that people will be visiting.
6 So I think that this interpretation should be also keyed
7 for the many international visitors that will be
8 attending.

9 And I certainly compliment you on your
10 Swords into Plowshares problem-solving of having a
11 workable program for people who have reached a level of
12 maturity and ability to cope with the kinds of
13 requirements that will be necessary to be a good park
14 neighbor and a good park tenant.

15 You cannot possibly comply with the
16 criteria of the national parks and have a number of
17 people coming who are needing housing for sure, but who
18 are unable to even handle daily living requirements.

19 They need perhaps more Swords into
20 Plowshares, because this is a military post. And if you
21 are going to develop any kind of a program, I suggest
22 you expand in that direction.

23 And I am very pleased that different kinds
24 of things are happening here and especially that you are

25 having a cross-section of housing. But I urge you to

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1 remember that the park employees, many of them come in
2 and, first of all, I think it is the park employees and
3 then it's the teachers that have the lowest incomes.

4 And to charge market-rate housing for the
5 low income people of the park, I hope that you do not
6 give them the cost of living increase unless it
7 corresponds with an increase in pay.

8 Thank you.

9 CHAIRMAN BARTKE: Thank you. Barbara
10 Deutsch will be followed by DeeDee Workman.

11 STATEMENT OF BARBAR.A DEUTSCH

12 AN INDIVIDUAL

13 MS. DEUTSCH: My name is Barbara Deutsch.
14 And I have a proposal for the use of some of the
15 officers, housing units to create a stable foster-care
16 community -- for children, obviously -- as well as for
17 recently emancipated youth.

18 My question is -- I have two questions -
19 are waivers available for non-profit primarily
20 federally-funded social service agencies?

21 And -- the second question -- could you
22 identify special park uses?

23 Is that clear?

24 CHAIRMAN BARTKE: I think we got it.

25 MS. DEUTSCH: Okay, that's it then.

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1 CHAIRMAN BARTKE: Thank you. DeeDee
2 Workman, followed by Doug Dauncy -- or Donley.

3 STATEMENT OF DEEDEE WORKMAN

4 SAN FRANCISCO BEAUTIFUL

5 MS. WORKMAN: Good morning. My name is
6 DeeDee Workman. I am the Executive Director of San
7 Francisco Beautiful.

8 First of all, I want to thank the Trust and
9 Jim Meadows for this wonderful presentation today. San
10 Francisco Beautiful has a keen interest in the future of
11 the Presidio. We have been working with the Trust and
12 other groups to help in the transformation of the
13 Presidio to a national park.

14 And I would like to say that, as a
15 representative of San Francisco Beautiful and thousands
16 of our members who are ordinary San Francisco citizens,
17 that we feel we've had more than adequate, very
18 satisfying access to the process.

19 We feel that we have been really
20 meaningfully participating in the process of this
21 transformation. And we are really delighted with the
22 financial plan as it has been presented.

23 we would like to continue to work with the
24 trust and with Mr. Meadows to effectively successfully
25 transform the Presidio to a national park. And we want

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1 to just encourage you to always remember that the very
2 first priority has to be the Presidio as a park -- and

3 as a national park.

4 And as you continue to plan for the leasing
5 of the housing and the non-residential buildings, that
6 you don't forget that the park has to remain pristine
7 and as spectacular as it is. And that it cannot be
8 degraded in any way.

9 And we will work with you in partnership to
10 make sure that that happens.

11 Thank you.

12 CHAIRMAN BARTKE: Thank you. Doug Donley
13 and then Henry Kroll.

14 STATEMENT OF DOUG DONLEY

15 DOLORES STREET BAPTIST CHURCH PASTOR

16 MR. DONLEY: Good morning, my name is Doug
17 Donley. And I am pastor of Dolores Street Baptist
18 Church. And I am also on the board of Dolores Street
19 Community Services, which houses 90 people a night,
20 homeless people, in San Francisco's Mission District.

21 We also turn away 150 people every month
22 because of lack of space. I want to tell you about one
23 person who has come to our church who is a member of
24 that who lives in the homeless shelter right now.

25 He was one of those people that was turned
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1 away for a number of weeks, and finally found a place
2 after sleeping under a bridge to be in the homeless
3 shelter. The homeless shelter is only available for 90
4 days.

