

**PRESIDIO TRUST PUBLIC BOARD MEETING – October 19, 2011**

**NOTE: The following is the best transcript available of the public Board meeting of the Presidio Trust Board of Directors held on October 19, 2011. It is based upon an audio recording of the meeting.**

[Start of recorded material]

Nancy Bechtle: Good evening. This is actually on. I would like to say that it is now 6:37 as we start this meeting. I'm sorry we are now seven minutes late. I would like to welcome you all here and call the meeting of the Board of the Trust to order. Could I have an approval of the minutes of – what was – whatever the date was – September 21st?

Female Voice: So move.

Nancy Bechtle: Is there a second?

Male Voice: Second.

Nancy Bechtle: All those in favor, please say aye.

Group: Aye.

Nancy Bechtle: Okay. The Board Chair's report – it is amazing what is going on in this great Presidio of ours. We're – you know, we're doing all the things that we really set out to do, protecting the Presidio, preserving it, and bringing more uses to it.

There are a few people I'd like to acknowledge before I get into making some statements. One is – I see that Cheryl Haines has given me a card that she is going to speak later, but I would like to acknowledge the wonderful projects that she has done in the Presidio. The second installation of the Goldsworthy – hopefully the Goldsworthy series – has – is now completely installed. The Spire is there. The Wood Line is there and looking beautiful.

And actually, I – to me, one of the great things about having art in the park is watching people react to it. And I was over at the Wood Line the other day with my husband and my dog, and there were these – this young couple who were walking on top of the Wood Line. And they were having a great time. And I said, “That is really fabulous and – that you're enjoying it so much.” And I said, “Well, what if somebody falls off?” And she said, “That's what it's about. The person that falls off does the dishes.” So –

[Laughter]

Nancy Bechtle: Whether you like that or not. That's just – anyway – and Presidio Habitats, which is, unfortunately, on its way down. But it was a tremendous pleasure for many, many people. I've heard so many comments about people who really didn't want to have it taken down. They couldn't figure out why we were taking it down. But at least they got a great deal of enjoyment while it was up.

So thank you so much, Cheryl, for what you – I think we owe a round of applause to –

[Applause]

Nancy Bechtle: Also, Greg Moore. Where is Greg? Oh, there you are over there. They put on another Trails Forever dinner about two weeks ago, which I think was one of the very best ever. They had – I think the gross was over \$900,000. It's pretty remarkable. And that money goes back into our park. So I hope you will convey our thanks to the chairman and everybody who was involved in it. It was really – it was fantastic.

Also, before I move on, you know, there is so much going on here. And I think that Craig and his staff have done a remarkable job of keeping on top of everything. There are so many moving parts, and there is a lot going on with Doyle Drive and the reconstruction of many of the buildings around the Parade Ground. And I really thank you and everybody who is connected with the Trust.

Male Voice: Thank you.

Nancy Bechtle: We are actually going to be getting an award tonight. So I would like to acknowledge Cindy Heitzman, who is the Executive Director of the California Preservation Foundation. She would like to speak. She has put a – but yeah, I think it's better to have her speak right

now, and then we'll do the public comment afterwards. So Cindy.  
We like to get awards. Yes, please come on up.

Cindy Heitzman: It's always great to be acknowledged for good work and work well done.

Is this turned on?

Female Voice: Yes.

Male Voice: It is.

Cindy Heitzman: Terrific. It's my pleasure to be here this evening. And thank you so much for allowing me this opportunity to present the award directly to you, or at least make the presentation. The award ceremony, which I'll describe in a bit – it occurred about two weeks ago, about two-and-a-half weeks ago.

My name is Cindy Heitzman. I'm the Executive Director of the California Preservation Foundation. And the – in case – those of you who are not familiar with the Foundation, we are the only statewide historic-preservation organization in California, now celebrating our 37th year; 35, 37, depending on who you talk to. And our – it's our mission to provide statewide leadership, advocacy and education to ensure the protection of California's diverse cultural heritage and historic places.

Over the past 28 years, the California Preservation Foundation has – actually, 28 years – has honored the best in historic preservation through the California Preservation Design Awards. And in those 28 years, we have honored over 425 projects that represent the best of historic preservation in California. And of those 425 winning projects, 12 have been located in or related to the Presidio.

Female Voice: Oh, wow.

Male Voice: Wow.

Cindy Heitzman: This year we presented two awards for projects at the Presidio. And they're presented in boards behind you. These are the display boards that were at the award ceremony for all the attendees to view. And they are the – that was an award for the adaptive reuse of the Presidio Landmark, which was formerly the Public Health Service Hospital. And an award was also presented for Building 50 Adobe Nondestructive Evaluation, under the technical reports, technology division.

I think it's interesting to note that three of our earlier awards that were presented or given to the Presidio were for reports that laid the groundwork for much of the subsequent work that has been done at the Presidio. There was the Presidio Cultural Resource Studies, the Guideline for Rehabilitating at the Presidio, and the Archaeology of the Presidio.

I would also like to inform you that we are currently collaborating with Heyday Books to do a book that commemorates 30 years of the design awards. So it will be released in two years. And many of the projects at the Presidio will be featured in that book. We're currently making the final decision on projects and working with the writers to begin work on the text.

So on behalf of our board, staff, and members, I thank you for your commitment for the sensitive and appropriate treatment and use of these buildings. It is commendable. I would also like to thank the staff of the Presidio Trust. Over the years, we've collaborated on projects. We've worked on educational programs together. And we're continuing to do that now. Our most significant collaboration was our – the Statewide Annual Conference that was held in 2004 at the Presidio which brought over 400 people from throughout California and beyond to the Presidio. We are currently planning a workshop that will be held November 10th at the Presidio. And we have flyers out on the desk when you come in. It'll be on historic-register designation and documentation. So we are pleased and proud of our collaboration with the Presidio Trust, with your staff, and celebrate and honor you for the good work that you do.

In closing, I would just like to extend an invitation to continue the collaboration and work that we are doing. We are currently working with the faculty of the Historic Preservation Program at the University of Southern California and doing a series of training there. And we would like to do the same here at the Presidio and

use many of the projects that you've done as case studies and continue the collaboration and show all the people throughout California and beyond the wonderful work that you're doing. Thank you very much.

Nancy Bechtle: Thank you very much.

[Applause]

Nancy Bechtle: Thank you so much. It's really nice to hear that we're doing some – a lot of stuff really well.

On another note, as we take care of the Presidio, we need to keep in mind the military role – or the role that the military has played here for more than 200 years. It is part of our history, absolutely. And right now, the National Japanese American Historical Society is putting in a memorial down in one of the buildings in Crissy Field. We have also been approached by the Korean – let's see. Who is it? – the Korean War Veterans in the Presidio for some kind of memorial. This is a former military base, and we need to keep – be very aware of that.

Doyle Drive is coming down, as you know. There's an awful lot going on. I think they're doing a remarkable job. It seems to me that they're on time. I have no idea if they're on budget, but that's not part of our problem.

[Unintelligible voices]

Nancy Bechtle: They are. They're – oh. Dave says they're actually under. Maybe  
–

Dave Grubb: So far.

Nancy Bechtle: But it's an amazing thing when you have a park, and we're actually going to be adding ten more acres of land because of the – with the lawn going over Doyle Drive, we will have ten more acres here.

When it comes down, we are going to be working on a new strategy for parking in the Presidio. Things will change a bit. We are going to be working on more public transit. And we are going to make it even harder for commuters to come in and park here. This is a place where people should be coming to enjoy what's going on here and not to be parking cheaper or free and taking the bus downtown. That's just – that's not what we want to do.

We are – I think you all have seen that we're doing a lot of work on Building 50, the Officers' Club. And it's nice to be acknowledged for the preservation there. And we have – a number of us had a tour of there, and it's really very interesting seeing the old adobe walls and the preservation that is taking place in this building.

But we're also, I'm sure you all know, working on renovating Buildings 101 and 103, the Montgomery Street Barracks. And at



this point, I think that we have probably found a use – what we're going to do with Building 103. This is in very, very preliminary stages, so don't talk to the press or whatever.

[Laughter]

Nancy Bechtle: Now don't tell anybody. [unintelligible]. What we'd like to do, actually, is to put in a mess hall, an officers' mess, on the main floor of Building 103. We would like to, at some point, be able to put the whole – turn the whole building over to children and families recreation there.

And is Whitney Hall here?

Male Voice: No. I'm sorry.

Nancy Bechtle: Oh. Because at one of the public meetings, he mentioned putting in a bunkroom like it used to be in the – you know, in the army barracks. And that's – we would like to do that. We would like to recreate not a huge bunkroom, but a small bunkroom, and actually do a program where children would come, and they could spend the night and do kinds of things like they – spend the night on the Balclutha. And when they spend the night – just school classes. And when they stay in the Balclutha, they actually should take a watch during the night, and they stand out there. Well, I kind of envision the children staying here in a barracks, and then they would learn how to march around the Parade Ground and go up and

take the flag down and play – somebody would play Taps, or we would play a recording of Taps. But anyway, so we are hoping that that will be a mess hall and an event space for youth and children.

I spend a lot of time in the Presidio. I walk all the time. As a matter of fact, I walked down here to the meeting tonight. I'm not walking home, because it's going to be dark. But it is – it's a remarkable place. I think that all of us who live here or who live near here or who enjoy it – it's a tremendous resource.

