

January 23, 2014

Members of the Board of Directors  
The Presidio Trust  
103 Montgomery Street  
P.O. Box 29052  
San Francisco, CA 94129

Dear Members of the Trust Board,

Over the years, we have been honored to contribute major gifts and grants to the mission of the Presidio, helping achieve the Trust's vision for this public place. We have been inspired by the community's engagement in creating this vision and the steadfast attention to making the Presidio a public place for all. This core value – comprehensive public ownership, access and enjoyment – has been the motivating force and the cornerstone of our gifts to Presidio projects and programs.

The future of the Mid-Crissy Field Site is a value-defining decision for the Trust. We respectfully suggest the Trust consider whether its decision continues to embrace and link to the fundamental values of the Presidio and our national parks. Does the decision represent a consensus of the Presidio Trust Board and the community? Does the decision stand the “test of time” in providing a place that honors the Presidio as a national park and has the programs and flexibility to be relevant to future generations?

The Presidio is a place of and for the people – from our community, from the Bay Area and from across our nation. We believe that the Mid-Crissy Field Site should connect deeply to the values of this public place and provide a direct and seamless connection to its resources, stories, programs and places. We believe that the programs for the site should represent an array of partnerships and collaborations with Bay Area and national institutions – a model consistent with the Trust's recognition of partnerships as fundamental to the Presidio. We believe that the Mid-Crissy Field Site should be accessible without an admission price and connected to the Presidio's existing programs for underserved youth linking them to the nature and culture inherent in the Presidio.

Through this lens, we respectfully bring three perspectives to the Presidio Trust.

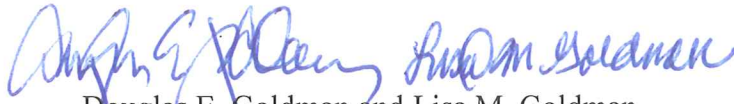
- *First, we do not believe that the Lucas Cultural Arts Museum proposal responds to and leverages the fundamental values of the Presidio or belongs within this national park:* Neither the latest architectural design proposed for the Lucas Cultural Arts Museum, nor its fundamental mission and purpose, adequately relates to the park's mission and setting – or extends the public's connection to the national park resources of the Presidio.
- *Second, we believe the Presidio Exchange (PX) directly connects to the “power of place” of the Presidio and its public purpose – and that the PX finds a fitting place in this national park:* We encourage you to select the proposal most directly tied to the Presidio's mission and, in our view, most in keeping with its values – the Presidio Exchange. It is the only proposal whose mission, purpose and design are tied to the Presidio.
- *Third, we understand that delaying the decision on the ultimate use of the site may be the prudent course:* With many public improvements planned for this corridor and with intense public debate and discussion about the best use for the site, the Trust may benefit from additional time to consider the best use for the site.

*Given time*, the Presidio Trust and the community can see and assess the results of the major park-building represented by the new tunnel tops parklands, the expanded youth campus at the Crissy Field Center, the new Presidio Visitor Center and continued programming by the Trust, National Park Service and Golden Gate National Parks Conservancy. *Given time*, the Trust and community can review and reconfirm whether the Presidio truly needs a new and distinct “cultural institution” to achieve its mission. *Given time*, the Trust can ensure that the decision is greeted with broad public approval in keeping with the democratic mission of these parklands. *And given time*, the Trust can ensure that the decision fulfills the “test of time.”

We appreciate the time and effort that have been devoted to the process of seeking a cultural institution for the Mid-Crissy Site. We respect the Board's steadfast efforts to achieve a transparent and open process. We believe in the PX and what it would bring to the Presidio – and stand ready to begin its implementation if selected. Simultaneously, we would respect and understand a decision to delay selecting a proposal now and would consider this decision a wise and reasonable outcome resulting from the public process, discussion and debate about the Mid-Crissy Field Site.

It has been our honor to play a role in the Presidio's conversion to a national park and we wish you the best with this critical decision about its future.

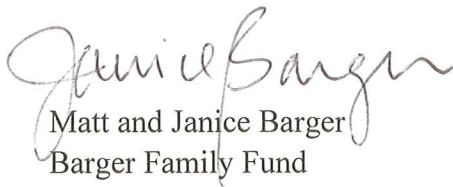
Sincerely,



Douglas E. Goldman and Lisa M. Goldman  
President & Secretary, Board of Directors  
Lisa and Douglas Goldman Fund



R. James Slaughter  
Board of Directors  
Horace W. Goldsmith Foundation



Matt and Janice Barger  
Barger Family Fund



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THE PRESIDIO TRUST

EXECUTIVE OFFICE

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January 16, 2014

Members of the Presidio Trust Board of Directors  
Presidio Trust  
103 Montgomery Street, P.O. Box 29052  
San Francisco, CA 94129

Dear Board Members of the Presidio Trust:

We are significant philanthropic investors in the mission of the Presidio as a national park. Over the years, we have been honored to support the Crissy Field restoration, the Presidio Trails and Overlooks campaign and a variety of programs bringing youth to the Presidio to learn about nature, history and their civic responsibility. It has been a privilege, and very fulfilling for us, to watch the Presidio provide joy and meaning to so many under your leadership, aided by the support of our philanthropic grants.

