

Creating a Park for the 21st Century
from military post to national park

Final General Management Plan Amendment
Presidio of San Francisco

Golden Gate National Recreation Area, California

July 1994

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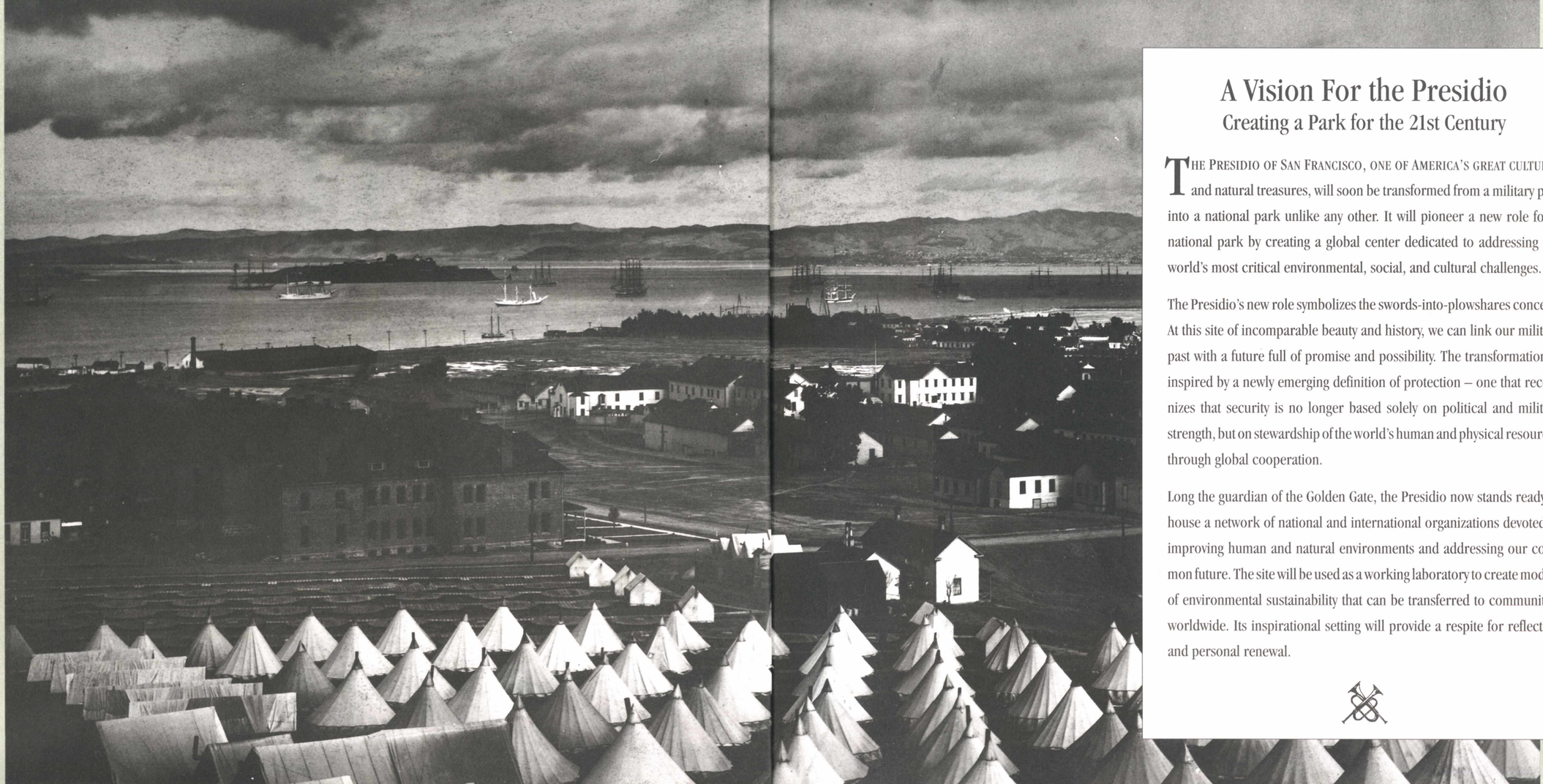


Final General Management Plan Amendment
Presidio of San Francisco

Golden Gate National Recreation Area
California

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By 1995 the Presidio will be transferred from the Army to the National Park Service and become part of Golden Gate National Recreation Area. This magnificent 1,480-acre reserve, renowned for its setting and rich in historic and natural features, will be preserved and made accessible to citizens from around the world.



A Vision For the Presidio

Creating a Park for the 21st Century

The Presidio of San Francisco, one of America's great cultural and natural treasures, will soon be transformed from a military post into a national park unlike any other. It will pioneer a new role for a national park by creating a global center dedicated to addressing the world's most critical environmental, social, and cultural challenges.

The Presidio's new role symbolizes the swords-into-plowshares concept. At this site of incomparable beauty and history, we can link our military past with a future full of promise and possibility. The transformation is inspired by a newly emerging definition of protection – one that recognizes that security is no longer based solely on political and military strength, but on stewardship of the world's human and physical resources through global cooperation.

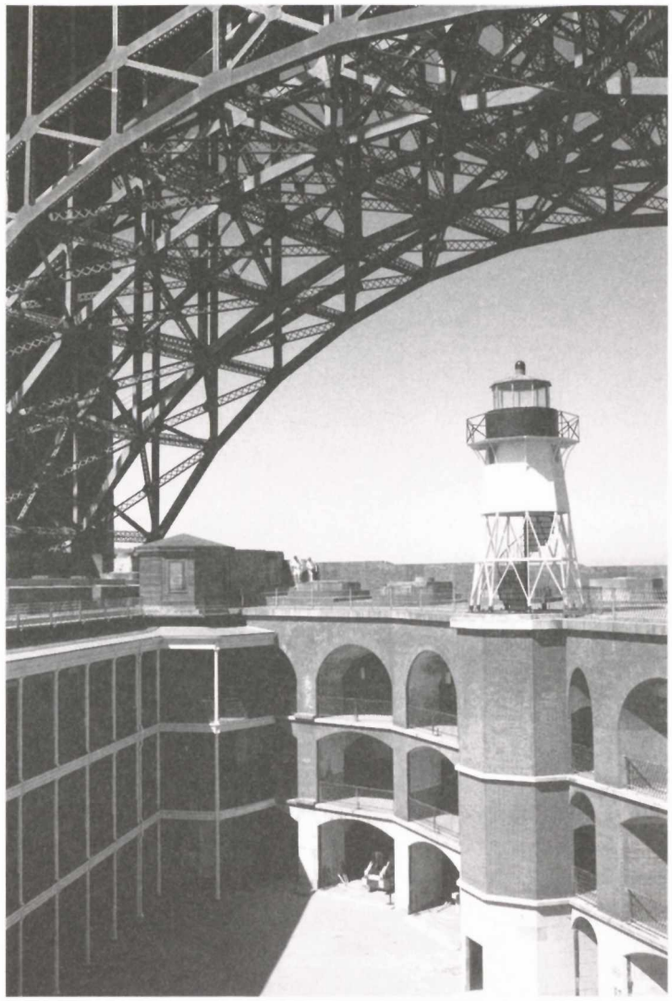
Long the guardian of the Golden Gate, the Presidio now stands ready to house a network of national and international organizations devoted to improving human and natural environments and addressing our common future. The site will be used as a working laboratory to create models of environmental sustainability that can be transferred to communities worldwide. Its inspirational setting will provide a respite for reflection and personal renewal.

Plan Highlights

The Presidio will be a dynamic setting for a network of institutions devoted to stimulating understanding of and action on the world's most critical social, cultural, and environmental challenges.

- Programs established at Presidio facilities will promote and advance research, education, policy formulation, training, and demonstration activities on environmental issues of worldwide importance.
- Programs will build on the historical role of the Golden Gate as a crossroads of international exploration, cooperation, and exchange.
- Continuing the Presidio's role of training youth to serve their country, programs will convey the importance of public service by promoting responsibility, leadership, stewardship, and community participation.
- The Presidio will promote life and earth science research, emphasizing systems and methods to improve the quality of the environment and human health for future generations.
- The main post will serve as the central visitor area, a focal point for multicultural and international exchange and education.
- The Letterman complex will be devoted to issues of health, life, and earth sciences.
- Fort Scott will house programs, training and research activities, and conferences on local, national, and global issues.

The plan described in this document and highlighted here expresses how the National Park Service, in partnership with other public and private organizations, can make the vision for the Presidio a reality.



Fort Point National Historic Site/Golden Gate Bridge



Baker Beach



The Future Presidio

A 21st Century Park

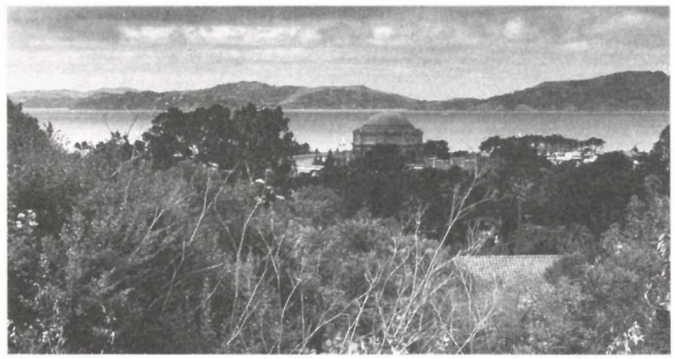
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The Presidio will be home to an exciting array of visitor activities. Programs will inspire visitors to learn about the Presidio's military history, the diversity of peoples who have lived and worked here, and its significant resources.

