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Mr. John Reynolds
c/o Presidio Trust Board of Directors
103 Montgomery Street, P.O. Box 29052
San Francisco, CA 94129

Dear John,

I remain grateful for all you've done, and continue to do, for the National Park Service and amazing involvement with park partners. As the Presidio Trust Board begins to wind down the decision process for the Commissary site, the reason for this letter is to encourage you to choose the *Presidio Exchange* as the best option. I'm considerate of your time so thank you, in advance, for reviewing my thoughts and comments.

As a former NPS employee, regular park user and advocate, it's my conviction that the Conservancy proposal for the PX is incredibly innovative and on the cutting-edge of national trends in the arena of youth development and community engagement. This selection would be the most appropriate choice for this remarkable national park site for many reasons. Given the goals of the Next Century Commission and preparing for the next 100 years, this would also be an environmentally responsible choice, as well as the best way to reach people of across generations and cultural boundaries.

Now as a college professor and Director of the Pacific Leadership Institute (PLI) at San Francisco State University, our department (as well as others across campus) has partnered with the NPS, Conservancy, and Presidio Trust in a multitude of ways. For example, outstanding student interns and young budding professionals interested in youth development and environmental studies, among other disciplines, have been immersed with these agencies. Participating in ongoing experiential learning at their national park is one of the greatest sources of education we could ever ask for.

As you know, I've enjoyed other connections with this tri-agency partnership through a variety of research and evaluation as well. Similarly, as director of the PLI managing our adventure challenge course at Fort Miley, I've also ensured an accessible and pivotal experience for thousands of youth and community-based organizations around the Bay Area. Likewise, I bring my classes on field trips to the Presidio, to GGNRA, and the Crissy Field Center as often as possible. More recently, I'm working with an interdepartmental team of faculty across SF State to help manage a new Academic Internship program as the NPS and Conservancy strive to diversify their ranks and prepare the next generation. It's my understanding The Trust may be

interested in joining this collaboration. The PX would be added to our list of sites for student interns to gain new knowledge, contribute to the mission of the Presidio, and become life-long stewards of their national parks.

The strategic goals of The Trust are to welcome a diverse public, preserve the Presidio as a national resource, and create impact beyond the Presidio's walls through youth development and promotion of leadership and service. Given the mission of the Trust, development of this future site must be based on two key ingredients: (1) Fundamental understanding of our changing demographics and need to embrace all cultures, and (2) Active involvement of diverse communities in both preservation and use of this American landmark.

The Trust has an enormous opportunity, and obligation, to bring its vision into focus – In my professional opinion, this space should be committed as a PX that is relevant to everyone, not just a select and privileged few. The fiscal responsibilities of the Conservancy are tried and true for over 30 years; by selecting the Presidio Exchange this enables the Trust to transform the Commissary site to one of the most valuable and far-reaching initiatives the Presidio may ever experience in ways that are both life-changing and financially sound. John, I realize this is not an easy decision yet I also hope you and the Board of Directors makes the right decision by choosing the “PX” ~ you'll be glad you did! Thousands of people embrace the Presidio and thousands more deserve to experience the world-class cultural institution that is reflective of our history as well as our future.

I could go on yet will close with one final comment. That is, as I've learned from you throughout my NPS career, and now in the halls of higher education, we must believe in the power of diversity because each person's unique background and life experiences add tremendous value to our work. As you and I have discussed over the years, it will take a crusade of committed leaders to strengthen relationships with the surrounding community, increase the NPS ability to cope with change, and expand the creativity of partner organizations. In addition to reaching essential programmatic goals, the PX can contribute to vital business objectives unique to The Trust as a managing body, as well as the NPS as a public institution. We live in an increasingly complex society; the PX could be a vital influence towards positive change desired by all. Funding is imminent; you just need hope.

Thanks for your time and consideration. Feel free to contact me if you have any questions. I can be reached at 415-338-7576 or by email at nroberts@sfsu.edu ~

With respect and appreciation,



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