

Presidio Trust Officers Club. 09.28.08 200-500



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203 Columbus Avenue · San Francisco 94133
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[Beginning of recorded material]

Michael Boland: My name's Michael Boland. I'm the chief Planning, Projects & Programs Officer for the Presidio Trust, and I want to welcome you on this -- well, what was a sunny afternoon when we all got here earlier today. It looks to be getting a little bit foggy outside. I'm joined here today by a number of my colleagues, both from the Presidio Trust and also from the firm MIG, a landscape and planning firm from the East Bay who are helping us orchestrate this series of workshops over the coming weeks.

Today's workshop is one of the three workshops that we're hosting. All of these workshops are really focused on the same thing. So one need only come to one of these workshops. And they're focused on the future of the main post. As many of you know, we've been engaged in a process over the last year focusing pretty intensely on the main post and on updating the Presidio Trust's management plan's vision for the main post in light of some recent changes that have come along in some recent building proposals that we've received.

Where is my advancer? Jody? Sorry. Jody? Anyone? Press the arrow. Thank you. Sorry, we missed -- the advancer is not working, so we need to use human ingenuity.

Today's workshop will have three parts. I'll begin by giving a brief slide show that talks about a little bit of background on the main post on the work that has occurred to date and also on the alternatives that are being proposed as part of this process for the future of the main post. We'll follow that with a workshop where we'll ask everybody to go to tables and help us craft a preferred alternative. And I'll come back to that work in a minute. And then lastly we're going to ask everyone to come back together and report back on the preferred alternative that you have all developed as a group sitting at your tables.

Next. Now, I thought it was important to put this work in a little bit of context, because the work that we're doing here -- obviously, the main post we're not starting from scratch. The main post has been the subject of a lot of scrutiny and a lot of study over the past two decades -- an enormous of primary research and secondary research and planning work that's occurred. So I thought it was important to walk through some of that, give you a sense of the context for the discussion that we're having today. Many of you know this image. It's a period image, 18th century image, of the Spanish El Presidio. The Presidio was established by the Spanish in 1776 just outside this building. And in fact, the front portion of this building incorporates the last remaining adobe walls of the original Presidio de San Francisco.

Next slide. The Presidio developed for the subsequent 230 years as a military community. There were various layers of history, and the main post is, among the neighborhoods in the Presidio, the one that has the most layers

of history inscribed in its landscape. There have been 13 different building campaigns, but three major building campaigns associated with each of the main post's primary open spaces. The Spanish El Presidio, which is shown in the bottom during its American period and sort of in its American guise; the Civil War parade ground, which is the extension north of that original Spanish El Presidio; and then the main parade, which you see, which dates from the Spanish American War, which has on its west side the large brick Montgomery Street barracks.

Next slide. During the Second World War, its most active period, about 4,000 people lived and worked in the main post with considerably more coming into the main post during the day -- because the main post was the headquarters. It was a place where there was -- it was enlivened with a lot of everyday activity and also with official activity and ceremonial activities. And those activities occupied the open spaces. This is a period photo that shows the main parade when it was used, looking toward the south.

Next slide. Now, starting in the middle of the 20th century about the time of the Second World War, the character of the main post began to change. And that had to do with the changing character of the way the main post was used. Up to this point the main post district was really a mixed-use district. People lived in the barracks and they would cross the parade ground to go to their offices. So it was a mixed-use district, much like a small town. Starting in the middle of the 20th century that changed. The main post became primarily an administrative

center; people began to live in the outer edges of the Presidio and off base. A lot of the housing that you know, you're familiar with, up in the forest and on the edges -- and as a result people needed to drive into the main post.

And so it's character changed. It wasn't a mixed-use community. The army also began to demolish a number of buildings, most notably the historic Civil War barracks that were along Graham Street. And they built a number of modern buildings. This is Herbst that you probably know, the Herbst Hall -- Building 34, which is where the Presidio Trust's offices are. And a couple of other modern buildings were built after the Second World War.

Next slide. And the primary open spaces, the El Presidio and the main parade, were paved and became parking lots, because of course many people were -- people were no longer walking across the parade ground. They were driving from a location offsite, coming to the parade ground and parking and then walking to their offices in the surrounding administrative buildings.

Next slide. Now, it's interesting -- so the Presidio was preserved first as a national historic landmark district in 1962, and then it was included in the boundary of the Golden Gate National Recreation Area when the park was created in 1972. Because of this incredible richness, this historic richness, along with the natural resources that are included in the park -- the incredible scenery and its wonderful recreational opportunities -- so it's very much like other national parks in terms

of this layering of resource values. But I think it's important to think for a minute about some ways it's very different than other national parks.

And I think this map points at a piece of that, which has to do with the incredible density of architecture that is included, much of it non-historic, in the middle of the post. This was an active army base. It was a community. It was actually a series of communities contained within the national park. It has six million square feet of built space; it has over 800 buildings. And so it's very different than what, for many people, what many people imagine national parks to be. And I think this is an important difference that the Presidio has vis-à-vis other national parks that we know.

Next slide. I think it's also important to note that the Presidio, and the broader Golden Gate National Recreation Area, I think has a really unique opportunity because of its urban location, because it can bring national park experiences to urban populations by bus. People can get to the Presidio by bus from the surrounding community and from the surrounding six-million-person metropolitan area. And this, I think, distinguishes the urban national parks in the national park system and gives them a particular responsibility to serve the community and particularly to serve children in the surrounding community and give them national park experiences.

