

**Presidio Trust Officers Club. 09.25.08 630-930**



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[Beginning of recorded material]

Michael Boland: Thank you. Can everyone hear me? Good evening. A couple more folks are coming in. My name is Michael Boland. I'm Chief Planning Projects and Programs officer for the Presidio Trust. I'm here tonight with a number of colleagues of mine from the Presidio Trust and also some of our comrades from the firm of MIG who are going to help us facilitate the workshop this evening. I would like to welcome you to the first in a series of three workshops. Each of the workshops will have the same agenda that we're holding in the next couple of weeks that are all focused on the future of the Main Post.

Our hope here tonight is to create a forum in which we can discuss the four alternatives and the one variant that are included in the Main Post SEIS. The goal of the SEIS is that ultimately when that process is completed it will update the Presidio Trust Management Plan which was completed in 2002, the Presidio Trust Management Plan's vision for the Main Post. It will update the PTMP chapter on the Main Post.

Now, this process that we're working on tonight began in November of 2007. Since that time we've had multiple public meetings. We've had a number of tours throughout the summer of the Main Post. I think 1,500 people participated in those tours. We've received over 1,000 comment letters on the draft SEIS that we produced and in the course of the scoping process. Your comments tonight will be

recorded as part of that official comment period and the official process.

Our goal really is a simple one. What we're hoping to do tonight is to walk through all of the alternatives -- each of the four alternatives and the variant included in the SEIS -- to make sure that everybody fully understands the various proposals that have been put on the table. We're going to ask you to put on your hats as groups in breakout tables as planners and help us figure out what a preferred alternative for the future of the Main Post should look like.

As you know, when we released the SEIS we included something called a proposed action, which is simply a compilation of the various proposals that we have received at this time. What we need to do now is move forward and develop a preferred alternative that we can then adopt when we move this to the completion of a final EIS and a record of decision.

I also hope that this evening this discussion of the alternatives will help you all formulate your comments. As you know, the comment period is coming to a close in coming weeks. We're hoping that if people have any lingering questions or any concerns or if there are any things that you feel we haven't adequately discussed that we'll be able to speak to those concerns and that can help you formulate your comments as you provide comments on the SEIS.

Personally, I have one other hope. That is that we can ask everyone tonight to focus on some of the things that have not gotten very much attention. As you can imagine, most of the comments that we've gotten have really focused on the Contemporary Art Museum at the Presidio. The fact is, the SEIS includes a whole host of other proposals that we want to make sure you have a chance to hear about and that we hope you will give us some feedback about because we think that everything that we have proposed in the SEIS is worth discussing. We'd like to hear what you have to say about it.

Now, tonight is going to have a couple of parts. First, we'd like to give a slideshow. Then we're going to break out into smaller groups, work together. Then everybody is going to come back together. We're going to have a reporting back at the end where we can all share the work that everybody has done in their small groups.

I am going to talk about a couple things. I'm going to give you a brief introduction to the work that we've done to date and to the Main Post. Then I'm going to walk quickly through the SEIS alternatives. Everybody when they walked in should have gotten a large matrix. When I get to that point I hope you'll open it up and we can walk through pieces of it together. Then, as I mentioned, we'll break apart. Then we'll begin the workshop. Then we'll come back together for group discussions.

If anybody has not received a matrix, raise your hand. Okay, would you guys go get a bunch and bring them out and distribute them? You don't need it for the first part of my presentation, but you definitely need it as we get into the second part of this. All right, thank you. How are we doing? Close? One more in the front here, Joan, and another one in the front here. All right. I'm sorry about that. Thank you. Are we good? One more in the back, and then we're good. Okay. Thank you. You don't need to look at it yet, but in a few minutes.

Just a few preparatory comments, I think it's important to note that the Main Post [and] the Presidio is a national park. Like so many other national parks, it has an incredible collection of historic resources -- an incredible collection of cultural resources -- that tell us something about our heritage. The Presidio is particularly blessed, having an amazing collection of architectural resources, an amazing collection of historic landscapes, rich archeological resources that go back far earlier than the Spanish Settlement in 1776 into Native American times. It's a really remarkable collection of historical resources.

Similarly, like many other national parks, the Presidio has a remarkable collection of natural resources. Thirteen different native plant communities, over 200 different bird species use the Presidio - - an extremely remarkable consolidation of natural and cultural resources in what is really a fairly small park, about 2 1/2 square miles.

The Presidio has a long history as a military community. I think this is interesting. I mention this only because I think this is one of the ways that the Presidio is actually different than many other national parks. This place has been a community. It was a Presidio community. It was used as a community for centuries. Most national parks were not a community and don't have this rich legacy of buildings that we have. The Presidio currently has just shy of 6 million square feet of built space in it, which is a remarkable square footage for any national park. There are very few national parks in the country that have a comparable amount of square footage. I think it's important to note that for most of its history the Presidio had a very active and fairly large community -- far more people in it than it does today, as a matter of fact.

This slide shows the evolution of the Main Post from 1776 all the way up to the present. I think it gives you a sense of how the Main Post evolved in this series of great building campaigns. The building campaigns were largely associated with the construction of three major open spaces, around the El Presidio, then subsequent building campaigns around the Old Parade, and then the Ultimate Building Campaign around the Main Parade, then subsequent to that a kind of filling out and an expansion of some housing in more remote areas.

I think it's also important to point out that between 1945, which is the current end of our period of significance, and the present that

the Main Post changed in some significant ways, primarily the demolition of this entire ensemble of buildings from here to here. It largely retains a lot of the character it had in 1945, which is also an important quality.