- A Presidio museum/visitor center at the main post will be the primary interpretive facility. Exhibits featuring historic artifacts, films, and other educational media will explore the Presidio's significant resources and stories.
- The Crissy Field Aviation Museum will relate the story of the airfield and the early phases of military air power.
- Living history interpreters, using the historic Presidio setting, will bring the past to life for visitors.
- The Presidio's historic, natural, and recreational resources will provide the setting for a residential environmental education program.
- National and international cultural centers will sponsor a dynamic schedule of performances, demonstrations, exhibitions, and exchange programs.
- Under the auspices of the National Park Service and its partners, the public will be able to assist with a variety of natural and cultural resources management activities.
- The Presidio will be the setting for multicultural and environmental events, ceremonies, and celebrations of the arts, history, and culture.

The Presidio's unparalleled collection of military architectural treasures and cultural landscapes will be preserved and enhanced. Its spectacular natural and recreational features will be perpetuated.

- The majority of the Presidio's 510 historic buildings and the landscapes that distinguish the national historic landmark will be preserved and adaptively used to tell the stories of the Presidio's past.
- To enhance open space, approximately 276 of the Presidio's 870 buildings (1.5 million square feet) will be removed.
- By 2010, open space will be increased by 200 acres to almost 1,000 acres, or approximately two-thirds of the Presidio.
- The 145-acre Crissy Field area will undergo major improvements while retaining recreational opportunities such as jogging, dog walking, and sailboarding. Wetlands will be reestablished, recreational features enhanced, historic features preserved, and traffic patterns simplified.
- The 300-acre Presidio forest will be restored and preserved as part of the cultural landscape.
- Streambed and riparian corridors will be restored.
- Native plant communities will be restored on 140 acres for a total of 285 acres, or 20% of the land area of the Presidio.
- The Presidio's inspirational setting of bay, ocean, forests, and streams and its various facilities for recreation will provide many opportunities for reflection and personal renewal.



View of the Palace of Fine Arts from the Presidio

An environmentally responsible transportation strategy will be implemented to minimize private automobile use and increase the availability of public transit, pedestrian, and bicycle travel options.

- Several steps will be taken to improve the connections between the Presidio and existing city roadways and transit systems.

  Doyle Drive (Highway 101) will be rebuilt by Caltrans as a scenic parkway and will provide a direct access to the Presidio.

  A transportation hub will be created at the main post to facilitate public transit use.

  The National Park Service will promote new transit such as alternative-fuel shuttle vehicles and water taxis to accommodate park visitors.

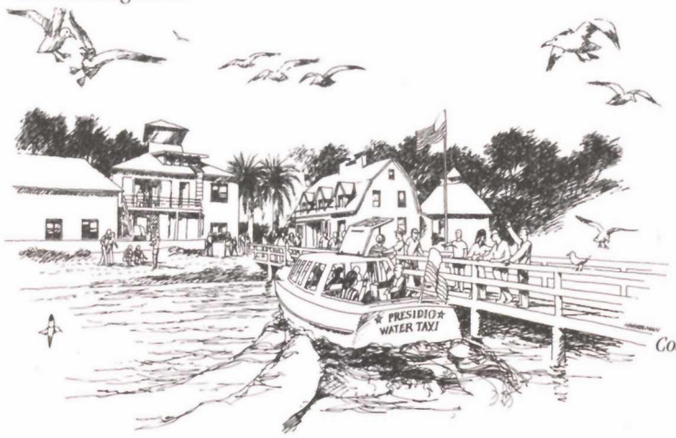
- Parking strategies will discourage auto use.

  Parking facilities will be concentrated at or near main activity areas, and visitors encouraged to use the shuttle bus system or other alternative transportation.

  Parking demand at activity centers will be managed through tenant agreements and fees; based on future demand projections, there will be about 8,400 parking spaces – 4,600, or 35%, fewer than now.

- Traffic increases will be minimized through an effective public transit program and roadway and intersection safety improvements.

- A total of 11 miles of hiking trails and 14 miles of biking routes will be designated.



Coast Guard station/water taxi

The Presidio will be a lively and active community. The site will be used to create models of environmental sustainability, perfecting practices and technologies that can be transferred to communities worldwide.

- Facilities will be available to serve the 6.5 million visitors projected in 2000, and the 8.4 million visitors projected in 2010.

- About 2,000 people will live in the Presidio in 2010, and approximately 720 people will stay onsite as guests (over 1/2 in conference facilities).

- Housing will be used by the military, park staff, and park partners. Over 50% of estimated new housing demand will be accommodated.

- There will be about 4,800 jobs onsite by the year 2010. The annual economic benefit to the region in direct employment will be nearly $130 million.

- Primary law enforcement functions in the park will be provided by the U.S. Park Police. Structural and wildland fire protection will be provided by an expanded firefighting and emergency medical services force at the park.

- The Presidio will become a model of sustainable design and a showcase of innovative technology.

- Energy and water consumption will be minimized at all facilities. Reclaimed water will be utilized for irrigation.

- Rehabilitation of facilities will strive for improved energy efficiency and the use of environmentally sensitive materials.

The Presidio will have an innovative organizational structure to support effective management of the Presidio and will be responsive to the needs and diversity of park partners and the community.

- A federally chartered partnership institution will assist the National Park Service in managing the Presidio. This partnership will be responsible for assigned areas and conduct building repair and maintenance, leasing and property management, program development, and fundraising.
- New legislative authorities will be sought to establish the partnership institution and allow for general leasing of buildings and retention of revenues.
- The Presidio's building rents, program income, and concession fees will offset a major portion of the park's annual operating budget.
- The Sixth Army will be a major park partner, occupying approximately 1.8 million square feet of building space.
- Long-term tenant selection will follow adoption of the plan.
- NPS facilities will be developed to provide efficient administrative, utility, and support services for park visitors and partners.



Ornamental gatepost (Arguello Gate)

PREAMBLE

THERE ARE OCCASIONS IN WHICH AN OPPORTUNITY IS SO PALPABLE, A TIME FOR ACTION SO PRECISELY apparent, and a place so right that even our contentious species cannot and will not lose the chance to achieve a grand result. So it is with the creation of a national park and environmental study center in the Presidio – now.

The opportunity is the sudden availability of the most beautiful and historic large open urban space in the world not already set aside as a park. The time is now: national, state and local authorities are in concert with the philanthropic and academic communities and the citizens of the area. All desire the maintenance of open space and the use of the constructed environment to create, in place of a military base, a new and permanent installation serving a peaceful world. Such moments of fundamental consensus do not hang suspended for long.

The Presidio has a history which implies its future. It lies upon a maritime frontier, and it also lies at the verge of California, another kind of frontier. People were drawn to California by the prospect of mineral wealth extricated *from* the earth and by the less glittering but longer lasting opportunities for agriculture in leadership *with* the earth. The Presidio is, therefore, an ideal setting in which to consider seriously how we must live in intersections and inter-relationships with both the natural and constructed environments.

The Presidio was also the headquarters of a fortress. It invites conversion from a bristling citadel of military apprehensiveness to a confident and expansive center of growth, and beneficial, peaceful change.

The Presidio is a community within a park within a larger community. This wonderful concentricity invites us to create models of successful sustainability. We are reminded that each of us is placed in human life within the concentric circles of relationship to others and to the natural world.

The Presidio can provide housing, office space, laboratories and auditoria, meeting rooms, medical facilities, and space to think about how to achieve an ecologically respectful world community. Effective thinking about a future which may be better than the present necessitates rigorous analysis of the past, and the presence of fellow thinkers who can apply experience to an energetic determination that the future will, indeed, be better. One of the joys of the Presidio process is that there are such people already engaged in that endeavor.

The Presidio is a particular place, a place without equal for such an undertaking. In its setting of bay, ocean, sand dunes, forests and streams, the Presidio is a context within which we can learn how to live more respectfully with each other, and with the other occupants of this magnificent creation – the Earth.

