

BEFORE  
THE UNITED STATES OF AMERICA  
THE PRESIDIO TRUST

Meeting of the  
B O A R D    O F    D I R E C T O R S

Golden Gate Club  
The Presidio  
San Francisco, California

Wednesday, December 2, 1998

REPORTER: Frances Lorraine

BEFORE THE UNITED STATES OF AMERICA

- - -

THE PRESIDIO TRUST

- - -

MEETING OF THE BOARD OF DIRECTORS

- - -

WEDNESDAY, DECEMBER 2, 1998

- - -

Golden Gate Club

The Presidio

San Francisco, California

The meeting was convened, pursuant to notice, at  
10:00 a.m., Chairman of the Board Toby Rosenblatt presiding.

Board Members Present:

TOBY ROSENBLATT, Chair

EDWARD BLAKELY, Vice Chair

DONALD G. FISHER

AMY MEYER

MARY G. MURPHY

WILLIAM K. REILLY

ALSO PRESENT:

JIM MEADOWS, Executive Director

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1

P R O C E E D I N G S

2

10:05 a.m.

3

4

5

CHAIRMAN ROSENBLATT: Ladies and gentlemen,  
if I could have your attention? Could I ask you please  
to take seats and we will get started.

6

7

Good morning and welcome to this meeting of  
the Board of the Presidio Trust.

8

9

10

11

A logistics matter. We do have somebody  
coming to do signing interpretation. Is there anybody  
here that knows whether anybody else in the audience  
needs that or would like that service?

12

(No response.)

13

14

CHAIRMAN ROSENBLATT: All right, we will  
check again later.

15

MS. MURPHY: Maybe you need to sign that.

16

17

18

19

CHAIRMAN ROSENBLATT: Well, that is why I  
was asking if anybody in the audience knew about anybody  
else who might need that service. And when the sign  
interpreter comes -

20

21

MS. MURPHY: Does anyone want sign  
(indicating)?

22

(No response.)

23

24

CHAIRMAN ROSENBLATT: All right, no  
response. That is a skill I didn't know you had.

25

MS. MURPHY: I have a brother who is deaf.

6

1

But my signing is bad. I am very slow.

2 (Laughter.)

3 CHAIRMAN ROSENBLATT: All right. All of  
4 the Board Members are present, except for Mr. Berry who  
5 is in Washington and who is not able to attend today.

6 Also, I would like to acknowledge the  
7 presence of Brian O'Neill who is our Superintendent at  
8 GGNRA. Welcome, Brian. I am glad you are here.

9 The purpose of our meeting, as you know  
10 from the notice, is to have an opportunity for the Board  
11 and you all to receive presentations and to then receive  
12 from the public questions that they might have after  
13 those presentations with respect to the next major phase  
14 of planning for the Presidio. And to receive from  
15 planning consultant teams a summary of their proposals  
16 of what they would do.

17 As you know, our Executive Director Jim  
18 Meadows and his staff, and with the assistance of the  
19 Golden Gate National Recreation Area Advisory  
20 Commission, have conducted a very extensive public  
21 outreach with a number of public meetings and a number  
22 of opportunities for input.

23 Jim will describe that in addition, and  
24 will also describe in more detail the format of today's  
25 meeting. So I would like to turn it over to you, Jim.

7

1 MR. MEADOWS: Thank you.

2 Good morning, and welcome back to the  
3 Presidio. I just wanted to cover several general points

4 about what has happened year-to-date with the Trust, and  
5 then we will go into the theme of today's public  
6 meeting.

7 As Toby touched on, we have had year-to  
8 date 94 public outreach sessions. And that will be a  
9 continuing trend. And those outreach sessions include  
10 neighborhood groups, interested party groups, workshops,  
11 public workshops, GGNRA Advisory Commission meetings, as  
12 well as our Board meetings.

13 The idea of having a continuous public  
14 input to our processes is something that we are not only  
15 supportive of, but we are trying to strengthen as we go  
16 forward. And that will become evident in today's theme.

17 I would comment though that another way for  
18 outreach, if you haven't already signed up for our  
19 newsletter please sign up on your way out and we will  
20 add you to our data base. Our newsletter, which has  
21 topical information as well as a schedule of future  
22 meetings, is something that you are welcome to have when  
23 you sign up.

24 I would point out also, there have been  
25 questions asked in the recent past about what our hiring  
8  
1 practices are and how we are moving forward. We have  
2 basically hired a staff now. The transition from the  
3 National Park Service of all of the maintenance  
4 functions at the Presidio, Area B of the Presidio, has  
5 been completed.

6                   We have employed 113 former National Park  
7 Service employees that are now working for the Presidio  
8 Trust. We have 37 in the planning areas and basically  
9 we have 143 field personnel or facilities personnel.

10                   Of those, our total hiring has been about  
11 39 percent minority. Minority, as defined by the Trust,  
12 does not include women. If you added separately but not  
13 combined, women employees who are not otherwise  
14 recognized as a minority, 55 percent of our employment  
15 would be women or minority. We are going to continue  
16 that outreach and, again, try to strengthen that  
17 outreach as we move forward.

18                   I need to remention -- I know B. J. was not  
19 able to be here today but from Mai Liis and Cicely -- we  
20 continue with our growing partnership with the National  
21 Park Service. To date, we have signed eight separate  
22 Memorandums of Understanding with the Park Service as  
23 far as how we go forward on operations.

24                   Although we took over operational  
25 maintenance or operational management of Area B on July  
9  
1 1st of this year, this partnership is really an evolving  
2 process that is going to evolve over the next 12 to 24  
3 months, and even longer, as to how we join efforts and  
4 try to do things better at the Presidio at a better  
5 quality and at a lower cost.

6                   We are going to have a full year ahead.  
7 And we will be reporting periodically. But I wanted to



8 get to today.

9 PRESENTATION BY RESPONDENTS  
10 TO THE PRESIDIO TRUST'S REQUEST FOR QUALIFICATIONS  
11 FOR PLANNING SERVICES

12 MR. MEADOWS: The primary theme of this  
13 particular public meeting is on planning.

14 First of all, I want to make sure that  
15 everyone notes -- because most everybody in this room  
16 has participated in that process -- that the General  
17 Management Plan Amendment which was a four-year process  
18 and over a hundred public sessions continues to be the  
19 base theme as to how we move forward.

20 The GMPA is a concept plan. And now we are  
21 moving forward with the ideas of implementation planning  
22 for Area B of the Presidio. And we put out an  
23 invitation for people to -- we solicited participation  
24 of planning firms. And 15 planning firms responded to  
25 our solicitation.

10

1 We had six planning firms that we selected  
2 on a short list, five of which are here today, to give  
3 you a very brief presentation as to their concepts and  
4 their strengths and what they would like to do for  
5 Presidio planning.

6 The sixth group, headed by Mr. David  
7 Schwartz, was unable to attend today because of a prior  
8 commitment. He made an oral presentation yesterday and  
9 he has a written version of that presentation. Anyone who

10 would like a copy of that, if you will please contact  
11 anybody at the table outside either during the  
12 presentations or after the meeting, we will be happy to  
13 provide you a copy.

14 To give you a little background, the Trust  
15 issued its initial RFQ for detailed planning and design  
16 services on October 15th. And as I said, 15 firms  
17 responded. The purpose is to basically go into  
18 implementation planning for the Presidio.

19 We are going to have 10-minute briefings  
20 today by the individual firms, which will give you a  
21 flavor of what their qualifications are and what their  
22 feelings are about the Presidio.

23 But what we are trying to reserve, rather  
24 than spending a lot of Q&A time during the presentation,  
25 we are asking that you all either orally today at the

11  
1 microphone or in writing, present your questions. And  
2 we are going to give all six firms seven days to respond  
3 to these questions in writing.

4 I should mention this session is being  
5 recorded. So if you ask your questions at the  
6 microphone, we will take them down just as if they are  
7 in writing. We then will hand-make those questions and  
8 answers available to the public. And if you sign up  
9 separately here today, we will make sure that we mail  
10 you a copy.

11 We are going to basically give them each

12 ten minutes to give their presentations. And that will  
13 be from now until 11 o'clock. At 11 o'clock we are  
14 going to open up the session for questions and answers,  
15 themed questions toward the planning groups.

16 Again, we are going to take the questions  
17 and then we will within seven days get responses back  
18 from the planning firms, whether they were individual or  
19 general questions. And then we will basically submit  
20 those questions to the public.

21 We also would invite comments that you  
22 might have about the planning efforts and what you feel  
23 are needs for planning at the Presidio for the immediate  
24 future. As far as responding in writing, again the  
25 signup sheet is available for everyone to sign up if you

12

1 would like these responses sent to you.

2 This is a themed public meeting for the  
3 Board of Directors. Basically, we are going to see  
4 where this heads as far as trying out the themes. The  
5 idea today though, we think, and as has been reflected  
6 by the public and also the board, is there is nothing  
7 more important probably in our process as we move  
8 forward than this detailed implementation planning for  
9 all aspects of the Presidio. That is the natural areas  
10 as well as the building areas of the Presidio.

11 So, I would like to -- basically, we have  
12 an order of presentation. And at this point I would  
13 like to invited Calthorpe Associates and Kenkay

14 Associates to come up and give the first presentation.

15 I should point out that there is no order  
16 other than alphabetic as far as the order in which these  
17 people are presenting today.

18 Mr. Calthorpe?

19 CHAIRMAN ROSENBLATT: Just one other piece  
20 of logistics. If you think that you might like to  
21 address the board and the public beginning at the period  
22 that starts at 11 o'clock, would you please plan on  
23 keeping your remarks within a two-minute period so that  
24 there is ample time for everybody to be heard.

25 And that you will sign up in advance and we

13

1 will take the speakers as we receive those cards. And  
2 the signup cards are at the table just outside. And  
3 there will be a few minutes between the last  
4 presentation and our start of the public discussion, if  
5 you want to wait until then to sign up.

6 Thank you.

7

PRESENTATION BY

8

CALTHORPE ASSOCIATES AND KENKAY ASSOCIATES

9

MR. CALTHORPE: My name is Peter Calthorpe.

10 There is nothing more frustrating than asking a designer  
11 to do anything in 10 minutes, much less several  
12 designers. But we are going to try.

13

14 We have a team that is quite diverse and I  
15 think quite complete. Ken Kay, long-time associate of  
mine, has been doing environmental design and planning

16 for years in the Bay Area. Alice Carey, historic  
17 preservation. And we think that is really a core mix of  
18 urban design planning, landscape and historic  
19 preservation, kind of the meat of what needs to happen.

20 LSA Environmental would be our EIR firm.  
21 Fehr & Peers for traffic and Alison Kendall, who has  
22 been working on the Presidio for some time now, for  
23 coordination and also for planning.

24 In this time frame, I just wanted to  
25 briefly give you a sense of our philosophy. We do think

14

1 philosophy matters. And we do bring a philosophy to  
2 every project that we do. And I think it is important  
3 that we are explicit about it. We try to be explicit  
4 about it.