I think it's also important to mention that the Presidio is unique among national parks -- there are a handful of them in our country -- by virtue of its urban location. I think that this gives us a really incredible opportunity to bring urban populations into a national park and to give them national park experiences in a way that Yosemite or other more remote national parks really can't do that. I think it's really important that we consider the role a national park can play in an urban environment as we move forward and think about the future of the Main Post.

Now, the Main Post, I would say, among the various districts in the Presidio is really the most complex in terms of the layering of history and in terms of the role that it can play in the life of community. It's always been imagined to be the gateway to the broader Presidio, imagined to be the heart of the park. It's a fairly small district. It's only 128 acres out of 1,490 acres of the Presidio. Within that 128 acres is over 1 million square feet of built space. It's one of the most dense districts in the Presidio and has been for quite some time since it's the site where development began in the Presidio and where it continued throughout its lifespan.

As I mentioned earlier, the population of the Presidio has risen and fallen over time. During World War II, which was really its most active period, nearly 4,000 people lived and worked in the Main Post with many more coming to the Main Post every day. It was very much alive. It was alive with everyday activity. It also was very much alive with ceremony since this was the administrative headquarters of the Post.

One of the things that has been a constant since the base closure was announced in 1989 and first the Park Service and then the Trust began to turn its attention to the future of the Presidio and role that the Main Post might play in the Presidio is this idea that the Main Post should become the gateway to the broader Presidio and that it should be the heart of the park. It should be, along with Crissy Field, the most public part of the Post. It should be the place every visitor would come and begin their experience at the Presidio and where they would come and learn about the Presidio's history. This is a vision that was first put forward in the National Park Service's GMPA for the Presidio, reiterated in the Presidio Trust Management Plan that was completed in 2002.

It's important to note that, based on this prior planning, we have already begun the rehabilitation of the Main Post. The piece of paper that you have on your laps, on the back side you see a map of the Main Post District. The buildings that are shown in black are buildings that are currently occupied or that are in the process of

being rehabilitated. Those total about 75 percent of the buildings in the Main Post. The Main Post is 75 percent occupied.

Really what we're talking about in this updating of the Main Post vision is that remaining 25 percent of the buildings in the Main Post. Those buildings have a very important role to play in establishing the public character of the place. For those of you who come through the Main Post during the day during the week, you know that it's fairly empty. There are very few members of the public out enjoying the park. There's very little to engage the public in the Post at this point in the Main Post. That's really what we're talking about in this discussion -- that remaining 25 percent and how different kinds of uses in those buildings will create a different kind of character for the place and engage the public in different kinds of experiences. That's something that we really want to focus on quite a bit tonight.

I think it's important to note that of that 75 percent of the Main Post that's currently occupied, the bulk of that square footage is filled with office uses. That tends to create a movement of people at the beginning and the end of the day and at lunchtime, but very little activity at the other parts of the day, which is part of why the Post is so quiet as it is today. The current population of the Main Post is about 1,400 people a day. This is approximately half of the population that it was. We've begun to create some visitor amenities -- places to eat, some interpretive material. A visitor today would

have a very difficult time knowing what to do or knowing how to enjoy the Main Post as it stands today.

We at the Trust have been focused on how to make the Main Post a public place for some time -- a public place that serves not only the people who live and work here, but the broader community and also the National Park visitor -- people who come across the country and want to understand the Presidio, would enjoy the Presidio and its history.

To date we have begun a number of efforts that are focused on making this a more public place. We've created special events, things like Shakespeare in the Park, which just finished; Film in the Fog; Presidio Presados; and a series of cultural exhibits that are here in the El Club. We have one opening in just a couple weeks on the Spanish American War, for example. We've created a transit center and a shuttle system to make it easier for people to come to the Presidio and leave the Presidio, serving residents and tenants and visitors. We serve about 1,500 people a day on our [Presidigo] Shuttle. We've begun design plans for the greening of the Main Parade. This is one of the images that some of you are probably very familiar with showing that parking lot from this previous shot transformed into this green space at the heart of the Post -- a longstanding vision, again, dating all the way back to the Park Services GMPA for the greening of the Main Parade.

We've also begun to develop programming around the Presidio's history. We've developed an archeology program specially focusing fourth grade kids in using the Presidio as an opportunity to teach children about California history. We piloted that program last year, served about 650 kids. Next year that will double, and we'll serve about 1,200 kids. Our goal is to grow that program so that ultimately children throughout the region will be able to come and learn about California history and especially learn about Spanish colonial and Mexican period, Native American period history here in the Presidio utilizing the rich archeological resources of the Presidio -- and particularly the El Presidio site.

We've begun excavations of El Presidio. The commemoration that you see is just outside building 50. We began working on early plans for a Heritage Center in the Main Post and tried to understand the scale of that facility and how we might accommodate broadening and deepening the visitor's understanding of the history of the Post in various ways -- small things like installing the historic street signs that are around the Main Post that identify the individual that the streets are named for, and developing signs for signage and waysides that will be doing in next fall and next spring throughout the Main Post. That said, we believe we have a long way to go to really reveal the Presidio's history and make this a public place.

In 2007, we began a process that asked organizations to submit proposals to create a national park lodge in the Main Post. Based on

that, we received a number of proposals and sorted through those proposals and received one very good proposal for a lodge, which is one of the ideas that we've incorporated into the SEIS that we're currently working on. In August 2007 we also received a proposal from the Fisher family to create a contemporary art museum at the south end of the Main Parade. Lastly, we've also received a proposal to rehabilitate the historic Presidio Theatre and build an addition on the west side of that theatre. This would create a new home for the San Francisco International Film Festival.