Next slide. I think -- all right, the planning process for the future of the main post builds on not only this broader context, this historic context, the fact that

this is a national historic landmark district and that it was included within the legislative boundary of the GGNRA -- it also builds on quite a bit of planning and quite a bit of work that's been done. Both the National Park Service's plan for the Presidio and also the Presidio Trust's general management plan for the Presidio imagine that the main post district would be the gateway to the park, that it would remain the most urban park, is you will -- urban. It's not really a very urban place, but the most developed part of the Presidio as it has always been.

And it would be the place that most visitors begin and end their experience in the park, where they would come to be served by visitor amenities, where they would come to get things to eat, where they would get information -- and then they could go out and enjoy the broader park. Now, since the Presidio Trust's management plan was completed in 2002 the Trust has completed quite a bit of work. And it's important to bear that in mind I think, because in looking at the main post we're not looking at a blank slate. About 75 percent of the buildings in the main post have been renovated and have been occupied. So really what we're focusing on in this is that remaining 25 percent of the buildings that will really establish the public character of the place.

This is -- if you back up for one second -- this is a photograph of the Funston houses before and after shots showing you what we began with after the army left and what they look like now. We've recently rehabilitated those buildings.

Next slide. We've also devoted quite a bit of energy to rehabilitating the historic character of the landscape. In an area where there were 13 different distinct architectural styles, there's a really interesting opportunity to recreate the character of the landscapes that are associated with them. And we do a lot of primary research and rehabilitate those landscapes. And this is a project that we're going to be working on soon. This is the Spanish -- sorry -- American period Alameda, the former main entrance to the post that we've been slowly rehabilitating all the landscapes along Funston Street, and we're preparing to work on this.

Next slide. We've also begun a process of bringing the main post back to life with programming. And I think it's important because, again, if this is the place that everyone's going to begin their experience of the post and begin to understand the Presidio's history and why this land was protected by Congress -- we think it's important that a lot of those activities live here in the main post or emanate from the main post. So we've begun a number of things. We've begun an archeology education program primarily focused on children, using the Presidio and particularly the El Presidio site, as a place where fourth grade children can come and learn about California history. That's something we piloted last year and will continue to expand until every child in San Francisco has the opportunity to come here and learn about California history here in the El Presidio site.

We've also begun the excavation and commemoration of El Presidio just outside this building. Many of you passed it as you walked in. And that's something we hope to continue all the way around the footprint of El Presidio so people will be able to come and understand El Presidio at some point in the future. We've begun public programming and special events, Presidio Pasado's Film in the Fog, which was just last week -- just last night actually -- Shakespeare in the Park, which finished up last weekend, and other kinds of public programs that are really designed to bring some of the life back here to the post has really been missing for the last decade.

Next slide. We also have been working on a number of plans to re-establish the public character of the open spaces that were converted into parking lots by the army after the Second World War. This is an image showing the future of the main parade. We've developed plans for the greening of the main parade and the relocation of that parking and also for the creation of a new feature called the Anza Esplanade, which is a broad pedestrian way lined with interpretive panels that will begin to unravel the history of the Presidio and make it visible and accessible for the visiting public.

Next slide. Now, as I mentioned, even with all of these various kinds of progress, the main post is 75 percent occupied. But it's still very quiet. When I was walking around today, you all represent the greatest number of people that have been present in the main post district this afternoon -- during the day today. So it's very quiet. It's very quiet during the week; it's very quiet on weekends. And for a gateway or a heart of a

park I don't think we've really achieved that ambition that this be the place that people come and really begin their experience of the post and understand the Presidio's history. There are very few amenities for the public. A couple of places you can get something to eat, but other than that it is very quiet.

Seventy-five percent of this district is leased, but almost all of it is filled with office uses, and that really has to do with the character of the buildings that we're rehabilitating. They were most easily adapted to office uses, and so we put office uses in those buildings. Now, in response to this we have developed and update to the Presidio Trust Management Plan's vision for the main post. And this is a document we recently released; this is a draft update, and there's a companion volume that is a supplemental environmental impact statement that looks at a series of alternative ways to accomplish this vision of reanimating and reactivating the main post.

Next slide. Now the update identifies four goals for the main post, and I just want to read them quickly. The first goal is that would reveal the layers of Presidio history and make them available for the visiting public. Second is that we would add public amenities and services that support the Presidio as an urban national park, the kinds of visitor services that the public needs to be able to enjoy the park. The third, that we would express a spirit of innovation. I think that in the context of the national park system the Golden Gate National Recreation Area is a park that has always been innovating by virtue of its urban environment, developing different strategies for

bringing the public into the park and letting them enjoy it. And we think that's important.

And lastly, that we create relevant cultural experiences for all, that this be a place that is available to all members of the public and that it not be available to only a subsection of the public.

Next slide. Now, as I mentioned, we've released a draft supplemental environmental impact statement that identifies four alternatives and one variant on one of those alternatives. These alternatives were developed over the last number of months and are really based on the public input that we developed and that we received during the scoping process. Now, it's important as we start to talk about alternatives -- just a couple of comments about that. Now, alternatives are not to be seen as exclusive undertakings. One can take elements from each and mix and match them. The idea is to look at the full array of different kinds of ideas that have been put on the table by the public and understand the implications of those, the potential impacts of those undertakings.