And that's the end of my report. The Executive Director's report, please. Craig.

Craig Middleton: Thanks, Nancy.

I just point out that we meet tonight at the end of yet another fiscal year. So we've made it through another one. And it's worth pointing out that we ended the year with a modest net-positive income. So that – of course, all of that net goes back into the park. And it's nice to know that operationally, we managed to end up with net-positive income. So, you know, in terms of our financial self-sufficiency mandate, that's good news.

I – before I go over some of the things that are happening in the park, I do want to acknowledge that there is a tremendous amount of stuff going on in the park. We've talked about Doyle Drive, the Main Post. There is remediation going on. And so I wanted to

particularly acknowledge those who live here, and those who work here, but those who live here and have to sleep here at night and sometimes have to sleep here at night with a considerable amount of noise going on from Doyle Drive, in particular. So it's a beautiful place to live. I live here. It's a wonderful place to live. Right now, it's a little bit of a challenge. And I want to acknowledge and thank everybody who lives here and who puts up with it.

At the remediation sites and at Doyle Drive, we've also seen a number of trees coming down. So for those of you who walk around the park, you've noticed, I'm sure, a lot of trees coming down. And it, unfortunately, is part of the process of taking out landfills. If there are trees on the landfills and you have to remove the landfill, then of course you got to take down the tree. The more satisfying work of planting trees will begin – well, has begun, but will really intensify in the next couple of months. We like to start planting trees when the rains start. So this is the planting time. And of course, that's a lot more satisfying than cutting them down.

That's an interesting phone.

You know, as we approach the end of our federal funding – and FY12, which is the year that started on October 1st, is officially the end of the Presidio Trust federal funding. Now, the question, of course, is still – anyone who reads the paper will understand that the question is still out there as to whether we'll get federal funding this year. And of course, we need it. And if you have any inside track,

I would encourage you to encourage for us that we get at least that last increment of federal funding.

But as that is – as – is happening, and we're moving toward a situation in which, frankly, the revenues of the organization are going to be sufficient to fund the sustenance and stewardship of the park, it really becomes, you know, a wonderful story, particularly in these years of park closures and government cuts – to be able to say that we have the funding now to be able to sustain the park indefinitely is really encouraging. And we say that as we're also in the process of accomplishing a whole lot of cultural and natural resource preservation and opening more and more of the park to the public. Those are our goals. And it's nice to see that our goals can be accomplished, as well as the financial goal.

Some examples. In 2003, we, with the National Park Service, published the Trails and Bikeways Plan Master Plan. And today, thanks to the great work of the Conservancy – and I know, Greg, you'll give us a report in a minute – and the leadership shown by the Evelyn and Walter Haas, Jr. Fund, we have 15 miles of trails and five beautiful overlooks that I'm sure most of you have seen. If you haven't, please do. The work continues. And Allison Stone of our staff and Barth Campbell will talk about the trails program a little later in tonight's agenda. So I'll leave it to them.

At the Main Post, Nancy mentioned that we're hard at work at the Officers' Club. Explorations of the past at the Main Post are

particularly poignant. And so I'm so pleased that the archaeology lab is close to being complete. Is that right, Eric? We're pretty close?

Eric Blind: [unintelligible]

Craig Middleton: Good. And then – and that will give us the opportunity, then, to really house an archaeology program for kids and a collections program, which we will talk about in a minute, as we get ready to pass the Collections Policy.

Next to the arch lab, a \$19 million renovation of the Officers' Club has been mentioned. It is – it contains pieces of San Francisco's oldest building. I hope nobody from the Mission is here. I always will tell you that this – they built the fort before they built the church. But, you know, it was all in the same year, so you can argue that. Cindy, maybe you know the answer to that. I don't know. But the rehabilitation itself has been an incomparable and interesting journey through history. And, you know, as you start to renovate a building of that age, you find things that you never thought you would find. And so some of the adobe that we've uncovered has been just fascinating to work with.

That will, of course, be the site of the Heritage Center. I think it's important. And I know people here have been involved in making this argument. I don't think there is any argument that preserving history is important. And then conveying history and what it means

to current generations and future generations is the next big challenge. And so we're very excited that the Heritage Center will go into the Officers' Club and will allow people to explore the history of this great place. That should be open sometime after next year. It's about a year and a half away.

If you walk east from the Officers' Club, Pershing Hall is there. And that's the oldest bachelor officers' quarters. Gorgeous building, red-brick – well, I guess there are a lot of red-brick buildings. But it's one of the red-brick buildings. Beautiful building. It's being rehabilitated and will open in April as the Presidio's first bed and breakfast, the Inn at the Presidio.

The Main Parade has been greened. I don't think anyone could miss that. And several of the 19th century Montgomery Street Barracks are almost complete.

El Polin Spring, historically a key water source for the Presidio and the home of Juana Briones, key archaeological site there in the Presidio, has been restored. The archeology has been protected. And I was there last week on Friday. And the pools that have been created now through – partly because of the rains and partly because of the spring – water being captured in these pools are teeming with life. There are dragonflies out there. It's really amazing. It's beautiful. So that opens this week, doesn't it, Michael? So I encourage you to take a look out there. There's a beautiful boardwalk. And it's really lovely. You can see the – what

I call the – California’s first hot tub but others call cooling basin or whatever. So we don’t know what it is, so you can just decide for yourself. But please go check it out.

Moving west, toward the magnificent coastal bluffs, those curved white rooftops of Fort Scott start to emerge from the pines and cypress. And this has been the starting point for these intrepid art lovers who have been experiencing habitats and – the Presidio Habitats that was put together so beautifully by Cheryl Haines and For-Site. And again, thank you for that. That has been – I think we’ve had 11,000 visitors, many of whom have not been to the Presidio before. And so here is a great example of how art can open up new horizons for new people and expose people to the park in new ways. So we are very excited about that program and hope to continue programs like it. I also wanted to put a shout out to Lisa Martin, who has also been helpful, very helpful on that program.

Fort Scott is also the subject of a conversation about how to honor and extend the 200-year legacy of service that is the hallmark of the Presidio. And we are hoping to establish a national center for service and leadership at Fort Scott. Talking to a number of people about that. And that’s a conversation that I just wanted to tell you about it, but of course will go on for some months and years.

In the meantime, service is happening every day at the park. And thanks to our partnership with the Conservancy and the National Park Service, volunteers are working every day in the park. And

we couldn't run this park without them. I think, at last count, it was 6,300 volunteers in the last year, 56,000 hours. So it is a key component of the stewardship of the Presidio. It's also a key testament to how service to community continues to be a legacy of this park. And it's great to see the Bay School kids out the other day. It's truly a labor of love. And thank you to all of those – all of you who volunteer.

The story of the Presidio's journey from post to park and the secret of its ongoing success is really a story about partnerships and commitment. And the people who live here, the people who work here, who invest here, are key to this story. And there is no greater personification of this than Esta Soler, who is here tonight and will present later in the evening. Esta and her able board and her able team at Futures Without Violence – they work tirelessly and have – you have, for over 30 years I guess, to end violence against women and children. And you've also worked tirelessly to create a presence here at the Presidio that has turned out to be a wonderful thing for all of us. So we really appreciate it and look forward to hearing more about it later. They've taken Building 100, which is the former Band Barracks, one of the Montgomery Street Barracks, beautiful red-brick buildings on the Main Post, and created not only an award-winning preservation project, but a knock-your-socks-off state-of-the-art center for the work that they do. So we're really excited about it. And you'll hear from Esta a little bit later.



So I'd like to end my remarks here and take any questions from the Board, if you have any, and then hear from some of our key partners.

Like to invite –

Nancy Bechtle: Yeah. I think you should introduce your partners.

Craig Middleton: Okay. Let me introduce my partners.

Nancy Bechtle: Our partners.

Craig Middleton: I'd like to invite Aaron Roth, deputy superintendent of the GGNRA – thanks for coming, Aaron – and Greg Moore, our director of our – Executive Director of the Golden Gate National Parks Conservancy, to come up and tell us what's happening.

[Cross talk]

Aaron Roth: Well, it's a pleasure to meet you all. For those I haven't met, my name is Aaron Roth. I'm the Deputy Superintendent for the Golden Gate National Recreation Area. Oh, sure, no problem. And essentially, I'm here for Frank Dean, who had another commitment tonight. So he sends his regards.

A few of the comments that I can make or add echo what Craig said. We have a lot going on within the Golden Gate National

Recreation Area right now and the Presidio and beyond. And it's really a time of great transformation, both north and south. And I'll just add to a couple things that Craig shared. You'll hear more about the trails program later. The – not only all the trails on the interior of the post, but also on the coastal trail all around – all the way from the Golden Gate Bridge all the way down to Lands End is undergoing some serious transformation. And we're really excited about that.

The Golden Gate Bridge new partnership with the Golden Gate National Parks Conservancy is something that is really a partnership of innovation and something that's going to bring a whole new integrated visitor experience to that part of the Presidio. And I think that's really exciting. And Greg will share some more about that, as well.

Moving a little bit around to the south, we have a new visitor center under construction. It's called the Lands End Lookout. And it's very much the next generation or next evolution of the Warming Hut model, which will really be, we hope, a destination for locals and visitors alike in that whole area. So we're really excited. That's under construction right now. And we're hoping for an open in the spring of next year. So that's something to check out and look for.