In response to a number of requests from the public, we've undertaken to look at all of these proposals as well as a series of other proposals that we have for things that we'd like to do, such as the creation of a Heritage Center. We assembled all of those proposals together and have taken a comprehensive look at them in the SEIS that we put together and the Main Post update. The idea is that we would look at the intersection between these different uses and ask ourselves both to assess the array of impacts that those might cause, but also ask ourselves what kind of experience would those different combinations of uses create for a member of the public who is coming to visit the post.

I think it's important to mention the Update. This is the cover of the Main Post Update. The Main Post Update was developed to more fully describe what is called the Proposed Action. The Proposed Action is a compilation for the various proposals that we've received to date and is summarized as one of the alternatives,

Alternative 2, that's included in the Environmental Impact Statement that we've produced. The Update and the SEIS will change as we undertake this public process and we try to develop a preferred alternative for the future of the Main Post.

The Update identifies a series of goals for the Main Post. I thought it's important to run through those briefly just because they've informed our thinking mightily. There are four of them. The first is that we work to reveal the layers of the Presidio's history, that we add public amenities and services that will support the Presidio as an urban national park, that we express a spirit of innovation that I think is true not only of the Presidio but true of really all of the Golden Gate National Recreation Area, and that we create relevant cultural experiences for all -- that we develop strategies to engage a broad cross-section of the public in the experiences of the park here in the Presidio. Based on the public comment that we have received to date, both during the scoping period, we developed these four alternatives and the variant that you see described on the map below you and on the matrix below you.

Just a couple of things about the alternatives and then I'd like to walk through them. The first thing I want to mention is that alternatives are a compilation of different strategies for employing different activity. For example, there are a number of different places that we've proposed locating a Heritage Center. There are a number of different places where we've proposed to locate a contemporary art museum. Pieces of them can be mixed and

matched. Today what we're looking is to help you understand the composition of these alternatives and to assemble them into a preferred alternative. It's important to note that it's okay to mix and match various elements of the various alternatives to create your preferred alternative. One need not just simply say that we like Alternative X.

Let me quickly summarize these alternatives before we get on with the workshop. What you'll see is there are a lot of numbers and there's a lot to go through. What I'd like to do is I'd like to do two things. I'd like to first talk about what these building uses mean because they're not necessarily immediately obvious. Then I'd like to point out some of the key differences between the alternatives. When we break up into groups there will be individuals in each group who can speak more clearly to any specific questions you might have about the alternatives and what they include and don't include and things like that.

First let's talk about the building uses. You see that up at the top half of the matrix there are five different categories of building use that are described. Industrial Warehouse and Infrastructure is fairly obvious. That includes things like the Presidio Fire Department. That's considered to be a piece of the infrastructure of the place. Office: good examples of office uses that we currently have are the San Francisco Film Center, the Goldman Fund, and the Moore Foundation. In our experience what we've found is that these office buildings tend to allow people only so far into them. They're mostly

not devoted to a public purpose. They're mostly devoted to housing organizations.

Retail: currently that includes restaurants and Visitor's Services here at the post. Dish Café and the Film Center are good examples of the retail operations that we currently have here. Lodging and Conference: we currently don't have overnight accommodations in the Presidio, but this does include special events venues like the "O" Club and the Golden Gate Club. Lastly, Recreational at the Main Post is an organization like the YMCA which is currently part of the Main Post.

Cultural and educational: good examples of these are educational organizations like the Bay School, which is currently in the Main Post; the proposed archeology lab; or one of our tenants that's working on the rehabilitation of Building 100, the International Center to End Violence. These are organizations that tend to have a component of public programming, intend to be organizations focusing on cultural history-focused, culture-focused, arts-focused undertakings.

Lastly, Residential: the Main Post has a number of single family dwellings and some duplexes. These are the residential housing types that are currently found in the Main Post.

Quickly, if I could ask you to turn over to the matrix side, we'll try to run through these. Again, all of these maps will be at your tables

as well as individuals who can help walk through some of the differences. Quickly, I thought it would be useful to just run through each of these alternatives and talk about some of the differences between them.

Alternative 1 is the PTMP Alternative. What I mean by that is that we have a currently plan for the Presidio, the Presidio Trust Management Plan. It was completed in 2002. In this alternative what we've simply done is tried to look at that alternative in light of changes that have occurred since PTMP was created. The big change is Doyle Drive. The big difference between this alternative and that alternative and the PTMP Alternative that is described in our current master plan is that there's an increase in demolition because Doyle Drive is going to take out some buildings. That reduces the overall square footage. That's the big difference between PTMP Alternative as it exists and PTMP Alternative that we are analyzing here in Alternative 1.

Let me run through a few things. Under this alternative the Main Post would have a total of 1.2 million square feet of built space. About 436,000 of that would be office space, which is what's shown here in yellow on this map. About 486,000 square feet would be public serving space, which is shown in blue on this map. PTMP always included about 110,000 square feet of new construction in the Main Post. That new construction would be used to house office uses. That's what was imagined in PTMP originally.

The net increase in total square footage in the Main Post would be about 64,000 square feet over what is here today. Ultimately there will be 1.2 million. That's 64,000 more than there is today.

By visitors, lets me explain, that is the number of people coming here. That includes people who are working in the offices, people who are living here, and people who are coming to visit the various public uses in the Post. The number of visitors would be estimated to be 2.0 to 2.2 million each year. In Alternative 1, parking remains on the El Presidio site. For those of you who know, the El Presidio site is here. That's the birth place of San Francisco. In this alternative, as in PTMP, that area would remain a parking lot for the foreseeable future.