5 But in the time that he has been able to be
6 there, the last 45 days, he has been able to secure two
7 jobs, he has been able to have consistent living and
8 laundry and things like that. He is contributing to the
9 society.

10 He is like most of the people there, he is
11 a working homeless person. And in 45 days he is going
12 to be looking for housing. And he is looking at the
13 possibility and the probability that there will be no
14 housing available for him. And he may end up back on
15 the streets again, losing all of what he had accumulated
16 during his time in the homeless shelter.

17 I applaud you for your work with Swords to
18 Plowshares, with your work on opening up the Wherry
19 housing complex immediately. And I would encourage you
20 to resist the temptation to phase the removal of the
21 Wherry housing complex.

22 There are many people like this gentleman I
23 spoke of that are in need of housing that are
24 responsible contributors to the society. And I would
25 just encourage you to continue to make the Presidio

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1 available to them, as well as all people of San
2 Francisco.

3 Thank you very much.

4 CHAIRMAN BARTKE: Thank you. Henry Kroll,
5 then Al Aramburu.

6 STATEMENT OF HENRY KROLL

7 AN INDIVIDUAL

8 MR. KROLL: I am Henry Kroll. And four
9 times I have been elected to the KQED board, which is
10 our public station in San Francisco, by hundreds of
11 thousands of KQED members. My platform was one of
12 openness and accountability and responsiveness to the
13 public, for the public is the one that supports public
14 broadcasting.

15 So for a record of ten years on that board,
16 I have called for public meetings, public process, and
17 have encouraged that and have made serious headway in
18 that regard.

19 This meeting today is a good step in
20 beginning that process. But I find that the standards
21 that we wish to attain are flawed, as Sister Bernie
22 Galvin has suggested. I found out, and State Senator
23 Quentin Kopp as well, that no advance draft of this
24 report was available as recently as Friday.

25 So how can the public comment cogently on
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1 this plan? No wonder there is no criticism as the
2 father of the post chapel says. There is no way to
3 comment cogently on a plan that we have just seen this
4 morning in a very preliminary outline phase.

5 The man from the National Parks and
6 Conservation Foundation says he needs a plan. I think
7 the public needs to have their review of this plan in
8 detail, the financial plan, the housing management plan

9 that Sister Bernie calls for.

10 And I think that we need to have, as Joel
11 Ventresca says, a meeting of this board in public
12 session that will approve the final plan. I don't know
13 if this board intends to have that kind of meeting again
14 before it presents its plans to the Congress of the
15 United States.

16 Could we have any of those answers today?
17 I think those need to be forthcoming before we can
18 adjourn. So I will close my comments and ask for that
19 to be addressed.

20 CHAIRMAN BARTKE: All right, Al Aramburu,
21 and then Rosemary Cambra.

22 STATEMENT OF AL ARAMBURU

23 DIRECTOR, CALIFORNIA CONSERVATION CORPS

24 MR. ARAMBURU: Good morning, Mr. Chairman.

25 My name is Al Aramburu. And I am the state-wide

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1 director for the California Conservation Corps. And
2 also sit on the CCC Foundation Board of Directors.

3 And my comments today will be addressed at
4 our submittal of a business plan and proposal for
5 Building 572, which is a stand-alone building. It used
6 to be the credit union, as I understand it. And it is
7 going to be renovated to its original presence.

8 However, there's about \$350,000 of
9 improvements that have to be made to the building,
10 seismic and ADA, American Disability Act improvements,

11 and also asbestos removal.

12 The purpose of the proposal is training,
13 especially in the environmental resources area, for
14 youth. Now, for those of you that know about the
15 California Conservation Corps, we have two main parts of
16 our mission.

17 One, to educate youth and make them more
18 employable. And the second is to preserve and enhance
19 California's natural resources. The Foundation's
20 mission is essentially the same.

21 Now, I would like to ask three questions to
22 be answered. Number one, would improvements made to the
23 building, such as the ones I have described, be
24 considered pre-paid rent? In other words, would they be
25 amortized over the lease?

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1 The second question is, will there be a
2 rating matrix so that when one proposal is evaluated
3 against another, it is not just the revenue-driven
4 aspects that will be looked at? Frankly, it would be
5 very difficult for non-profits to compete just strictly
6 on a dollar variable.