Moving on the northern side, we have a couple other things that – of note, worthy to mention. We talked about the coastal trails

throughout the Presidio. And on the northern side, we also have a lot of coastal-trail improvements under way, in progress, or done, to complement the view on that side. And if you haven't been up past the Golden Gate Bridge on the new series of overlooks and new road that was recently opened in the past few months, just on the Marin Headlands as you look over the Presidio, it's definitely worth a trip and worth checking out. It's an entirely new visitor experience of national-park quality in that area. And we're really excited about it. And it's worth a visit.

The other piece of that, the capstone experience as you get to the end of that road, is to visit the Point Bonita Lighthouse. And there we've had a bridge, a suspension bridge, that's a very iconic view of what the California coast – that rocky California coastline that you can experience. That bridge has been essentially condemned for about a year or two. And we're really excited that we're going to be removing that bridge and building a new replica in its place. That will take place in 2012. And we'll now be able to reopen the lighthouse to the public at the end of that Marin Headlands experience. So that's a really exciting development and something else just worth noting.

A bit on the programming side. We have a new emphasis around Healthy Parks Healthy People. It's a new nationwide emphasis for the Park Service, and how can we link the programming, the interpretive walks, and just the recreational experience more directly to the health of our visitors and promote that aspect? So to

that end, we have a new pilot program starting at Crissy Field called Park Prescriptions, where folks can actually get a prescription from their healthcare provider to go, you know, take a walk. And they can then get credit for that. So that's going to be an interesting pilot program. We're going to see how that goes.

I also want to announce and let folks know that we have a new chief of interpretation for the park, for the Golden Gate National Recreational Area. And that is Michele Gee. Michele Gee comes to us from the Golden Gate Parks Conservancy. She is the Deputy Director for the Crissy Field Center presently. And we have been so impressed with not only what the Crissy Field Center has done and continues to do, but not only – and also, Michele's leadership in that. So we're essentially going to be handing over the keys to our entire interpretive function for the Golden Gate National Recreation Area to her. And we're really hoping for some new energy, some new programming, and really building on the excellence established at the Crissy Field Center more broadly throughout the park, including the Main Park and other areas of the Presidio.

Lastly, just something a – now moving much further north, but something worthy to note. I just wanted to touch on a recent new partnership with the state of California. Craig mentioned the significant accomplishments of the Presidio Trust in not only being financially sustainable, but keeping this park open. And in this day and age, that's nothing to take for granted.

The State of California has announced significant park closures in their portfolio. And two of the parks that were proposed for closure are within the Golden Gate National Recreation Area legislated boundary. And that's Samuel P. Taylor State Park, as well as Tomales Bay State Park. So for us, looking at the total picture of the Golden Gate National Recreation Area, we didn't feel that closure was something that was acceptable to the National Park Service within that boundary, given the related possible resource damage that could occur, as well as the pressures on our properties adjacent and near the area.

So we have established a new partnership with the State of California where we will essentially raise the visitor fee at Muir Woods and use part of those proceeds to fund the state to keep Samuel P. Taylor open. And we'll use the other half of the proceeds to work on joint collaborative projects where their capability has been significantly reduced. Our sister park, Point Reyes, will be essentially taking over the operation of Tomales Bay State Park. So just worthy to mention in terms of partnerships in action that hopefully will turn what currently is a negative to a positive result for, you know, open-space recreational values in the Bay Area.

So with that, that concludes my update. Thank you for having me this evening. And happy to take any questions from the Board.

Nancy Bechtle: Thank you. That's very interesting. I had no idea that you were taking over Tomales Bay and –

Male Voice: Samuel –

Nancy Bechtle: -- Samuel P. Taylor. I think that's just great.

Aaron Roth: Only out of necessity.

Nancy Bechtle: But see, they have another 58 parks to go that you could take over.

Aaron Roth: Yeah. There's still a few more parks in Marin that are slated for closure, Olompali, as well as China Camp. So for those of you that take an interest in those parks, there's still a lot of work to be done by the community to avert that closure.

John Reynolds: Nancy, could I just make a couple comment – one – thank you, Aaron, very much. I'd just like to make a comment on your report on the Healthy Parks Healthy People program here is a part of. As you said, is a part of a nationwide effort. And I think there's a White House conference on the subject, isn't there, in the beginning of December or sometime soon?

Aaron Roth: That's right. I think sometime in November there will be some sort of meeting involving the White House on this subject. I think a lot of people are aware that the first lady – health of, you know,

children and food and – is a topic for her. And I think there will be a convening that will involve national parks in that.

John Reynolds: And this partnership on the state parks is also taking place at Redwood. The three Redwood state parks are in a partnership with the Park Service to keep them open, or at least parts of them open, as well. So I think the Park Service is really stepping up here. Thank you.

Craig Middleton: Just on a personal note, my wife and I had our first camping date at Samuel P. Taylor. So thank you.

Male Voice: You're welcome.

Craig Middleton: It worked out pretty well for us.

Nancy Bechtle: We used to catch crayfish in Samuel P. Taylor Park. Are they still there?

Male Voice: I don't know.

Nancy Bechtle: Did we eat them all?

Male Voice: I used to catch trout, so it's –

Male Voice: Yeah.

Male Voice: Trout and steelhead.

Nancy Bechtle: Thank you, Aaron, very much.

Craig Middleton: Greg Moore.

Greg Moore: Uh-oh.

Craig Middleton: Executive Director of Golden Gate National Parks Conservancy.

Greg Moore: Good evening, everyone.

Craig Middleton: How are you?

Greg Moore: It's always great to be here. I think the photo behind the Board is a good symbol of the amazing transformation happening in the Presidio in the last few years, the full sweep of the Main Parade now green. And I was suggesting that whoever wants to – it opens November 15th. So whoever wants to join me at 11:59 on November 14th to be the first people to step on the new Main Parade Ground, let me know.

We've all watched the Presidio – well, most of us here – for a decade or two or three. And I can't remember a time of more amazing work going on that speaks to the mission of this post and what it means to the American public. It seems almost as if every acre of open space, every square footage of historic building, every



trail section is either being improved, restored, preserved, maintained or transformed. So thank you, Presidio Trust and your staff, to the Park Service and the community, for being on this journey and bringing this historic post to this period of unprecedented accomplishment.

We're truly honored to be part of the picture. And a lot of what we do has been talked about tonight, but I'll cover a few highlights. Craig mentioned the Presidio trails and overlook program. We're happy to be part of that. Our initial job was to raise money to get it going. And I'm pleased to report that – I think at the last Board meeting we reported we had met the Haas Fund challenge grant of \$7 million to trigger \$10 million of their giving. And now we're at \$8.3 million. So we've gone beyond the match. It's still open for contributions. We never close these things down when they have momentum. And there are, of course, new trails that can use the funds. But I'm really grateful to the Haas Fund. And along with the money to the Rob Hill Campground and the Presidio trails, it's about \$20 million of charitable giving through the Conservancy to this program.

So the good part about generosity is that it turns into amazing things for the public. The trails continue to unfold. I'm a particular fan of the beautiful new trail out near the Public Health Service Hospital that the Trust so beautifully designed and installed. It's, at least for the moment, a little bit of a secret. I don't know how long it will stay that way. But really a nice addition.

We're moving ahead. We've broken ground on Park Service property for the Golden Gate Overlook, which will be open this spring. And the Trust will soon break ground, Craig, in the Pacific Overlook, right down the road, and putting in the trail improvements along the coastal trail.

The good thing about the trails is they take you to great places. Craig mentioned El Polin Spring. We have been a philanthropic and an implementation partner there, raising about \$2.5 million for that restoration, assisting in the work, and seeing the totally magical transformation of that site. And again, compliments to the Trust restoration design staff for the quality of the work, the beauty of the boardwalk, the innovation in taking fallen trees and making them into benches. The fences will come down shortly, and you'll all be able to enjoy that.

Now, the restoration projects need native plants. And we manage the Native Plant Nursery here at the Presidio, with support from the Presidio Trust to keep that enterprise going. We just tallied up the numbers from the last year. We're on a fiscal year, as well. So like Craig, we kind of sum things up when it gets into October. And last year, that nursery grew 100,000 plants for the Presidio. 50,000 of them were put in the ground. The remaining will be put in the ground this winter. And the nursery's had 1,300 volunteers helping with their work.

The Presidio Visitor Center is something that we are happy to be part of thinking about and bringing into reality. We've been working with the Trust and the National Park Service to work through moving that forward, the best location for it, how it will serve the public in a dynamic way. And we'll continue to stay with that project until it opens to the public.

The connection from the Main Post to Crissy Field, I think, will be absolutely stunning when that occurs and really begins to bring the whole story of the Presidio together from Crissy Field all the way to the Main Post.

Down on Crissy Field, we continue to manage the Crissy Field Center in partnership with the Trust and the National Park Service. Again, we've tallied up last year. We reached about 20,000 youth at that center, providing about 200,000 hours of programming, touching 136 community organizations in virtually every single public school in San Francisco. We're pleased to work with the Trust and Park Service in that work. We're ten years into that program now. And in the ten years, it's reached about 600,000 youth and their families. So a wonderful beachhead for young people to come to the Presidio and explore what it has to offer.