In this alternative, the Heritage Center would be located in the old Presidio Army Museum, which is located right down here, Building 2. The contemporary art museum would be located in the commissary building, which is consistent with the Presidio Trust Management Plan that identified that as a site for a museum. Lodging would be located here in Building 42, the old Bachelor Officers' Quarters, also consistent with PTMP. The Presidio Theatre would be rehabilitated and reused as a theatre.

Alternative 2, as I mentioned, is the proposed action. This alternative was designed to reflect the proposals as we have received them -- the three proposals that I described. It reflects the three proposals that we have received for the contemporary art

museum for the Presidio Lodge and the Presidio Theatre. It would increase square footage over the square footage of the Main Post today by 140,000 square feet, which is 49,000 square feet more than anticipated in our current mast plan for PTMP. In this alternative the new infill construction would be used for public uses as opposed to the last alternative where the infill construction is used for office uses.

In this alternative, Alternative 2, there is about 400,000 square feet of office less than the last alternative and 681,000 square feet of public serving uses which includes the three things I mentioned -- CAMP, the lodge, and the Presidio Theatre. We estimate that the number of visitors under this alternative would be between 2.2 and 2.4 million a year, which is approximately 200,000 people more than in the alternative I just described. In this alternative all but 75 parking spaces would be removed from the El Presidio site within the timeframe of this plan, which I forgot to mention. This plan would take us out to build out at 2030. That's the time horizon. It doesn't describe anything beyond 2030.

In this proposal the Heritage Center is co-located with the archeology lab in this building, Building 50. In this proposal the contemporary art museum is located here in a new building located where the current Presidio Bowling Center is and also in a rehabilitated Building 101, which is right here, one of the Montgomery Street Barracks.

In this alternative, lodging would be located in new construction here on the location of the current Presidio Trust headquarters and in the open space immediately to the south of that building. It would also be located in the rehabilitated Building 42. As in the last alternative, the Presidio Theatre would be rehabilitated and would have the addition that I previously described.

Alternative 2a is a variant on Alternative 2. It looks at the treatment of the contemporary art museum by moving that facility across the street south of Moraga Street to the site of the Presidio Library and Hurst Hall. It would be moved uphill to the south. The proposed Presidio Lodge would be redesigned so that a portion of the square footage would be pulled out on the other side of the [Ensa Esplanade] into a site where historically there were buildings to reduce the apparent scale of that building. Other than that, this alternative is very much like Alternative 2, and that's why it's simply a variant on Alternative 2. It looks at the treatment of those new construction projects in a different way.

Alternative 3 increases current square footage by 13,000 square feet. There is much less new construction in this alternative. In this alternative it includes 488,000 square feet of office space and 463 square feet of public serving uses. We estimate because of the greater amount of office space and the lower square footage the visitation would be between 1.7 and 2 million people per year. This is somewhat lower than PTMP currently estimated. Under this alternative all parking would be removed from El Presidio. This

alternative includes a 50,000 square foot history museum located here at the bowling alley site. It includes a contemporary art museum up at Fort Scott, which is not on this map. I apologize. It's located in another part of the Presidio off this map. It includes lodging in Pershing Hall and also in Upper Funston and the houses along Upper Funston. Yes, the existing houses along Upper Funston. That's right.

Male Voice: [Unintelligible] this is yellow? [Unintelligible].

Michael Boland: Yeah, yellow is, yes. Yellow is office. The yellow is office. The blue are public uses. The red is residential.

Female Voice: When you refer to the parking spaces [unintelligible]?

Michael Boland: Each of the alternatives looks at the treatment of El Presidio in a slightly different way.

Female Voice: Right across from [unintelligible]?

Michael Boland: Right. That's right. In this alternative all of the parking spaces will be relocated. Let me point out while we're on the topic of parking, each of the alternatives supplies enough parking to meet the projected demand for parking. When you see on your matrix the number of parking spaces that are included, that's designed to sync up with the projected demand for each of those. It just reorganizes the parking in slightly different ways. For example, in this

alternative because the projected demand is lower we can remove all the parking spaces from El Presidio.

Female Voice: How far from the main base [unintelligible] coming to the Heritage Center [unintelligible]?

Michael Boland: Fort Scott is near Golden Gate Bridge. It's the collection of buildings that there's a wonderful portion of [unintelligible].

Female Voice: [Unintelligible]

Michael Boland: It's all the way up the [unintelligible].

Female Voice: [Unintelligible]

Michael Boland: Yes, it's for the [unintelligible]. That's where Fort Scott is. That's where the contemporary art museum would be located in the alternative.

Female Voice: [Unintelligible] proposed [to find] [unintelligible] where [unintelligible]?

Michael Boland: The proposed parking is organized in a number of places around here and around the Main Post. When we break up into groups when you look at the large maps it shows all the parking lots. People can walk you through the parking lots. Generally speaking, what happens with the parking is the parking on the Main Parade in

the El Presidio is located behind the buildings in a series of lots that are located around the back side. For example, along this entire back ledge would be parking. There would be a [major reservoir] of parking being built down near the conjunction with Doyle Drive. There would be a major reservoir of parking built up here. There's a major reservoir of parking built over here. The idea is to build four large intercept lots where people coming into the Main Post from north, south, east, or west would park. That said, there still are over 500 parking spaces that would remain in the heart of the Main Post. We end up with the same number of parking spaces as there are today in the Main Post. They're distributed differently. Yes?

Male Voice: Under Alternative 3 the contemporary museum [unintelligible]?

Michael Boland: Yes.

Male Voice: I guess I'm assuming that the Fisher family is not indifferent to a location.

Michael Boland: Indeed.

Male Voice: I don't understand. The discussion of Alternative 3, is Fisher going to pay to have the contemporary art museum at Fort Scott? If not, why is it a viable alternative?