7 So therefore I would suggest you might want
8 to take a look at the mission. Ours is perfectly
9 consistent with the general plan. And that some
10 evaluation of the outreach efforts and the mission being
11 fulfilled be evaluated.

12 And, lastly, I would just for the record

13 like to know when the other buildings will be reviewed?
14 I have heard September 30th. But this is, as I
15 mentioned, a stand-alone 5,000-square foot building for
16 non-residential use. And when would that type of
17 building come forth?

18 I would like to say that all my dealings
19 with the National Park Service have been incredibly
20 good. I would like to compliment them. And we sort of
21 got caught in the crunch waiting for you to take over.

22 I am glad you are here and I hope that we
23 have a positive relationship in the future.

24 Thank you very much.

25 CHAIRMAN BARTKE: Thank you. Rosemary

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1 Cambra, followed by Charlotte Mayfield. Ms. Cambra? I
2 saw her here.

3 (No response.)

4 CHAIRMAN BARTKE: All right, Charlotte
5 Mayfield, and then Stephanie Munoz.

6 STATEMENT OF CHARLOTTE MAYFIELD

7 AN INDIVIDUAL

8 MS. MAYFIELD: Good morning. I'm Charlotte
9 Mayfield. My husband and I want to lease a house here
10 in the Presidio. And we were told, since last October,
11 to wait, to wait, to wait. So we extended our lease
12 where we are now and we are waiting.

13 This morning I understand that there are
14 people that are already in the Presidio and have moved

15 in. In fact, yesterday at 501 Simmons Loop, there was a
16 moving van and people were moving in.

17 Now, we have been waiting and waiting. And
18 I want to know, are we just completely out of it? I
19 mean, since we don't work here. What is going to happen
20 about this?

21 We are -- as you can tell, I am nervous and
22 scared right now. But my point is, we are decent human
23 beings. we are willing to pay the cost. Whatever
24 that's going to be is a little bit scary because it
25 keeps coming up that it's market-rate. Well, what does

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1 that mean, exactly?

2 The house that we saw yesterday was four
3 bedrooms and one bath. I can't believe we couldn't find
4 another bathroom. The only bathroom was upstairs. And
5 there were four bedrooms upstairs.

6 Is it really true there was not another
7 bathroom? I can't believe it. Anyway, I would not pay
8 over \$1,800 or \$1,500 for something like that with just
9 one bathroom.

10 I know I am rambling on. But very
11 seriously we want to lease a house here. And we think
12 it would be the most beautiful place in the world to
13 lease. But, you know, I keep asking and we keep
14 delaying our move.

15 Are we going to be able to live here?

16 Thank you.

17 CHAIRMAN BARTKE: Thank you. Stephanie
18 Munoz will be followed by William Riley.

19 STATEMENT OF STEPHANIE MUNOZ

20 AN INDIVIDUAL

21 MS. MUNOZ: Good morning, Mr. Bartke,
22 Commissioners, public, I'm Stephanie Munoz. My proposal
23 is to recycle Presidio housing as a health and education
24 campus

25 Presidio housing presents a unique

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1 opportunity to insure a supply of skilled workers in
2 the health and human services as a grant-in-aid to
3 medical students, hospital residents, nursing students,
4 teaching students, social work students.

5 Students in applying for the housing grant
6 would undertake to work in their profession for the same
7 length of time as they received the housing benefit. if
8 they instead elected some other livelihood, they need
9 only repay the grant at market rate.

10 An in-kind housing subsidy would remove the
11 cost differential which keeps talented students from
12 access to U. C. campuses at a distance from their homes
13 and gives a moderate amount of help to many people at
14 just the time they need it to be able to help others
15 later.

16 Surplus Presidio housing as a grant-in-aid
17 would add to the San Francisco rental housing stock as
18 many units as were provided for the students. They

19 would be relatively low-income units suitable for
20 families, and there would be many other benefits.

21 First, it would heal what is becoming an
22 ugly conflict in values. The taxpayers are angry about
23 plans to destroy public property when our fellow
24 citizens are homeless. Unless the taxpayers happen to
25 live near the Presidio and they don't want their own

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1 homes to be made unlivable.