Some of those youth are even adventurous enough to spend the night in the Presidio. Maybe they'll move to the inn instead of the Rob Hill Campground after the inn opens. But we like them to get into the outdoors. And the Presidio Trust underwrites the Camping

at the Presidio Program, which purposes to give first-time camping experiences to urban youth. Last year that program, a partnership of the Trust, Conservancy, Park Service, and Bay Area Wilderness Training, served 4,000 kids, who had their first-time national park here in this park, communing with nature and the great outdoors right up in Rob Hill.

Soon from Rob Hill, there will be one more new trail that the Trust is installing that will allow the young people at Rob Hill to venture all the way down to the coast and to connect to the Golden Gate Bridge. And here we're involved with a partnership that Aaron mentioned, with the Golden Gate Bridge Highway and Transportation District, to help tell the story of this amazing landmark right in the middle of the national park and the Presidio. I think people forget that every place that bridge touches down, it's either within a national park or in the Presidio. And the bridge has turned to others to begin to bring that story alive.

We'll be implementing the part of the General Management Plan for the Presidio that calls for a visitor center, calls for better trails and overlooks, and installing a Golden Gate Bridge pavilion, remodeling the roundhouse as a visitor program center, building trails, and opening up the Golden Gate overlook.

I also have the wonderful honor and pleasure of working on the 75th anniversary celebration for the bridge with an incredible group of volunteers, led by Nancy Bechtle, as co-chair, and Larry Baer of

the San Francisco Giants. So at some point, we'll be announcing the plans for celebrating that civic occasion.

Craig mentioned the volunteers. They're always at the ready here. Just a wonderful compliment to the power of the Presidio to attract that help and to the generosity of people that care about this place. And fortunately, even in economic times which are certainly not the best, and very volatile, to say the least, people continue to give to this amazing national park site. And since we began working with the Trust and the Park Service about four years ago on a campaign for the trails and other projects, we've raised about \$26 million in gifts, and over the course of our history now with the Parks Conservancy, have brought about a hundred million dollars of projects and programs here to the Presidio as a national park site. So that's an incredible testimony to this place we care so deeply about and its power to encourage people to give to the public benefit that this place produces, not just for us, but for future generations.

So I'll close with that, and thank, again, the Trust Board, the Trust staff for their amazing work, our Park Service colleagues. And of course, to everyone in the audience that are here tonight – there's another testament to generosity. You could be home watching the World Series game. And here you've decided to come hear about the Presidio. So thank you so much.

Nancy Bechtle: Thank you, Greg. The Conservancy does such a fantastic job. They're wonderful partners, wonderful people, passionate about the work that they do.

We – I – we had the Archaeological Collections Policy. There was a handout, if anybody would like to read it. But it will be voted on by the Board. You have the policy here with the resolution. Would somebody like to move approval?

Male Voice: Well, I think Eric's going to introduce it.

Nancy Bechtle: Oh, Eric's going to introduce it. Oh, I'm so sorry.

Eric Blind: Well, if you want to do it –

Nancy Bechtle: No. Oh, no.

Male Voice: Cut to the chase there.

Nancy Bechtle: Oh, yeah. No. I thought – well, I'm really stumbling around here.

Eric Blind: No, no, no.

Nancy Bechtle: Oh, Eric, I'm so sorry.

Eric Blind: No, no problem. [unintelligible]. My name's Eric Blind. I'm the principal archaeologist here for the Presidio Trust. I just wanted to

very briefly kind of give a little bit – a sense of what the archaeological collections here are, so you have a vision in your head of what we're talking about, and just very briefly talk about, you know, why a policy now and what it'll do for us.

So up on the screen is just kind of a random sampling of some of the artifacts that we've collected over the years. We've collected about half a million artifacts, depending on how you count them. This isn't exactly a highlight. It's not even a representative sample. It's just kind of to show you the range of artifacts.

Let's see. We've got things from big to small. On the top left is about a three-foot-long walrus tusk that we found recently during the Doyle Drive project. On the kind of middle right, there's two black-and-blue donut-looking things. They're actually very small trade beads that the colonists brought with them to initiate relations with the native tribes in the area. They're only a couple millimeters across. Let's see. From old to new, in about the middle left, there's an obsidian projectile point. That's just over a thousand years old. And it was found near Crissy Field. And on the newer end, on the bottom right, during the rehabilitation of the Montgomery Street Barracks is a letter to a Private Sabatori Penici, an Italian prisoner of war, who was located here working with a quartermaster corps during World War II. That kind of gives you a sense for the range.

Now, you can kind of get a sense that these have been generated through a variety of activities, some of them the rehabilitation

projects where we're upgrading utilities for modern infrastructure, where we're rehabilitating buildings. But also, a great variety of them are generated through our partnerships with some of the stellar academic universities in the Bay Area, where we've initiated research excavations with, say, UC Berkeley or Stanford University and a variety of the state schools. That kind of gives you just a brief sense of what we're talking about for these collections.

We're introducing the policy now because we're at a transition point. As Craig mentioned earlier, the archaeology lab is nearing completion. We've shared facilities, up to this point, with the National Park Service. Our previous facility was in the path of Doyle Drive. So it was being removed, and it gave us – both agencies a chance to reflect on where to direct their programs in the future. The National Park Service chose to re-center their program closer to some of their resources in the Marin Headlands. And the Trust chose to re-center ours at the Main Post near the colonial side of El Presidio. So at this point, it's kind of important that we have kind of a clear and independent policy at this point.

So briefly, what it does. Simply, the ensuing guidelines will kind of develop standards of practice for how we collect artifacts, the categories of things that we collect. And it also will standardize several kinds of databases where we put these artifacts in and strive to make them accessible to the public. It will also help institute mechanisms for how we go about initiating loans for institutions and museums that want to borrow them for either research purposes



or exhibition. We've done such loans in the past with SFMOMA, when they were doing a California ceramics presentation and they were interested in some of the oldest ceramics in California, and we have some of those.

So as we go forward with the policy, we're working towards the guidelines, obviously, that will implement that policy. And we've begun conversations in the drafting of this with, of course, our local colleagues, the Golden Gate National Recreation Area, but also, some National Park Service peers and colleagues at the regional and national level. In the Southeast Archaeological Center – we have a relationship with them down there. The Smithsonian National Collections Center. Surprisingly, to some people, the Army Corps of Engineers actually has what's called a Center for Mandatory Expertise in the collections of archaeological materials. So we've been working with them and – as well as California state parks and a regional facility similar to ours, we think, at the San Diego Archaeological Center.

So that's, in brief, kind of a little bit of an introduction to the policy. And don't let me hesitate on the approval.

Male Voice: Thanks, Eric.

Nancy Bechtle: Thank you so much. And then there's the – oh, you have the Arch Lab that is open, and there are kids that are coming in. Or is it – it's closed now, and it'll reopen.

Eric Blind: It's – the facility itself is not open to the public, but we've maintained our excavate history, the garbology program, which are our fieldtrip opportunities, throughout the construction. And we're actually launching a new one now for first and second graders called Thingamajigs and Whatchamacalits.

Nancy Bechtle: Some of what that picture showed.

Eric Blind: Yeah. There was a couple of those in that picture.

Nancy Bechtle: Okay. So are there any questions for Eric from the Board?

Female Voice: Let me –

Nancy Bechtle: Yeah. Somebody who'd like to move approval?

Female Voice: I move approval.

Male Voice: I'll second.

Nancy Bechtle: Is there any discussion?

Male Voice: I second.

Nancy Bechtle: Yeah. All those in favor, please say aye.

Group: Aye.

Nancy Bechtle: Opposed?

[No response]

Nancy Bechtle: Thank you. And thank you very much for what you do. I'm glad you explained all the things.

Eric Blind: Thank you very much.

Nancy Bechtle: Okay. Going into project updates. Presidio trails. Barth Campbell.

Allison Stone: I'm not Barth.

Nancy Bechtle: You're not Barth. I know. But –

Allison Stone: Well, I'm coming with Barth.

Nancy Bechtle: You're – there's Barth.

Allison Stone: Yeah. Thanks. Hi. I'm –

Craig Middleton: So Allison, you're going to –

Allison Stone: Yeah.

Craig Middleton: – start us off?

Allison Stone: I'm going to start us off with just a quick overview. So converting a 200-year-old military post that was built to defend our country into a welcoming public park is no easy task, as you all know. But one of our strategies –

Female Voice: [unintelligible]

Allison Stone: Oh, I'm sorry. But one of our strategies in doing that is to create a trail network to welcome the public that's safe, that's accessible, and that's easy, so that people can explore the park and develop a deep appreciation for its resources and the landscapes here. In the past few years, as Greg and Craig and Aaron have mentioned, there's been a lot of progress made by the Parks Conservancy, the National Park Service, and the Trust to complete this trail system. And a big part of that was the 17, now \$18.3 million, gift, which is a wonderful contribution.

I just wanted to talk briefly about the centerpiece of the trails network – is a series of 13 major trails that cross and provide connections from the Bay to the ocean, from the City to the Golden Gate Bridge, and provide access to the interiors of the park. These trails include four regional trails that extend well beyond the Presidio, the Bay Area Ridge Trail, which is part of a 550-mile loop encircling the Bay's ridges, its sister trail, the Bay Trail, which goes along the shoreline, the California Coastal Trail, which is a 1,200-

long-mile trail along the state's edge, and the historic – the national historic trail, the Anza Trail, which marks the expedition from Mexico all the way to its northern terminus, which is actually here in the Presidio.