Roger Kennedy, *Director, National Park Service*

Contents

Introduction 1

Background 2

Legislative Framework 2
Golden Gate National Recreation Area Setting 2
Purpose of the Presidio Plan 3
Planning Process 4

Exceptional Resources 7

Cultural Resources 7
Natural Resources 9
Recreational Resources 9
The Presidio Today 10

Planning Issues and Concerns 14

Cultural Resources 14
Natural Resources 15
Visitor Experiences 15
Park Access and Circulation 16
Presidio Community 16
Utilities 17
Legislative Actions 17
Park Management and Operations 17
Issues to be Addressed by Other Agencies 18
Issues Beyond the Scope of the Plan 18

The Proposal 19

A View of the Future 20

Parkwide Principles and Concepts 23

A Center for Research and Learning 24
Stewardship and Sustainability 26
Cross-Cultural and International Cooperation 26
Community Service and Participation 26
Health and Scientific Discovery 27

A Great Urban Park 28

Visitor Use and Enjoyment 29
Resource Management 32

Sustainable Foundations 42

Comprehensive Transportation Strategy 42
Community Support 50
Sustainable Design and Conservation Practices 52

Planning Area Concepts and Actions 55

Introduction 56
Main Post 58
Golden Gate / Fort Point 64
Fort Scott 68
Letterman Complex 72
Cavalry Stables 76
Public Health Service Hospital 80
East Housing Area 84
Crissy Field 88
Presidio Hill 94
National Cemetery 98
Presidio Forest 100
Lobos Creek Valley 104
Coastal Bluffs 108

Implementation Strategy 111

Appendixes/Bibliography/Preparers 121

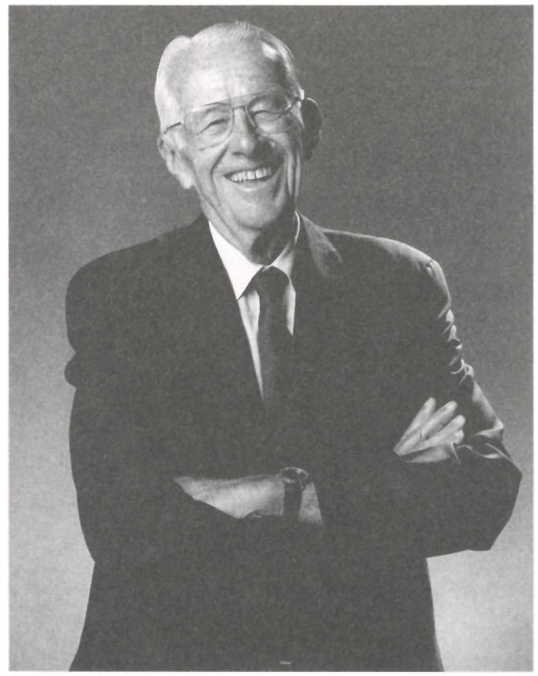
Appendix A: Legislative Background 122
Appendix B: FEIS Proposed Alternatives Summary 123
Appendix C: Public Involvement Summary 124
Appendix D: Interpretive Themes and Stories 127
Appendix E: Historic Building Treatments 130
Appendix F: Cost Estimate Summary 141
Appendix G: Projected Presidio Staffing Needs 142
Bibliography 143
Preparers, Contributors, and Consultants 146

Illustrations

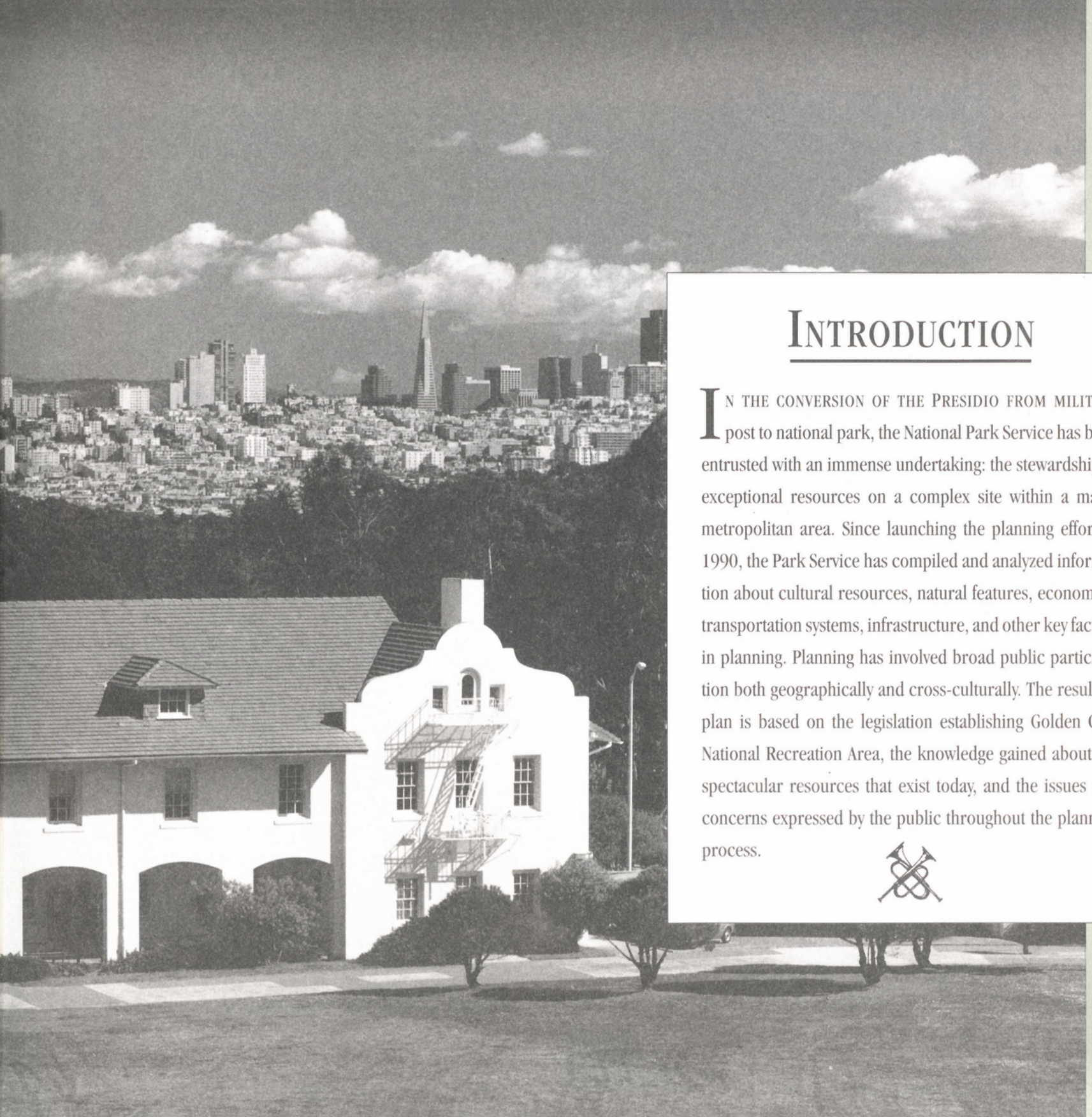
Golden Gate National Recreation Area Context 3
Urban Context 4
Site Characteristics 12
Planning Areas 13
A Center for Research and Learning 25
Open Space 37
Native Plant Restoration 37
Presidio Forest 39
Water Resources 39
Automobile Access/Circulation 43
Public Transit 45
Presidio Shuttle System 45
Bicycle Routes 47
Hiking Trails 47
Doyle Drive 49
Land Use Concept 56
Planning Area Boundaries 57
Main Post Existing Conditions 59
Main Post Future Land Use 61
Main Post: The Heart of the Presidio 63
Golden Gate / Fort Point Existing Conditions 65
Golden Gate / Fort Point: A Symbolic and Scenic Site 67
Fort Scott Existing Conditions 69
Fort Scott Future Land Use 70
Fort Scott: Conference, Training, and Applied Research Center 71
Letterman Complex Existing Conditions 73
Letterman Complex Future Land Use 74
Letterman Complex: Scientific Research and Education Complex 75
Cavalry Stables Existing Conditions 77
Cavalry Stables: Hands-On Learning Workshops 79
Public Health Service Hospital Existing Conditions 81
Public Health Service Hospital Future Land Use 82
Public Health Service Hospital: Residential Education and Conference Center 83
East Housing Area Existing Conditions 85
East Housing Area: Educational and Residential Neighborhood 87
Crissy Field Existing Conditions 89
Crissy Field Future Land Use 91
Crissy Field: Bayfront Recreation and Resource Preservation 92–93
Presidio Hill Existing Conditions 95
Presidio Hill: Active Recreation in the Outdoors 96–97
National Cemetery: Historic Memorial Landscape 99
Presidio Forest Existing Conditions 101
Presidio Forest: A Woodland Retreat 102–103
Lobos Creek Valley Existing Conditions 105
Lobos Creek Valley: Nature's Quiet Refuge 107
Coastal Bluffs: Wild Coast 110

"What should the big picture be? Where is the vision that will stir our blood, that will be commensurate with the unique quality, beauty and inspiration of this world-class site?"

– William Penn Mott, Jr., 1991



The Presidio General Management Plan Amendment *is dedicated to the memory of William Penn Mott, Jr., director of the National Park Service from 1985 to 1989 and an active member of the Presidio planning process. A landscape architect whose career spanned almost 60 years, Mott gained an international reputation as a spokesperson for the value of parks and recreation programs. Before becoming director of the National Park Service, he served as superintendent of parks in Oakland, general manager of the East Bay Regional Parks District, and director of the California Department of Parks and Recreation. He will remain an inspiration for all of us involved in creating a bold vision for the Presidio.*



Introduction

In the conversion of the Presidio from military post to national park, the National Park Service has been entrusted with an immense undertaking: the stewardship of exceptional resources on a complex site within a major metropolitan area. Since launching the planning effort in 1990, the Park Service has compiled and analyzed information about cultural resources, natural features, economics, transportation systems, infrastructure, and other key factors in planning. Planning has involved broad public participation both geographically and cross-culturally. The resulting plan is based on the legislation establishing Golden Gate National Recreation Area, the knowledge gained about the spectacular resources that exist today, and the issues and concerns expressed by the public throughout the planning process.