2 There are also property owners who ask why
3 they should be denied the use of their own property to
4 provide low-income housing when there are publicly-owned
5 houses unused.

6 High maintenance costs are forcing for the
7 Presidio as a national park. But if the Presidio is
8 used as a health and human services campus, the
9 occupants of the housing will provide in contract for
10 cleaning, painting, plumbing and weeding in the areas in
11 and around their homes.

12 While the City of San Francisco, which is
13 the beneficiary of the economic activity of students and
14 the incomes rental housing stock, can reasonably be
15 expected to maintain the roads leading to the housing.

16 In contrast, if park workers live in the
17 Presidio, not only must they receive the housing free of
18 charge-, but they will have to be paid for maintaining
19 it.

20 There will be transportation savings from

21 the plan to have the housing for medical students and
22 residents on the Presidio. Because the hospital van
23 system that now transports faculty students and
24 residents from UCSF to Mount Zion and SFGH could be
25 expanded to housing in the Presidio.

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1 Students and nurses would be safer being
2 driven than retrieving cars from parking places late at
3 night. The streets would be much safer if the residents
4 who are made to work 36 hours at a stretch were not
5 driving.

6 CHAIRMAN BARTKE: Could you wrap up your
7 remarks?

8 MS. MUNOZ: To conclude, nearly fifty years
9 ago the City of Paris developed a university city
10 outside of town, because urban land was too precious to
11 use for student housing. Our urban land values are also
12 very high. People employed in the Bay Area are
13 commuting from Modesto and Stockton.

14 Keeping existing Presidio housing as
15 housing would be an excellent compromise between the
16 need for housing close in and the need to preserve open
17 space, and a balance between programs that pay their own
18 way now and programs that will pay off in the future.

19 We also need an understanding that the
20 Presidio is not Yosemite. It is not only natural beauty
21 that is to be preserved, but the human habitation that
22 has been its reason for existence since Spanish days.

23 Thank you.

24 CHAIRMAN BARTKE: Thank you. William Riley
25 will be followed by Michael Ilich.

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1 William Riley meet William Reilly.

2 STATEMENT OF WILLIAM RILEY

3 AN INDIVIDUAL

4 MR. RILEY: How do you do? I spell mine
5 R-I-L-E-Y but I suppose we are related somewhere in the
6 past, years ago.

7 I'm Bill Riley and I have been a public
8 finance specialist involved in a variety of California
9 public projects for several years.

10 As you may know, there are several severe
11 restrictions on the financing of the Presidio imposed by
12 the enabling law for the Presidio Trust. I have
13 authored a Supplementary Financing Plan for the Golden
14 Gate National Recreation Area, including the Presidio
15 and the Presidio Trust, which I have sent to Congressman
16 Woolsey and made available to the Golden Gate National
17 Recreation Area and the former Presidio manager.

18 I would be happy to make copies available
19 of this short financing plan by sending it to anyone who
20 cares to give me their name or business card after the
21 meeting.

22 Thank you.

23 CHAIRMAN BARTKE: Thank you. Michael
24 Ilich, followed by Bill Hough. Mr. Ilich?

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(No response.)

CHAIRMAN BARTKE: Bill Hough? Jacqueline Boyette? Jacqueline? Oh, here's Bill.

STATEMENT OF BILL HOUGH
RESOURCE CENTER FOR THE UNITED NATIONS

MR. HOUGH: Thank you. My name is Bill Hough. I am with the Resource Center for the United Nations here at the Presidio. We have a wonderful office and building, 1004. We just had the privilege of hosting Secretary General Kofi Annan to the Officers Club last Monday night. And I just wanted to report on that.

We basically gave the -- well, first of all, the Secretary General came because of a historic relationship with the U.N. In 1945, President Truman had suggested Fort Scott, I believe, as a site for the U.N. permanent headquarters. And, of course, this is now part of a UNESCO program called the "Men in the Biosphere Reserve."

At the reception, we gave the Secretary General three gifts. Brian O'Neill, representing the National Park Service, gave a sculpture that had been sculpted by a Presidio artist made from recycled wood from a former military barrack.

Jim Meadows, representing the Presidio Trust, gave him a picture of the Presidio. And our

1 Silicon Valley chapter gave the Secretary General a
2 replica of a scroll that had been made in 529 B.C. by
3 the Persian king Cyrus, which is known as the first
4 declaration of human rights by a head of state.