But what we're going to ask you today when you break into your groups is to assemble your own alternatives. So it's certainly fair game to mix and match and take different elements from different alternatives. Before we do that, I thought it important to just quickly go through and summarize some of the key ideas that we've heard from the public and that we've analyzed in these alternatives so that you're a little better informed as you sit down and set to the work of assembling

your own alternative. Now, just a few kind of meta-level statistics before we go on to the specific ideas. This is a view of the main post district. It's the area you see in the foreground. And just a few facts and figures, and they're summarized on the back of the matrix that you all have.

The main post district is 128 acres; it's this area right here. This development that's shown here. Now, within that 128 acres today there's 1.14 million square feet of buildings, as I mentioned before. And that's about 19 percent of all the square footage in the main post, but that's only about eight percent of the area. So it's a relatively dense part of the Presidio relative to other parts of the Presidio. Now, it's important to mention that when we talk about adding or removing square footage from the main post, people often think that we're increasing the overall square footage in the Presidio. And that's actually not the case. The way our general plan is written, and actually the way our legislation is written, there's a cap on the total amount of built space in the Presidio that is allowed.

So anywhere on our general plan where it calls for a neighborhood to increase the square footage, it means we're removing it somewhere else. And in fact, our general plan commits us to, over time, reducing the overall square footage from about 5.96 square feet to about 5.6. So what you'll see over the next several decades is a gradual decrease in the square footage -- overall decrease in the square footage of the Presidio, though we're talking about some potential increases of square footage in this particular district.

Next slide. Now I wanted to talk a bit about some of the ideas that we've heard, some of the ideas that are being considered in the alternatives that really focus on those goals that I described earlier that we put forth in the update. Now one of the things that I mentioned was a desire to bring visitor amenities, to bring life to the post. One of the ideas that has come up and has been part of our plan for a long time is the idea of bringing -- of putting lodging in the main post district -- something that was included in our original plan for the main post. And it's something that we're looking at a number of different strategies for implementing.

And you know, national parks have a tradition of providing lodging, of providing places for people to come and have an overnight national park experience in the park. And we think that potentially could be a really wonderful way for the public to enjoy the Presidio. Now, each of the alternatives takes a slightly different tack when considering overnight accommodations in the park. Alternative 1, which is -- Alternative 1 is the alternative that is designed to most closely mimic the final alternative from the Presidio Trust Management Plan. So that's sort of our current thinking about the Presidio Trust - - about the Presidio and about the main post.

Alternative 1, as in PTMP, assumes that historic Pershing Hall, which is an old bachelor officers' quarters just down the road here from the O Club, would be rehabilitated and would become lodging. It's a very easy building to adapt as lodging because it was a bachelor officers quarters.

Next slide. Alternative 1 also assumes that accommodations would be included at Stillwell Hall, which is down at Crissy Field. It's the original headquarters building; it was built in conjunction with the Crissy Airfield in the first part of the 20th century.

Next slide. Then there are Alternatives 2 and 2A. I'm sorry, does anyone recognize that? Okay, Alternatives 2 and 2A. And again, these are listed on the matrix on the back. So if you want to follow along you can see what I'm talking about. Alternative 2 assumes that Pershing Hall, the image I showed you before -- Building 42 -- will be rehabilitated as lodging. And it also assumes that a new park lodge would be built on the location of Building 34. This is the Presidio Trust's headquarter for those of you who know it; it's just down the road on Graham Street.

Next slide. And the building, our building is approximately located right here, and there's a [cannon] [unintelligible]. And the idea is that this would be new construction; it would replace the footprint of Building 34, and it's designed so that the activity in the lodge and the amenities in the lodge would spill out onto the adjacent Anza Esplanade and main parade. And so that's the idea behind locating the lodge in this location in Alternatives 2 and 2A.

Next slide. Alternative 3 assumes lodging in Building 42, Pershing Hall, the first image I showed you. And it also assumes that there would be a bed and breakfast in the upper Funston houses. These are old officers'

quarters that run down Funston Street; they date from the Civil War. And these would be rehabilitated and turned into overnight accommodations.

Next slide. And it also assumes that Scott Hall, which is located up near Fort Scott, would become overnight accommodations as well. And that's a building that's right next to the pilots' housing right on the way to the Golden Gate Bridge. In Alternative 4 there would be no lodging in the main post.

Next image. All right. One of the other objectives that I mentioned early on had to do with revealing layers of history. And although a lot of the history of the Presidio is still visible, is extant and still visible in the main post, Spanish period history is largely invisible. The El Presidio is something -- although it established the format and the foundation and the orthogonal grid upon which the entire main post is based -- it's largely invisible today to the naked eye, unless you really know what you're looking for, except for the walls that we've exposed in the front part of the officers' club in the Mesa Room.

So one of our key undertakings here is both to -- is to excavate and to celebrate and reveal what is hidden in the history of the post and to also interpret what remains visible and to engage the public in the history of the place. So this idea of revealing layers of history and making it accessible -- each of the alternatives takes a slightly different approach to that, and I wanted to walk through that quickly.

Again, Alternative 1, the PTMP alternative, our current master plan, calls for essentially a very light touch treatment to the El Presidio site. The El Presidio site, just to orient everyone, these three streets, Moraga, Mesa then Graham, are the inside edge of the former [unintelligible] El Presidio. So it [unintelligible] down along here. The remaining portion is here in the Mesa Room, then along here and [unintelligible] the backside of the Funston Street houses. So that's the essential location of El Presidio -- the walls of El Presidio. There are other associated facilities that spread out. But in PTMP -- PTMP calls for leaving El Presidio much as it is, although there would be ongoing excavations.