Michael Boland: It is a viable alternative because it is something that we have heard from the public as a desirable place to build a museum in the

Presidio and an appropriate location for us to consider in this analysis.

Male Voice: But would you have no commitment from the donor to do that?

Michael Boland: That's correct.

Female Voice: You have permission or don't [have] permission?

Michael Boland: I'm sorry?

Female Voice: The donor really [unintelligible]?

Michael Boland: The donor has proposed to build the museum in the [Main Post]. We are looking at an array of alternative sites.

Female Voice: When this museum is built will they charge for entrance?

Michael Boland: I can't speak to that. I can't speak to that. I'm sorry. You have a question down there?

Female Voice: [Unintelligible] reconstruction Doyle Drive. What's going on with Doyle Drive?

Michael Boland: Could I answer that after?

Female Voice: Sure.

Michael Boland: Thanks. I will happily do that. Can I walk through the last alternative? Then let's answer questions of clarification. Okay. Alternative 4. Alternative 4 is the status quo alternative. Under this alternative we rehabilitate all remaining buildings. It limits new construction to 26,000 square feet. This new construction is predominantly additions to existing buildings. In fact, it is only additions to existing buildings with one exception, which is the transit hub that we've already rebuilt. The net effect of this was that it would increase the current square footage in the Main Post by about 8,000 square feet.

This alternative has the greatest amount of office space -- as you see, 510,000 square feet. It has the lowest amount of public uses at 376,000 square feet. It also, as a result, has the lowest visitation. We project that at between 1.5 and 1.8 million. El Presidio, the treatment would be the same as in Alternative 1. Under this proposal, however, there is no archeology center or Heritage Center, a history center. There's no lodging, and there is no contemporary art museum. This is the alternative of really none of the proposals that we received. We simply, in this alternative, rehabilitate the current buildings, and we convert those mostly into office uses.

As I mentioned tonight, what we would like to do is break everybody up into small groups and go through a number of key steps. What I would like to do before we open up the floor to

answer any questions is just have Mindy Craig from [Mid] talk a bit about the workshop and how we're going to approach this.

Mindy Craig: Thanks, Michael. The Presidio is very special to all of us. For me, I was born at where the Tides Foundation is now. That has always been a place in my heart. I know that you are all here today because of that exact thing. The Presidio is a very special place to you. We wanted to talk about that today. We're going to break up after we're done with this into small groups. We're going to start off by introducing ourselves and then talking a little bit about what the Presidio means -- and the Main Post particularly means -- to us in terms of our experience to really get some of the heart of what we feel about this place.

Then we're going to go get into the nitty-gritty of what these alternatives are. We're going to review them and answer some questions we have. MIG will be facilitating this. We also have people from the Trust to help answer the specific questions. Then we're going to get down to what is our preferred alternative. We're going to be able to mix and match these and really kind of think outside the box of where we've heard now to come up with something that makes sense for us. Then we're going to put those ideas together. We're not going to come up with a consensus. We're going to try and come up with some majority ideas. Everybody's view will be heard. Then we're going to pull it back to the group as a whole to identify some of the key experiences that we talked

about and also to demonstrate what we think our preferred alternative is.

I'm going to turn it back to Michael in a second. When we are done here you all have a number on your nametag. Those are one through five. I think we probably have about 30 people here. We're going to actually try and consolidate ourselves down to three tables. I think maybe when Michael is done I'll direct you everywhere. That's it for this moment.

Michael Boland: Thank you. As Mindy say, we're going to try to walk through these alternatives again in greater detail as we break out in these groups. I'm wondering if there are any meta-level questions. Somebody asked a question about Doyle Drive. Do you have a specific?

Female Voice: Yes. I just heard you allude to it a couple of times that changes were going to be happening there. What are they?

Michael Boland: Yeah. The biggest change that has an impact on the Main Post is the current parkway alternative for Doyle Drive calls for the creation of a cut and covered tunnel. The current Doyle Drive would be dropped down to the level of Crissy Field and put in a tube. The bluff that's at the foot of the Post behind Building 211, the Transit Hub, would be pulled over the top of it so that you would be able to walk down the Main Parade and walk over the bluff, walk over Doyle Drive on this new bluff, and walk down to Crissy Field so

that it will reconnect Crissy Field and the heart of the Post in a way that it was up until Doyle Drive was built in the '30s.

Female Voice: [Unintelligible]?

Michael Boland: Buildings that come out? Building 204, which is located right here, comes out. Building 201 is actually removed and then rebuilt over the roadway after the road is rebuilt. The PX Building that's located down comes out behind Crissy Field Center. Crissy Field Center was historic in its days. Then there are a series of buildings that are located over here in Letterman District that come out.

Male Voice: I'm sorry, that's 605 and 606 that come out?

Michael Boland: Yes, the PX.

Female Voice: Public storage?

Michael Boland: Yes, public storage. That's right. Sorry. Sorry. It hasn't been the PX for a while. Yes? Please?

Female Voice: As of now is the Presidio paying for itself? What is the financial situation?

Michael Boland: Yeah. The short answer is this: our revenues exceed the cost of operating the Presidio, but there still is a lot of work to do. The Presidio is about two-thirds rehabilitated. We have about one-third

of the buildings left to rehabilitate. We still need to find the funds to do that.

Male Voice: Particularly the new tenants would refund that [unintelligible].

Michael Boland: In some cases.

Female Voice: What is the current number of visitors to the Presidio during [unintelligible]?

Michael Boland: Are you interested in the Main Post? I'm sorry.

Female Voice: Well, yeah. The alternative 4 [unintelligible]. Is the number here of people coming to the Presidio the current one, or the projected one?