5 And the Secretary General in his remarks
6 said he got the message. The conversion of a military
7 base to a national park represented by the picture.
8 That was peace. He said he got the message about the
9 environment, the recycled wood made into a sculpture.
10 And he got the message about human rights.

11 So I think first of all the National Park
12 Service has done a wonderful job in developing its
13 vision so clear that the Secretary General immediately
14 picked up the fact that this park now represents that
15 vision of environmental peace and human rights.

16 So, we look forward to working with you
17 members of the Trust and continuing that vision, and
18 helping particularly to pioneer a new national park by
19 creating a global center dedicated to addressing the
20 world's most critical, environmental, social and
21 cultural challenges.

22 Thank you very much.

23 CHAIRMAN BARTKE: Thank you. I am going to
24 call again Jacqueline Boyette -- oh, there you are. All
25 right, and then Don Green.

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1 STATEMENT OF JACQUELINE BOYETTE

2 AN INDIVIDUAL

3 MS. BOYETTE: Hello, my name is Jacqueline
4 Boyette. And I am a strategic planner here in San
5 Francisco.

6 I feel very privileged to testify before
7 you today as a member of two distinct minorities. First
8 of all, I am probably one of the few who can state that
9 they have spent months on these very grounds while
10 caring for a terminally-ill veteran at Letterman General
11 Hospital.

12 My father, who served in the military for
13 26 years, learned right here that cancer would take his
14 life within three months. And this was about twenty
15 years ago. We covered these historic grounds day after
16 day. This became our world.

17 My father was a visionary and a believer in
18 the armed forces and the future of this nation. He
19 often talked about the recognition and the lack of
20 recognition of the role of the Buffalo Soldiers here and
21 throughout the country.

22 He would share his views about the need to
23 create a lasting monument to them right here. And in
24 the next breath, he would describe various and
25 interesting strategies that could be formulated to
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1 enhance the commercial use of the Presidio. These
2 conversations generally took place in the officers club
3 at night after a couple of drinks.

4 My next unique minority status comes at the

5 other end of the spectrum soon after my father's death.
6 This was my appointment to the U. S. Department of the
7 Interior as Congressional Liaison Specialist. I was
8 appointed by President Jimmy Carter.

9 Ironically, this time maintaining and
10 sustaining these public lands and stabilizing the
11 environment of the Presidio were the focus of Secretary
12 Cecil Andrus who many of you probably know. This led me
13 back to this magical place again.

14 My personal and professional involvement
15 has spanned both ends of the spectrum. Numerous
16 national and local issues I have been involved in proved
17 time and again that these lands need to be carefully
18 planned and executed particularly as we reach this next
19 millennium.

20 My work with the education division of
21 NASA, the space agency, a black local adoption agency,
22 City Bank's housing program for low and moderate income
23 families, and the Leff Foundation's Technical Support
24 for Emerging Artists continues to support one theory.

25 We must all weave a unifying tapestry of
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1 consensus among those who seek housing, helping the
2 homeless, ethnic recognition, commercial development and
3 environment for the arts or a national park. Because
4 this will truly be the fabric of the strength that
5 builds the tapestry for our future.

6 The Presidio Trust has done a phenomenal

7 job of a phenomenal outrageous challenge. And actively
8 cultivating these ties is what is going to leave our
9 legacy.

10 Thank you.

11 CHAIRMAN BARTKE: Thank you. Don Green,
12 followed by Charlotte Prozan.

13 STATEMENT OF DON GREEN

14 AN INDIVIDUAL

15 MR. GREEN: Thank you. I'm Donald Green.
16 I'm a neighbor here and I grew up in the Presidio as a
17 Boy Scout camping in about 1947, I think.

18 I am also an economist. And I headed up
19 something called the "Yosemite Restoration Trust" which
20 had a similar responsibility to work with the Park
21 Service to bring in enough revenue in the Yosemite area
22 to cover the costs of operating that large hotel and
23 public use complex.

24 I am concerned about two things. I am very
25 pleased with the progress the Trust has made. I am

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1 concerned about, first of all, the statement that there
2 will be no appropriations at all coming to the Presidio.