Now we are poised for an important chapter in the Presidio's continued transformation as a national park. The S.D. Bechtel, Jr. Foundation and the Pisces Foundation have once again been honored to make major gifts to this park-making era, supporting bold ambitions for the new "tunnel top" parklands, a revitalized campus for youth programs and a "park youth collaborative." We look forward with enthusiasm to helping achieve the remarkable vision you have set for the Presidio.

Our recent giving coincides with a major decision before the Presidio Trust board – determining the best future for the Mid-Crissy Field site occupied by the Sports Basement. This central location, with its world class views, is at the pivot point of philanthropic and community investment, both in the previous restoration of Crissy Field over a decade ago and the new philanthropic and community investments that will add immense value and public benefit at the expanded Crissy Field youth campus, the Visitor Center at the Main Post and the tunnel top parklands.

We respectfully request that your deliberations about the Mid-Crissy Field site focus on its integration in both purpose and design with the park enhancements being planned around it. This is such a transformational chapter for the Presidio with the opportunity for lasting and meaningful public benefit of international prominence. This will happen when this entire park zone is fully integrated and infused with the fundamental values of our parks as places of inspiration, joy, education and stewardship of the site's natural and cultural values – and the nature and culture that transcends the site.

Members of the Presidio Trust Board of Directors

January 16, 2014

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If time is needed to make the best decision, we encourage you to take that time. National parks are here for future generations and must stand the test of time. We have confidence in your commitment to do what is right for the Presidio and have the patience to wait until the vision, clear public endorsement and timing are right to achieve that goal.

We thank you once again for your exceptional leadership and stewardship of the Presidio. We are honored to be philanthropic partners in achieving the full vision and public meaning of this landmark place.

Sincerely,



Lauren B. Dachs  
President and Executive Director  
S. D. Bechtel, Jr. Foundation



Randi Fisher  
Co-Founder and Trustee  
Pisces Foundation

TRUSTEES

Walter J. Haas  
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Evelyn D. Haas  
1917-2010

Walter A. Haas, Jr.  
1916-1995

October 29, 2013

Members of the Board of Directors  
Presidio Trust  
103 Montgomery Street, P.O. Box 29052  
San Francisco, CA 94129

Dear Presidio Trust Board Members,

As Trustees of the Evelyn and Walter Haas, Jr. Fund and as your concerned and committed philanthropic partners, we write to you regarding the Mid-Crissy Field area and the proposed developments for the Commissary site. From our first grant in 1986 to restore Crissy Field—to our lead gift in 2007 to transform 24 miles of trails, bikeways and overlooks throughout the park—to our deep investment in rebuilding the Rob Hill Campground that opened to the public in 2010—we have been honored to play a role in helping the Presidio fully pursue its vision as a national park for all.

Any use of the Commissary site will be inextricably linked to the Haas, Jr. Fund's deep, ongoing investments in this park as well as future investments currently being considered. We are keenly interested in seeing that developments in this physical epicenter of the Crissy Field corridor align with and enhance the many successes accomplished at its bayfront. The changes about to take place due to the construction of the Presidio Parkway will open up real and important connections between Crissy Field, the Main Post, and the Presidio Trails. This area is on the cusp of even further transformation, thanks to other generous and inspiring philanthropic investments, which will help create a spectacular corridor to the south with tunnel top parklands, a new visitor center and the expansion of the youth campus at Crissy Field.

### **A Call to Step Back and Take the Long View**

We believe it could take several years for the Presidio Trust and its partners to fully understand how pending park developments in this special corridor will be embraced by visitors. All these new park places will have effects in the Mid-Crissy Field corridor—effects that we will better understand as time passes. Because of this, we believe that time works to the benefit of the Presidio. While we deeply appreciate the passion and resources poured into each of the final Commissary site proposals, *we ask that you select none of the proposals at this time.* With the park's long-term interests in mind, we strongly endorse the "wait and see" approach advanced by Superintendent Frank Dean in his letter

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of September 23, 2013 to the Presidio Trust. We encourage the Trust to take the additional time it needs—at least three and perhaps up to five years—to understand how these changes will influence visitor use and engagement before embarking on additional projects that may or may not fully complement the park experience that has been embraced and celebrated at Crissy Field for over a decade.

Exciting changes are currently underway in this important corridor that we hope will further the accomplishments at Crissy Field, and they will require careful study to understand their full impact.