5 We want to give a little overview, a  
6 snapshot of some of our projects, to show how that  
7 philosophy has worked itself out in time in the past.  
8 So we will show slides.

9 Actually, these are four principles that we  
10 developed for the Department of Housing and Urban  
11 Development in Washington at the beginning of this  
12 administration. And I would say happily they have  
13 really used them to guide their programs and policies.

14 The first one, to use a word very well used  
15 these days, "sustainability," but conservation and  
16 restoration, has a particular meaning to us in that we  
17 see it as applying not just to natural and ecological

18 systems but also to human history and human institutions  
19 and human resources.

20 And the idea of preserving and conserving  
21 and restoring our historic fabric, making a sustainable  
22 economic environment here in the Presidio we see as  
23 large implications of this particular principle that we  
24 try to apply. Obviously, conservation and restoration  
25 applies directly to environmental systems.

15

1 Human scale. I think since World War II we  
2 all agree that we have lost track of that. The scale of  
3 the pedestrian, the ability to walk within neighborhoods  
4 and within areas has been sacrificed to the automobile.  
5 And certainly I don't think -- at least we would bring  
6 an attitude that would try to return this park from the  
7 automobile to the pedestrian and transit and bikes and  
8 other modes.

9 But also to be very attentive -- you can  
10 see Letterman here in this one slide, kind of reaching  
11 out of scale with the neighborhoods around it. This  
12 idea of continuity I think is also implicit in that  
13 principle of human scale. And I think continuity would  
14 be historic buildings here. And the human scale that  
15 they represent is a very important feature that we have  
16 to pursue.

17 Neighborhood and community. This was  
18 particularly meaningful to HUD because they had been  
19 kind of lodged in individual segmented programs and

20 individual projects. And the idea of actually thinking  
21 in terms of whole neighborhoods and whole communities  
22 rather than individual projects was really quite  
23 radical.

24                   And I think the same thing applies here.  
25 We have to think in terms of how this place works as a  
16  
1 community, how it overlaps with the neighborhoods around  
2 it. And to a large degree and more interesting and  
3 complex here, the national community will be using this  
4 site.

5                   So there is a telescoping meaning here I  
6 think to the principle of neighborhood and community,  
7 from how a neighborhood touches the park to how this is  
8 used as a national resource.

9                   The final principle that we work to in all  
10 of our projects is diversity and balance. And here I  
11 think that has also special, and I think perhaps  
12 controversial, meaning. I think it has to mean not just  
13 mixed use but mixed users, accessibility to everybody.

14                   Who does get to live here? Who does get to  
15 work here? How diverse is that population? And how do  
16 we make this as a regional and national destination  
17 accessible to a very broad spectrum of people? I think  
18 those are some of the implications of diversity vis-a  
19 vis the park.

20                   Now years ago this idea of sustainability  
21 was one -- I was in partnership with Sim Van der Ryn and

22 we actually wrote a book about sustainability in the  
23 early eighties. And in the seventies we had a chance of  
24 really experimenting with notions of sustainability.

25 In Sacramento, we did a downtown plan that  
17  
1 maintained diversity, kind of recreated the human scale  
2 that was being lost there, preserved environmental  
3 systems and basically created mixed-use neighborhoods.

4 Transit and pedestrian was king in the way  
5 we thought about it. And I think that is part of what  
6 we would bring here to the Presidio. Historic  
7 preservation of the fabric rather than the old  
8 strategies of demolition were instigated and completed  
9 there.

10 Energy efficient buildings. This is back  
11 in the seventies, we did buildings that used natural  
12 lighting, natural ventilation, natural cool, cooling  
13 from night air, thermal mass, courtyards as buffers.  
14 The whole strategy of energy efficiency in buildings was  
15 started there.

16 We had a little bit of a break through the  
17 eighties and I am happy to say we are all back at  
18 thinking about it again. And, certainly, it has to be a  
19 primary component here.

20 We did housing in downtown Sacramento that  
21 was passive solar heated and also diverse in income,  
22 fitting in with the neighborhood even though the  
23 architecture of the neighborhoods weren't quite as



24 illustrious as it is here -- but fitting in, being a key  
25 component. And getting density, but also getting  
18  
1 passive solar technology.

2 We experimented -- well, we actually built  
3 cogeneration plants. If you are going to have a  
4 sustainable neighborhood here, we need to think about  
5 energy sources and how to use waste heat from those.

6 We in those days experimented with  
7 aquaculture and using that as an ecological system to  
8 treat sewage outflow. Turning waste into resources we  
9 think is a primary opportunity for demonstrating  
10 sustainability. Here is the progression of water and  
11 the thing actually produces macrobrachian, a shrimp  
12 which you can sell in restaurants if you don't actually  
13 say where it came from.

14 A few of our projects -- we can just give  
15 you a little sampling here. Schoonamaker Point in  
16 Sausalito we did years ago. We added a beach and a  
17 wetlands restoration to a commercially-successful  
18 renovation of a building, combining the economics of the  
19 private sector with habitat and open recreation.

20 Process is very important. Here on the San  
21 Diego Naval Training Center, a similar set of  
22 circumstances. Our process though is always to have  
23 people not just commenting, but working with us, using  
24 maps and icons and basically getting the hard  
25 information and chewing over the trade-offs themselves

19

1 rather than just giving us feedback. Creating plans  
2 themselves we think is a very important way of engaging  
3 the public at large.

4 Now as I mentioned, Sim and I coined the  
5 phrase "sustainable communities." We are glad it has  
6 become popular again. We didn't copyright it so we  
7 don't get to do anything with it.

8 We only have one specific proposal for the  
9 Presidio which is this 200-person bike generator on the  
10 righthand side here (indicating). The world's largest  
11 leaf spring would be an indicator of how much energy is  
12 being stored. This is ecological clean energy that, of  
13 course, produces electricity. Everybody gets exercise.  
14 You can even charge them to give you energy in this  
15 particular system.

16 (Laughter.)

17 MR. CALTHORPE: Ken?

18 MR. KAY: My name is Ken Kay with Kenkay  
19 Associates, landscape architect, environmental planner.  
20 We have about three or four minutes I think to get  
21 through a few projects and also have Alice Carey present  
22 hers.

23 I would just like to -- and I am going to  
24 briefly do this. This is Marina Village, which is in  
25 Alameda. The point of this project is it is an historic  
20  
1 project. It was a shipbuilding site.

2 I was involved in the master plan for 15  
3 years, the master plan in the implementation of this  
4 project which I think is significant. Particularly,  
5 given the Presidio is large scale and its master plan is  
6 going to have to be implemented over a long period of  
7 time.

8 This is a mix-use development. There was  
9 an emphasis on creating pedestrian, bike connections.  
10 There is a mile of shoreline and a lot of historic  
11 restoration of the landscape and buildings. This is an  
12 historic powerhouse on the site (indicating).

13 The Palo Alto Baylands is a 2,000 acre  
14 master plan I did with my partner Garrett Ekbo. We did  
15 a plan for environmental preservation of the baylands.  
16 This is an interpretive center in the marsh area which  
17 will be preserved.

18 Also with Garrett Ekbo, I did Strawberry  
19 Canyon, which is a vegetation management study to  
20 basically preserve Strawberry Canyon on U. C. Berkeley  
21 campus.

22 And then, finally, I am working on the San  
23 Francisco Zoo with the architects Field Paoli. We are  
24 doing a major renovation. We have a similar environment  
25 at the zoo as we have at the Presidio.

21

1 I am going to have Alice Carey -

2 MR. MEADOWS: We are going to ask you to  
3 wrap up in one minute, please.

4 MR. KAY: Okay, I am going to have Alice  
5 just wrap up. Alice, if you would do that?

6 MS. CAREY: Just briefly, some of our  
7 projects. This is Asilomar, which of course is a state  
8 park. We did a study of the main area and the Julia  
9 Morgan structures.

10 And we have an historic photo because we  
11 always study the history of buildings, and not only the  
12 architecture but what takes place in the buildings. And  
13 in this case, we found that the Phoebe Hearst  
14 Administration Building had performing arts.

15 And then we also did a similar study at  
16 Wawona of all the historic buildings and an analysis of  
17 the site. And these two projects parallel in a way that  
18 relationship between the Park Service and the Trust, as  
19 we were retained by the concessionaires in both cases,  
20 with the blessing of the National Trust in the selection  
21 process.

22 And then, finally, the two national  
23 historic landmark districts in the city, the San  
24 Francisco Civic Center which we have been working on now  
25 for nine years, rehabilitating all the historic

22  
1 structures. And then the Presidio. We have a number of  
2 projects here, definite quantities contracts.

3 Right now we are working in the analysis of  
4 the historic graffiti that was left by the Indians on  
5 Alcatraz. So, we think we have a great team. We have

6 environmental design planning, historic preservation,  
7 and we are enthusiastic and excited about the project.

8 Thank you.

9 MR. MEADOWS: Thank you very much. The  
10 second group to present will be the EDAW Group.

11 PRESENTATION BY

12 E D A W

13 MR. FOLKS: Good morning. My name is Allen  
14 Folks. I am with EDAW. And I am joined today by three  
15 of my colleagues: Jacinta McCann, a principle; Joe  
16 Brown, the president of EDAW, and Peter Owens over there  
17 who is senior urban designer.

18 It is indeed an honor for us to be here.  
19 This is certainly a project of great significance and  
20 one that the firm is behind one hundred percent.

21 I have a long history with the Presidio and  
22 I have been thinking about this site for about the last  
23 13 years. And part of that reason is the fact that I  
24 led a team of landscape architects and others on behalf  
25 of the ASLA to look at a lot of the resources in the

23

1 Presidio back in 1986.

2 And this was a legacy project that we did  
3 for the City of San Francisco. And that has inspired me  
4 to be thinking about this site and what we would like to  
5 accomplish with you.

6 We have an organization chart over here,  
7 and I don't need to go into that in any great detail. I

8 will say that we are joined by some of the best and  
9 brightest people and firms in the Bay Area.

10 In addition to the field that we represent  
11 in terms of planning and urban design, there are  
12 transportation, architecture, public outreach  
13 consultants and others who will help us throughout this  
14 whole process.

15 One of the things that we were asked to  
16 talk about was opportunities and challenges and what we  
17 have called core issues. And I think this board has got  
18 a couple of key things they need to think about. The  
19 first one is this dual mandate of resource  
20 sustainability and economic viability.

21 History does matter. You have a  
22 significant cultural site here, one that is layered with  
23 history over time. And it is a site that has attained  
24 the National Historic Landmark Status back in 1962. And  
25 all you need to do is drive around the site and find  
24  
1 evidence of that.

2 But as part of that study that we did back  
3 in 1986, we looked at a lot of the things that were  
4 buried beneath the ground also, things that you don't  
5 see here. But they are equally significant.

6 But then you need to have that other  
7 mandate of making yourself economically viable. So you  
8 need to act fast. You need to be nimble. You need to  
9 be agile. You need to be thinking about being an

10 entrepreneur. And so you need to act quickly. And you  
11 need to streamline this process wherever you can.