The trail system – the 13 major trails provide 24 miles of hiking opportunities. And they're backed by a series of smaller connector trails. And as you can see on the map, there are eight major scenic overlooks that ring the system. Each trail provides a very different view and landscape and degree of difficulty and access. And it's a very different character. And it allows people to really get out and to enjoy the Presidio.

This map – or this image is actually of – a historic image of the Tennessee Hollow Area, where there previously were boardwalks. And here is El Polin today, which actually just opened yesterday. The fences are down, so it's now open. A boardwalk that's reminiscent of those prior boardwalks. Here is the first overlook, which was the Inspiration Point, built in 2001. And each of the overlooks frames either iconic views outwards or, in the case of the National Cemetery Overlook and [Mobus] Creek, more internal contemplative spaces.

In 2008, the National Park Service, Parks Conservancy, and Trust partnered to conduct visitor-intercept surveys to find out what people are doing when they come here, who they are, what they enjoy doing. And it was – affirmed a lot of what we knew, but it

also provided some interesting feedback for the trails program. And that was that 60 percent of the people who come here come for active recreation. And of the top five reasons that they come here, all five related to using the trail network. It was either to walk, to run and jog, to walk with your pet, to ride a bike, or to hike.

And so we knew that people were using the trail systems. We didn't know how many. And so in December, we started a pilot project to count people on three of the major trails. And since those counters have been installed, we've had over 245,000 counts in that nine to ten months, 245,000 people using just three of those trails.

And the trail system is really – it's not just for exercise, although that's a big part of it. They're also pathways for people to enjoy other programs in the park, like the wonderful site-based art that has been brought to the park from the For-Site Foundation. Thank you again, Cheryl. Also is educational pathways. These are children at Mountain Lake using the Kids on Trails interactive guide for the Anza Trail, which is also available in multiple languages, and the volunteer program, which Greg also mentioned, and Aaron.

So to date, we have about 15 miles that have been either improved with surface tread, new trails signs which you've probably seen, or new trails that have been built, and many more connector trails. Five of the eight scenic overlooks have been completed. The sixth, Golden Gate Overlook, is under construction by the Park Service and Parks Conservancy, with the Pacific Overlook to be done by

next summer, and then the final, the Presidio Outlook. Very excited.

So just a couple quick slides to show you some of the transformation before and afters. This is the cemetery, the National Cemetery Overlook, before and after. You can see the dramatic changes that are happening in the park landscape. This is the park trail before, which is on the other side of the cemetery, and after, showing the park trail.

And one of the things that I personally find just so wonderful about the new trails is that when you go by them, they look like they've always been there. They look effortless. And even though that's the case, Barth will explain, that's actually – it takes a lot to build these trails, and especially working in the sensitive environment that we have here, because we certainly don't want to impact the resources that we're trying to preserve and protect.

And so Barth Campbell is here, who is a master trail builder, who's been instrumental in constructing several of these recent improvements. Barth has over 35 years' experience. He's the president of Campbell Grading Inc., and he's done extensive work in the GGNRA, other state parks and regional parks, and here in the Presidio. So he's here to give some – a little view for you of the innovative solutions that are being used to get these beautiful trails built.

Barth Campbell: Thank you very much, Allison.

Craig Middleton: Barth, before you start, I just wanted to say thank you. You are not only an expert trail builder, but anyone who's walked on the trails that you've built understands that you're an artist, as well. So thank you so much.

Barth Campbell: Thank you so much, Craig, very much.

What I want to touch on this evening is some of the challenges we have building trails within the Presidio and some of the specialized techniques we use to make a successful trail in the settings in which we build them.

When we go to build a trail, we think of the project as not just a trail or a trail system. We consider the whole resource and environment around which that trail's based on. And that also helps with the design of that trail. El Polin Springs is a 270-acre watershed that takes up one-fifth of the park. And although our work was only compressed into the El Polin Spring proper area, a lot of that work was designed and planned around that whole watershed to receive the water off the watershed properly and a conduit through the project, as it should be, in a natural manner. So our projects are based on design to enhance the resources, protect the resources, put active watersheds back in their natural patterns. And really, the trails are more than just trails. They are a complete piece of the



whole puzzle. There's many other pieces to it besides just that trail [unintelligible] we walk on.

This is a – the foundation to the El Polin Spring boardwalk. And the reason the El Polin Spring boardwalk was designed and put on piers was because there's designated wetland area, federal-protected wetlands area there, that drains through the system. Prior to the – when we went in there, we'd had to do a demolition. That was all paved surface, old road – maintenance road that went around the spring area. So that was all taken out and decommissioned. We removed the fill soils down to native soil grades, which you see here, constructed a boardwalk to allow those federally-protected wetlands to drain underneath the boardwalk. And by doing so, it went into the natural watershed pattern that it would have had prior to any paved roads being up there and flowed into the conduit of the historic channel there. There in the middle is a seasonal wetland pond that was created to receive the water from the wetland – or from the designated wetland areas.

This is – part of the project at El Polin Spring was the restoration of the historic cobble channel that runs north and south through the El Polin Spring area. And this is a before picture. And this is almost after, during construction of that. And a little bit of challenge we had was to find cobbles to match those existing cobbles. So we – what we did was we excavated by hand and recovered all the cobbles that were in the landscape. And it – I searched at actually seven different rock quarries in the Central Valley, northern

California to find cobbles to match the El Polin Spring cobbles. And we did find those cobbles to match those. So we go to pretty great efforts to make that all work.

And this is a bigger overall view. Of course, the landfill behind it's been decommissioned and is going to be reforested. It all flows into the El Polin Spring. And this kind of gives you an idea of the connectivity that I'm talking about when we talk about the trail system and the watershed. So you have a watershed that comes all the way up from Arguello down, you know, through this system, under the boardwalk, into the cobble channel, and down into the new constructed ponds down through there.

This project here is Park Trail. Park Trail had its different challenges. Each trail does. Park Trail had – and as well as El Polin – to meet GODA standards for slope and running grade. And there were some real challenges on that. The other part of Park Trail was we were given a task to put a trail right through one of the – well, the most significant historic forest stands in the Presidio, most photographed, anyway. And so the design of Park Trail really – to maintain the GODA standard grades for running slope and cross slope and avoid impact on the resources and, matter of fact, enhance the impact on the resources to where the watershed did function better, and to keep people on one trail rather than multiple social trails.

We did an array of things to do that. And one of them, in several places, would be the sutter walls. It's a specialized wall with very low impact to the resource. You don't have to dig footings. They're just – they – they're a retaining wall that you put in a very small prism that's very effective. And this is another shot of that. And so we use those walls to not only maintain the grades that we're required to maintain for users. We use the walls to protect resources and enhance the trail itself. And that's the final [unintelligible] of that wall. In this case, it – we were able to maintain grade while making it around that live oak without impacting that oak.

This is [unintelligible] beginning of construction of the sutter wall right along Park Boulevard. This wall here – as you can see, you put the I beams in. You don't have to excavate and dig into the hill, have soil loss or anything like that. You maintain the resource you have in place. You put your wall in. You backfill behind it. And you end up with your grade. We incorporated this railing right under the wall beams their self, so it's a very unique type of system that's very effective for safety. It's also very friendly for users. I myself like to walk on a trail and use it to lean on and look at the vistas. It works pretty well.

This is looking down through the historic stand. And what this is – this was actually what folks were using prior to our construction of the new trail – is a social trail – is a point to shortcut Park Trail to get down to Lincoln. And this was so excessively eroded. This

picture does it only partial justice. There was roots exposed as much as a foot out of the ground with gullies over two feet deep down through this historic stand.

So what we did was we used native soil and sand from the site where we did minor excavations and did a re-contouring, which shows this, to rebuild that ridge line back. Now, we're very careful not to build the material back on the crown of the trees. But this – the deficit that was there was about two feet thick at that center tree. So where we've placed that sand back up to re-contour it just comes up to the base crown of that tree. We don't come up on the trunk at all. We, in essence, restored a loss of soil from erosion from pedestrians, bicycles, and rain erosion, water erosion, as well. And after we do this, we secure it with erosion-control products that are consisted of certified biodegradable weed-free wattles, certified weed-free rice straw. And we also gather duff from the forest, skim a thin layer of duff off and cover that with the duff to more naturalize it during the process.

Part of what we do to protect resource and enhance visitor uses. This is a bridge we built in. This is receiving a drainage from Park Boulevard out of curb cut in a culvert. We don't like culverts. We never install culverts. They cause erosion. And so we put a dissipater right under the bridge. So you can see the inlet of the rock for the dissipater, the exit of the rock. We maintain the natural watershed pattern, but we completely stop the erosion and the sediment delivery. This whole site had huge sediment delivery

between the – actually, in that picture there, you can see that’s the restoration we did there right behind it. So we had – water was actually – prior to this was traveling about – down through here, right down the social trail, causing all the erosion. This was the historic path of the watershed. And so we put it back in its historic pathway and eliminated all that sediment delivery and erosion.

I’ll mention we looked at the boardwalk, and we see all the redwood here. And we get questioned quite often. We work with only two vendors, and those vendors guarantee us and provide documentation that all wood products we buy, Douglas fir and/or redwood, are certified second-growth sustainably-grown milled wood. When we can, we use recycled materials. A lot of the steel brackets we used are recycled. And we just re-galvanize. So we go to great efforts to incorporate anything we can recycled and all certified second growth, at minimum, on the projects.