3 My understanding is there will be
4 continuing appropriations, even after the Trust is
5 finally self-financed, in order to take care of the
6 Presidio Park Service responsibilities -- a minimum for
7 Crissy Field and I thought for some other areas.

8 The responsibility of the Congress over the

9 next five, ten, fifteen years is obviously immense.
10 They have to keep coming up with their \$25 million, or
11 whatever the number is. And I think part of our
12 responsibility as people that are interested in the
13 Trust and the Presidio is to make sure that the Congress
14 keeps appropriating funds.

15 The most difficult problem you have I see
16 is the issue raised in the first presentation of trying
17 to get enough financial resources to cover your costs
18 and at-the same time preserve the park and do what's the
19 right system for using the park.

20 And I think the issue here is how you
21 propose and evaluate bids. It is very easy to say we
22 are going to take bids and get market rates. But there
23 is going to be differences among the way in which bids
24 are presented, the uses to which the property will be
25 used. And I think you have to come out early with some

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1 sense of how do you integrate non-financial factors into
2 the evaluation process.

3 We worked very hard with the Park Service
4 on the Yosemite contract. And in the end, the evaluation
5 was principally on financial returns, which is not
6 unimportant. But I think the more explicitly you can
7 deal with non-financial returns and give guidance to
8 bidders, the better off you are going to be in the
9 outcome.

10 I will be happy to work with anybody that

11 wants to get any public input on that issue. And I also
12 think that the financial plan has to be made public. I
13 don't know whether the revenues are going to be \$35
14 million, which is a nice number -- it happens to be the
15 cost of operations plus renovations -- or they are going
16 to be \$70 million or \$10 million.

17 And I am particularly concerned that the
18 ramping up, which is pretty slow -- and I realize it
19 takes three to five years to get going -- but the sooner
20 you can start bringing in the revenues, the easier it is
21 going to be to reach your goals.

22 And I would, for one, want to review
23 carefully the underlying assumptions. And it is very
24 hard to evaluate rents in an area that is as unique as
25 the Presidio, particularly for the non-residential area.

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1 So I hope you will provide that
2 information. And this financial plan is certainly
3 preliminary. There is no way between now and June 8th
4 you are going to come up with a plan that you are not
5 going to adapt substantially in the following three
6 years. I presume that is understood both by you people
7 and by the Congress.

8 Thank you very much.

9 CHAIRMAN BARTKE: Thank you. Charlotte
10 Prozan and then Vincent Agbayoni.

11 STATEMENT OF CHARLOTTE PROZAN

12

AN INDIVIDUAL

13 MS. PROZAN: Yes, I'm Charlotte Prozan.
14 And I am here with several hats on. I am a neighbor of
15 the Presidio, I am a homeowner on 16th Avenue near Lake
16 Street. So I am very concerned that the beauty and the
17 open space of the Presidio be maintained, not just for
18 our neighborhood but for the whole city.

19 I am also here because I am very concerned
20 about the terrible, terrible shortage of housing in San
21 Francisco. As a homeowner, it is not an immediate
22 personal problem for me. But I know so many people who
23 are desperately trying to find housing in San Francisco
24 and are forced to pay more than the asking price.

25 Because the competition for every vacant apartment is so
97 enormous.

2 I am also here because I am concerned about
3 the process, as several people have mentioned. I think
4 it is very important that the process be more open than
5 it has been. Because this is a unique park in that it
6 is in a city.

7 And I must say I disagree with Ron Miguel's
8 comments. I am also a member of the Planning
9 Association for the Richmond. But I think it is
10 unfortunate that he chose to insult Mayor Brown and
11 Marsha Rosen who are both very concerned and working
12 very hard on the housing problem.

13 I think that is divisive. I think that
14 what's good for the Presidio is good for San Francisco.

15 And what is good for San Francisco is good for the
16 Presidio. And we shouldn't set up this antagonistic
17 relationship at all. I think that would be very
18 unfortunate.

19 Out of my concern for the process, I am
20 concerned that Sister Bernie asked for two documents to
21 be available for her tomorrow morning. And she asked a
22 specific question, whether if she came to the Presidio
23 Trust office those documents would be made available to
24 her.