12 But recognize that there is a GMPA which  
13 was done. And that holds the vision for you, but it is  
14 just a concept. And you need to get into the construct  
15 of that. What's the blueprint that is going to make  
16 this place happen?

17 And on top of that, you have to be a good  
18 neighbor. It is extremely important, Jim talked about  
19 it, you recognize it. Any of us that have worked in the  
20 Presidio, around the Presidio, around the lands of the  
21 GGNRA, know this. The people in this audience know it.  
22 You have to listen to them. You have to partner with  
23 them. And you have to solicit their advice.

24 So what should you be doing in the next 24  
25 months as a group? What is important? We think you

25  
1 need to develop a concurrency approach to planning.  
2 Take on those big sites, the sites that are going to  
3 give you revenue. Look at Fort Scott, look at the main  
4 post, look at Letterman, look at the public hospital  
5 site.

6 But at the same time think about the larger  
7 issues of circulation. Trying to make this place more  
8 legible. Think about recreation and the way the people  
9 come from the neighborhoods who run through here, that  
10 jog through here. Increase access to those sites.

11 Increase access and legibility for the

12 visitors who come here. That's going to be very  
13 important in the years to come. And then also protect  
14 those sacred sites. We talked about this a little bit  
15 yesterday. There are lots of them here. So you need to  
16 protect them and then you need to educate the public  
17 about the special nature of those places.

18 So you want to think about this, I think,  
19 as almost like a jazz tune. Think of yourself as Miles  
20 Davis a little bit. You have got this improvisation  
21 that has to happen. But it happens against the grounded  
22 structure. And so as we move forward with you, we will  
23 work with that improvisation.

24 So a couple of things we want to talk about  
25 are several projects that we think have relevancy to  
26  
1 you. The first one is the Sutro historic district which  
2 EDAW prepared back in 1993, and I was very much involved  
3 with that along with others in EDAW.

4 It needs little introduction. It is 100  
5 acres at the Lands End site, just around the corner from  
6 the Presidio. And what was important there was to  
7 determine the significance and integrity of both the  
8 cultural and the natural landscape.

9 It is a site that has a very cultural  
10 history. Adolph Sutro was an innovator and he built the  
11 Sutro Baths. It was one of the most magnificent things  
12 in the late 19th century. But it also has wetlands, it  
13 has archaeological remains, it has special biotic



14 species, it has transportation issues. And then it has  
15 over one million visitors a year.

16 So you have this layer on top of the  
17 cultural on top of the natural. Same issues in the  
18 Presidio. And the way that we dealt with that was to  
19 try and protect those sacred places, but also interpret  
20 them, make it an education site, but look forward.

21 Sutro was an innovator. What's the  
22 innovation for the 21st century? And in that design it  
23 was coming up with a state of the art weather station  
24 that gives information about this place to people coming  
25 here in its special point on the ocean.

27

1 And then a laser halography show which  
2 would come out of the new visitors center, hit a fog  
3 curtain and sort of display the volumes of the historic  
4 baths that were there before. So it's looking back,  
5 looking forward. And that's what you need to do. Look  
6 back, look forward.

7 So let me now turn it over to Jacinta  
8 McCann and she will talk to you about another project.

9 MS. MCCANN: Thank you, Allen.

10 I am going to talk to you about a project  
11 which has many parallels to the Presidio. It is a  
12 project which I have committed my last four years to in  
13 Sydney, Australia. I am moving to San Francisco, so I  
14 want to talk to you about some of the things that I  
15 think may help, provoke and evoke a response to the site

16 and to some of the characteristic issues that you are  
17 facing.

18           The project is a military base closure. It  
19 is being developed now as the Olympic Village in Sydney,  
20 Australia. The project is a similar scale to the  
21 Presidio. It is about 200 acres.

22           It sites within a 2,000-acre setting which  
23 will ultimately be a series of parklands that connect  
24 this whole framework of olympic park, live community,  
25 and then overlaying with a whole series of principles to  
28  
1 do with ecological sustainability.

2           Now moving on to the project itself, I want  
3 to talk to you briefly about a couple of principles  
4 which have driven the whole design planning process and  
5 which I think bare some relevance to some of the issues  
6 that you are facing here with the very special  
7 significance, very special characteristics of the  
8 Presidio.

9           one of the things that is a very  
10 significant characteristic of the village project is  
11 that it is a collaboration between the private sector  
12 and the government. But it is a collaboration which is  
13 based on very clearly articulated and agreed  
14 sustainability principles: economic sustainability,  
15 social equity and ecological sustainability.

16           These are defined in very clear performance  
17 standards and outcomes which are measurable. And the

18 other distinctive feature that we have developed in this  
19 project is an audit, a sustainability audit process.

20 So that not only all the good theory that  
21 people talk about, all their desires about  
22 transportation, are achieved by diversity protection  
23 measures, but they are constantly monitored through the  
24 process.

25 We believe this is going to produce a  
29  
1 world-class result for that project. And what I would  
2 like to do is to commit myself personally to this world  
3 class, world-significant project here at the Presidio.

4 MR. BROWN: Thank you, Jacinta. I am Joe  
5 Brown, the president of EDAW. And I just want to commit  
6 the firm in its entirety. It is a major San Francisco  
7 firm, been based in San Francisco, headquartered here  
8 for 60 years. In the last eight years we have had a  
9 tremendous renewal and expansion of the firm led by  
10 people like Jacinta and Allen and Peter and others.

11 I want to commit our resources entirely. I  
12 live in the neighborhood. I want to commit myself  
13 personally to this project. I run, bike and swim in the  
14 Presidio, and I want to continue to do that in a very  
15 good and wonderful way.

16 I would also like to just reiterate our  
17 commitment by telling you that I am here today to commit  
18 EDAW's summer student program to the Presidio in the  
19 year 2000. Some of you are familiar with our program.

20 But it is \$150,000-worth of services that we give for  
21 special civic purposes around the world. Last year was  
22 Suzhou, China. Several years ago was the monumental  
23 core of Washington, D.C. And this past year was Petra.

24 And this is a way to engage the community,  
25 young professionals, developers, resource specialists,  
30

1 ecologists, in a project within a project. So we would  
2 commit that to the Presidio for our 20th year of the  
3 summer student program in the year 2000.

4 On the issue of concurrency, I would just  
5 give you one implementation of planning design concept  
6 to carry on from what Allen said. I would recommend  
7 doing a revenue-generating project, a natural resource  
8 project and a cultural resource project in concurrent  
9 form at all times during your design and planning  
10 implementation time.

11 Thank you very much. We very much would  
12 like to help you and support you in the planning and  
13 design implementation stage.

14 MR. MEADOWS: Thank you very much.

15 The third group to speak today will be  
16 Royston Hanamoto Alley & Abey.

17 PRESENTATION BY

18 ROYSTONHANAMOTO ALLEY & ABEY

19 MR. NELSON: Thank you.

20 Good morning, distinguished Board Members  
21 and Mr. Meadows, I am Doug Nelson from Royston Hanamoto

22 Alley & Abey.

23 With me today are some of our firm members.

24 Cordelia Hill, our planning principal, and Barbara

25 Lundburg, one of our design principals. And with me to

31

1 act as an assistant project manager is Danielle

2 Machotka.

3 We also have several members of our team

4 here in the audience. I know Leslie Stone from Leslie

5 Stone Associates, our interpretive planner and designer,

6 is here. I believe Karen Fieney from EHDD Architecture

7 is here. And Marty Abell from ESA Environmental is

8 here. And I believe Steve Farneth from ARG might be

9 here? Nina's here. Nina Pascale.

10 We are really very pleased to be here.

11 This is a great honor for us. We have been very

12 interested in the Presidio since before the Army has

13 left, obviously, as many people have been. It is a

14 wonderful cherished treasure for San Francisco and the

15 entire Bay Region.

16 Royston Hanamoto Alley & Abey is a planning

17 and design firm with a 40-year history of park planning

18 and design. As landscape architects, we practice

19 sustainability every day. We bring an understanding of

20 the issues that face the Presidio and have a great

21 appreciation for the Presidio's national significance.

22 We approach each project uniquely. We

23 strive to understand the natural and cultural

24 determinants that are so key to a site, and particularly  
25 in the Presidio where really we are dealing with

32

1 existing resources that are here. We view ourselves as  
2 planners and designers that work in the realm of a  
3 context. We consider ourself contextual.

4           There are three main points I would like to  
5 impart to you today:

6           Royston Hanamoto Alley & Abey and our team  
7 bring the highest qualifications for park planning and  
8 design.

9           We will facilitate an open planning process  
10 that will assist you in meeting your goals.

11           And the key point I would like to make is  
12 that we consider first and foremost that the Presidio is  
13 a national park.

14           We have assembled a team of the highest  
15 qualifications. Many of our team members have performed  
16 work in the Presidio for the National Park Service in  
17 recent years. Our team will offer a full-range of  
18 services through one contract and one point of contact.

19           We have existing working relationships with  
20 most of our team members, and that is important to us.  
21 We also have significant participation by women- and  
22 minority-owned firms including ourselves.

23           I would like to tell you a little about a  
24 few projects that have some particular relevance for  
25 what we will be looking at in the Presidio. First and

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1 foremost is our work that we have done in the Presidio.

2 We were on the definite quantities contract  
3 team for services to the National Park Service. We were  
4 on the team with the Architectural Resources Group and  
5 provided consultation and design and planning services  
6 for the National Park Service in development of several  
7 of the building clusters into park uses.

8 One of the first things we did at the  
9 beginning of our project was really try to understand  
10 the significance of the historic resources that are in  
11 the Presidio. Particularly from our standpoint, the  
12 historic landscape. It is a cultural landscape that  
13 must be cherished and it is a resource that we want to  
14 recognize and enhance through our planning and design  
15 work.

16 Some of the projects that we were involved  
17 in include the Funston Avenue houses which were designed  
18 to be converted for overnight accommodations. Also the  
19 Pilots Houses up by the bridge and several other  
20 buildings and clusters including Scott Hall and Pershing  
21 Hall on the main post.

22 The second project I would like to tell you  
23 a little bit about is Golden Gate Park Master Plan. As  
24 you know, Golden Gate Park is about 1,000 acres, a  
25 little bit smaller than the Presidio but with many of

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1 the same issues. This was the first comprehensive

2 master plan for Golden Gate Park.

3 The issues that we looked at in Golden Gate  
4 Park are very similar to those that are approached in  
5 the Presidio. It is a historic designed landscape, as  
6 is the Presidio. In this case, Golden Gate Park was  
7 built completely on sand dunes.

8 And that historic landscape was really the  
9 theme for our master plan. Because that was a critical  
10 aspect of the plan which was essentially a presentation  
11 plan to ensure the landscape will survive into the next  
12 century.

13 The issue of the forest in Golden Gate Park  
14 is very similar to the issues facing the forest in the  
15 Presidio. And the number one issue that we spent the  
16 most time dealing with is traffic and circulation in  
17 Golden Gate Park.

18 And this will be truly a key issue in the  
19 Presidio, how we proceed to fulfill the vision of the  
20 Presidio at build-out with the large number of people  
21 that will be scheduled to be in these buildings and  
22 visiting the park. The transportation issues are going  
23 to be the key to managing that in a workable way.