- *What capital and programmatic improvements will the community want to see in their park that would be most ideal to complement and enhance— rather than detract, duplicate or compete with—public engagement efforts and programs that are being carefully and thoughtfully planned by the Trust and its park partners?*
- *How will new pedestrian, bicycle and vehicle use patterns change the way the Trust will want to approach traffic, parking and public transportation solutions to accommodate the hundreds of thousands of new visitors to the park projected in each of the final proposals?*
- *What is the right balance between building space to house indoor programming relevant to the Presidio's history and culture, and more open space to experience the pleasure and peace of this remarkable and beautiful place?*
- *With the advantage of lessons to be learned in this thriving corridor and with the benefit of fully understanding the community's perspective, will the Trust want to revisit the assumptions made more than 10 years ago when the Presidio Plan was formed and re-evaluate whether a cultural institution still makes sense given these still-evolving uses—and whether such an institution is even necessary for the Presidio to achieve its mission and strategic goals?*

With ample time to allow these transformative changes to take hold, we believe the Trust will be in a better position to answer these and other critical questions not yet imagined. When community leaders, park officials and donors collaborated to re-imagine Crissy Field years ago, even the most optimistic among us never dreamed the park would one day attract more than 1 million visitors annually. What delightful surprises and important challenges will surface a few years from now in this special corridor that will help inform the best use of the Mid-Crissy site?

### **Key Concerns Moving Forward**

Even after taking the time you would need to fully assess the impact of current growth underway in the Crissy Field corridor, we ask that you consider three primary concerns before making decisions about the Mid-Crissy site.

- ***We ask that you decline any project not in keeping with the architecture and design rules articulated in the Mid-Crissy Area Design Guidelines, including height requirements, carefully established by the National Park Service and the Presidio Trust.***

In scale and in character, a building at this site needs to blend unobtrusively with the design of Crissy Field, current historical structures in the area, and the 20 acres of new parkland that will be created including the new tunnel tops and youth campus.

- ***We also ask that you carefully consider the real impact of increased traffic on this key corridor.***

While we understand that a traffic demand management and parking plan is a requirement of the Trust's proposal process, we remain concerned about significantly adding to the number of cars in the park, putting potentially untenable demands on the area's parking capacity, even with the proposed addition of 350 parking spaces. Equally problematic is the proposed increased traffic on current roadways, particularly along the entirety of Mason Street. In a bustling area where cars, bicycles and pedestrians already compete, adding more traffic to the perimeter of Crissy Field will require public transportation and other solutions to help alleviate overcrowding and related concerns about safety and the quality of the park visitors' experience.

- ***Finally, we ask that you consider the fundamental democratic purpose of our national parks when making your decision about the mid-Crissy Field site.***

This extraordinary park, steeped in history and filled with unparalleled natural beauty and cultural assets, is now positioned to embrace its full potential as a beloved asset for our community thanks in large part to the Presidio Trust's hard-earned accomplishment of meeting the financial mandate of sustainability required by Congress. Any central activity there should be deeply connected to the Presidio and "honor the power of place."

We ask that any proposed project require meaningful engagement with the community in developing its core purpose and vision, a democratic principle at the foundation of Crissy Field's restoration more than a decade ago that has had an extraordinary and lasting result. Rather than fulfilling the vision of a single individual, any new development in this important corridor should be community-inclusive. When making your decision, we ask that you uphold two important values in perpetuity: to advance the great American idea that our national parks are for everyone, and to ensure public involvement and ownership in creating a vision for this magical place that will respect its past while ensuring its future.



Of the proposals currently in front of you, we believe only one responds to both the democratic purpose of these parklands and the Mid-Crissy Area Design Guidelines. The PX Exchange (PX) proposal is highly compatible with Crissy Field and the Presidio and has the potential to enhance the park-making efforts currently planned. In addition to a thoughtful national study of contemporary cultural institutions, it has been informed by a broad and diverse range of community perspectives in its core purpose and is committed to active community involvement as an essential element of its public programming. While we have great respect and faith in the PX's sponsor and our partner for nearly 30 years, the Golden Gate National Parks Conservancy, we still believe that park improvements in this corridor need to be carefully sequenced. We should complete the inspiring vision of connecting the Main Post to Crissy Field through the tunnel top parklands—and then take stock of how the Commissary Site might best complement these new park improvements.

Please accept our sincere thanks for your dedicated public service. We are pleased to be your philanthropic partners as you enter a new park-making era and carefully steward this magnificent local and national treasure. We encourage you to take the time required to make the best decision for the Mid-Crissy site, build upon the legacy of many who have worked tirelessly to ensure the park's public benefit, and secure its timeless relevancy for generations to come.

Sincerely,



Walter J. Haas



Betsy Haas Eisenhardt



Robert D. Haas



Ira S. Hirschfield

cc: Senator Dianne Feinstein  
House Democratic Leader Nancy Pelosi  
Frank Dean, General Superintendent, National Park Service, GGNRA  
Craig Middleton, Executive Director, Presidio Trust