And just another view of a combination of railing. That railing is right at the vista looking at the cemetery. It serves two purposes. It kind of gives a stopping point for folks to enjoy the view of the cemetery. It also protects the historic forest from people going back down that trail they were so used to going down. The wall on the right protects the resource of the slope above and the trees, and it retains the integrity of the slope.

When we went to Immigrant Point Connector Trail – we’re looking at the photos of Immigrant Point Connector Trail. I was asked

today which one of these projects that we worked on at the Presidio is your most challenging. And as you look at these, this may seem like the most challenging. But in fact, the Park Trail was, just to meet the GODA grades, because we had two control points we had to build that trail to, and there was quite an elevation difference in those control points. Although these photos that you're about to see will indicate that this may be the most challenging one, in fact, this wasn't, but Park Trail was, just trying to maintain those GODA grades and make it a user-friendly trail.

Immigrant Point Connector Trail. We had looked at different alignments. The alignment was chosen through the forest, because if we went north, that was going to go through the scrub habitat, and we had to avoid that. There was threatened vegetation in that area. So we went through the forest, and we picked a – when we do something like this, we try to follow natural contours and ridges where we're not going to encourage erosion. We just do quite the opposite, matter of fact.

Some of the techniques we used on this one is we had to – it was about 200 feet down the hill, this pipeline here. And that pipeline served as a temporary conduit to put our trail rock-tread material down. We put almost 200 tons of rock down that pipeline to surface the whole lower section of that trail. And that was all done by hand. So it gives you kind of a scope of the intense labor that some of these trails do cause. This is just – the pipeline would have been just to your left. This is to the right later on in the project.

The box steps that we install work really well, because you can make a nice sinuous pattern out of them, following curvilinear alignments and contours. And by doing that, you eliminate potential erosion. And it also works wonderfully to recess it in the landscape. We don't like to encourage to see trails built out of the landscape. We always try to embed and recess the trails and any of the trail features in the landscape and make it a part of the landscape as a rather – as so much a trail to look at. We want the users to be able to use that trail and enjoy the surroundings more than the trail itself. I think it's a perception I like to think of.

We salvaged a lot of deadwood that was there between Washington and Lincoln Boulevards. This is an example of that. And we used deadwood for many different practices. In this case, the crew is taking that log, and they're going to put it in that trench right to where the people on the right are standing. And that uses – that's to buffer, and uses a retainer for the trail edge there. So we put quite a bit of log trail edging along there. By the time that log rots out, the trail's nice and solid, and the edge wouldn't be affected after it decays.

We also use a lot of – this particular area had as much as two feet of duff on it. So we salvage duff. We salvage limbs that have fallen from trees. Rather than buying erosion-control products, we'd use duff and limbs just salvaged right off the site.

And that's just a photo of the steps going up. Now, some of these slopes on Immigrant Point Connector Trail in the raw state before we worked on them, and we did build the box steps on, were up to 40 percent slopes, which is, you know, a really steep slope. So those can be challenging. But the box steps work well on those. You can manipulate them and turn them to where it does make a nice feature.

Some of the specialized trail equipment we use. This trail machine is built just for trails. It runs hydraulic-powered equipment off a hydraulic generator off the back end of it that we use to drive the beams in. We use drills off of it. We use saws off of it. And we use it to cut the trail with. So it's a very multipurpose-type piece of equipment.

And you can see that on that type of trail, you know, everything we have there is packed in by hand, all of the two by 12s and all of the beams. So it's – that's a – that was a labor – although it wasn't the most challenging trail, it was very labor intensive, this trail.

And that's looking down the same area where it connects to go north and south, where you saw the two fellows putting in the wattles along those steps before they were filled.

And that's it. And thank you very much. Thank you to the Board for having me here today.



Male Voice: Thank you.

[Applause]

Nancy Bechtle: Is that the end of the trail work, or are there more trails that we –

Barth Campbell: Pardon me?

Male Voice: Trails Forever.

[Cross talk]

Nancy Bechtle: Are there really trails forever, or are we – are there more trails in the Presidio that we'll be working on –

Allison Stone: Yeah. There will be over the next couple years. We'll be substantially then complete with the 24-mile sections and the last two overlooks.

Nancy Bechtle: Okay.

Allison Stone: Yeah.

Male Voice: So how far are we now, 15?

Allison Stone: We're at 15, and about 2.4 under construction now, or will be in the next year.

Male Voice: [unintelligible]

Allison Stone: Some of them might be a little bit further out. After Doyle's done, we'll have to, you know –

Nancy Bechtle: Yeah.

Allison Stone: Yeah.

Nancy Bechtle: I mean, they're really beautiful. Like that new one that goes across behind Landmark – I mean, that was such a surprise. I guess everybody else knew it was happening. I just saw the stairs one day. I saw somebody going up the stairs, and I thought, well, I'm going to find out where they're going. It's really beautiful. Thank you.

Barth Campbell: Thank you.

Male Voice: Thank you.

Nancy Bechtle: Okay. Now very pleased to introduce Esta Soler. This – with the Futures Without Violence. We were very – oh, yeah, please come up here. We were so fortunate to be over in your place the other day. It was just – I mean, it is remarkable what you and your team have done.

Esta Soler: What do you think?

Nancy Bechtle: I thought it was just fabulous. And I thought that new conference room – whoa.

Esta Soler: Well, it's great to be here. And we did our groundbreaking in January 2010. And Nancy, you were there. And it was a wonderful event.

And I just want to say that a couple weeks ago, we had the fortune of finishing our Kresge match. The project – it's a little more expensive than we actually thought it was going to be, like I'm sure most of the projects. You talked about making sure people have their checkbooks ready. I join you. We'll exchange. It cost us approximately 18.6 million. But for us – obviously that was a difficult challenge to raise that kind of money, but we did it.

And we did it because this community is incredibly generous. The David B. Gold Foundation, the Richard and Rhoda Goldman Foundation, Blue Shield Corporation, the Kresge Foundation, and a number of individual donors, as well as Wynnette LaBrosse from the Open Square Foundation. So we are really – it is a labor of love.

We are so excited to be on the Main Post of the Presidio. We're so excited to take an issue that for many, many years has been very private – to be in a public park making a public statement so that we

can really challenge – violence does not have to be inevitable. And so what we want to just say a little bit about today is what we're going to be doing at the Main Post of the Presidio, Building 100. It was the old Band Building. We're going to make a different kind of music.

But I want to tell you that one of our partners is Dr. Dacher Keltner from UC. And one of his major donors happens to be Herb Alpert, who happened to live in the Band Building. And so it all is one big wonderful San Francisco, California family. Another major partner of ours, Dacher Keltner. And I really – I hope, as we go to the next phase of our work and we build our public exhibits, which will be on the first floor of our building, with Dacher, with the University of California – and he runs a center called the Center for Greater Good. He wrote a book called *Born to be Good*. David Brooks has written about him. And the whole issue of violence has really reached a public conversation and discourse. Two weeks ago, the main article in *The New York Times Books Review* talked about how violence is declining, and it's declining because of the work that a number of us have been doing and our partners around the world.

We decided we were going to do public exhibits on one key concept. And that concept was that violence doesn't have to be inevitable. It doesn't have to be part of the human experience. And we can challenge it.

This is not an academic exercise for us. For us, it is about people and real people's lives. I'll never forget a board meeting that we had five years ago, when one of our board members, the night before, called me. And he said, "I got the call I never wanted to get." His daughter was at a major prestigious university. And she called, and she said, "Dad, I've been raped." He said, "I can't make the meeting. I'm going to pick her up."

So when we talk about wanting to build public exhibits to engage the public, to engage parents, teachers, coaches, environmentalists, people who walk these beautiful trails, it's because we're doing it for the next generation. We're doing it for our kids. And we're doing it for all of us.

Because what we know in society is hurt people hurt people. We want to create homes where there's love and respect, because if we can do that, we have schools that are filled with kids who want to learn, and we don't worry about our kids going to school and getting bullied. We send our kids to college so they can learn and not get those kind of phone calls. And we create societies around the world that are stable and civil and create to peace. And we don't have to deal with the other kinds of conflict.

I'm not suggesting that the exhibits we build will end all violence. But I am suggesting that what we're trying to do is have a public dialog about how we can build curriculum in our schools to reduce the kinds of bullying our kids are facing and reduce the level of

violence that our families have dealt with and our communities have dealt with.

So what we decided to do in building this exhibit was to find a partner, in addition to the University of California, that could actually design an exhibit like this. We interviewed about 50 different exhibit designers. And we did – after a very long intensive process selected C&G Partners out of New York City. And they are working with us, and they are working with us every day and every week. We're not quite ready to show you the slides yet. But essentially, what we – and we chose them because they had worked on the Holocaust Museum, the Japanese American Museum, the Natural History Museum. And their portfolio was rich and complex and gave us the courage and the confidence they could deal with these issues that are so complex.

And so the challenge we gave them is we want a little bit of the Holocaust Museum, and we want a little bit of the Exploratorium. Because part of what we're dealing with is moving from tragedy to transformation and having people go through that journey. And we want to give people real experiences to be leaders, to figure out a comprehensive way to really build character. And so we gave them a very, very complicated and difficult task. And one of my colleagues, Rachel Smith Fals, is here with me. She said, "It's just when neuroscience meets social activism." And they said, "No problem." And then we said, "Make sure it feels like Chez Panisse, because we want to make sure that not only are you really

challenging people's senses in all respect, but they also feel like they're being taken care of and they're being nurtured.”