We'd leave Buildings 40 and 41, those two red rectangles that are Second World War buildings that are in the middle of the footprint of El Presidio. And we would leave the parking that currently exists on El Presidio.

Next slide. PTMP -- the PTMP alternative also calls for the creation of a heritage center/orientation center in the old army museum Building 2, which is located down at the foot of the post off of Lincoln.

Next slide. Alternative 2 takes a slightly different approach to El Presidio. It calls for the removal of those two Second World War barracks buildings that you saw, those two red buildings, Buildings 40 and 41 that sit in the middle of El Presidio. It call for the removal of most of the parking from El Presidio. And it calls for the excavation and commemoration of the walls. It also calls for creating a heritage center in this building, in Building 50, and locating an archeology

education center in a portion of Building 50 as well as the buildings that you see marked in blue -- 47, 48 and 49 -- to allow us to integrate the archeology program and the heritage center and the El Presidio site so that those things can work together. And this would be the launching point for visitors who are coming to walk around the main post.

Next slide. Alternative 3 takes a slightly different approach to the treatment of the El Presidio site and to the location a heritage facility. Alternative 3 calls for the removal of all the parking from the El Presidio site; it also calls for the closure of Graham Street and Moraga Street, which are these two streets here -- and Mesa that run through the El Presidio site. And the location of the history museum, which is shown here in this [unintelligible] 50,000 square foot history museum in a new building located on the site of the Presidio Bowling Center.

In Alternative 4 there would be no history museum, heritage center or an archeology center, and the parking that is currently on the El Presidio site would remain. Now, one of the other themes that I talked about briefly was about creating engaging cultural experiences for all people and creating in the main post a kind of critical mass of organizations devoted to history and culture, heritage and education that would create a vibrant cultural destination in the main post. I think it's safe to say there is a long tradition of cultural institutions in parks. Another great one just opened this weekend in Golden

Gate Park, and we're hoping to create a critical mass of great cultural institutions here in the Presidio as well.

But again, each of these alternatives takes a slightly different approach to how you accomplish that. Alternative 1 takes the historic Presidio theater shown here, adds new construction of about 20,000 square feet on the west side, which is on the left side of building, and turns this into new home for the San Francisco International Film Festival.

Next slide. In this alternative the Montgomery Street barracks would be used for a mix of office, residential, retail and cultural and educational uses. So it would a mixed-use building, cultural uses on the upper floors, office and housing on the upper floors, and on the ground floor public-serving uses.

Next slide. And a contemporary art museum would located down at Crissy Field in the commissary building that is down there just adjacent to the Crissy Field [unintelligible].

Next slide. Now in Alternative 2 the Presidio theater would be rehabilitated in the same way with that new addition to create a home for the San Francisco International Film Festival. The Montgomery Street barracks would house a mix of cultural and educational uses. But in this alternative a contemporary art museum is located on the bowling alley site. And this is a map that shows that location and shows the footprint of that building. It would 100,000 square foot building, and it would be located in this site and it also would be located in Building 101,

which is one of the Montgomery Street barracks, which is located here. This would house its administrative offices and classroom space.

Next slide. The variant that I mentioned, Alternative 2A, takes the new construction and moves it across the street from the bowling alley site and puts it uphill where the library, childcare center and Herbst Hall are. So this is the bowling alley site back here, the bowling alley here -- and the new contemporary art museum across the street to site 2A.

Next slide. Actually, back up for one second. Sorry. In Alternative 3 the contemporary art museum is built outside the main post. It's built up at Fort Scott on the footprint of -- in a location where a building came down a couple of years ago. An in Alternative 4 there would be no contemporary art museum. Okay, in Alternative 4 there would be no museum, and the Montgomery Street barracks would be rehabilitated as office space. The only exception to that would be the Disney Family Foundation Museum that's currently under construction and the International Center to End Violence, which is a project in Building 101 that is also underway.

All right, so next slide. So with that I would like to introduce Mindy Craig from MIG.

We are going to -- she's going to come up here and launch us on the workshop. But before we get started I'd like to take just a few questions, if you have questions about the composition of the alternatives. And I was also hoping I could ask a few of my comrades to come up and help me. I don't know, Andrea if you

want to come up, and maybe Tia. And what we'd like to do is answer any questions you have. We have only about ten minutes to answer questions, but anything about the specifics of the alternatives. If there are kind of broader questions, philosophical questions, we can talk about those after we break. Yes, you had your hand up?

Female Voice: Yes, I understand [unintelligible] most frequently [unintelligible] has a more [unintelligible].

Michael Boland: Yeah. Would you back up? Okay, here [unintelligible] right here. Yeah, [unintelligible]. Okay.

Female Voice: Where are we on that map?

Michael Boland: We're right here, Building 50. And this is where you all parked probably for those of you who drove, right out front. That's the El Presidio site, and this is Pershing Square. And the flagpole is right there. One of the things that many people -- it was certainly hard for me to get my head around when I got here -- is that the El Presidio runs under the entire eastern half of Pershing Square. So all of that grass has El Presidio underneath it, the eastern half from the flagpole east, is where the walls are. And so the ground penetrating radar that you probably saw a piece about in the newspaper, we've radared -- we've investigated all of Pershing square to confirm the location of the walls [unintelligible], you know, that run along that edge.