Background

Legislative Framework

In 1972 Congress authorized the establishment of Golden Gate National Recreation Area, a magnificent collection of park lands and historic sites surrounding San Francisco's Golden Gate. The new national recreation area was to "preserve for public use and enjoyment certain areas . . . possessing outstanding natural, historic, scenic, and recreational values, and . . . to provide for the maintenance of needed recreational open space necessary to urban environment and planning." The Presidio of San Francisco was included in that authorization. The law stated that the post was to be transferred to the national recreation area when the Army determined it to be excess to its needs. In 1989, as a result of the Base Realignment and Closure Act, the Army announced that the post would be closed and began plans to vacate by 1995.

Golden Gate National Recreation Area Setting

With its spectacular setting and significant history, the Presidio will add a new dimension to an already exceptional national park – Golden Gate National Recreation Area. The establishment of the national recreation area was in part the result of an innovative trend to make national park resources more accessible to urban populations and bring "parks to the people." With a remarkable concentration of cultural, natural, and recreational treasures in an urban setting, the national recreation area provides a wide array of recreational and educational activities for the metropolitan population and for visitors from around the world.

The lands that constitute Golden Gate National Recreation Area extend north of the Golden Gate to Tomales Bay in Marin County and south to the San Francisco watershed lands in San Mateo. Its boundary encompasses 73,000 acres of land and water, including 50 miles of bay and ocean shoreline. From Point Reyes in the north to Sweeney Ridge in the south, rugged shorelines, dense forests, and mountaintop panoramas provide opportunities for recreational and educational activities found nowhere else. These park lands represent one of the nation's largest coastal preserves, which attracts 20 million visitors each year, more than any other unit of the national park system.

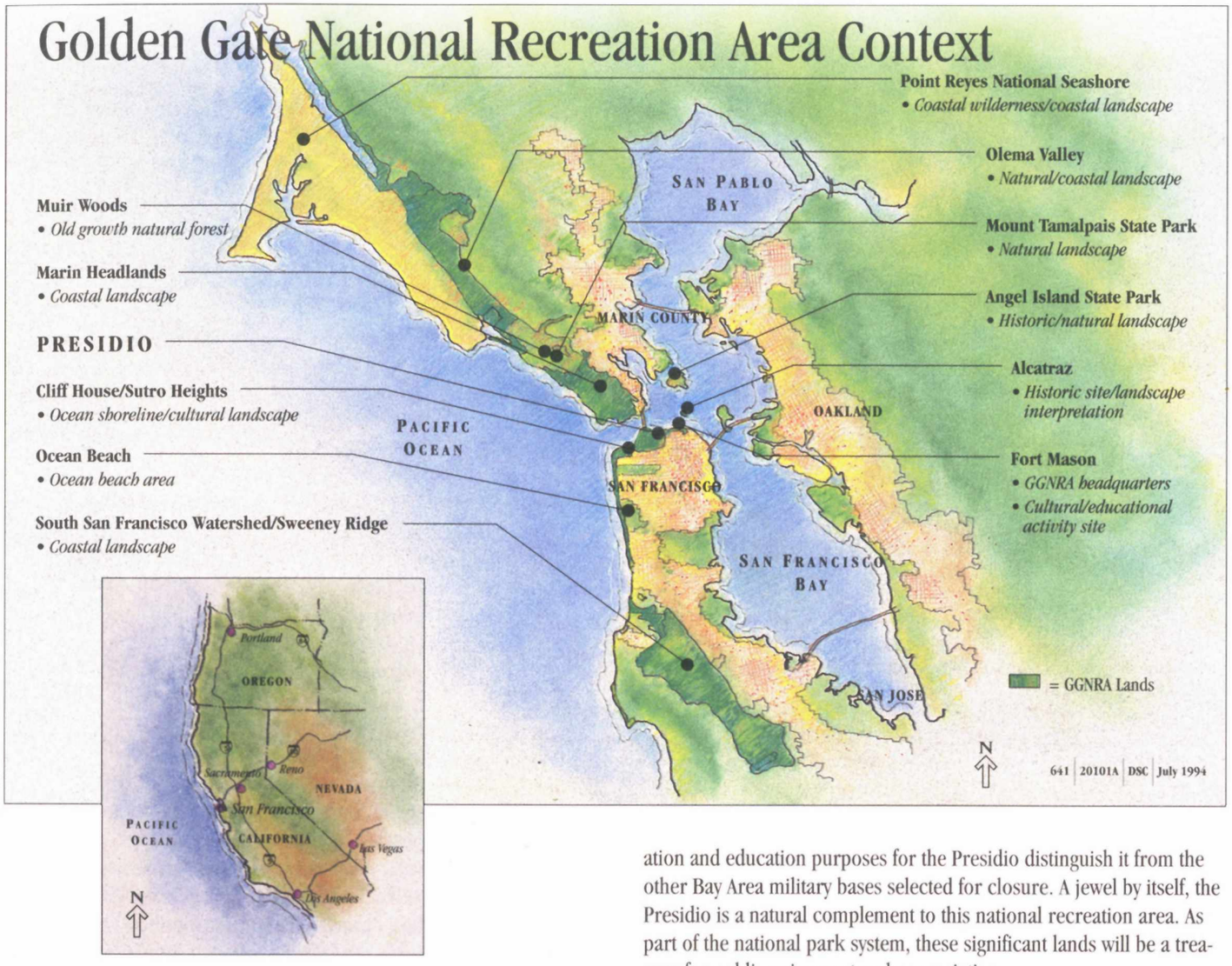


Pershing Square (main post)

Much of the area's significance derives from the geographic feature that gives it its name. As the principal portal of western America, the Golden Gate has witnessed such major historical movements as the Gold Rush, the Asian immigration, and military involvements in the Pacific, and the area's rich collection of cultural resources chronicle this history. Prehistoric archeological sites, lighthouses, shipwrecks, military forts, ranches, and a prison of legendary infamy are but a few of the highlights of the park's cultural wealth. The national recreation area contains four national historic landmarks and 16 sites either on or eligible for the National Register of Historic Places.

Beyond its historic significance, the Golden Gate is the only major opening along a 1,000-mile stretch on the western edge of the continent and is the single outlet for 16 California rivers – the drainage of more than 60,000 square miles of California's Central Valley and the western slopes of the Sierra Nevada. The national recreation area was recently designated an international biosphere reserve by the United Nations because of its varied wildlife, especially birds, several rare and endangered species, and native plant communities.

In 1972, Congress determined that the Presidio would one day become part of the Golden Gate National Recreation Area.