So that's the path that we're on. We are in the middle of building multiple exhibits. And we are hoping that what we do is – we're not going to finish, quote unquote, an exhibit program. It is a program in development. And it's a program that will always change. But what we want it to do – we want it to challenge people who are writing. We want it to challenge people who are parents and who are teachers to look at these issues and believe that you can actually do something about this problem.

And I have to fully disclose to you, my dad joined one club in his life, and it was the Optimist Club. And he gave me that legacy. And I really do believe, if we put the right kinds of programs in place, we can challenge the inevitability of it. And that is essentially what we're working on with C&G Partners, with the University of California, to do state-of-the-art exhibits. And our goal is to do our grand opening in 2013. You're all invited, if you'd like to come. We'd like to have you.

And that the other piece of our program is not only the public exhibits, but we did build a state-of-the-art conference center attached to Building 100. It is a global conference center. It is called the Open Square, after Wynnette LaBrosse of the Open Square Foundation. It has the capacity of communicating with people from all over the world, from 30 different places. And what

we hope is that the people who come to the training center, where the nation's trainer of judges and doctors and nurses and teachers and coaches – that they also go through the exhibits and that they are transformed in a way that they go outside to become actors, whether it's actors in their own family or actors in their community.

So that's the challenge that we have. And we know that the challenge that we want to pursue with all of you is to make what we're trying to do in Building 100 – last week we had guests from the Sudan. Next week we're going to have guests from different parts of the world – to make this a global hub. We want to be the center of this kind of conversation.

At one point, when we were thinking about public programming, we were thinking that not only do we want to train all the people who are going to be leaders in their community, whether it's law enforcement or judges or doctors or nurses or advocates, but we want to do the kind of public programming where these kinds of conversations are happening all the time. We did, at one point, mention what would a conversation with P Diddy and Elie Wiesel look like. Part of what we're trying to do is we want to turn these kind of conversations around with a parallax view. That's our challenge.

We have seen a significant difference in the United States around the level of violence against women and children over the last 30 years. We're not satisfied. We want to make sure that those



changes happen around the world. And we want to make sure that we can provide really concrete programs for people that they can use, whether it's in their family, in their school, at their university, or when they're walking on one of these beautiful trails.

And one of the things that we're most excited about is when we think about all the judges we train across the country, when they come to our facility, they're not going to just sit in our beautiful Open Square. They're going to walk down your trail. So we're really pleased to be here. It is absolutely – we – I pinch myself every day when I go over the Presidio gate. I always wanted to have my last job to be on a college campus. And then I decided, no, this is much better.

So thank you very much. Thank you to the support of the Trust. Thank you, Nancy, for being at the groundbreaking. And we are looking forward to celebrating with you again at the grand opening. Thank you.

[Applause]

Nancy Bechtle: Thank you, Esta. I – you just – you – with the enthusiasm and the faith that this is going to be the end of violence. I believe it, after hearing Esta and Rachel, when she was our hostess over in her place. I mean, it's a remarkable thing that they're doing over there. I mean, if anybody can do it, you guys can do it.

Okay. Now, I – there are a couple of things that I need to do. One is that – I am sorry. I would get in great trouble with our legal team if I don't introduce the people who are – the Board members who are here. For the record, Dave Grubb, Nancy Bechtle, Charlene Harvey, John Reynolds. Bill Hambrecht was here. He had to leave just a couple of minutes ago. Unfortunately, Bill Wilson is not feeling well. And Michael Shepherd is on a – he's on a business trip, as he is apt – as they make him do all the time.

Okay. So if there are other people who would like to sign up to make public comments, we are going to move into the public-comment period. There will be two minutes to speak.

What does this say, car is okay?

Craig Middleton: Oh, I did a terrible thing. I got a message a little while ago saying that there was a car with its lights on, and I forgot to say it. So it's probably either taken care of, or the battery's dead. So I'm really sorry.

Nancy Bechtle: So the car is okay. We don't need to talk about that car.

Actually, are there any comments from the Board before we open it up to the public?

John Reynolds: Can I make one?

Male Voice: Of course.

John Reynolds: Esta's gone, I guess.

Nancy Bechtle: Oh, well –

John Reynolds: But I –

Male Voice: Had an early-morning flight to New York.

John Reynolds: Okay. Well, I'm just sitting here thinking, you know, I pinch myself. She said – I pinch myself to think how lucky we are to have her here.

And the other thought that went through my mind is a huge potential expansion of the Healthy Parks Healthy Living initiative could come right here out of the Presidio. It's not just physical health. It's mental health. And it's all related. And she related it. She said they'll come here and walk on the trails, as well as do their other stuff. And I think there's an opportunity that the Park Service has in front of it that starts right here on the Presidio with her and this organization that I hope they take advantage of.

Nancy Bechtle: All right. Thank you, John. Charlene, anything?

Charlene Harvey: No.

Nancy Bechtle: No? Okay. So we have just – we don't have a whole lot, which is amazing. Let's start with David Rhody. Two minutes, please.

David Rhody: Yeah. Thank you. I – my name is Dave Rhody. I'm with RhodyCo Productions. And I really just wanted to take the opportunity, after another successful production of the bridge-to-bridge run a couple of weeks ago with KFOG and KNBR, fundraiser for Special Olympics, to thank the Board for the policies that welcome these great running fitness events into the Presidio. We also think that the special events team here just does a terrific job of finding that balance with us between a safe and a well-organized event, and then mitigating the impact on the community around.

We also would like to underscore that sometimes it gets missed, but the people who come to these big running events – and we've done dozens over the last 29 years in the Presidio – are park visitors. They are U.S. citizens. And they're coming here enjoying the park, many of them for the first time. I would guarantee you that the majority are coming back and exploring new and different parts of the park. But they are park visitors. And they totally enjoy the experience of being here in the Presidio.

And yeah, we thank you for that kind of support. We're always ready to work with the Presidio to make sure that it keeps the balance with everything else that you all have going on. But we do

think it speaks to the healthy parks and the healthy people that you all were talking about earlier. Thank you.

Nancy Bechtle: Thank you very much. Cheryl Haines.

Cheryl Haines: Two minutes, huh?

Nancy Bechtle: That doesn't count, the walk over here.

Cheryl Haines: I'm really glad I came to this meeting this evening. Thank you so much for your kind words. And Craig, you know those trees you were talking about that you're cutting down? You could maybe set aside a few for you know who, if you want.

Craig Middleton: Sure. For Andy.

Cheryl Haines: Joking. I'm joking.

Anyway, having worked here in the park and trying to realize some very ephemeral projects for the last three or four years, I've really come to develop a deep respect for public service and what an incredible resource the Presidio is. I mean, I have fallen head over heels in love with it, I have to say. And I have an enormous respect for the job that you do and the complexities associated with it.

And if we can add to the conversation, even in the slightest way, with our installations that we have added to this experience – it's

interesting. I wasn't really expecting – it started as an experiment. You know, let's create some art not only about the place, but of the place, truly, by utilizing materials that have come out of the forest. That's really where it started. I know there's a very massive reforestation effort that's been going on here for a number of years and will continue. It's a very complicated process. But it started with what can we do with these materials that will create a greater conversation, a greater understanding of the historic forest, of the natural environment and the complexities, but riches that really reside here. And I think Andy Goldsworthy was a very good start. I mean, I think he – his work is so eloquent and so approachable on a lot of different levels. It's been so rewarding working here and seeing –

I come from the art community. Thirty seconds. And it's a very different place. Here you encounter all kinds of responses from people, as Nancy was saying earlier, people out running, walking their dogs, with their children. And I overhear some of these conversations about the art and what does it mean and how does it relate to this place. And it's just been absolutely fantastic having this experience. And I have to thank not only the Trust Board for trusting this experiment –

[Bell rings]

Cheryl Haines: – but also the staff. Sorry. I'm just going to keep going for half a second here. But also the staff. You have a truly inspired and incredibly dedicated staff that you work with.

Where's Michael? Did he leave?

Male Voice: He's back there.

Cheryl Haines: Michael Boland, incredible visionary. Allison. Where's Allison Stone? She – I mean, you were amazing to work with on this project, really. I mean, you've taught me a lot about managing very complex matters.

And I want to say, it's a wonderful moment to be able to have this conversation, because I think our work is actually at a pause at this point. Presidio Habitats is closed. The two Goldsworthys will be doing what they're doing in the forest. We will be switching our activities a little bit away from sort of the natural conversation and more into the social realm and the sort of cultural history of the place.

And Craig, I think it's okay to say that we have been chosen as a community partner for the 75th anniversary of the Golden Gate Bridge. And we are in the midst of curating an exhibition we hope will occur at Fort Point that will deal with the cultural history of the gate, the City and the fort.

So anyway, I came with all these statistics of all these people that have signed up and said this and that and wonderful things. And I'll just leave these with you.

Nancy Bechtle: Thank you so much. Oh, actually, one more thing. You know, I do think it's about the interaction between people and art. And the Spire, which I also walk by all the time – it was so cute the other day. I saw – there was a mother, father, you know, like a two-year-old, and a dog. And they were kind of playing, you know, hide and seek around the bottom of the Spire. And it was very cute. It was a nice thing.

Okay. Don Green.

Don Green: I've been here, I think, as long as Craig, working –

Craig Middleton: Longer.

