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October 21, 2013

Board of Directors
Presidio Trust - Attn: Commissary Project
103 Montgomery Street
P.O. Box 29052
San Francisco, CA 94129

Dear Trust Board Members:

While the three finalists have presented very substantial proposals, based on my review of the proposals and discussion at numerous meetings, it is my belief that the Conservancy's Presidio Exchange (PX) proposal best meets the stated requirements of the Trust, particularly the several requirements that the proposals relate strongly to the Presidio itself. The Lucas museum proposal has little to do with the Presidio and could be located any place. While it would attract many visitors, there would be little reason for anyone to return there over time. The Bridge proposal does contemplate changes over time, but it is narrowly focused on sustainability, which over time may not be an attraction for the public at large to visit the Presidio. Also, the focus on sustainability is not particularly related to the Presidio or the parkland. The PX proposal contemplates a variety of Presidio and park issues to deal with, including sustainability. The PX proposes a broad range of programmatic offerings that will track future changes.

As an architect, I have been particularly interested in the siting, massing and design of the proposals. I represented SPUR on the design committee for the new Doyle Drive where we had many meetings about the relation of the Drive to the Main Post and to Crissy Field. It was clear in these meetings that the Commissary building will be a key element in this relationship. Michael Painter's wonderful idea to cover the roadway to make a physical connection was brilliant, and I am delighted that it will happen and that the Bechtel family has donated a substantial sum to enhance that connection.

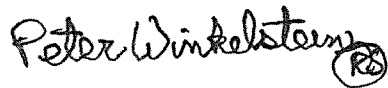
An examination of the three proposals clearly shows that the Lucas proposal would be an impediment to that connection. It is too big, too tall, and, in fact, violates the Trust requirements. It also would be out of character with its

surroundings. The Bridge proposal is somewhat better, but it is quite large and does not have the best relationship with the site. The PX proposal works much better in its relationship to the site and is very open to the outdoors. I like the fact that the building forms an "X" making it a PX in form as well as function. Also, it has the flexibility to allow for future changes in their program.

The Lucas Museum proposal offers a very generous gift from Mr. Lucas to pay for the entire project. However, as you require all the finalists to finance their projects, they all essentially are on equal footing in that regard.

Thank you for considering my comments.

Sincerely,

A handwritten signature in black ink that reads "Peter Winkelstein". The signature is written in a cursive style. At the end of the signature, there is a small circular stamp containing the letters "RW".

Peter Winkelstein