24 We also developed a public participation  
25 process. Our planning process went over two years, and

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1 in that time we had over 30 public workshops and task  
2 force workshops. And we also had innumerable meetings  
3 with neighborhood groups, user groups and other



4 stakeholders in the park.

5           The next project I would like to show you  
6 is Glacier Point in Yosemite National Park. And the  
7 significance here is its national significance. And  
8 that is its relation to the Presidio. This is one of  
9 the most significant national scenic spots in the  
10 National Park System.

11           And we were given a challenge here to  
12 approach a site that had been degraded for many years.  
13 This was the site of the Glacier Point Hotel, which  
14 burned in 1969. And in this before view, this is the  
15 site that we were presented with. It was totally  
16 degraded and overrun with the million-plus visitors that  
17 visit here each year.

18           Our task was to organize the site into a  
19 sustainable landscape through circulation, revegetation  
20 of natural areas and facilities for visitors. Signage  
21 and interpretive displays were also part of the project,  
22 as was 150-foot granite amphitheater providing a  
23 reasonable place to sit and enjoy the view, and for  
24 interpretive and stargazing programs.

25           Lemoore Naval Air Station. This is a  
36  
1 project that we worked on for the Navy in the Base  
2 Closure and Realignment Program. Lemoore was one of  
3 those bases that was expanding. Other bases were  
4 closing and new personnel were being shifted to this  
5 establishment.

6                   The concern the Navy had was keeping good  
7 people, particularly pilots and the high-quality people  
8 that the Navy was trying to attract. They needed to  
9 have livable spaces for them.

10                   So this was a project that was a  
11 comprehensive neighborhood plan to improve the  
12 livability of the neighborhoods, including recreation,  
13 and basically multiple-use. And the relevance here is  
14 this is a live-work community, as the Presidio will be.

15                   The final project I would like to show you  
16 is GGNRA. And this continues a long tradition that our  
17 firm has with GGNRA and the Presidio. In the initial  
18 planning for the GGNRA, our firm was involved in the  
19 resource planning, documentation for the National Park  
20 Service, which included the Presidio.

21                   We also did the master plan for Fort Mason.  
22 And our current project is our National Peace Garden in  
23 Washington, D.C. We also have trail experience and  
24 recreation experience. This is the Bay Area Ridge Trail  
25 (indicating).

37

1                   I don't have time to go through our team's  
2 experience. But just very briefly, Architectural  
3 Resources Group has significant experience in the  
4 Presidio including the guidelines for rehabilitating  
5 buildings in the Presidio. And our firms ESA and  
6 Pacific Legacy are currently working on environmental  
7 compliance for the Yosemite Falls corridor in Yosemite

8 National Park.

9 Leslie Stone helped us with the  
10 interpretive exhibits at Glacier Point. And EHDD has  
11 done a magnificent job of the new expanded restaurant at  
12 Yosemite Lodge.

13 I would like to give you a little bit about  
14 our planning approach. We will provide an open planning  
15 process. We will be partnering with the Presidio Trust  
16 and the community. It will be a multi-disciplinary  
17 approach.

18 The framework of the GMPS will be the  
19 primary structure that we build on. And the mandate of  
20 the Presidio, to provide a self-sustainable national  
21 park by the year 2013, will be a very important  
22 consideration. But primary is the national significance  
23 of the Presidio. First and foremost, the Presidio is a  
24 national park.

25 You have asked us a little bit about our  
38  
1 vision of the Presidio in the year 2010. We see a model  
2 sustainable community. And we believe that its success  
3 will be judged by its influence on other communities  
4 around the globe.

5 It is a community that is looking forward  
6 at the same time it is cherishing its past. And it is a  
7 destination for congressional committees to see how the  
8 Presidio became sustainable, environmentally and  
9 financially, three years early.

10 I have a quote from Frederick Law Olmstead  
11 that we came across in our Golden Gate Park work, and it  
12 is very relevant here. He was consulting with William  
13 Hammond Hall on the development of the park. And this  
14 was some of his recommendations:

15 "Let me counsel you to remember that your  
16 park is not for today but for all time."

17 And that is a very important precept that  
18 we would like to bring today to our planning in the  
19 Presidio, that the planning actions that we do today  
20 will be the legacy that we leave for the future. And we  
21 should always have that approach in our work.

22 With that, I would like to conclude our  
23 comments. And I thank you very much for this  
24 opportunity.

25 MR. MEADOWS: Thank you very much.

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1 Our next group to speak will be Sasaki.

2

3

PRESENTATION BY

4

SASAKI

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MR. GALEHOUSE: Good morning. My name is  
Dick Galehouse. I am a principal with Sasaki  
Associates, the senior planner in the firm.

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9

10

11

What I would like to do in the time  
allotted this morning is tell you a little bit about who  
Sasaki is, and then share with you some of the lessons  
from our experience over the last four decades.

12                   To us as professionals, each assignment is  
13 a learning experience. And I think we have learned some  
14 valuable lessons that have applicability to the  
15 Presidio.

16                   Hideo Sasaki was born and raised in  
17 California, matriculated east and wound up as chairman  
18 of landscape architecture at Harvard. And I would dare  
19 say most of the professionals in the room probably were  
20 his students including myself.

21                   The distinctive nature of his teaching and  
22 his practice was to develop a culture of inter  
23 disciplinary planning and design. By nature he was a  
24 planner and a landscape architect.

25                   And the culture of our firm is one where we  
40  
1 have sought to develop interdisciplinary  
2 professionalism, respect and understanding of each other  
3 in our practice. We house under one roof planners,  
4 architects, landscape architects, civil engineers,  
5 environmental designers, graphic designers and interior  
6 designers.

7                   We believe that the challenge of the  
8 Presidio to the Trust and certainly to the professional  
9 team that would work with the Trust is twofold. And it  
10 has been spoken to already.

11                   The first challenge is to realize the  
12 vision of a great park. This is, after all, to be a  
13 park, first and foremost. And, second, this dual role

14 of utilizing the infrastructure and assets that are in  
15 place to create revenue to support that park and to  
16 sustain it into the future.

17 If I can then, what I would like to do is  
18 share some lessons that we have learned over time.

19 In our work with the Nature Conservancy on  
20 the Virginia Biosphere, this was a project that extended  
21 the concepts of sustainability to the support of both  
22 the farmers and the fishermen, both economically  
23 disadvantaged in this region, with the recognition that  
24 their physical well-being and economic well-being was a  
25 part of a comprehensive sustainable program.

41

1 At Yosemite where we are currently the  
2 architects for the new lodge and employee housing, the  
3 building itself is being subjected to rigorous  
4 sustainable practices and design. Its form is derived  
5 from the appropriateness of the place and the region.

6 In our work at the National Arboretum in  
7 Washington, D.C., I think we have become very sensitive  
8 to human impact on sensitive natural resources, both in  
9 our design of the structure that houses Japan's gift of  
10 the Bonsai to the country and in the movement of people  
11 through park-like spaces.

12 At colonial Williamsburg our assignment was  
13 to try and understand out of this very large landholding  
14 what part of that land was essential to the experience  
15 of the museum function, and what land might be available

16 for real estate development in order to create endowment  
17 to the trust.

18 At the University of Virginia, it is  
19 representative of one of the 200 or so colleges and  
20 universities where we have provided master planning and  
21 project design, and it is clearly echoed at main post  
22 and at Fort Scott. And the validity of this form is  
23 clearly validated.

24 our approach as architects,  
25 philosophically, is to create form that is appropriate

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1 to the time, the place and the region. This is a new  
2 classroom building at the College of the Holy Cross  
3 (indicating).

4 This is the recreation building at the  
5 University of California at Santa Barbara (indicating).  
6 This is Maricopa Community College in Arizona, each  
7 distinctively different but we believe appropriate to  
8 the time and the place and the region.

9 Princeton's Forestall Center is an example  
10 of a corporate business park where, in a suburban  
11 setting, we created a village center to service the day-  
12 to-day needs of the 15,000 office workers in that  
13 center. Reston Town Center is really a grown up town  
14 center version of that same idea to create place and a  
15 sense of delight and beauty for the people who live  
16 there.

17 Lowry represents one of three dozen

18 military bases that we have had an opportunity to work  
19 with. It is considered the most successful recent base  
20 closure in terms of its ability to place infrastructure  
21 back into use.

22 Our experience with bases is that there is  
23 a tendency to hang on to too much of the old  
24 infrastructure, buildings and roads, and maybe that is  
25 something the Presidio might take another look at.

43

1 We are developing a new town near  
2 Tallahassee, Florida, and it is a project that is really  
3 based on a value system of design of mixed use.

4 At both the North Embarcadero Alliance  
5 project in San Diego, which has just been awarded this  
6 week the Nolan prize, and in our work here in San  
7 Francisco on the waterfront, are really illustrations of  
8 public-private partnerships which have had to reach out  
9 and engage the community.

10 We enthusiastically embrace the community.  
11 We find that it directly impacts both the program and  
12 the design form in our work.

13 And, finally, Stone Mountain is  
14 representative of our work on all of the modern Olympics  
15 in the United States beginning with Lake Placid and the  
16 San Fernando Valley, all large public park spaces.

17 Stone Mountain is really an illustration of  
18 how a beautiful natural resource could be essentially  
19 destroyed by development pressures. It is a park that



20 depended on a gate fee, it had to be self-funding. our  
21 task was to sort out land use. We created a district  
22 concept.

23 And it is important to us and I think to  
24 the Trust that the discipline of economic feasibility  
25 and financial accountability become a part of the  
44  
1 planning and design process from the onset.

2 To conclude, we view the Presidio as a  
3 national treasure. We believe your vision is a noble  
4 one. Sasaki Associates would consider it a privilege to  
5 be associated with you in the refinement of that plan.

6 Thank you very much.

7 MR. MEADOWS: Thank you.

8 The final group to speak this morning will  
9 be the group from SMWM.

10 PRESENTATION BY

11 SMWM

12 MS. ALSCHULER: Good morning. I am Karen  
13 Alschuler and I am the principal of SMWM and delighted,  
14 as everyone else has said, to be with you here this  
15 morning.

16 I don't stand here alone. We have a large  
17 team of people who are all available to you in working  
18 on the Presidio planning effort. And I would just like  
19 the members of our team to stand up in the audience. I  
20 won't introduce everybody. But we are all here and we  
21 will be sticking around if people would like to answer



24 the people we think are right for you in what you need,  
25 and people that share an ethic about doing planning and  
46

1 design, one that brings sustainable design throughout  
2 our efforts and one that is an open public spirit in our  
3 design which we think is something that makes us the  
4 right people for this setting.

5           You have asked us why we are interested in  
6 this project. What is it about our team and the project  
7 itself that strikes to the heart of what we are  
8 interested in? And, really, I think this kind of work  
9 is at the heart of why we do planning.

10           We are interested in mixed-use communities  
11 where people live and work and play together and where  
12 there is a real opportunity to have a very successful  
13 one here.