Don Green: – on the outside. Maybe even longer. Okay. I'm a neighbor. I belong to the neighborhood association and member of the Sierra Club and other groups working with the Presidio Historic Association. And there's no question that the Board has succeeded in its mission over the last 14, 15 years.

I want to point out that the public also has had a significant impact. And Craig, and I think some of the other Board members, will acknowledge that one of our first major efforts we made was to get



something called the Presidio Trust Management Plan, because up to that point, the Trust had said we have the Park Service GMP, and that's enough. Well, I think you guys turned around. You had a plan. And it's been very effective.

Looking at the Presidio Landmark over there, the Public Health Service Building – some of you will remember that the Trust's first position was we'll leave up the non-historic wings, because we think, for whatever reason – you could obviously make more money. But there was a lot of effort put in by the public saying that building, the way it was originally – the historic building is more attractive. And I'm glad that you want to landmark a designation for that, for the prize. But mainly, you listened to the public on that one. And there have been some other occasions.

And right now I think what I'm interested in is seeing the interpretation and education program that you fellows are now beginning to enlarge. And I've been part of the group that's looking at ways in which you can do this, including the mess-hall idea. I don't know if it's offices or for EM. But we appreciate that, and the fact that you're going to do it in Building 101 or 3 instead of waiting another five years for the next activity.

And I'd also – I mentioned to Michael Boland that the idea of a line item in the budget – and you've got 12 line items under a million dollars. And there's one big one called programs, plans and projects for Mike, which is four million. It makes sense now, in the

fiscal '12 budget, I hope, for a line that says education and interpretation. And that's what you're doing a lot of between the Heritage Center and the barracks and the Visitors Center. So I would urge you to do it. Let it show up. And it'll grow in the next four or five years.

Thank you very much. And continue all the good work you're doing. I hope we have another budget meeting, Craig, this year. It's always interesting.

Craig Middleton: I think we're about due for one, so –

Nancy Bechtle: Thank you, Don.

Craig Middleton: I certainly would want to echo what you said, that the community has been usually influential and helpful in our achieving success here. So thank you.

Nancy Bechtle: Yeah. And please tell Whitney Hall that it was really his inspiration that we're probably going to do something with bunks and footlockers and all of that.

Male Voice: [unintelligible]. He's not well right now.

Nancy Bechtle: Oh, I'm sorry. Give him our best. Jan Blum.

Jan Blum: My name is Jan Blum, and I'm here representing myself this evening. I'm part of a community called the America's Cup Environmental Council, made up of about 30 different environmental organizations working with the City to improve conditions about the environment for the America's Cup.

One of the things that we have all been concerned with is the fact that the Presidio is not part of the venue. However, we do also know that only about 4,800 seats will be available for the public at Crissy Field. And we fully expect that some of those 77,000 people who are trying to lobby for 4,000 seats will use the National Cemetery. They will be at Inspiration Point. And I think there is some concern about how the Presidio will protect itself from months of millions of people who may be visiting in areas where we have a natural habitat, sensitive habitat, cultural objects that need protection and so on.

So I don't expect that you have an answer off the top of your head, but I think it would be a good subject for a future public meeting. And I know the Park Service is your representative to the community of San Francisco planners. But we are still very concerned about the Presidio. Thank you.

Nancy Bechtle: Thank you. Janet McBride, the Bay Area Ridge Trail Council.

Janet McBride: Good evening, members of the Board, staff, partners and members of the public. My name is Janet McBride. I'm the Executive

Director of the Bay Area Ridge Trail Council. And as Allison mentioned, for anyone who doesn't know, we're creating a 550-mile hiking, biking and riding trail on the ridge lines all around San Francisco Bay. And as of today, 332 miles are open for everyone to enjoy and protected forever. The Ridge Trail Council also just so happens to be a tenant here. We're – our offices are housed in the Presidio in the Thoreau Center. And we very much enjoy being here and enjoy the Presidio.

What I'm here tonight – is to convey how excited we are about progress being made on the Ridge Trail in the Presidio. In September, our board enthusiastically endorsed a \$200,000 contribution of funds that was a set-aside from the state coastal Conservancy money for developing the Ridge Trail. It may sound like a relatively small amount compared to some of the numbers discussed tonight, but it's a significant contribution from the Ridge Trail. And specifically, this money is supporting construction between the Rob Hill Campground and Lincoln Boulevard. But we really see it as an integrated trail connection for the Ridge Trail route between Rob Hill and the Golden Gate Bridge. And this work really represents the culmination of the master trail-planning process and the vision and the foresight coming to fruition on all the trails.

So – oh, dear. I got the 30-second sign. We deeply appreciate the great support of the Trust, as well as the Conservancy and GGNRA. We are tickled by the fact that the Ridge Trail – many of the sights

on the Presidio Habitat Exhibit run along the Ridge Trail. Andy Goldsworthy's Spire is on the Ridge Trail. We're also partnering with a number of the regional trail organizations in developing trail-related tributes as part of the 75th anniversary of the Golden Gate Bridge. So we're looking forward to all this work. And thanks again for your support, the great work of your staff. And we can't wait for the next Ridge Trail dedication. Thank you.

Nancy Bechtle: Thank you very much. Bill Shepard, Neighborhood – what is it? Neighborhood Association for Presidio Planning.

Bill Shepard: Yeah. Thank you. I am Bill Shepard. I am the current chair of the Neighborhood Association of Presidio Planning, who many of us know as NAPP. I want to first echo Greg Moore's comments and mentioning how impressed NAPP is with the many projects that the Presidio Trust has undertaken so successfully and just in the last couple of years. And we could go through a long, long list and look at some of them that are, you know, in the picture behind you and on the boards on the sides. It's just fantastic what you've done, dealing with incredibly complex issues. And you just keep – how you handle them all at the same time is – boggles my mind.

I want to express NAPP's appreciation for the Presidio Trust staff in working with NAPP in an inclusive and collaborative manner. Over the – we have had a series of excellent meetings this year with the Presidio Trust staff. And I'm very impressed with the positive

spirit of all the participants. And it's been a really wonderful experience, a real change of direction for us. We appreciate it.

And I also would like to express my hope that this spirit of inclusiveness and collaboration with the Trust staff can be expanded to include you, as Trust members. I'm very serious in saying this. You, of course, are the official stewards of this grand park. We are the ad-hoc public stewards of the park. It strikes me – pardon me. It strikes me as odd that there has been so little true dialog between us over the years. We are all on the same team, and we have a common goal dedicated to ensuring the continued success of the Presidio through this interim period of sustainability and beyond.

So I would like to extend an open invitation to each of you members of the Board to participate and attend a NAPP meeting or meetings. It's a – whenever you wish. I believe it could –

[Bell rings]

Bill Shepard: –be a mutually beneficial and, more importantly, a beneficial experience for the park if we could engage in open discussion with individual members of your Board. I hope you will seriously consider this invitation and consider how you, as individuals, might become more open to direct involvement with us, instead of – in contrast to these two-minute drills that happen just a few times a year. Thank you.

Nancy Bechtel: Thank you very much, Bill. Excuse me if I mispronounce this name. Gina Sinchak.

Gina Sinchak: You got it right.

Nancy Bechtel: Did I get it right? Oh, good.

Gina Sinchak: So this is my first meeting, and I'm not sure it's the right forum to bring this issue up. But I'm here, so I will. First of all, I grew up across the street from the Presidio. It was my playground. And five years ago, we adopted a shelter dog. And since then, I've walked Crissy Field every single morning. So I've seen the transformation. It's been absolutely extraordinary. And, you know, just as a resident of San Francisco and a user of all that the Presidio has to offer, I want to thank you for what has been a very obviously thoughtful and high-quality stewardship of all the changes. So thank you.

What I wanted to bring up for your consideration, if you haven't already thought of it – it's not so much to ask a question but just to ask you to consider it – is, as someone who uses the Presidio every single day, one of the things that I've noticed is the parking meters that are everywhere. And I understand why they have to be there. I fear that they're coming to Crissy Field. I fully expect that they'll be there before we know it.

And what I'm wondering is if we can't have some sort of park pass or something that could be purchased, an annual parking pass or something, that would not so much enable the people who commute – and I know that they do exist – you know, to park all day, but perhaps, you know, for a fee, we could all have free parking for one hour a day or two hours a day so that we could enjoy all of the wonderful things that you've done, but without having to figure out if we're in space number 15 or number ten or, you know, carry coins with us. So thank you.

Male Voice: Thank you.

Nancy Bechtle: Thank you very much. You know, we actually – as I mentioned early in my report, we are looking at a new strategy for parking. You know, I think the parking idea was put in approximately – what? – ten years ago or – you know, it's an evolving –

Craig Middleton: It's a constant evolution.

Nancy Bechtle: It is a constant evolution. And the interesting part is that, you know, some of our tenants want us to charge for parking, and some of our tenants don't want us to charge for parking. So, you know, we're – we will come up with some kind of a – hopefully a new strategy.

So that is all of the people who have put in requests to speak. Thank you very much for being here tonight. I think it's a – there's



so much going on in the Presidio. It's really fun. It looks beautiful. And the team that is working, from the trails to, you know – to the – all the projects – it's been great. So thank you very much.

[Off-topic conversation]

Nancy Bechtle: Oh, the meeting is adjourned at 8:25.

[Off-topic conversation]

Male Voice: Perfect. Nice job.

[End of recorded material]