Michael Boland: No, no. That is the projected one because not all the buildings are occupied yet. That's when the buildings are fully occupied. It's roughly double what we have today.

Male Voice: What constitutes a visitor?

Michael Boland: In this analysis, a visitor is anyone who comes here. It includes employees, and it includes visitors -- people who come here and walk around the park. It's based on vehicle trips. It's the number of people who come in. Yes?

Female Voice: Can you talk a little bit about the residential [users]? Who's going to be shifted [unintelligible]?

Michael Boland: Yeah. [Unintelligible].

Female Voice: Residential uses?

Michael Boland: Yeah. Talk about residential uses. The Presidio currently has 1,100 housing units. We rent them out to folks who [unintelligible]. The residential [excuse] is they're anticipated that this would be just that. We'd be housing [unintelligible].

Female Voice: They go up and down. What's happening? We'd get rid of some of the residential housing or we'd be adding some? How is that working? The first one is [unintelligible].

Female Voice: Could you repeat the question with the microphone?

Michael Boland: Sure. Sorry. It's a habit. The question is talk a bit about the changes in the numbers around residential housing. As we developed the Main Post there are some places where we anticipated adding more residential uses in some of the currently empty buildings. That's the difference. Currently the housing is located primarily on Riley Street, Infantry Terrace, and the Queen Annes over here. In each of the alternatives, some of the remaining empty buildings have housing put in them. You'll see the maps when we get to them. It shows you where the housing would be located.

Female Voice: It's a matter of expanding versus . . .?

Michael Boland: That's right. That's right.

Female Voice: So there's not going to be a reduction?

Michael Boland: That's right.

Female Voice: It's just that you're expanding or not?

Michael Boland: That's right. It's increasing or letting it remain the same.

Male Voice: If you look at the alternative, the alternate [status quote], you should've [unintelligible].

Male Voice: Yeah.

Male Voice: Which means if you just filled everything you had today [when you're] going down to 168. Two, three, and four actually lose housing square footage [unintelligible].

Male Voice: Yep.

Michael Boland: Bear in mind that the PTMP Alternative for residential is at full build-[out]. Okay? This is the square footage for housing at full

build-out. There isn't a number here that is current occupancy.  
Okay?

Female Voice: Do you know what the occupancy is?

Male Voice: No, but if you go to 211, if you build out what you have today -- you said this was the status quo, just rebuild and update all the buildings and use them -- and put the residential in the residential unit, 211,000 square foot . . .

Michael Boland: We would have a total of 211,000, correct.

Male Voice: Only Alternative 1 actually adds any housing square footage. The other ones actually [unintelligible].

Female Voice: Alternatives 1 and 4 are actually relatively close. In [unintelligible] with the Presidio Trust Management Plan we anticipated the potential for converting some of these old barracks buildings for some kind of housing. That's where the fluctuation is. What we tried doing as an alternative is to look at different fluctuations [unintelligible] sensitivity for things like traffic.

Michael Boland: Right.

Female Voice: We have a global look [unintelligible] housing in the Presidio. It's tapped at 1,654 units. Those units are not beds. Those are [unintelligible] an array of large homes to single [room] occupancy

apartments. That's tapped. Right now we're at [unintelligible] 1,100. At some point in the future, depending on the outcome of this process, we might put some housing in some of the barracks.

Michael Boland: Right.

Female Voice: [Unintelligible] the number of housing [unintelligible].

Michael Boland: That's right. That's right. You know, I want to be mindful of our time. Let me take one more question. Then we can answer your questions in groups. I'm sorry. You've had your hand up for a while.

Female Voice: This was important [unintelligible] because one of the things that I didn't hear there, the controversy of the contemporary art museum. What I heard bandied about was who gets the actual art pieces. Where is that donated? Is it donated to the city? Is it donated to the Presidio Trust?

Michael Boland: I can tell you, my understanding is that it would be donated to a foundation. The foundation would run the museum.

[Crosstalk]

Michael Boland: I can't speak to that. I'm just telling you what I know. This is what I know. Yeah, like most museums. I think we'd like to break up into groups. Again, we're going to be here, resources. We can answer

your questions. I will be here moving around, so if you have specific questions I'm more than happy to answer them.

Mindy Craig: I think we have about 30-odd people. We want to break up into three different tables. I think you have a number right now that's one through five. To make us get a little room, we're going to go to tables one, three, and five. If you have a number one, three, or five, go to that table. Sorry, we're going to four -- one, three, and four. If you have another number, please just find a spot at one of those tables. [I'll] make sure that we are comfortable in those.

[After group discussions]

Female Voice: These were the items that came up that were most important to us. One of the first was the sense of history of the Main Post -- starting with the Spaniard times, American Indian times, all the way up through the military into the '40s and current uses and changes that have happened. One of the best parts, I think, of this park is when you come down Arguello and that vast, beautiful view out to the Bay, the Bridge. Preserving that was something that was very important to all of us. Also, the history and being able to also experience it through the buildings, like what they've done here through the adobe. Maybe some of the other buildings, finding out what the military life was like, opening some of the buildings up to us in some type of a living history sort of way were very important - - also, making sure recreation stays a key point to not just the main area, but the entire Presidio.

We had a consensus in all of the areas. It was not 100 percent, but being a democracy, I'm going to present the major ideas. In as far as the old Presidio area here -- the Main Post here -- we liked the idea of the lodging in 42 and changing the houses 16 through 11 over from business use to be more or less like bed and breakfasts, which expands the lodging abilities of the park. The other thing was, of course, getting rid of the parking in through this area, losing this section of Moraga, and also the section of Graham here.