25 And Sister Bernie has worked so hard on
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1 this issue. And she has my highest, highest respect.
2 And I think it would show respect for her. Whether you
3 agree with her position or not, it would show respect
4 for her and all her concern and hard work to at least
5 answer her question, whether these documents will be
6 available for her tomorrow morning.

7 And I certainly hope you do so.

8 Thank you very much.

9 CHAIRMAN BARTKE: Thank you. Vincent
10 Agbayani?

11 STATEMENT OF VINCENT AGBAYANI

12 AGBAYANI CONSTRUCTION CORPORATION

13 MR. AGBAYANI: Good morning, members of the
14 Trust and Commissioners. My name is Vincent Agbayani,
15 and I am owner and president of Agbayani Construction
16 Corporation.

17 My main purpose over here is to basically
18 continue offering our services to you, which we have
19 provided to the National Park and to some of the tenants
20 who are presently on the Presidio.

21 Three years ago during the transition when
22 the military pulled out of the national park, we were
23 instrumental in offering services to the military which
24 was very affordable and was workable in their budget.

25 one of it was the concept of privatization
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1 which has taken over throughout the United States right
2 now and is represented in many of the military bases
3 especially throughout California during the base
4 realignment.

5 And doing so, we had developed a win-win
6 situation and a workable budget for both sides which
7 involved property management and maintenance of the
8 property by minimizing their budget. We have been doing
9 this in the Presidio for the last three years.

10 And we are very much familiar with the
11 housing throughout the Presidio -- Wherry housing and
12 the problems they have, and the three houses that are
13 presently being rented by the Army right now in the
14 Presidio.

15 We were instrumental in maintaining the
16 budget and as such the Air Force and the Coast Guard and
17 Navy has taken a look at our plans and have also taken
18 and followed suit. We have also offered this savings

19 budget to the Coast Guard which they are presently using
20 at Hamilton Air Force Base.

21 As such, we would like to continue working
22 with you and offering our services. In giving back to
23 the community, we are presently rebuilding the homeless
24 shelter pro bono, which was evidently burned down at
25 Fort Mason. And we sincerely hope to continue working

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1 with you.

2 Thank you.

3 CHAIRMAN BARTKE: Thank you.

4 I want to thank everybody who took part in
5 the public process this morning. All of you were very
6 polite and considerate of each other. And that is
7 typical of a San Francisco crowd, I should say. You
8 were articulate and you stuck to the subject, and we
9 appreciate that.

10 I want to thank the two people who were our
11 signers today, Terri and Kevin. Thank you.

12 Those of you who offered help, we accept.
13 Many of you offered documents and plans. Please turn
14 them in and they will be copied and given to us.

15 Many of you asked questions. And they have
16 been noted down and the Park Service and the Presidio
17 Trust will be trying to respond to those questions.

18 Before we give it back to the staff, I am
19 going to ask Toby if he has any comments to make?

20 CHAIRMAN ROSENBLATT: Thank you, Rich.

21 I would like to also thank everybody who
22 took the time and the interest to address the joint
23 bodies today, and particularly to thank the members of
24 the GGNRA Advisory Commission for your relationship that
25 you have extended and we have developed with the
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1 Presidio Trust Board.

2 As you are aware and we are aware, Jim
3 Meadows will be attending all of your meetings and will
4 be commenting as issues arise on things that are
5 occurring in the jurisdiction of the Presidio Trust. So
6 this is not a unique and singular event but is one of an
7 ongoing communications process.

8 This is not the end of the process,
9 clearly. This is the beginning of the process in San
10 Francisco with respect to this Financial Management
11 Program. It is guided by GMPA, created by the National
12 Park Service and guided by the Presidio Trust
13 legislation.

14 And in that respect, as one who is
15 interested in knowing what the basis for the policies
16 are that Jim Meadows has laid out, that is the source.
17 There are no other documents. There is no business plan
18 created or written, sitting in the offices of the
19 Presidio Trust at this stage.

20 The purpose of today's meeting and
21 presentation was to put before us, the Advisory
22 Commission and the public the essential pieces that come

23 out of the GMPA and the Presidio Trust Act.

24 What I would encourage everybody who is
25 interested in pursuing this further to do is to take

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1 advantage of the various ways that Jim Meadows and Rich
2 Bartke have outlined for the opportunity to provide
3 additional reaction to shaping the details of those
4 broad principles and those specifics presented today.