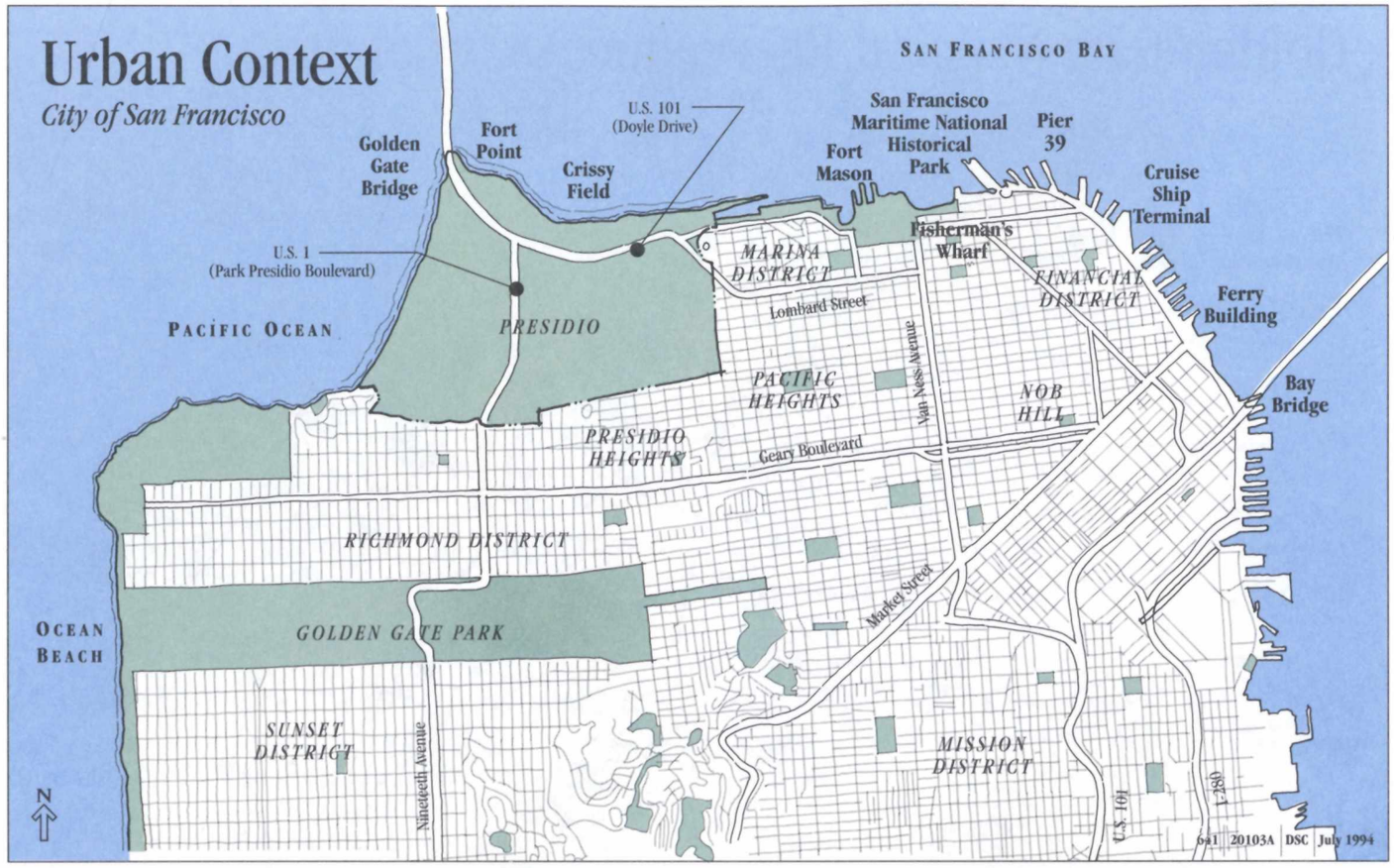


One of the most dramatic aspects of the national recreation area is the sharp contrast between its extensive undeveloped open spaces and the adjacent developed urban environment. There are 6 million people in the nine-county Bay Area region, 724,000 of whom live in San Francisco. San Francisco is one of the largest, multicultural metropolitan areas in the United States. The national recreation area's open space and recreational opportunities provide refuge and relief for nearby populations. The designation of the Presidio as park land will complete the almost continuous public waterfront. The new public recreation and education purposes for the Presidio distinguish it from the other Bay Area military bases selected for closure. A jewel by itself, the Presidio is a natural complement to this national recreation area. As part of the national park system, these significant lands will be a treasure for public enjoyment and appreciation.

Purpose of the Presidio Plan

The National Park Service developed a general management plan for Golden Gate National Recreation Area in the late 1970s. Approved in 1980, that plan guides overall management of the park in keeping with its legislative purpose and the legal and administrative mandates of the National Park Service. A summary of the authorizing legislation for the park (Public Law 92-589) is included in appendix A.

Not an exact blueprint, the plan proposes concepts for change, including appropriate new programs and activities.



This plan for the Presidio of San Francisco is an amendment to the 1980 general management plan for the national recreation area.

It describes the Park Service proposal for the future of the Presidio within the context of the national recreation area, and it provides guidelines for management, use, and development of the site for the next 10 to 15 years. However, rather than providing an exact blueprint for the Presidio, the plan proposes overall concepts for change, including treatments and uses of its varied resources and new programs and activities that are appropriate in this national park setting. Detailed site plans and specific programs will be developed in the future based on the directions established in this plan.

In addition to its planning concepts, the plan outlines the management and implementation strategies for converting the Presidio into a park. It establishes program themes and general criteria for selecting park partners – other agencies, nonprofit organizations, and commercial enterprises that will provide programs and services, occupy and maintain facilities, and contribute to park goals in other ways; it proposes a governance structure for administering park programs and managing park partners; it identifies additional federal legislation that is needed to ensure the Presidio's financial viability; and it presents a phased action plan for managing the conversion from military post to park and for realizing the Presidio's new future.

> *"Historically, the Presidio and the city of San Francisco are intertwined . . . through the post's function of protecting the entrance to the bay."*
>
> – National Historic Landmark Update, 1992

Planning Process

Planning for the Presidio began in the spring of 1990. Public hearings were held to gather comments on the first planning document, the *Presidio Planning Guidelines* (NPS 1990), and to identify other concerns. During this time Park Service staff began collecting data about the Presidio's resources and facilities.

The Planning Process

1990 — Initiation

Presidio Planning Guidelines *developed, reviewed by public, revised and adopted.*

Data collection *initiated to provide planning information about the Presidio resources and facilities (ongoing).*

1991 — Visioning

Vision Workshops *held and* **Vision Kits** *circulated to obtain public suggestions on qualities to be preserved, uses to be accommodated, and concerns to be addressed by the plan.*

Presidio Forum *held to present a summary of the public's ideas, NPS technical analyses, and preliminary guiding principles and to receive additional input.*

Concepts Workbook *published and public workshops held to elicit public comments on the range of potential uses.*

1992–1993 — Draft Plan Development

Call for Interest *released, seeking preliminary expressions of interest from organizations proposing programs at the Presidio. Over 350 organizations respond, providing valuable information about the feasibility of implementing programs suggested by the public.*

Draft Plan Alternatives *developed, analysis conducted, and environmental impacts assessed. One alternative selected as the proposed action by the National Park Service.*

Draft Plan Amendment *and* **Draft Environmental Impact Statement** *distributed for public review, and public hearings held to gather comments.*

1994 — Final Plan Preparation

Draft Plan Amendment *and* **Draft Environmental Impact Statement** *revised, based on public and agency comments.*

Final Plan Amendment *and* **Final Environmental Impact Statement** *distributed to the public.*

Record of Decision *issued to document the approval of the Presidio Amendment to the GGNRA* **General Management Plan**.

LEGEND:

= *Public Meeting*

= *Document*

Detailed site plans and specific programs will be developed in the future based on the directions established in this plan.

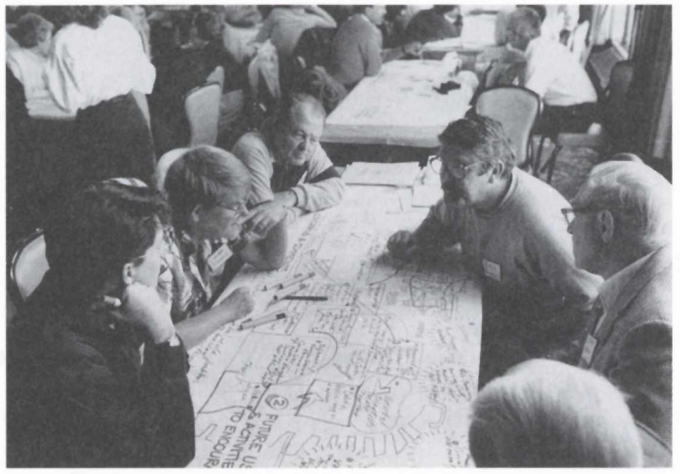
During what was called the "visioning" phase of planning, the Park Service held workshops and distributed "vision kits" in which people could record suggestions about the Presidio's future – important qualities to be preserved, possible uses and activities, and concerns to be addressed by the plan. In June 1991 a forum was held, and a summary of the public input and technical analysis to date was presented.

In December 1991 the Park Service distributed the *Presidio Concepts Workbook*, based on the ideas generated during the visioning phase. The public commented on the workbook in writing and in testimony at a public hearing in January 1992. The workbook served as a link between the visioning and production phases of planning. Comments on the workbook concepts were used along with technical information in developing the draft plan.

In the spring of 1992 the Park Service issued a *Call for Interest* seeking preliminary expressions of interest from organizations proposing programs at the Presidio. More than 350 organizations responded, providing the Park Service with valuable information about the feasibility of implementing programs suggested during the public involvement process.

In October 1993, the draft Presidio plan and environmental impact statement were circulated for public review. During the sixty-day review period, five public meetings were held. Approximately 200 people presented oral testimony and 400 agencies, organizations and individuals provided written comments. National Park Service responses to these comments are contained in supplemental volumes of the *Final Environmental Impact Statement* (FEIS).

The final plan combines elements from each of the alternatives presented in the *Draft Environmental Impact Statement* (DEIS), in response to comments and concerns expressed by the public. The FEIS analyzes the environmental consequences of the final proposed action (the proposal) and three other alternatives for the Presidio. A summary of the proposed action and the alternatives is included in this document as appendix B. The final plan and environmental impact statement are being distributed and a record of decision will be issued documenting National Park Service approval of the final plan. A summary of public involvement activities is included in appendix C.



Vision workshop

Exceptional Resources

The Presidio's location at the Golden Gate has produced an unprecedented concentration of cultural, natural, scenic and recreational resources – distinctive historic architecture, unique ecological systems, inviting parklands, and spectacular vistas. The Presidio today reflects the interaction of people and their environment, as technology has advanced and social values have evolved.

Cultural Resources

Nowhere in the national park system is there represented a span and variety of history comparable to the 220-year continuum of the Presidio's use as a military garrison and occupation by Spain, Mexico, and the United States. During its history the Presidio has protected commerce, trade, and migration, and has played a logistical role in every major U.S. military engagement since the Mexican-American War. With its context of the Golden Gate, it is a powerfully relevant location at which to tell sweeping stories such as the colonization of California, the settlement and exploitation of the American frontier, the Gold Rush, the Asian immigration, and the evolution of U.S. involvement in the Pacific.