Then these two barracks buildings, 41 and 42, we had basically two ideas. They're sitting on very significant archeological sites that have yet to be discovered and shared. Also, the military history is what the Presidio is -- keeping those barracks alive. One of the uses we were thinking is if we could save the buildings either in site there, possibly move them, is making them hostel locations for people who might not have as much money to be able to stay at the bigger lodges and the bed and breakfasts.

The caveat we had was they would stay in site until they started working on the archeological digging. If there were significant remains -- things that could be then opened and shared, getting down into trenches and seeing things -- I don't know if any of you have ever been to Chaco Canyon or places like that, walking among the ruins gives you a great sense of history -- these possibly could be moved to a site to be determined later. That, I think, covers us for that area.

The area that includes the theatre, the bowling alley -- everybody -- it was unanimous -- expanding the theatre, making good use of that space, bringing more business into the park, especially with the film institute. The bowling alley we like. Okay? We like it. It wasn't just because we had people working here doing that. We also don't want to do any new construction in that area because it has to do with that view coming down Arguello when you enter that gate and also the view back up from the water, looking up to that expanse and seeing these extraordinary buildings. I think that covers that.

Last but not least, again, no new construction along the Main Post. That includes the lodging and the hotel. What we came up with as a possibility were there are empty buildings along the Main here -- no longer having a mixed business-residential, using these as hotels, as lodging. A lack of a restaurant and another place to eat that would be affordable for everybody was a comment where -- I hate to say it -- the Trust building loses that building and possibly putting a restaurant there. We actually did say if they limit the new construction that would be okay with us as long as it kept the feel of the Main Post. In other words, the design concept has to echo what the Post currently looks like.

Mindy Craig: Then let's wrap it up.

Female Voice: Yep, I'm ready. CAMP should not go up on the Scott Street side. My personal feeling is increase traffic, increase congestion -- not a

good spot. The space below down in 610 was acceptable to us with the building looking the way it does. Thank you.

[Applause]

Mindy Craig: Okay. Who was our reporter for group two? Three is next? Okay. Let's see. Dick is our reporter. Here's the microphone.

Dick: We had a lot of disagreements. We finally reached some consensus. I'll try and present the minority view. If I don't, the minority view should present itself. I think we felt the same way. We felt the history of the Presidio was the foundation of whatever we do -- the ambiance, the atmosphere. People talked about coming here with their families, camping down on Crissy Field, riding their bikes, hiking. I think that was key to all the changes. We also recognize that probably going forward we had to make some changes. We tried to kind of combine these differing views into a consensus.

I think here on the Old Presidio part we had a huge argument over the CAMP. It had to be moved. What we did agree -- some of us -- is that a lot of us saw a purpose for having a world-class art collection if you could incorporate it into something that was within the character and the size of the Presidio. We weren't rejecting having an art museum. We actually didn't define that. We said we were fully accepting of some form of a museum. Size would be much, much smaller than CAMP. I forget what we figured -- 50,000 feet? Was that it? It had to meet the character and the style of the

Presidio. If you saw it, it would fit in. We felt it gave a bit of purpose to the end of the parade ground, too.

We wanted to expand the theatre, so we actually combined some here. We had to add the theatre back in. The bowling alley we all liked. We want it to remain somewhere in the Presidio, but we didn't see that it had to stay where it was today. That was a strong consensus if not a total unanimous view that bowling alley should exist because there are children here and families here, and it serves a purpose. We were fully accepting that it could be relocated to somewhere else on the Presidio.

On the section here, the lodging we ended up with I think a 22-room and then there are 25 of the bed and breakfasts that we felt fit into the character. It was going to be that or offices. We felt that it's something that kept people around on the weekends, Saturday mornings. There would be people maybe wandering around. That was good. If it was offices it just becomes a dead zone. That just seems something that if you truly want to have the ambiance of the Presidio, you need people here most of the time. If you just want to have a museum of the way the buildings were, then offices are okay because on the weekends you can come to that. We felt that it served a purpose to have bed and breakfasts and that there.

The last area there was going to be no new construction for this hotel. There was support for a hotel. We went back and forth. The minority view would have a hotel there, maybe pretty significantly

redesigned from what we understand it to be. No one had the details. Over here we felt that mixed residential and retail was fine, whether it would be split or one floor up, one floor down. Again, we like the fact that people would be there through the week through the year. People would have a vested interest in the Presidio because they lived on the Main Parade grounds. That served a purpose for us.

CAMP, we felt, could well be placed down on Building 610. There was a view that we don't need a contemporary art museum on what we view as a historical site. That was just differing views. Some of us viewed that we saw a reason for people to come here -- historical and that -- and still see world-class art. That didn't get rejected. Other people felt that no, the ambiance was more pure towards the historical. CAMP would go down there. We'd be fine. A small, historically sensible museum, we felt, could be made to fit in on the Main Parade area.

Anyone on the team think I failed to present a position or misrepresented a position? Okay.

[Applause]

Mindy Craig: Thank you. Where is our next group's presenter? Your name is?  
Paul is going to present.

Paul: My challenge now is avoid being totally redundant, dull, and boring. There seems to be a remarkable level of agreement.

We started by talking about things that we thought were important. The historic character was something that should be preserved and enhanced. The concept of having a revelatory exhibit is significant. We really want to show the history and how it plays into so much of the development of the West -- not just the Presidio itself, but things that started here and went elsewhere. This really is the nucleus of San Francisco, where it started.

The fact that we have relatively majestic views that are here that we don't want to ruin -- a campus feel that this is, I think, someone commented is like the University of Virginia in many ways with the green. That would be a very useful thing here -- not dead, but sort of a quiet but active area. Along those lines, meaningful and contemplative were things that we thought were appropriate.