So that's where that was. But we've done testing throughout the entire footprint of El Presidio to confirm that there are actually walls there, and indeed there are walls there.

Female Voice: [unintelligible] plan three on the --

Female Voice: [unintelligible]

Female Voice: In plan three on the lodging, it looks like you're using old brick houses along here for lodging rather than office buildings and things. Is the lodging perceived to be high-end expensive lodging, or is it going to be lodging geared toward families and family reunions and some conference center kind of lodging so that historical societies can come and meet and things like that, and military reunions?

Michael Boland: Yeah, I guess I have to talk about here -- yeah, we would love it to be -- love it to be, that's the wrong word. We'd like it to be very much accessible and to create a whole array of different kinds of lodging in the post so that -- you know, someday I've love to see a hostel, everything from a hostel to lodge. You know, sort of like any other national park.

Female Voice: [unintelligible]

Michael Boland: I'm sorry, what?

Female Voice: Sort of like a [unintelligible]. [unintelligible].

Michael Boland: Different spectrum. Yeah. Different spectrum of kinds of lodging. Again, the goal here is to allow people to come and enjoy the park. So. Yes sir?

Male Voice: [unintelligible] this lodging be hotel-type lodging, like overnight and then from visitors? Or would it be permanent lodging by people who actually would live in?

Michael Boland: Yeah. This is overnight accommodations, so for visitors to come and stay for a weekend or, you know, a few days in the park.

Female Voice: [unintelligible]

Male Voice: What is the current status of the conflict between the Presidio as a national historic landmark and some of the proposals that have been presented, which seem to go in violation of that status?

Michael Boland: I think that drifts into the philosophical range. Let's me come and answer that for you in a minute. Okay? Separately.

Female Voice: To clarify, would the lodging for any of the alternatives be expected to be a whole range, not just one?

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

Female Voice: And then also for the status quo, that you would change the parking lot -- I mean right now there's a huge asphalt parking lot. Would that go?

Michael Boland: No that's right. The main parade is something that's been in our plans for -- actually it was first in the Park Service's plans and then in our plans. So that will happen in any case. That parking is relocated.

Female Voice: That will happen, it will be a grassy area?

Michael Boland: Correct.

Female Voice: Thank you. In principle, as these alternatives have been developed, do you have any level of commitment from major players, stakeholders in the various facilities that would be affected or created to go along with any of the alternatives? Hard one to answer I know, because there are --

Michael Boland: Well, let me answer it by saying two things. And one of them is something that I neglected to say that's important. This is a long-term vision for the main post. You know, the SEIS analyses the main post in the year 2030. And so really I think the way I'd like to answer that question is, no there are -- we have not gotten solid commitments from everybody that they'll go along with all of these

ideas. But what that means is that it will just take longer for some of these ideas to happen.

Male Voice: Can you please review what the current planning is for the Montgomery barracks to the extent that some of the building have uses already designated?

Michael Boland: Yeah. Sure. Sure. So Building 99 is the theater that I mentioned in several of the alternatives. Building 100 is going to become the International Center to End Violence, which is run by the Family Violence Prevention non-profit organization [unintelligible] headquarters for the organization.

Male Voice: [unintelligible]

Michael Boland: It does actually. There's an exhibit space on the ground floor, and there also [unintelligible] workshops, and they're developing a whole series of public programs. So [unintelligible] building and their offices will be on [unintelligible] floors. And Building 101, I mentioned, is the building that's proposed in Alternative 2 to be part of the Contemporary Art Museum of the Presidio and in the other alternatives would be used for a mix of office uses or public [unintelligible] culture and [unintelligible]. Okay, 102 is under the jurisdiction of the National Park Service and is a building that they are working with us [unintelligible]. Building 103 is a building that currently does not have any work going on, although they're

working on designs to do the seismic upgrade and things like that. We have no tenant that's in charge of that building.

Building 104 is the Disney Family Museum that I mentioned that's under construction currently. It will be open in about a year.

Building 105 is this gold one here. There's nothing currently proposed for that building. Building 106 is currently utilized as an office building. It's a very small [unintelligible].

Female Voice: I just have a -- having never been to these meetings before but having an office here in the Presidio, you want to defer philosophical questions, but yet we're going into a working session to deal with designs. How can we deal with designs without a philosophy?

Michael Boland: Yeah, maybe I misspoke. I mean what we were trying to do is clarify any misunderstandings about the alternatives. But if there's a specific question you're like to ask me about, that is philosophical in nature, I'll try to answer it. I mean the question that the gentleman asked earlier is -- we could spend three hours talking about where we are in the consultation process. And that's really a separate and parallel process. But do you have a question about design or about compatibility or -- ?

Female Voice: -- drew up the four goals in the beginning of the trust overall I think. But if we're going to sit down and deal with -- I run an innovation firm. I deal with this all the time. So unless we have a

desired outcome it's a little hard to get anywhere, and I think it's going to be a little tough in the working sessions.

Michael Boland: Yeah, well you know the first thing that we're going to do when everyone gets together is actually speak to that. So I think when we get in the workshop -- I just -- I think we thought it would be a difficult thing to do in a group of 60 people. But it would be a manageable thing to do in a group of eight or ten. So that is how the discussion begins.

Female Voice: So we have time for two more questions. And I had this young lady [unintelligible] here. And then we're going to have lots of time in our working sessions to really get -- delve down into this. And so [unintelligible] will be facilitating with you all [unintelligible] staff will be at each table. So as the details of [unintelligible] come up, you'll also be able to tell me up there. So this is not your only chance. And it's [unintelligible] here. So let's go here and then we'll have one more.