14           We are interested in building communities  
15 that work, that recognize and celebrate their strengths  
16 and that have a sustaining quality of urban life. And  
17 we are really comfortable in communities that care  
18 intensely about themselves, as is obvious today from all  
19 the people here and all of you who have contributed your  
20 time. That's where we do our best work.

21           We think also you have been entrusted with  
22 a very great responsibility, one that is very important  
23 to us and the City of San Francisco, but is also a very  
24 important national model, and we would like to be with  
25 you to see the success of meeting that trust.

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1                   And, finally, it is our home. And, of  
2                   course, we are very interested in a long-term  
3                   relationship with you and the ability to implement this  
4                   plan.

5                   I am going to show you a few slides. What  
6                   they do is just kind of touch on the range of work that  
7                   we do within the characteristics we think are most  
8                   important for what's been asked for at the Presidio.

9                   So let me run through a few of those.  
10                  First of all, we are a team that's known for making  
11                  great public places. Not just for the quality of those  
12                  places, but the way in which they are the underpinning  
13                  of great urban communities, places to live and work  
14                  surrounding them.

15                  These range from Battery Park City in New  
16                  York, the Olin Partnership, to the Sutro Baths where  
17                  Cheryl Barton was the primary landscape designer on that  
18                  effort.

19                  It is projects that range from Bryant Park  
20                  in New York to Post Office Square in Boston, projects  
21                  that have transformed their neighborhoods and made them  
22                  something better because of the quality of the public  
23                  space and the development that has followed in  
24                  surrounding districts.

25                  They range from Yerba Buena Gardens where  
48

1                  we were the architects, SMWM, for this last piece of the

2 Yerba Buena Gardens under construction now, the  
3 entertainment retail project which is finishing off that  
4 great public space.

5 And we have been involved for some 12 to 15  
6 years in the Civic Center area where we are the  
7 architects with Pei Cobb Freed of the main library. But  
8 are also doing the design for the Civic Center itself,  
9 the public place that will tie all of that investment  
10 together.

11 We are involved from the Presidio in San  
12 Francisco to the Presidio in Monterey, drawing on the  
13 historic resources and cultural landscape capabilities  
14 of our team.

15 That national and international reputation  
16 is then put together with a commitment to market-based  
17 planning. Just a couple of examples in that mode.

18 One, the Transbay project. It is a  
19 district between Market Street and the Bay Bridge in San  
20 Francisco where we were the planners looking at the  
21 future of that district, what should be done on the  
22 35-acres of developable land that are there now that we  
23 have torn down the ramps and have land available.

24 And by doing that planning effort, we have  
25 triggered a lot of interest in development in that area,

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1 the slide on the right (indicating), to show some of the  
2 people who have looked at it and considered projects.

3 And that area is booming now as the basis

4 of this plan which began with a market study. And the  
5 direction of that work was based on specific market  
6 objectives and the realities of what could be done in  
7 that district.

8 We are doing something very similar in St.  
9 Louis right now for the downtown plan where we begin  
10 with a market analysis. Our projects are rooted in the  
11 physical realities, the market realities, the regulatory  
12 realities and the community perspective of each of our  
13 projects.

14 So we take then that market analysis,  
15 looking at downtown St. Louis, and apply it to things  
16 like the historic main post office building on the right  
17 (indicating), where we are looking at the details of  
18 reuse. Now we are getting to detailed implementation  
19 planning, putting our planning and our design skills to  
20 work in that setting.

21 And, finally, for this example of rooting  
22 in market-based work, we are a part of the Mission Bay  
23 team that over the last year and a half has brought this  
24 project finally to realization. We do believe it will  
25 go ahead this time, partly because it is firmly rooted

50

1 in the market and it is focused around a campus of the  
2 University of California.

3 And we are now moving out of planning where  
4 we have run the process of planning for that project  
5 into the detailed design and beginning to look at  
6 architecture and design, which is something we would  
7 look forward to doing with you.

8 This is then moving on to our commitment to  
9 community involvement. We are a team, all of us,  
10 committed to collaboration. We work with only engineers  
11 who can talk in public, and historic people who can work  
12 doing the shuttle diplomacy that you need with the  
13 agencies and support of public meetings.

14 But we also want a great public process.  
15 From the very beginning -- this is from the Hunters  
16 Point Shipyard where we have been involved for some six  
17 years (indicating), from the earliest planning, thinking  
18 to then working with community people to see how a  
19 project will be built, and actually building three  
20 dimensionally models of the site.

21 We have done something similar at mission  
22 Bay where we ran a series of public workshops, inviting  
23 people to lay the framework, the groundwork of public  
24 space that would support this district, and then  
25 beginning to build three-dimensionally on the site so

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1 people understand what does it mean to build a research

2 building or housing or a public park at the center of  
3 this community.

4 And bold new ideas came out of this process  
5 that are a part of the adopted plan, unanimously adopted  
6 recently by the Supervisors.

7 We have worked with a wide diversity of  
8 people from business groups in Transbay to groups  
9 sitting around the table looking at issues at the  
10 Presidio, where Alison Kendall has been involved for  
11 years and has also taken on in the past the issues of  
12 Treasure Island and other base closure, always offering  
13 room for collaboration.

14 And, finally, on this theme, I think one of  
15 the best things we have done in recent years was to  
16 design a space and fill it with interesting information  
17 in a long-term visitor center for Mission Bay. It is  
18 going to be a 20- or 30-year project.

19 It is something you might be thinking  
20 about, not just a visitor center for visitors to the  
21 park but people of the community who want to know what's  
22 happening at the Presidio as it moves along. And this  
23 space, if it is open and available to visit, is filled  
24 with the materials from the research work and the  
25 community work on that project.

52

1 We have an ethic, as I said, that the team  
2 shares in terms of sustainability that we bring to all  
3 of our projects from the oceanside treatment plant to



4 wetlands restoration projects to building design.

5 It is not just something to apply later or  
6 to audit in a project, but something that is brought  
7 forward from the very beginning to the end of our  
8 interest.

9 And, finally, we are a team that brings to  
10 you plans that work, plans that move through many years.  
11 We stick with you. We are committed to the long term.

12 An example here is the Hunters Point  
13 Shipyard which has gone from the earliest visualization  
14 of vision and dreaming which we organized groups to do  
15 in the very early years, to now a vision of what can be  
16 there in the future which is now under developer bids.

17 It will soon begin construction. This is a  
18 project where we have done everything from running the  
19 graphics production for the project to doing the  
20 phasing, organizing the phasing of development with the  
21 cleanup of the site.

22 Our team and members of our team have been  
23 involved in the waterfront in San Francisco for many,  
24 many years. Evan Rose, who is the senior urban designer  
25 for this project, was the author of the urban design

53  
1 plan for the waterfront.

2 And now, as is our wont, we are involved in  
3 implementing those plans. We are the designers on Pier  
4 I which will be the Port's own offices and office  
5 facilities, and have just been selected as the designers

6 on the team that has been selected for the Ferry  
7 Building.

8 So we are committed to San Francisco. We  
9 are committed to making plans work and seeing their  
10 realization. And we have the team members that can do  
11 that work.

12 So we are ready and willing to work with  
13 you on the details of the Presidio, whether it may be  
14 the details surrounding the main post or the Letterman  
15 complex or other sites.

16 We think our responsibility will be not  
17 only in the small details of site planning, but in  
18 looking at the big picture of how to be sure an  
19 implementation, those investments, are tied together to  
20 achieve the goals that you want.

21 We think that we can work with the  
22 community on the edges of the Presidio. This is a  
23 specialty of ours, and we look forward to those  
24 meetings, whether they be large meetings or smaller  
25 working sessions that are essential to achieve what is  
54  
1 needed.

2 And we look forward to working with you to  
3 combine your vision, your sense of what the market is  
4 for the Presidio, with a real opportunity to be a model  
5 swords-to-plowshares project. Nothing better than  
6 seeing a child climbing on the former military equipment  
7 of the site.

8                   But we know that the clock is running. We  
9     have in mind the 2013 deadline, and we have in mind your  
10    deadline today to open up this meeting and start to hear  
11    from the public about what they are interested in in  
12    terms of implementation planning.

13                   So I would just conclude that we are  
14    intensely interested in working with you. Our team is  
15    here to respond to questions. And we look forward to  
16    the comments that come here this morning.

17                   Thank you very much.

18                   MR. MEADOWS: Thank you very much.

19                   I would like to thank our five groups that  
20    have presented today and to remind the public that we do  
21    have the written comments of Mr. David Schwartz.

22                   There are two things I might point out  
23    right up front about the presentations. I guess three  
24    things. One, that they were all able to stay within the  
25    10-minute limit, which was as Mr. Calthorpe mentioned

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1    almost an impossibility given their background. But I  
2    do appreciate that.

3                   They all mentioned two specific themes that  
4    I just want to cover briefly, then open it up for  
5    questions. One, that we are in the business as the  
6    Trust and the National Park Service of preservation of  
7    the Presidio as a national jewel and as a national park.  
8    That is the business we are in. That is our goal. And  
9    that defines our mission.

10                   The second thing that they all mentioned  
11 uniformly was public outreach, public comment and public  
12 participation. What I would like to do is outline why  
13 we are doing this today.

14                   Basically, to implement the GMPA and the  
15 themes put out by the Presidio Trust Act, we feel it is  
16 going to take probably 24 months of detailed planning.  
17 The firm that we select will be involved in that  
18 planning process.

19                   There will be a series of tasks in the  
20 major project areas such as the main post, Fort Scott,  
21 the Letterman/LAIR area, the public health area and, as  
22 well as and specifically including the natural areas of  
23 the Presidio.

24                   Our intent as far as public outreach is  
25 basically to hold monthly workshops as these tasks move  
56  
1 forward. That basically we will start by bringing in  
2 the team. We will work one day during the day with  
3 staff to go over what they have come up with in the way  
4 of ideas.

5                   And then either that evening or the  
6 following evening, we will have a full-fledged public  
7 workshop, most probably at this location. They will be  
8 the same time every month so that you will know when to  
9 come. You will know ahead of time what the subject  
10 matters are going to be.

11                   And, basically, as you saw in each

12 presentation, although each one has a slightly different  
13 methodology, there is an interactive public  
14 participation in this planning process. That is the  
15 intent of the Trust and basically we are going to move  
16 forward on that over the next 24 months. So I think it  
17 is important in that context, which is what we are  
18 starting today.

19                   Why ten minutes each instead of an hour  
20 each? We have also a mandate for 15 years to become  
21 financially self-sufficient. I am reminded by the Board  
22 of Directors every week that the clock is running. By  
23 the way, we have 13 years and seven months left, not 15  
24 years.

25                   So we are going to be a very active and  
57  
1 fast-paced organization. We hope that we have already  
2 identified that that is a methodology. But also moving  
3 forward with prudence and with proper planning, which is  
4 why we want the guidance.

5                   You are seeing firms here today that have  
6 both a national reputation and very much a local  
7 presence. We are very pleased with the quality of the  
8 presentations and the quality of the groups, and I want  
9 to thank them again.