Designated a national historic landmark in 1962, the Presidio contains one of our country's finest collections of buildings, places, structures, and objects related to military history. While its architecture represents every major construction period of U.S. military history since 1848, the site planning and design at this spectacular site were significant departures from traditional Army design standards and make the Presidio unique among Army posts. The historic Presidio forest, a dominant feature, was planted 100 years ago as an Army beautification project and now covers 300 acres of the post, primarily on ridges, along boundaries, and at entrances. In 1884 San Francisco National Cemetery was established as a resting place for U.S. soldiers. In military medical history, the Presidio has been a trendsetter since 1898 when the Army's first general hospital (Letterman) was established



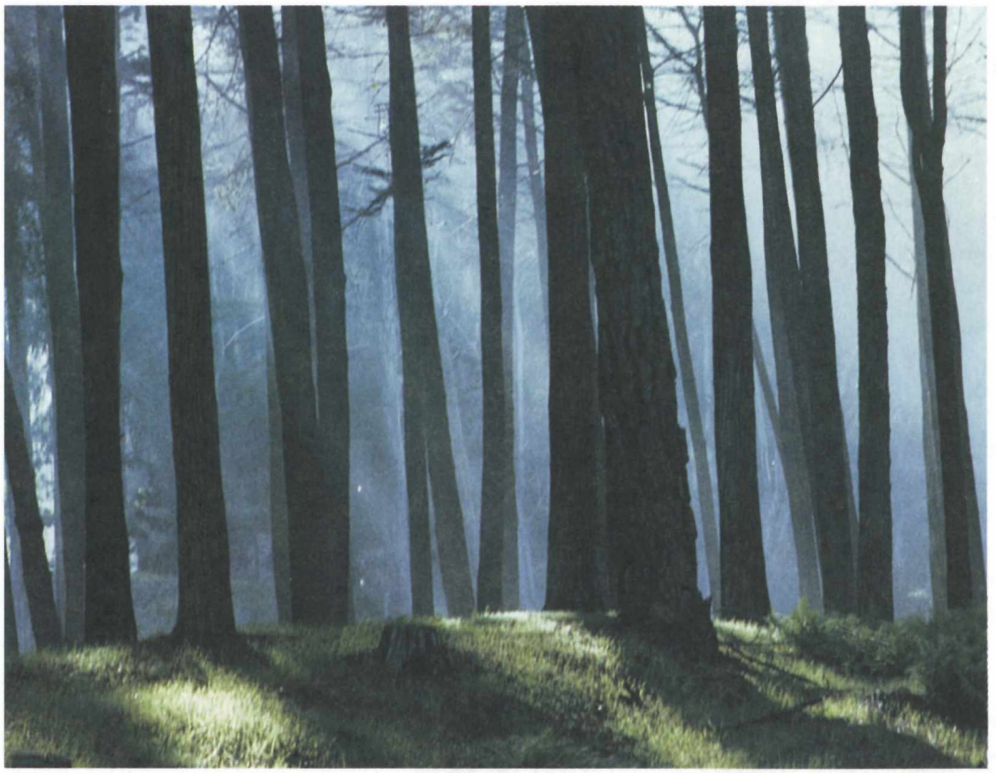
Montgomery Street barracks

"The Presidio of San Francisco has remained strategically the most significant military post on America's Pacific Coast during most of its extended history."

– National Historic Landmark Update, 1992



Red onion





National cemetery

Historic forest

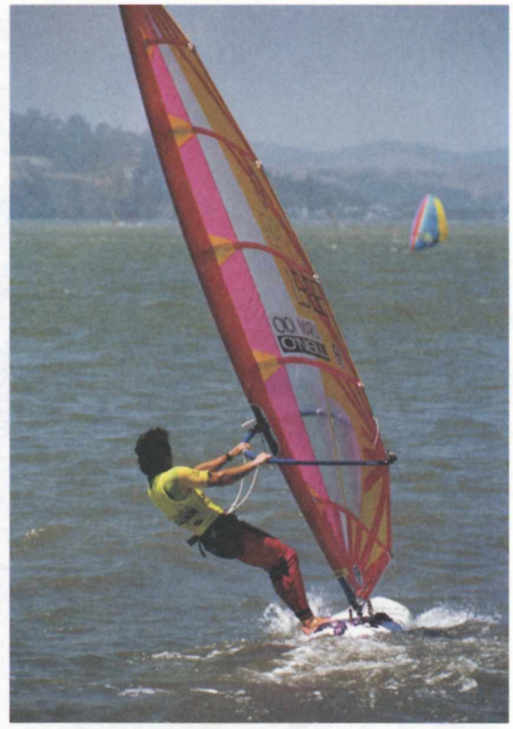
here. The Presidio's coastal/harbor defense structures display the evolution of harbor and coastal defense technology from the Civil War to World War II. In the 1920s Crissy Field was built along San Francisco Bay, the first Army coastal defense airfield on the Pacific Coast.

In addition to its Spanish and Mexican heritage, the Presidio's development was influenced by many other cultures that played a role in the evolution of California and the West. Associations with individuals and groups of people add to the significance of the Presidio as a cultural resource. It has had important relationships with San Francisco residents and with Native American, African-American, and Asian-American communities. Long before Europeans arrived, the Ohlone people hunted for shellfish along the shores and constructed seasonal camps on the territory now known as the Presidio. The Presidio possesses archeological resources with the potential to reveal information about past conditions, uses, and lifeways of its inhabitants, and provide links between indigenous people and contemporary tribal groups.

As far back as 1902, African-American units of the United States Army were stationed at the Presidio. These troops were responsible for patrolling California's national parks before the establishment of the National Park Service. Associations with the Chinese-American community mainly stem from the Presidio's role as a refugee center after the 1906 earthquake. In 1915, it served as part of the site for the city's Panama-Pacific International Exposition – an event that symbolized the city's rebirth after the 1906 disaster. Powerful connections exist between the Presidio and the Japanese-American community. Even before America's entry into World War II, the Army trained Nisei soldiers as interpreters at the Military Intelligence Service Language School at Crissy Field. When Executive Order 9066 ordered the Army to remove Japanese and Japanese-Americans from the West Coast defensive area, the assignment fell to the Western Defense Command – headquartered at the Presidio.



Raven's manzanita



Boardsailer

Natural Resources

Geological formations, favorable climate, water resources, and open space have contributed to the site's rich biological diversity. As the surrounding areas have become more densely urban, the Presidio has provided critical refuge for plants and wildlife. Ten rare plant communities survive within the Presidio that have disappeared in the rest of San Francisco. These remnant native plant communities preserve rare and endangered plant species and provide valuable wildlife habitat. They include the serpentine grasslands, where wildflower and grass species flourish; the last remnants of dune communities that once covered almost half of what is now San Francisco; and riparian and wetland communities including Lobos Creek, the best example of a native riparian community in the city. The Presidio contains a particularly rare plant, the Raven's manzanita, which has been saved from extinction through the national recreation area's plant propagation program. Other important natural resources include the still visible drainages at Mountain Lake, Lobos Creek, Tennessee Hollow, and Crissy Field.

Recreational Resources

The Presidio is an exceptional recreational resource within a major metropolitan area. It offers opportunities for a wide range of active pursuits as well as places for solitude, retreat, and discovery. Sites throughout the Presidio provide spectacular vistas of the Pacific Ocean, the Golden Gate, the Marin headlands, San Francisco Bay, and the skyline of San Francisco. Although most of the site is not currently managed to provide for public use, it is operated as an open base, and visitors hike, bike, and tour its scenic trails and drives. The National Park Service currently manages the coastal rim of the Presidio as parkland, which more than 2 million people a year visit to walk, jog, bike, sightsee, surf, sail, fish, and learn about history. Coastal attractions include Baker Beach and the bluffs along the oceanfront, Fort Point National Historic Site beneath the Golden Gate Bridge, and the Crissy Field shoreline and Golden Gate promenade on San Francisco Bay. As a well-known boardsailing area, Crissy Field is frequently the site of annual world championships.

As the surrounding areas have become more densely urban, the Presidio has provided critical refuge for plants and wildlife as well as opportunities for people to recreate or find solitude.



The Presidio Today

The Presidio today provides evidence of how the site has been developed, occupied, and shaped over time. Of its total land area, about 700 acres are developed and 780 acres are open space. Its 6.3 million square feet of building space include 870 buildings. Over half of the buildings are historic. In addition to office space, warehouses, a hospital and medical research center, and other facilities directly related to the post's military mission, there are all the elements of a small town. The Presidio contains approximately 1,200 housing units in 382 buildings. This housing ranges from large single-family homes to apartment complexes and barracks. Community services include churches, a child care center, post office, museum, meeting facilities, a supermarket, and fire and police services. Recreational facilities include tennis courts, gymnasiums, a bowling center, a theater, a swimming pool, a golf course, and a number of small playgrounds and athletic fields. These facilities support an active community of military personnel and their dependents, retirees, and civilian staff.