How do we put that into play in terms of what goes on? Too many offices is not a good thing. It's dead in the evenings. It doesn't contribute to this being a lively area. As everyone seems to have recognized, gee, lodging down in here is good. The Officer's Club, the Building 50, is that really big enough for all of the things it's supposed to do? Maybe that needs to be considered.

We didn't really like putting anything up there. This might be a really nice place to define these areas a little put, put a little bit of

an edge to the Parade ground. Having, for example, terraces or plaza with café tables and a place for people who are in the offices or in the lodging to come out and have lunch in open area on those days when it is sunny and not blowing 30 knots and foggy. I think we may get three or four of those a year, but this really would be a lovely place for that.

These buildings up here -- the Montgomery Street Barracks -- are shown as public use. We were thinking specifically mixed public use -- maybe, for example, restaurant on ground floor, lodging above would be a good use. There's some flexibility there. Maybe could we fit the historical museum into these buildings in some way? The focus is public use, getting people using the verandas, moving in and out, and taking advantage of that -- preserving these buildings back here in terms of a conference center or providing the conference center support for lodging here and here.

We're thinking about how to do the historical museum if it fits in here or making it smaller and shifting it back, getting away. Really, the feel that has evolved over the years in the development of this is really very unique. The real difficulty is in putting in new buildings that would not clash. It's really hard to design something purpose-built that would fit into something that's evolved the way this has. We're very reluctant to have new construction in this area. Thanks.

Male Voice: Any specific opinions on CAMP?

Paul: The building, absolutely not. Whether or not we put the art in other buildings on the Presidio, we didn't really get to that. I suspect that the main thing is CAMP here or here is absolutely a non-starter. Putting it elsewhere, maybe. Personally, there's a huge demand for something like CAMP elsewhere actually in the City of San Francisco where it would provide a nucleus for communities that are developing that need an anchor that other things will grow around.

Male Voice: [Unintelligible].

Paul: I've got a friend who is down there who is saying, "We want it here. How can we get it here?"

Male Voice: What about recreation?

Paul: Pardon? On the Main Post? I'm not sure what you mean?

Male Voice: [Unintelligible].

Paul: I'm not sure what you mean by recreation. We didn't really get into that. There are recreational uses --

Female Voice: I think, too, is that the alternative uses we didn't [unintelligible]. We do want to [unintelligible].

Paul: One of the concerns that we did discuss was there was a lot of discussion about what buildings do we put in place. Part of the problem is talking about what buildings without understand what the programmatic structure is for the museum or for the building uses makes is it very hard to talk about the buildings because buildings don't bring people. It's the programs and the activities that do.

Mindy Craig: Okay, great. Well, thank you very much.

[Applause]

Mindy Craig: We're going to wrap up. Thank you guys so much for all your hard work, your thoughtfulness. I think we have seen some patters here. There's a sense of history that all of you have reflected. There are some changes and little differences in the alternatives that you have created, but there are some similarities. I think this is very helpful to the Trust to understand where you're coming from. I really appreciate your time and your energy.

We are going to do two more workshops. One is going to be on Sunday at 2:00. The next one is going to be October 2 at 8:30 a.m. in the morning. If you have other community members who are interested in this and would like to be part of it, we would love to have them come. Please tell them to come here.

I just want to pass it over to Michael one last second. He has some final words.

Male Voice: [Unintelligible] chance for public [unintelligible]?

Mindy Craig: We have comment cards for everybody. Please fill those out those will go into the official record. Also, this is all being taped so that we'll be also in the record.

Michael Boland: I just wanted to thank everybody for coming tonight. I [get] three things. [I would] encourage you to come to the two remaining public workshops for [unintelligible] to your friends or anyone you know that's interested and wants to come. We're really interested in hearing from lots of folks. This has been great work. It's been fantastic. It's really helpful for us to hear and see where there is a lot of consensus among people [at the] Main Post.

Comment cards. If you want to send [in a] letter there's also information in here about whether or not you want to send an email or send in a formal letter, please do that.

Male Voice: Can everyone read those in the public? Other people can read this, not just the Trust?

Michael Boland: The way it works is that we get all the comments. We consolidate all the comments. The next draft we [unintelligible] consolidated

section where all of the public comments that we've received are recorded [unintelligible] so people get a sense of exactly --

Male Voice: Not [unintelligible]?

Michael Boland: No, no, no. There are themes that emerge that are consistent. We talk about how many folks said this and [walk through that].

The last thing I wanted to remind everybody is that on the 14th of October we have a public meeting at 6:30. It's going to be at the Palace Fine Arts Theatre so that we don't have to say no to anybody. The last time a lot of folks didn't make it through the door. We found a bigger venue. We're going to host a meeting there on October 14.

Male Voice: With the additional public meetings and [unintelligible], is that pushed back a day [for us to] make a decision on the various [proposals]?

Michael Boland: Yeah. [Just to be clear on that], at this point what we are leaning towards [unintelligible]. We [will] take that information we got here [unintelligible] and use that to develop a preferred alternative. [Unintelligible] --

Male Voice: I thought we had to make a decision by [4:30].

Michael Boland: No. No. We are in the middle of the process. October 20 is simply the end of the [comment period] when people send us [their] comments. Then there's a process that [unintelligible].

Male Voice: Any estimate as to how long [it will take the Trust] to make a decision on the alternative?

Michael Boland: [Katie], you want to [unintelligible]?

Female Voice: Certainly not before [unintelligible].

Michael Boland: We're right in the middle of the process here, folks. Thank you again for coming.

[Applause]

[End of recorded material]