10                   We now want to open it up for questions.  
11 We have several people who have already signed up. I  
12 would like to call up the groups just in the order that  
13 we have received the cards and in no particular order.

14                   We would ask that you limit your comments  
15 to two minutes -- comments and or questions. we remind  
16 the people that are basically making the comments that  
17 basically the answers to those questions will be  
18 submitted to the public. We will be asking each of the  
19 groups to respond to those questions that are applicable  
20 to the planning process. And that will be available in  
21 two to three weeks.

22                   The final thing I point out -- and this  
23 will be coming out in our newsletter and you can call  
24 the Trust -- we will be going live on a trial run this  
25 next week on a website. We will have this information  
58  
1 available on our website as its becomes available.

2                   And that is [www.precidiotrust.com](http://www.precidiotrust.com). And so  
3 I invite you to check us out on our new website as it  
4 comes up next week.

5                   So without anything further -- by the way,  
6 I believe -- could you check once more with your  
7 expertise? We have the signers here available.

8                   MS. MURPHY: Surely. Does anyone need  
9 signing? Anyone need signing?

10                   (No response.)

11                   MR. MEADOWS: All right. The first speaker  
12 or the first questioner is Jennifer Gridley. And if you  
13 could come up a little bit ahead of time, the second  
14 speakers is Alma Robinson.

15                   STATEMENT OF JENNIFER GRIDLEY

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COW HOLLOW ASSOCIATION

MS. GRIDLEY: My name is Jennifer Gridley and I am president of the Cow Hollow Association. Cow Hollow is the area bounded by Lyon Street, Pierce, Pacific and Greenwich. So we are a direct neighbor of the Presidio and specifically adjacent to the Letterman complex.

And I just wanted to express our concerns about parking and traffic, primarily, about a development of this size and the impact it will have on our neighborhood.

So I would like to hear both from the Trust and from the planners that are proposing projects how they are going to address it, and how you are going to address the impact on our neighborhood in terms of the absorption of this kind of traffic and parking.

I did hear one firm -- I was relieved to hear one firm say that they would work with the neighborhoods on the edge of the Presidio. And I look forward to a dialogue with both you and those planners over the next year or two.

Thank you.

MR. MEADOWS: Thank you.

Alma Robinson? And the next speaker is Kevin O'Connor.

STATEMENT OF ALMA ROBINSON

18 MS. ROBINSON: Thank you for the  
19 opportunity to participate. I am the director of  
20 California Lawyers for the Arts which has sponsored an  
21 arthouse program with the City's Art Commission for the  
22 last 12 years.

23 And so I am here to offer a comment about  
24 the content of the planning that we are doing. I hope  
25 that we are going to include a substantial portion of  
60  
1 the cultural infrastructure in the vision.

2 It already has been in the master plan,  
3 actually. But there is an intense demand for facilities  
4 and studios and we hope we will see that realized.

5 Also, many of us were here eight or ten  
6 years ago, and we are hoping that the process does pick  
7 up speed. We are pleased to hear your comments about  
8 that, Mr. Meadows, and wish everybody good speed.

9 Thank you.

10 MR. MEADOWS: Thank you. Kevin O'Connor.  
11 And the next speaker is David Sibbet.

12 STATEMENT OF KEVIN O'CONNOR

13 HOTEL AND RESTAURANT EMPLOYEES UNION

14 MR. O'CONNOR: Good morning, my name is  
15 Kevin O'Connor. I am the director of organizing for the  
16 Hotel and Restaurant Employees Union, Local 2, here in  
17 San Francisco. One of my jobs there is to direct street  
18 fights for the union.

19 (Laughter.)



20 MR. O'CONNOR: And my comments today  
21 concern the Letterman Complex. Two of the master  
22 developers who have responded to the Letterman Request  
23 for Proposals have included an inn or a hotel and  
24 conference center in their proposals.

25 We are familiar with most of the hotel  
61  
1 operators who have expressed an interest in leasing or  
2 managing those facilities. Some have a decent track  
3 record with the community in San Francisco and others do  
4 not.

5 If the Board Members see fit to chose one  
6 of the proposals that includes a hotel, we encourage you  
7 to chose an operator who intends to make a positive  
8 contribution to the community.

9 In our view, that would include a hotel  
10 operator with a willingness to provide quality jobs that  
11 are a true benefit to the community. Such an operator  
12 would avoid labor unrest by signing and adhering to a  
13 card-check neutrality agreement stating they would not  
14 subject workers to an anti-union harassment campaign  
15 should their workers chose to form a union.

16 In recent years, our union has signed  
17 numerous card-check neutrality agreements with  
18 progressive employers in both public and private arenas.  
19 The wrong kind of hotel operator creates labor unrest of  
20 the kind that brought 1,300 people to a demonstration at  
21 the downtown Marriott on November 17th. One hundred and

22 fifty of those people were engaged in nonviolent civil  
23 disobedience and were arrested for blocking Fourth  
24 Street.

25 Marriott also earned a poor reputation with  
62  
1 the community in San Francisco by trying to renege on  
2 affirmative action and local hiring commitments it made  
3 with the city before it open that downtown hotel in  
4 1989.

5 And as a result of Marriott's  
6 recalcitrance, the San Francisco redevelopment agency  
7 had to take legal action to force Marriott to live up to  
8 those commitments. And even after all those actions  
9 were taken, a number of community and neighborhood  
10 groups that provided job referrals to Marriott were  
11 dissatisfied with the hiring outcome.

12 So, because the board members have the  
13 ability to approve or reject tenants, we urge you to  
14 chose a hotel operator carefully.

15 In that regard, first we would hope that a  
16 card-check neutrality agreement would be part of the  
17 situation to insure labor peace. And then, secondly,  
18 and sort of a public service announcement, if you made  
19 that decision today and it included that you chose  
20 Marriott, the fact of the matter is you are choosing to  
21 import a labor dispute to the pristine Presidio.

22 And we would hope that wouldn't be your  
23 intent.

24 Thank you.

25 MR. MEADOWS: Thank you, sir. The next

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1 speaker is David Sibbet. And following that is Bryan

2 Foster.

3 STATEMENT OF DAVID SIBBET

4 PRESIDIO ALLIANCE CO-CHAIR

5 MR. SIBBET: Good morning. I am speaking

6 here today as the co-chair of the Presidio Alliance

7 which actually grew out of this very room.

8 We had a greening of the Presidio charette

9 which involved national people and a lot of the park

10 partners. And John Reynolds and I facilitated the group

11 of 60 people who were tenants in the park looking at

12 what would make a sustainable community here. And so I

13 ended up getting involved.

14 I am also speaking as the person who was

15 the lead facilitator for the last planning process and

16 worked with the Park Service on running most of the big

17 public vision sessions, technical sessions, internal

18 Presidio project sessions -- many sessions as you well

19 know.

20 What I did was, I took the time to write

21 down a couple of pages of some of the lessons that we

22 learned from that public process. And I wanted to share

23 them with you, not verbally here but as a way of

24 inviting you to think of some of these criteria about

25 the public involvement part.

1                   It was very good to hear that a lot of the  
2 firms that are applying have that front and center. But  
3 in this community as a veteran of these kinds of things,  
4 I know that it is semi-blood sport in this town.

5                   (Laughter.)

6                   MR. SIBBET: But it can be done well. We  
7 did not have one bad incident in that prior process, and  
8 a lot of excitement. Just one or two things. And you  
9 are already, Jim, making very -- you are underlining  
10 these things yourself.

11                   But involving the stake-holders early and  
12 often. Making the process accessible to people. Making  
13 it easy for the friends to support you. There are so  
14 many friends of the Presidio out there, thousands of  
15 them, and a lot of those seeds can be reawakened.

16                   Lots of time in planning. The power is in  
17 the process. The plan is sort of an excuse to build  
18 friends, to build networks and build constituencies.

19                   I think you shouldn't overlook the  
20 importance of involving the philanthropic community.  
21 The group here is very, very connected nationally and  
22 internationally to givers. And the economic self  
23 sufficiency of the park is going to have a lot to do  
24 with philanthropy, not just rents from the buildings.

25                   And, finally, I can't go to sleep without

1 remembering the power of the community voice in those

2 sessions. And I remember, Ed, when you were in a  
3 session standing next to John Gardner and we were all  
4 trying to figure out how to fill up the buildings. And  
5 everybody was playing let's play developer.

6 And, finally, John just said, "Wait a  
7 minute. Let's remember that the power of this place is  
8 it is a park." You know, this is a place of refuge, a  
9 place of sanctuary. And that if we get that straight, a  
10 lot of the other will follow.

11 The rules here, I don't think, are the  
12 rules of other places. So I would like to share some of  
13 these lessons with you and invite you to really very  
14 carefully pick a planning group that can deal with this  
15 community and its rich diversity.

16 Thank you.

17 MR. MEADOWS: Thank you, sir.

18 The next speaker is Bryan Foster. And then  
19 Michael Alexander.

20 STATEMENT OF BRYAN FOSTER

21 AN INDIVIDUAL

22 MR. FOSTER: Hello! I would like to say  
23 first of all that I think the lesson here is, you  
24 shouldn't pick just one developer.

25 The models, the sort of thing you see from

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1 the mission Bay development project guys and all that,  
2 look nothing like the reality. Nor does any of the  
3 really South of Market development show a continuity

4 that is going on now, or a usefulness in a way that the  
5 city is known for.

6 Many of these project designers are trying  
7 to create a tradition where they haven't one in San  
8 Francisco. Basically, I think that is kind of a key  
9 point there. It's a falsity.

10 Landscape is a small risk compared to what  
11 would come afterwards if we issue a big expensive  
12 contract to landscape nature. Nature is nature. The  
13 tree is already there, right?

14 The military actually has been renowned for  
15 centuries of being very good caretakers of their bases.  
16 They planted the trees. The trees weren't here.

17 I suggest we turn the Presidio into an  
18 international center for global reforestation. The kind  
19 of flooding that happened in Honduras, what is going on  
20 in China, all over the world, it is an eco-political  
21 problem.

22 We need the buildings to have a conference  
23 center of this sort. I suggest university donations.  
24 There are schools all over the country that would be  
25 happy to intern people here where international travel

67  
1 is very profitable. A lot of different people come.

2 National donations, the government and  
3 corporate donations, there is a kind of science, right.  
4 What is going on all over the world, deforestation.  
5 Rain forest burning. This is a major big problem, all

6 right?

7 It cannot be solved in the traditional way  
8 of corporations and businesses and government to  
9 government funding. People have to meet somewhere and  
10 think about the seriousness of this problem.

11 The monsoons could come back next year, the  
12 hurricanes, and blow Honduras down again. There is a  
13 problem going on here, okay? And to exactly repeat that  
14 sort of problem here makes very little sense.

15 The use of existing buildings and  
16 structures can save and possibly renew millions of trees  
17 and millions of acres of trees, if we have incentive to  
18 consider this problem.

19 We all know that corporations take up the  
20 slogans and environmental movements and they go into the  
21 lumber business. All right, it doesn't make sense. I  
22 think we all know that and it is a bit of a problem for  
23 us to cope with this fact.