5 And the points you heard today are not
6 highlight points. They are the essential pieces of what
7 the financial program is all about.

8 There will be the three workshops that were
9 described before, May 27, June 8 and another one to be
10 announced which will also occur during June. And they
11 will be here in this building between 6 and 9 o'clock in
12 the evening. The first one relating to the non
13 residential issues, the second one to the residential
14 issues and the third one to the natural resources and
15 the open space.

16 And then as you also heard, the Advisory
17 Commission will again hold another discussion on this
18 and another opportunity for public comment at a meeting
19 scheduled tentatively for June 10th. And the notices of
20 that will go out in their normal procedure as they do.

21 There is also in the material today that
22 sheet on which you are encouraged to provide your
23 questions and your comments. And those will be taken up
24 by the National Park Service people and by the Presidio

25 Trust people and responded to.

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1 Finally, I wanted to just make one more
2 observation of what I consider to be the most critical
3 and essential piece of all of this. You may remember,
4 and I will take you back to remembering in the early
5 part of this decade, in the early 90s, when the issues
6 of what should happen to the Presidio was indeed before
7 all of us and before the Congress of the United States.

8 The almost overwhelming attitude in
9 Congress was, it isn't a national park despite what the
10 law then said. And the major drive and the major thrust
11 was indeed to sell the Presidio into the private sector
12 and to have it developed privately.

13 It was only through huge effort by all of
14 us here in the San Francisco community, and by others
15 led by Congresswoman Pelosi and our two senators, and by
16 those all over the country who cared about what happens
17 to this national park that we were able to persuade
18 Congress that there is a way to make this work.

19 What is so critical about today's
20 information is that it has been demonstrated to us, and
21 therefore to everybody who is interested in this
22 subject, that it is feasible to meet the requirement of
23 the act and the mandate of Congress.

24 Therefore, everyone who is interested in
25 this place and everybody who is interested in national

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1 parks should recognize that it is feasible to keep it as
2 a national park. And if we can maintain Congress's
3 current interest, it will stay a national park.

4 Jim, is there anything you wanted to add?

5 MR. MEADOWS: Just one administrative
6 comment -- actually, two. The presentation materials.
7 You will be handed out a highlights packet as you leave
8 today, which will be a highlight of the slides that were
9 presented today as part of the financial management
10 program.

11 If indeed you do wish a complete copy of
12 what was presented today, it is available starting later
13 today or for certain tomorrow morning at Kinkos at
14 Fillmore and Lombard. And the number there is 441-2995.
15 Basically, the cost is the copying cost only. And they
16 will actually do free delivery if you so choose.

17 And the transcript of today's meeting and
18 the minutes will be available as of May 18th. And I
19 would just reiterate the time and the dates of the two
20 known work-study sessions. On non-residential housing
21 on May 27 from 6 p.m. to 9 p.m. here in the Golden Gate
22 Club. And on residential leasing on Monday, June 8th
23 from 6 p.m. to 9 p.m. here at the Golden Gate Club.

24 And the third workshop on the natural areas
25 and the forestation and vegetation management plan

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1 discussions will be held in the second or third week in
2 June. We will be making that notice available yet this

3 week.

4 Thank you all very much.

5 CHAIRMAN BARTKE: Thank you very much.

6 We are adjourned.

7 (Whereupon, at 11:30 a.m., the joint
8 meeting of the Presidio Trust Board of Directors and the
9 Golden Gate National Recreation Area Advisory
10 Commission was adjourned, sine die.)

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1 C E R T I F I C A T E

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3 This is to certify that the attached pro-

4 ceedings before the D.O.I., National Park Service, of

5 the joint meeting of:

6 THE PRESIDIO TRUST BOARD OF DIRECTORS

7 and

8 THE GOLDEN GATE NATIONAL RECREATION AREA

9 ADVISORY COMMISSION

10 Monday, April 27, 1998

11 Golden Gate Club, Fisher Loop

12 Presidio of San Francisco, California

13 were held as herein appears, and this is the original

14 transcript thereof for the files of the Board and

15 Commission.

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18 FRANCES LORRAINE

19 Official Reporter

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