Left: San Francisco campion

Bottom left: Checkerbloom

Bottom right: Lobos Creek











Fort Scott

> *"From any of the heights of the Presidio, look out at the cliff-bound channel between the bay and the ocean and you can gaze into history."*
>
> – HAROLD GILLIAM, BAY AREA WRITER, 1991

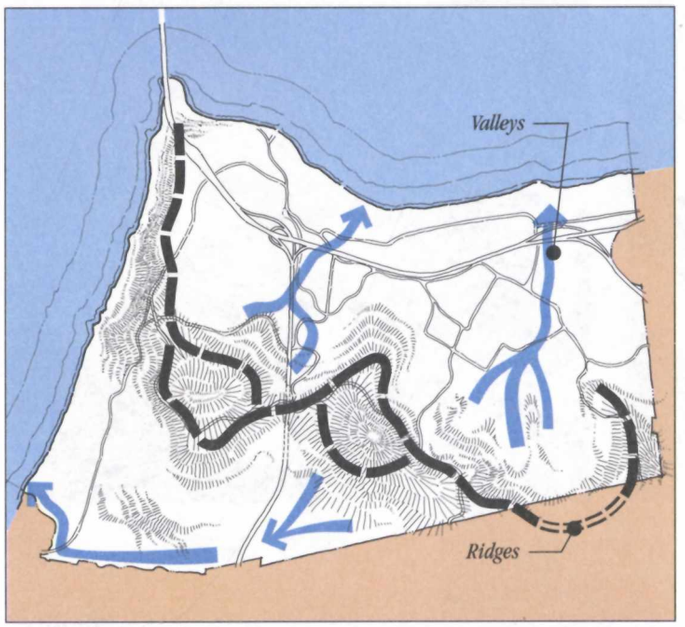


Upper left: Coastal bluffs

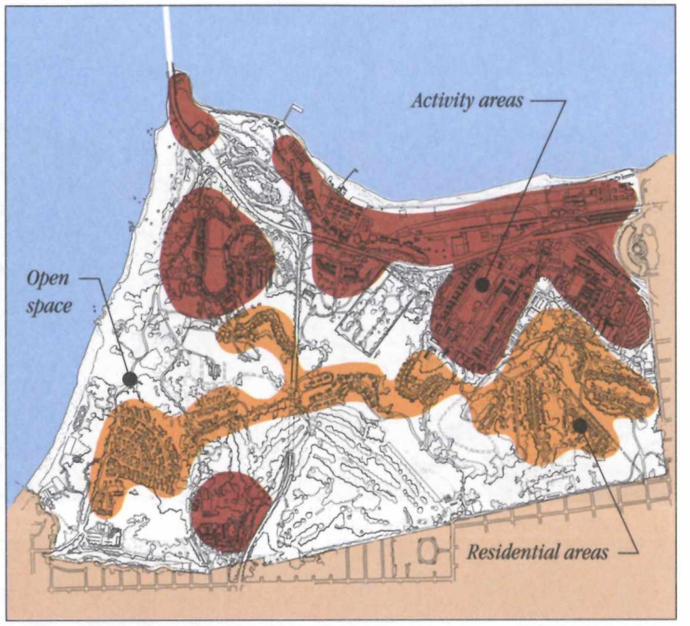
Upper right: California poppy

Right: Presidio clarkia

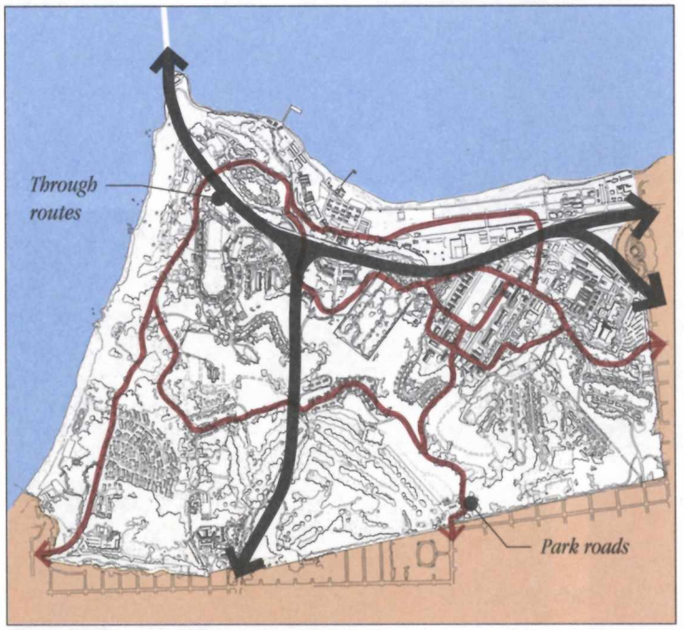
The Presidio as we know it today is the result of many factors, some natural, some human-caused. The site characteristics maps schematically depict the most visible evidence of those influences.



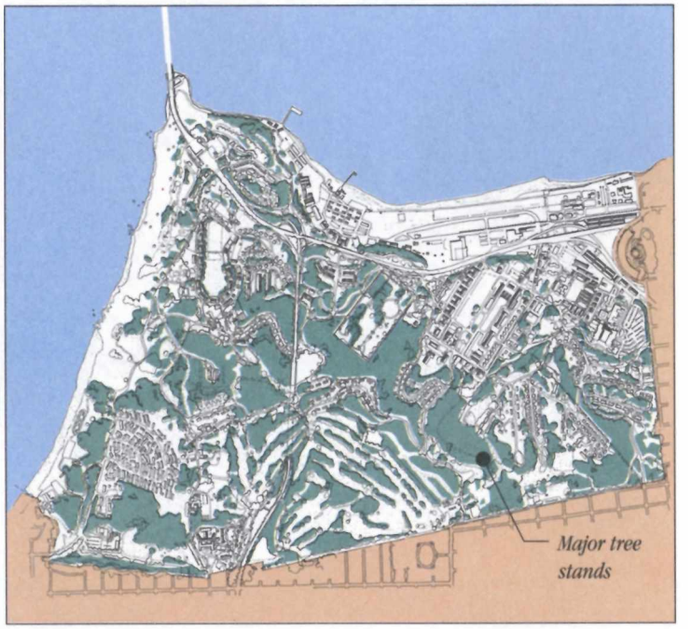
Landform: ridges and valleys



Use pattern: activity centers and open areas



Circulation: through routes and Presidio roads



Vegetation

Site Characteristics

641 | 20102A | DSC | July 1994



Presidio Hill *(225 acres, 175 buildings)*
Includes the Presidio golf course, Mountain Lake, and nonhistoric housing clusters.

Presidio Forest *(228 acres, 12 buildings)*
Mature introduced forest of predominantly eucalyptus, Monterey pine, and Monterey cypress; contains some native plant communities.

Lobos Creek Valley *(69 acres, 13 buildings)*
Provides drinking water for the Presidio and supports a variety of native plants.

Public Health Service Hospital *(37 acres, 21 buildings)*
Formerly operated by the U.S. Public Health Service; overlooks the adjacent Richmond district and Mountain Lake.

Fort Scott *(130 acres, 159 buildings)*
Originally a coast artillery subpost constructed in the Spanish Mission Revival style, 1910-15.

East Housing *(130 acres, 135 buildings)*
Housing clusters representing different architectural styles and periods of development.

Coastal Bluffs *(124 acres, 8 buildings)*
The most natural area of the Presidio; includes beaches, dunes, and cliffs; defense structures scattered throughout.

Golden Gate/Fort Point *(70 acres, 23 buildings)*
Contains historic fortifications, including Fort Point NHS, as well as popular viewing areas.

Cavalry Stables *(33 acres, 16 buildings)*
Originally constructed for army cavalry units; situated in a forested valley.

Letterman Complex *(60 acres, 51 buildings)*
Includes Letterman Army Medical Center and Institute of Research; contains a mix of historic and modern structures.

National Cemetery *(28 acres, 5 buildings)*
A memorial resting place for soldiers since 1884.

Main Post *(135 acres, 149 buildings)*
The heart of the Presidio; includes Sixth Army headquarters, Presidio museum, officers' and NCO clubs, and other community facilities.

Crissy Field *(145 acres, 103 buildings)*
A popular bayfront open space heavily used by runners, walkers, boardsailers, and bicyclists; includes former airfield and U.S. Coast Guard station structures.

The Presidio has 13 geographic areas, each with its own character, building style, landscape setting, points of access, and history. The more heavily developed areas are the main post, Fort Winfield Scott, the Letterman complex, the Public Health Service hospital site, and the east housing area. Other planning areas include a mix of built and natural features, like Crissy Field, or are almost entirely open space, like the Presidio forest and Lobos Creek valley.

Planning Areas

641 | 20104A | DSC | July 1994

Planning Issues and Concerns

The concerns identified in this section are based on public comments gathered in meetings and workshops during the planning process and on extensive resource analysis. These issues and concerns are addressed in the plan.

Cultural Resources

HISTORIC STRUCTURES

There are 870 buildings at the Presidio. Of these, 510 are contributing to the national historic landmark district, including buildings constructed through World War II; the other 360 are noncontributing or nonhistoric. To preserve and perpetuate the Presidio as a landmark district, those features that contribute to its significance must be preserved. For historic buildings, the best means for preservation is to keep them occupied and in use. NPS management policies and federal law require that every reasonable consideration be given to using historic buildings for park purposes compatible with their preservation and public appreciation. Appropriate treatments for historic buildings are described in the plan.