24 Clearly, the theory of landscaping is  
25 somewhat misleading that you can integrate people into

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1 nature with the use of low-cost materials and cheap  
2 labor, when the real concerns are bulldozing roads and  
3 where to park your cars.

4 MR. MEADOWS: Mr. Foster, may I ask you to  
5 conclude your comments?

6 MR. FOSTER: Yes. I am trying not to sound  
7 very loud, protesting, but it is a problem -- well,

8 basically I don't think we should choose just one  
9 developer. I don't see the logic in that at all. It is  
10 not pluralistic.

11 Thank you.

12 MR. MEADOWS: I have to announce that Mary  
13 Murphy has to leave due to a death in the family. So  
14 apologies to the group, but she is going to have to  
15 leave at this point.

16 (At this point, Board Member Mary Murphy  
17 left the hearing room.)

18 MR. MEADOWS: Our next speaker is Michael  
19 Alexander. And after that, Faith Raides.

20 Michael?

21 STATEMENT OF MICHAEL ALEXANDER

22 SIERRA CLUB PRESIDIO TASK FORCE

23 MR. ALEXANDER: Good morning, Directors. I  
24 am Michael Alexander. I chair the Sierra Club Presidio  
25 task force. If ten minutes is tough for a presentation,  
69  
1 two minutes is even tougher.

2 The question will be, how might these  
3 planning priorities that we have be implemented?

4 1. In land use and transportation, wherever  
5 possible, cluster new uses and villages on or near the  
6 bluffs above Crissy Field where most of the buildings  
7 already are, in an arc between the Palace of Fine Arts  
8 and the Golden Gate Bridge, and connect them with public  
9 transit.



10           2.     The location of many non-historic buildings  
11     such as the MacArthur Avenue corridor and Wherry Housing  
12     are responsible for the Presidio suburban sprawl which  
13     makes it so hard for people to get around the Presidio.

14                 Use up these buildings, economic life,  
15     disassemble them for their salvage value, replace their  
16     square footage in appropriate new construction and those  
17     village-like clusters such as in the Letterman area, and  
18     return the land freed up to open space and restored  
19     stream corridors. Consider a minimum reuse of the  
20     public health hospital area because of its difficult  
21     location.

22           3.     Provide visual, environmental and public  
23     access links to our two great neighbors, the Palace of  
24     Fine Arts and the Golden Gate Bridge. For example, we  
25     might reconnect the stagnant Palace of Fine Arts lagoon

1 to Crissy Field's new wetlands.

2 4. Doyle Drive. Join with the county  
3 transportation agency as it begins design and  
4 environmental review of a scenic parkway to replace the  
5 ugly obsolete highway. And use a refinement of Michael  
6 Painter's beautiful concept plan which was adopted five  
7 years ago by the Doyle Drive task force and the San  
8 Francisco Board of Supervisors as the basis for the new  
9 design.

10 5. Prepare and implement a balanced  
11 transportation plan that actively encourages -- actively  
12 encourages -- pedestrians, cyclists and public transit  
13 use and includes water taxis and ferry services as  
14 proposed by the Bay Area Council.

15 Start now to reduce traffic which uses the  
16 National Park as a shortcut. Sad examples are the  
17 Presidio Avenue or Crissy Field on any sunny Sunday  
18 afternoon. In the future, these inappropriate-use  
19 patterns are going to be only harder and harder to  
20 change.

21 6. Be a regional trail leader. The Presidio  
22 is the intersection of the Bay Area Ridge Trail, the San  
23 Francisco Bay Trail, the Pacific Coast Trail and the de  
24 Anzo National Historic Trail. Grab that opportunity.

25 7. Tenant selection is your single toughest

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1 challenge. So much of the Presidio honors its 200-year

2 history. The new Letterman area's tenant theme should  
3 celebrate the future. Every tenant should offer  
4 significant programs which welcome and inform and invite  
5 the public.

6 These are our critical issues. In the  
7 crush of daily operations these are the ones that we  
8 think need not to be pushed back. And we encourage your  
9 continued positive work on them.

10 Thank you.

11 MR. MEADOWS: Thank you.

12 Faith? And the next speaker is Patricia  
13 Vaughey.

14 MS. RAIDES: I am passing, thank you.

15 MR. MEADOWS: Excuse me, Patricia Vaughey.

16 STATEMENT OF PATRICIA VAUGHEY

17 COW HOLLOW NEIGHBORS IN ACTION

18 MARINA/COW HOLLOW NEIGHBORS AND MERCHANTS

19 MS. VAUGHEY: Patricia Vaughey, Cow Hollow  
20 Neighbors in Action and Marina-Cow Hollow Neighbors and  
21 Merchants.

22 I am here to talk to you about a  
23 neighborhood/Presidio working together. our association  
24 starts at Greenwich Street, the Richardson triangle. We  
25 are at the Lombard Gate.

1                   Currently, we are doing a study of all of  
2 the merchants, how many people drive to work, how many  
3 people take mass transit. We have 5,402 restaurant  
4 seats and only 600 parking places.

5                   We are currently working on joint ventures  
6 for possibly more parking to remedy some of the facts on  
7 the outside of the gate at 2361 Lombard, at 1881 Lombard  
8 and possibly the Wells Fargo lot as well.

9                   We have an issue here of an exacerbated  
10 lack of parking. We are also working with Caltrans on a  
11 comprehensive traffic count for Highway 101 at this  
12 time. And we really need to have this report back to  
13 you.

14                   I would like to compliment the first three  
15 speakers, Calthorpe, EDAW and Royston, for all  
16 mentioning working with the neighbors.

17                   Our neighborhood has never complained about  
18 trucks, buses, going through the Lombard Gate.  
19 Currently, we have worked with the city through Brian's  
20 office to get the Lombard sidewalks swept twice a week  
21 as well as two of our neighbors are polishing your  
22 cannons once a week. They are very proud of their job.

23                   And I think that there are ways for us to  
24 work on the outside of that gate as well as on the  
25 inside. our concern is the Letterman project. We are

1 concerned that 900,000 square feet are being built on

2 the other side of the gate.

3 One of our concerns is tour buses. We keep  
4 hearing about a hub on the other side of that fence.  
5 I don't know if you have ever lived next to tour buses  
6 with their motors running while they are waiting for the  
7 people to come back, but it is extremely irritating to  
8 the neighbors. And we ask that any tour buses be hubbed  
9 away from the other side of that wall, if at all  
10 possible.

11 We really do want to work with you. And we  
12 do want to bring up a subject on the Letterman complex  
13 issue. According to the Trust, you do not have to build  
14 all 900,000 square feet in the same place.

15 Is there any possible way of spreading some  
16 of that out so it is less of a parking and traffic  
17 problem near that gate? We want you to consider that.

18 The other issue is, the Chestnut Street  
19 merchants lost 3,000 clients a week when the Army  
20 closed. We want this to be sustainable. But we are  
21 concerned. There are different reports from Brian  
22 O'Neill's office, from Mr. Meadows' offices and from  
23 references of the Trust, speeches made throughout the  
24 city about what is happening on that side of the gate.

25 The people from the Army have walked to  
74  
1 Chestnut Street for 50 years. And we would like to have  
2 the Presidio Trust encourage using our 104 restaurants  
3 that only have 240 parking places.

4 Thank you.

5 MR. MEADOWS: Thank you.

6 The next speakers are Marcia Smith-White  
7 and China Brotsky.

8 STATEMENT OF MARCIA SMITH-WHITE

9 MAYOR'S COUNCIL

10 MS. SMITH-WHITE: I have the joy of living  
11 in the park. And I can assure you it is glorious. And  
12 because of that, I looked for a way to give back.

13 And so, today, I represent the Mayor's  
14 Council. We have over 450 families here. We get  
15 together once a month with both housing offices to try  
16 to bring cohesiveness and proactiveness to the park.

17 I am reminded by JFK's response to a woman  
18 who once came up to him and said, "What have you done  
19 for women lately?" And he said, "Obviously not enough."

20 But I think in this respect I would like to  
21 tell you a little bit about what the Trust has been  
22 doing for the community so far.

23 They have established a community desk  
24 complete with computer, telephone, file cabinets. They  
25 have made it accessible to the community. They have

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1 created processes by which we can reach out to our  
2 community, whether it be through Halloween parades, Day  
3 of Thanks Feast, and you are all invited to a Festival  
4 of Lights on Friday night, 5:30, across from the YMCA.

5 But these are the things that we are

6 concerned about. We are very concerned about community.  
7 And I was excited to hear that all five of the people  
8 that were presenting today talked about community.

9           What I would like them also to recall is  
10 that we do need a place. That the community needs to  
11 have its hub, that it becomes a center, so that we all  
12 indeed be part of each other.

13           Thank you.

14           MR. MEADOWS: Thank you.

15           The next speaker is China Brotsky. And  
16 after that, Redmond Kernan.

17           STATEMENT OF CHINA BROTSKY

18           DIRECTOR OF SPECIAL PROJECTS, TIDES FOUNDATION

19           MS. BROTSKY: Hi! I know many of you and  
20 many people in the audience. But for those who don't, I  
21 am the Director of Special Projects at the Tides  
22 Foundation and the Tides Center.

23           I was very involved in our development of  
24 the Thoreau Center, as well as being a founding member  
25 of the Presidio Alliance. And I guess I -- Jim made a

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1 reference that if we ask questions for the planning  
2 teams that they would be responded. So I would like to  
3 speak directly to that.

4           And I have to apologize in advance, I  
5 didn't read the RFQ for the planning process. And so  
6 the issues that I am raising may or may not be in them.  
7 I think if they are not, they probably should be. So I

8 guess I would like a response anyway.

9 To us, and I think to almost everybody  
10 here, one of the key aspects of the General Management  
11 Plan is the organizations that are based here. Like the  
12 General Management Plan says -- and I am kind of  
13 paraphrasing -- that what we are trying to create here  
14 is a center for solving the world's most critical  
15 social and environmental problems, or challenges.

16 Well, I think to create that global center  
17 we have to have organizations here that are coming up  
18 with those solutions. And so I am interested in how the  
19 planning teams see their role in implementing the  
20 overall programmatic vision that is outlined in the  
21 General Management Plan.

22 In particular, do they see a role for an  
23 overall standards or criteria for tenant selection? In  
24 other words, how do we say not each individual tenant  
25 but in total? How do we get a tenant base in the

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1 Presidio that makes the carrying out of the General  
2 Management Plan possible?

3 I guess my second question to the planning  
4 team is, we are talking about a 24-month process with  
5 extensive public comment, which I support, in order to  
6 come up with solutions to transportation and, you know,  
7 tenant selection, et cetera.

8 Meanwhile, we are rapidly leasing space  
9 including large amounts of space. So what is going to



10 be the impact on the planning process of the fact that  
11 tenant leasing is already continuing and in 24 months we  
12 will have significant spaces already filled? How does  
13 that get handled in the planning process?