Female Voice: Are the alternatives financially viable in terms of the Presidio generating the amount of money it needs to generate?

Michael Boland: Yeah. They are. I think, again, what we -- and what you'll talk about quite a bit when you break into your groups -- is I think that what's important is that each of them will create a different kind of experience by virtue of the different kinds of uses that are included in the buildings. And that's really, I think, what we want to talk

about today as the kind of experience the public wants to have here. But yes, they are all -- they could all be viable.

Female Voice: Last question right here.

Male Voice: I'd like to just mention that there was a lot of discussion about the historical aspect of the El Presidio area. But as a reminder, the Presidio has served as a military base throughout its history, starting with the Civil War -- very important base in the First World War, extraordinarily important in the Second World War. Thousands of military men have served our country at the Presidio, beside the fact that we sit about 500 yards from a national cemetery where many of our men are buried, men and women are buried. And I was surprised to hear that there was no specific mention of that, and I would like to suggest that that's something that's considered.

Michael Boland: Thanks.

Mindy Craig: So what we're going to do now is we're going to break up into about five different groups. And everyone has a nametag with a number on it, and that will be associated to a table. Let me tell you a little bit about what we're going to do. As we all know, the Presidio is a very special place. To myself it's a very special place. I was born here where the Tide Center is now located. I've worked here. So it has been close to my heart, and I'm glad to be here to help in this process. And each of you has a special place, and that's why you're here to talk about the main post. But we also want to think about the

visitors coming from the rest of the country, the people who do come here every day to work, the people who live here.

And so one of the first things we're going to do in our breakout sessions is to think about this broader perspective, and then we're going into the nitty-gritty of what is it that we really think that the main post should be -- not just today, not in five years -- but to 2030. That's what this planning outlook is for. And so if we think back -- or think forward -- what do we want our grandchildren, what do we want ourselves to be doing in ten years from now at the main post. That's really what this exercise is about, and to help to create a future that makes us all very happy and comfortable with what happens here. So without further ado, let's go ahead and break out into our different groups. Please look at your number and bring the papers that you have on your chair. We'll be referring to those in those groups. Thank you.

[background noise, conversation]

Mindy Craig: All right everybody. The time has ended. So let's all gather round up here, and we'll hear back from our groups to see what the alternatives are.

[background noise, conversation]

Mindy Craig: See, are you guys -- you're group number one?

Female Voice: Yeah.

[crosstalk]

Mindy Craig: All right Mark. Joan, can you help with -- okay.

Female Voice: We're going to just start off with number one.

Mindy Craig: Okay, Mark. Now we're going to face here -- this is a multi-use room, right? We've got to go every room, every wall. All right. We're going to start with our first group, which is group one. And I'm going to hand over the mike to Mark -- oh, you're group three?

[crosstalk]

Mindy Craig: Where's my group one? Is group one there? Okay, group one is still working on it, so I'm going to have group two come up. And that's going to be Lindsay here. Can you write three on that? Yeah. All right, so what we're each going to go over is just briefly what our experienced kind of high points there were and what our alternative is.

Lindsay: Okay. Group two has both a kind of -- okay thanks. First of all, I think that we had, in group two, a very lively discussion. We had many points of agreement and a few in which we had a little of difference of opinion. But basically, some of the ways that we see this main post area or El Presidio are -- we think that the history and

that kind of thing are very, very important. We would like to see this Presidio area be noted as kind of a gateway to nature, because even though this a rather developed area, it also leads off to other trails that go into other parts of the forest around the Presidio. So you know, maybe that would mean some kind of little markers at the trailheads that come off of the Presidio like Lovers Lane, the new trail that's been cut up to the -- one of the lookouts and those kinds of things.

We also feel that the history of the Presidio is absolutely paramount, and not just the history of the Spaniards, which has been, I think, very nicely interpreted and which we're doing a lot with in terms of El Posado and some of the other things that we do to highlight the Spanish building and occupation of El Presidio -- but also that we have as Americans a very rich military history here as well that many service men and women lived, worked, played and are ultimately buried on this site and that we need to honor that as well. You know, the people who were here during all the military history that goes back at this point 150 years. So that was important to us.

We also feel that this needs to be through the generations a really inviting space for children, that the education is important, the archeology is important, history education, education in the outdoors, cultural education, and of course recreation. We also think that we need to consider this Presidio as a place for seniors. Co-housing was mentioned, accessible parking was mentioned in reference to the

way that we perceive the ultimate development of these areas of El Presidio. We want to preserve to some extent -- we would like to see preserved -- the tranquility and the serenity, the nature of this area. We feel that one of the things that is so inviting about it now for many of us who use it a daily basis is the quality of serenity that is emanated from this area. So we'd like to see that preserved to some extent.

In getting down to kind of the nitty-gritty, we have a couple of things that we saw. We really -- we would like to see this area, which is Building 42 and is Pershing Hall just up the street here -- used as perhaps senior housing. That's isn't exactly the lodging that was presented, but we think that could be made accessible and might be a future site of senior housing here in the Presidio. In that instance, we'd like to see the row houses on Funston preserved their office capacity because we feel that that's a gentler usage. Those are very old buildings; we considered them to be somewhat fragile and that perhaps using them as a bed and breakfast venue would be rather hard usage for them. So that was another thing.

We like the idea of preserving a little bit of parking here near this main post and area because we see, again, the need for senior and handicapped accessibility close to these buildings, which wouldn't perhaps be possible if this were all green. We would like to see this building that we are in today used as an orientation and a history center. We feel that would be a wonderful use for this. We also like the idea of expanding the theater but with the caveat that this be used not just

by the vendor that is talking about it now, the International Film Festival, but that other filming or film kinds of -- or other kinds of usage might be there as well, whether it's performance or whatever it might be, that that might be a venue that wasn't just locked into one organization using it once a year.

We did not like the idea of having a contemporary art museum on the main post. We had thoughts of putting it down at the commissary, which has been mentioned. Another thought that we really liked as well was to put it at Fort Scott where perhaps it could serve as a magnet to other cultural pieces that would come in there. There's a whole lot of parking out there. The potential for developing that part of the Presidio in a way as a cultural center is absolutely fascinating. And we also liked the idea of using Stillwell Hall down on Crissy Field as a potential lodge or hotel, small hotel or inn -- because one of the things that we felt was that we didn't particularly care for the idea of having -- some of us did not care for the idea of having a lodge on the main post.

There were others who have seen a rendering who thought that the lodge might be a nice idea here. Some of us felt that the lodge, if it were down at Stillwell Hall on Crissy Field, would be very appealing to families because there's a lot of space down there. The beach is always a magnet for children, and it's an easy ride up the hill or walk up the hill to be involved in what's going on on the main post. So those were kinds of our feelings there. We weren't particularly fond of having a couple of little retail things put here on the main parade ground.

And let's see, and I guess we liked the idea of kind of a mixed retail, cultural, educational and office use -- or I guess MPS use -- over here.

And what else have I missed, guys, that --

Female Voice: [unintelligible]

Lindsay: Oh yes, and we also had one of our members who really likes the bowling alley and would kind of like to see it remain there, in which case this history museum would not be there. But most of us kind of liked the idea of having a history museum at the main post. So did I get everybody's ideas? Mary, George, everybody?

[applause]

Mindy Craig: Let get group number one here. I know there are people who need to leave fairly quickly, so we're going to go through these next one pretty quickly. Here you go, Alex.

Alex: Hello everybody. I'm from group one. I'm Alex [Tsi]. And we had a very active conversation, and the biggest topic for us is to preserve and celebrate the history of El Presidio. So we would very much like to -- let's look at the options of the El Presidio. We picked number three because we think that by providing a green space it actually celebrates the old El Presidio footprint and its courtyard geometry. And by providing the lodging in this area, it also

emphasizes the border of the old El Presidio. And by removing the two not very significant buildings right now that are not being occupied, also provides a good vantage point and also opens up the façade of the officers' club and the Number 42 building, which is going to be Pershing building.

We would like to see off of the Montgomery Street a mixed use of cultural, retail and also lodging to that. We don't want to see residential usage for that. We also are open to the options of a new lodging being built on this edge of the parade ground. One of the issues that we are very concerned about is the displacement of the children's center, the childcare center. And this is an area that we wish it would be relocated to. We are very split on the usage of where the camp is. Half of our group would like to have it relocated to 610, closer to Crissy Field so the modern architecture will not be -- will be further away from the historical heart of the Presidio.

The other half really like the juxtaposition of the modern and historical and adds a further layer and provides a new vernacular to the Presidio, and which reflects the community and the new use of the Presidio, the future of Presidio. Well, we also are thinking about, some of us also like the idea of preserving the bowling alley since there's a large use of it. And also, we are looking at the theater where we think it's a good idea to renovate the theater and perhaps also preserve -- instead of the expansion -- of perhaps preserving that too, but also welcome the International Film Festival to be

there. But also have the theater to use as a roadhouse theater too.

Thank you.

[applause]

Mindy Craig: I have a request from number five to go next, since they have to skedaddle. So we're going move on over to here to Pam.

Pam: Thank you. The main focus of our group was that the history of the Presidio parade grounds be preserved. And so we eliminated any of the possibility of camp being anywhere within the Presidio parade grounds. The majority opinion seemed to be that it didn't belong anywhere in the Presidio at all, whether outside of the parade grounds or not. We liked the idea of having a history museum here, getting rid of all of the asphalt that's in the middle, digging out and preserving the old walls of the original Presidio -- and that it could become something that could be used throughout the whole Bay Area. We have all these great universities in the Bay Area, they all have archeology classes.

You could do an elder hostel archeology weekend at the San Francisco Presidio. You could do different military things. We really liked the idea of also bringing some emphasis in and preserving the military history of the Presidio and celebrating it and honoring it -- that there be -- at this point there is a big celebration on the main parade grounds in June to celebrate the arrival of the De Anza party here. But there could also be big military

celebrations on the parade, and we think this would be like the mall is in Washington, that it's just an open green grass space that people can traverse back and forth across. We like the idea of these five buildings each one being an entirely different building, but that the main floors be open to the public, that they all have some kind of public purpose to them.

The national park one particularly would have -- would celebrate GGNRA -- and that it would have maps of the whole of GGNRA. It would have a little gift shop in it, maybe a little coffee shop or a restaurant -- that the porches all be welcoming, that there be tables or chairs or benches or something that people, family who were tired could sit. Or you could just sit and look at the views and things. One of the people in our group was interested in the possibility of doing something with flags here in the Presidio. And we thought that one of these old buildings as a flag museum and the history of flags would be something that would tie in with the historic preservation of the grounds and would also be educational. It would be something that you would learn things about the history of flags and things.