14 Thank you.

15 MR. MEADOWS: Thank you.

16 The next speaker is Redmond Kernan. After  
17 that, Mr. Gregory Swanson.

18 STATEMENT OF REDMOND KERNAN

19 AN INDIVIDUAL

20 MR. KERNAN: I am Redmond Kernan. I am a  
21 neighbor. I am involved in many ways with the Presidio,  
22 one of which is on the GGNRA Advisory Commission, but I  
23 speak as an individual.

24 And I guess all of these can be prefaced by  
25 "How to make the Presidio (a)." And what I see the

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1 Presidio, if there is any one image, it's a university  
2 in a historic park. I see it being a place of ideas  
3 exchanged in a sustainable, tranquil setting.

4 Complexes of buildings such as Fort Scott,  
5 main post, Letterman, could be seen as colleges forming  
6 that university. Housing should be set aside for those  
7 who work and study here, as well as for visiting  
8 lecturers.

9 You need places to meet and confer. Those  
10 can be conference centers and coffee houses. But they  
11 both need to be here.

12                   People should be moved on their feet as  
13 pedestrians and on bicycles and in some sort of fun  
14 transit. You need to have few cars. That is the most,  
15 I think, problematic aspect of converting this to a  
16 campus environment -- to reduce the number of cars that  
17 will come here.

18                   The Army had far too many. They had MPs on  
19 little boxes at each intersection directing traffic,  
20 acting as a stoplight. That created a bit of gridlock  
21 as you passed through the Presidio. So you need to  
22 create fun transit for people to move on and reduce the  
23 number of cars and increase the number of pedestrians.

24                   These are overall concepts. I leave you  
25 with those. Thank you very much.

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1                   MR. MEADOWS: Thank you.

2                   Thenext speaker is Gregory Swanson. And  
3 after that, Walt Smith.

4                   STATEMENT OF GREGORY SWANSON

5                   BULL'S-EYE INDOOR SHOOTING RANGE

6                   MR. SWANSON: Good morning. My name is  
7 Gregory Swanson. I am representing Bull's-Eye Indoor  
8 Shooting Range.

9                   ThePark Police right now are training over  
10 at our facility. And we have submitted a bid, I believe  
11 around September 1st of this year, that we will take any  
12 building that you offer. And we will put it into a  
13 certified shootingrange for the Park Police and for law

14 enforcement.

15 I have given you my card and you can review  
16 our bid. That's it. Thank you.

17 MR. MEADOWS: Thank you.

18 Walt Smith. And after that Justin Cohen.

19 STATEMENT OF WALT SMITH

20 AN INDIVIDUAL

21 MR. SMITH: I just want to say that I think  
22 this land should become a new neighborhood because the  
23 rents are too high in this town.

24 That's all I want to say.

25 MR. MEADOWS: Thank you.

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1 Justin Cohen. And after Mr. Cohen, Mr.  
2 Peter DuMont.

3 STATEMENT OF JUSTIN COHEN

4 COALITION FOR SAN FRANCISCO NEIGHBORHOODS

5 MR. COHEN: Director Meadows, distinguished  
6 Trustees, I represent the Coalition for San Francisco  
7 Neighborhoods. Our membership comprises 35 established  
8 neighborhood associations throughout the city.

9 And we have a resolution which we passed at  
10 our last meeting opposing the construction of a 900,000  
11 square foot commercial office park in the Presidio with  
12 housing at the site for many hundreds of employees for  
13 these commercial tenants.

14 We feel it is fiscally unnecessary. Let me  
15 back up by saying I have two basic points to make on

16 behalf of the coalition.

17           The first is, the fiscal necessity of this  
18 massive new construction is as far as we are concerned,  
19 totally unproved. We have asked time and time again for  
20 copies or portions of any of the consultants' reports  
21 which have cost the taxpayers hundreds and hundreds of  
22 thousands of dollars.

23           We have made the formal Freedom of  
24 Information Act requests for copies or portions of these  
25 reports. We have to date received not a single page of

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1 any of these reports upon which the Trust itself in its  
2 public statement has relied in order to say that it  
3 needs to build 900,000 square feet of new construction  
4 in the Presidio to achieve its goal of fiscal  
5 sustainability.

6           I point out to you that commercial and  
7 residential rents in San Francisco are at an all-time  
8 high. Residential rents in Presidio Heights have  
9 doubled in the last two and a half years. As an  
10 example, in my neighborhood of Pacific Heights a simple  
11 one-bedroom is now going for \$2,600 a month.

12           And we would urge the Trust to revisit this  
13 aspect of financial need to see if you lease out your  
14 existing space, what kind of additional funds do you  
15 need at the Letterman complex?

16           I think you will find that you certainly  
17 don't need to build 900,000 square feet of space, which

18 is an office building, by the way, larger than the Bank  
19 of America building downtown. That is the first point.

20 The second point I would like to dovetail  
21 with the remarks of the distinguished lady from the  
22 Tides Foundation, and also with what Michael Alexander  
23 mentioned at the last Advisory Commission meeting.

24 And that is, this issue of tenant  
25 selection. We are very troubled about the process here.

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1 We are worried that many of these respondents to the  
2 RFQs will enter into a long-term lease with the Trust,  
3 and making all kinds of glowing statements about the  
4 kinds of tenants, without any guarantee to the public  
5 that the tenants will in fact be appropriate in terms of  
6 the General Management Plan to the nature and dignity of  
7 the park and also with minimum negative impacts on the  
8 surrounding communities.

9 What guarantee can the Trust give us that  
10 the tenants will continue to be appropriate tenants  
11 after the leases have been signed with these  
12 respondents?

13 Thank you very much.

14 MR. MEADOWS: Thank you.

15 Mr. Peter DuMont?

16 STATEMENT OF PETER DUMONT

17 STAR ALLIANCE WORLD PEACE ORGANIZATION

18 MR. DUMONT: Thank you. I represent the  
19 Star Alliance World Peace Organization. And I would

20 just like to make several points.

21 To incorporate some kind of international  
22 themes. obviously, you are already doing this and  
23 planning this. But maybe a heroic flag display that  
24 would take a lot of space and should be thought of right  
25 from the beginning.

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1 And sculpture gardens, outdoor in addition  
2 to indoor. Also major television and internet  
3 facilities. You are probably thinking along these lines  
4 but I think it is important to reach out and to have the  
5 community of the Presidio reach out to the world. And  
6 television is one of the best ways to do this.

7 If it is going to be really dynamic and  
8 produce a large volume, which is certainly can, with the  
9 nonprofit community here and the international visitors  
10 that can be expected, then adequate space needs to be  
11 allocated for that.

12 The same would be true for some kind of  
13 international representation. A Citizens House of the  
14 United Nations, for instance. Or something attuned to  
15 this idea where you have so many permanent, rotating  
16 guests from countries around the world, as well as the  
17 international community here in San Francisco. So the  
18 space to do that.

19 Let me mention something that may seem -  
20 well, I think it is quite justifiable. From the overall  
21 big picture and entering the Bay Area through the Golden

22 Gate, the prison on Alcatraz I really think needs to be  
23 left in the past in our long-range planning.

24 And it could be linked, perhaps in the  
25 planning process, to the Presidio planning process in

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1 some kind of creative way that would help future  
2 generations enjoy a statue of peace and thanksgiving and  
3 community on the scale of the Statue of Liberty.

4 Redmond's point about parking and car flow  
5 I think -- perhaps a large parking facility down there  
6 where the old PX was or some area like that with a lot  
7 of bikes and trams to be available for people coming --

8 MR. MEADOWS: Could I ask you to wrap up  
9 your comments?

10 MR. DUMONT: And, finally, the fiscal  
11 aspect of the international outreach could involve  
12 contributions from countries whose payback would be  
13 exposure on the international television flow.

14 So this could reduce the strain and the  
15 square footage required and the high rents required by  
16 involving a supply from the international community with  
17 a beautiful return.

18 And we would like to participate in that,  
19 but we would need help to do that and make it most  
20 effective.

21 Thank you.

22 MR. MEADOWS: Thank you very much.

23 We have Joanne Chow Winship to speak,

24 please.

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STATEMENT OF JOANNE CHOW WINSHIP

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AN INDIVIDUAL

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MS. WINSHIP: Good morning. Thank you very much for this opportunity to speak.

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My name is Joanne Chow Winship. I am the former chair of the Presidio Alliance. And also the former director of cultural affairs for the City of San Francisco.

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I am here today to speak to you about the involvement of artists and the arts in the planning process. But before I do I also want to just comment and commend you for having or planning to have a monthly -- and it sounds like an active -- planning process, and ask you to consider having those in the evening, or late in the afternoon, so that more people can participate who work.

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Since 1990 artists, the Arts Commission, California for the Arts, have been involved in planning process about the Presidio and with the National Park. In 1994, the Art Commission, with the National Park, developed a concept paper for integrating the arts into the Presidio.

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I just want to encourage the planners to proactively and consciously involve artists in the planning process. They can be creative interpreters,



1 educators in developing diverse community programs, and  
2 implementers in developing a passion for place here in  
3 the Presidio.

4 Thank you.

5 MR. MEADOWS: Thank you. That completes  
6 our list of people that asked to speak. I would remind  
7 you that if you have written questions that you would  
8 like to submit for the planners to respond to, we will  
9 give them seven days to make those responses as well as  
10 the questions that came up today.

11 I made an error earlier -- you can tell it  
12 is a new website. That is [www.presidiotrust.gov](http://www.presidiotrust.gov), not  
13 Com. So I would point that out.

14 I also would invite you to ask to be joined  
15 as part of our newsletter and to participate in the  
16 workshops. And I would point out as a point of  
17 clarification that the clear intent is the workshops  
18 will be in the evening. They will be here at the Golden  
19 Gate Club and they will be the same date of each month  
20 so that we can get a known time and people can know when  
21 to show up.

22 I appreciate everybody showing up today. I  
23 would like to turn it back over to the Chairman at this  
24 point.

25 CHAIRMAN ROSENBLATT: Do we have from any

1 of the directors any questions remaining, or comments

2 you wish to make at this time?

3 DR. BLAKELY: I just want to thank the  
4 firms for coming and your interest in the broadest  
5 public possible and collaborating with us and making  
6 this the best place possible.

7 CHAIRMAN ROSENBLATT: Thank you. I would  
8 echo that. My appreciation to all of the firms for the  
9 significant efforts that you have put forward, and the  
10 philosophy that you have all incorporated in the  
11 presentation, as well as your interest in this place.

12 And thanks to everybody else who is here  
13 for your interest and for your participation.

14 And with that, we are adjourned.

15 (Whereupon, at 11:55 a.m. o'clock, the  
16 meeting of the Board of Directors of the Presidio Trust  
17 was adjourned, sine die.)

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C E R T I F I C A T E

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This is to certify that the attached pro-  
ceedings before The Presidio Trust of the meeting of:

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Board of Directors

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Wednesday, December 2, 1998

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Golden Gate Club

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The Presidio

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San Francisco, California

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were held as herein appears, and this is the original

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transcript thereof for the files of the Board.

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FRANCES LORRAINE

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Official Reporter

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