And with the archeological dig and things here, that there wouldn't be a fourth grader, at least in San Francisco, who wouldn't at least have been able then to say that they've been to the Presidio once in their lifetime, if not expanded out to most of the fourth graders in the Bay Area. And we kind of liked the idea of putting more lodging here but in the tradition of an old national park lodge kind

of place with a big porch that runs the full length of the front of it, with rockers out on it and tables out on it. That it has big stone fireplaces in it and open spaces, but that it not be expensive, that it be something that's, you know, less than \$200 a night that families can come and stay. That you can put, you know, rollaway beds in and get family -- that you don't need to have two or three rooms to get a couple of kids in the room with you and things like that.

And that like even the peace center that's proposed for this building, that on its main floor it be open -- when the park is open it's open and somebody is there, that there's some kind of activity that it would be a reason -- another reason for people to come to the Presidio. The Disney thing is going to be what the Disney thing is, but that there would be a couple of other uses that would be diversified to attract people for another reason to come and stay and visit the park. But we definitely would like to see of the asphalt gone and he historic preservation be the main point of the Presidio.

[applause]

Mindy Craig: All right. Let's zoom over here to number three. Mark.

Mark: Hi everybody. So I think there tends to be consensus across all of the groups. So I'll try to be quick in summarizing our views. On El Presidio we also had a preference for Alternative 3. Our sense was that we wanted to maximize the historical emphasis. We liked the idea of having the history center, orientation center. We also wanted

to encourage exposing as much of the historical evidence as possible with the emphasis on the archeology. If there are resources here, and that's for archeologists to determine, that are world class and interesting, then that can be a draw and people will come for that. We like the idea of keeping the site green or emphasizing it so people can appreciate what the history was.

We were supportive of having lodging in Pershing. We did not take an opinion on whether there should be lodging further down on Funston, whether that should be lodging or commercial as it's currently being used. On to the community district -- there was strong opposition in our group to the camp proposal. There was agreement that some form of museum could be put there along the lines of the proposal in Alternative 3, in a small scale design that is compatible with the look and feel of the Presidio. And the history museum was something that people liked having.

There also was support for the expansion of the Presidio theater with the understanding that the uses would not be just a typical commercial use but something more special or different that would distinguish the Presidio theater from what you might find in the rest of the city. With respect to the main parade ground, everybody of course was very supportive of the greening. We thought that it would be helpful to have the Montgomery barracks with public space on ground floors, amenities, restaurants, etc. -- some retail so when people come here there are things for them to do. And the upper floors, again, not consensus but some mix of whether it's

commercial or business office space or even residence. People didn't have a strong opinion on that.

The strong support that was for having open space, some kind of museum or cultural use on the ground floors. On the hotel, there was not strong support for the lodge, although people were amenable to having one there, recognizing some uses and value to having space for say a conference center, a restaurant [unintelligible] bring people to the Presidio. With respect to the current proposal, people thought that the current proposal would need to be adjusted to make the lodge smaller. I think it's currently set to be or proposed to be three stories, which would be quite tall. So that could be pulled down to a smaller scale that would fit the space a little more easily. That's it.

[applause]

Mindy Craig: So we have one last one here on number four. And unveil it here for us.

Tara: Our group, you know, I have to thank our facilitator first, because our group was a tough one. And she did a really good job with us. From an experience perspective, the group really saw the main parade as sort of a quiet place of discovery, really thinking about room for reflection, really being a non-urban space in that's it's a touch-point against the City of San Francisco as opposed to being an extension of the City of San Francisco in the same way -- which

became a very important philosophical point as we went into the design aspects of it.

I have to stay straightaway the group had a mixture of advocates, neighbors and business owners in the Presidio, and there was not clear consensus on an opinion. However, if there was a show of hands I think number 4 would have won, to do nothing as the preferred vote. That being said, there were places we managed to get to to make some decisions on it. One of the big issues that came up was that in the overall proposal our group would most like to revisit enormous numbers of the aspects and maybe rethink the planning process to some degree.

All of that said, in the El Presidio area I think number 4 was a strong winner with 3 possible. And I think partially people were in general sort of happy with moving in that direction. The second area, the community area, number 2s were ruled out immediately and vigorously. There was some consensus about keeping the historic buildings that are already there, including the bowling alley and the Red Cross. And there was some discussion back and forth between 1 and 4. I think we had about a split decision on the extension of the theater versus non.

And then on the main parade, we actually got very creative here. We cut things in half, and so instead of -- we either have a version 5 or a modified 3 in which the Montgomery Street side really stayed for more cultural and creative uses and the lodging and other things on the other side

were cut off. So we cut it in half and glued pieces back together, and that's where we ended up. So slightly different than some of the other groups, but there it is.

[applause]

Mindy Craig: So I want to thank you and just say a couple of things. Clearly there's a lot of great information and thought that came out of this, and I know that's going to help the Presidio Trust in this process. It's a lot of difficult conversations. It's interesting, I see that on all different ones you all thought that some cultural open space at Montgomery barracks. That's a nice consensus point. And history also seems to be something that tied the fabric through everyone. We're going to have one more of the session on Thursday for early birds at 8:30 a.m. And the location is here -- or is it -- the Golden Gate Club. Thank you.

[End of recorded material]