Most of the Presidio's historic buildings are in good to fair condition, although building code deficiencies such as inadequate fire exits and the lack of disabled access are evident. Many historic buildings have been altered to provide for new uses over time. As a result, the condition of the historic building materials and finishes varies from building to building. Some interiors have been severely altered, while others – particularly in historic housing – have remained intact.

The conversion of the Presidio from a military post to a park will require historic building rehabilitation to accommodate new uses and to bring all buildings up to code. Uses need to be selected that will minimize impacts on the buildings' character-defining features and original fabric and setting. In addition, methods must be identified to eliminate hazardous materials, provide for fire detection and suppression, and accommodate disabled visitors with minimal impact to the buildings. Management and preservation of the historic buildings are major components of the plan.

Most actions for historic buildings, including leasing and rehabilitation, will trigger a compliance review process in coordination with the California state historic preservation officer and the Advisory Council on Historic Preservation. Providing a mechanism for timely and expedient reviews to ensure that buildings are not left vacant, yet are managed in compliance with all federal regulations, is a concern addressed in the plan.

CULTURAL LANDSCAPE

The Presidio's cultural landscape reflects more than 200 years of the merging of people and place. It includes not just the buildings and vegetation, but the land use patterns, the clusters of buildings, the circulation networks, the open spaces and vistas, the small-scale distinguishing features, and the way cultural values have been reflected through development over time. The majority of this landscape retains a great deal of historical integrity, but there are areas that have been diminished by recent development. To the maximum extent possible, historic buildings must be used for carrying out agency responsibilities before constructing new facilities. Some new construction to support park programs will be required at the Presidio. Location and extent of allowable new construction, as well as preservation and perpetuation of the cultural landscape are major components of the plan.



Funston Avenue officers' quarters

Concerns identified here are based on public comments and resource analysis.

Many locations within the Presidio that historically provided views of natural, cultural, and scenic features have been obscured by forest growth and recent construction. This plan considers where vistas should be reestablished.

ARCHEOLOGICAL AND ETHNOGRAPHIC RESOURCES

The potential for discovering archeological resources at the Presidio is high. Some prehistoric remains have been documented, and seasonally or permanently occupied prehistoric sites are likely because of the extensive freshwater resources and the large estuarine lagoon and sloughs that once extended along the waterfront areas from Fort Mason to Fort Point. Historic archeological resources are known to exist and are probably distributed throughout the post. These resources may help document the post's early social, economic, and physical histories. The remains of numerous ships known to have wrecked along the Presidio coast may still exist offshore.

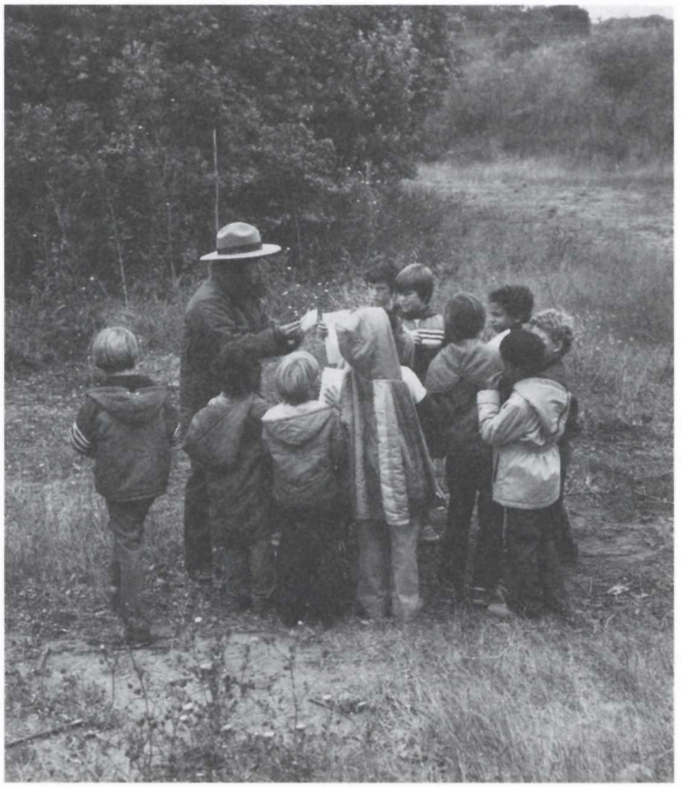
All potential archeological and ethnographic resources need to be identified and evaluated, and methods determined for their preservation and interpretation. In addition, any future rehabilitation and construction activities, such as upgrading or replacing infrastructure or eliminating hazardous substances, contaminants, and pollutants, need to consider potential impacts on these resources.

MUSEUM COLLECTIONS

The Presidio's museum collections are important in telling the story of the post and managing its natural and cultural resources. These collections include uniforms and military materials, drawings, photographs, and other artifacts, specimens, and records related to interpreting the history of the Presidio and managing its structures. At present, facilities are not adequate to properly store, preserve, display, and interpret the Presidio collections. Features set in the landscape, such as cannons, are vulnerable to deterioration and weathering. Resources collected from within the Presidio, such as natural history specimens, may become part of the collection as well. These museum objects and site features will require conservation and monitoring.

Natural Resources

The Presidio's 800 acres of open space preserve significant remnants of native plant communities and wildlife habitats containing rare and endangered species. The Presidio's freshwater resources support diverse habitats. As implementation plans are developed, ways need to be identified to protect these communities and habitats from the impacts associated with exotic plant species, feral animals, water diversion, maintenance and construction, and incompatible recreational use. The plan recommends what areas can and should be restored to natural conditions and how rare and endangered species can be protected.



NPS interpretive program (El Polin Valley)

Limited research has been conducted on the original bounds of the historic Presidio forest. It is in a climax condition, near the end of its natural life. The extent and method of reforestation are planning concerns and addressed in this *Final General Management Plan Amendment*.

Visitor Experiences

Although the Presidio is currently managed as an open post, the majority of its historic structures, facilities, and grounds are not known or available to the public. Virtually no information is provided about public attractions, and visitors are often unsure about where they can go and where use is restricted. Public restrooms, drinking fountains, and food services are few, and outdoor seating and other amenities are extremely limited. Because of the lack of information, use restrictions, and limited

services, public access to and use of the site is difficult. The plan addresses how and where to provide information and other support services so that visitors can make best use of their time.

Interpretive tours and programs have increased in recent years through Army, Park Service, and private efforts but they are not yet widely known or attended. Fort Point and the Golden Gate remain the focus of interpretation. The rich cultural landscape of the Presidio, including all of its historic, natural, and recreational features, has tremendous possibilities for interpretation, and it can also provide the setting for a wide range of cultural, educational, and research activities. The plan includes general recommendations for the location and subject matter of such programs and activities, and who will provide them.

Most of the built recreation facilities within the Presidio are maintained primarily for use by military residents. Roads, trails, and paths are available for scenic driving, walking, jogging, and bicycling, but are not widely used by the visiting public. The plan determines to what extent existing recreation facilities will be made available for public use and how they will be managed. It also determines whether new recreation facilities are appropriate.

Park Access and Circulation

Primary access and circulation concerns relate to the Presidio's existing network of roads and trails, which was largely established before the 1910s. Although part of the site's charm is its almost casual circulation system, both motorists and pedestrians have difficulty finding entrances and specific destinations. The 60 miles of Presidio roads wind through the hilly landscape, and many intersections are confusing and even hazardous because of sight distances, lack of traffic controls, road surface conditions, and alignments.



Bicyclists

Two regional highways pass through the Presidio, Highway 101 (Doyle Drive) and Highway 1 (Park Presidio Boulevard). The Golden Gate Bridge carries about 120,000 vehicles per day to and from these highways and is also one of the major tourist attractions in San Francisco. Because of this, traffic congestion is a serious concern at the Presidio, affecting access to the site from San Francisco, Marin County and, to a lesser extent, the East Bay and areas south of the city. Traffic congestion is consistently rated as one of the concerns of Bay Area residents and has been a major consideration in this planning process.

To make the Presidio a truly accessible park destination as well as a site that accommodates a wide range of visitors, the plan helps to determine how to modify and improve circulation systems for vehicles, bicycles, and pedestrians, how and where to provide safety and accessibility improvements, how to ensure public transit access, and how to minimize traffic and parking impacts on adjacent neighborhoods. In the future, it will also be important to remove physical barriers for disabled people and program and language barriers for people with special needs. Successful transportation planning will open the Presidio to all potential visitors.

Presidio Community

An estimated 4,700 people lived and 5,550 worked in the Presidio in 1990. Residents and staff enjoy the benefits of good housing, community services, and a variety of recreational and commercial facilities. When the Presidio is transferred to the National Park Service, many of these facilities can be used to support park programs and activities while retaining the post's sense of community and place. Decisions about where residential use will continue, who will live there, what community services will be provided and where, what commercial facilities will be available, and who will be responsible for managing the housing units and other facilities, are desribed in the plan.

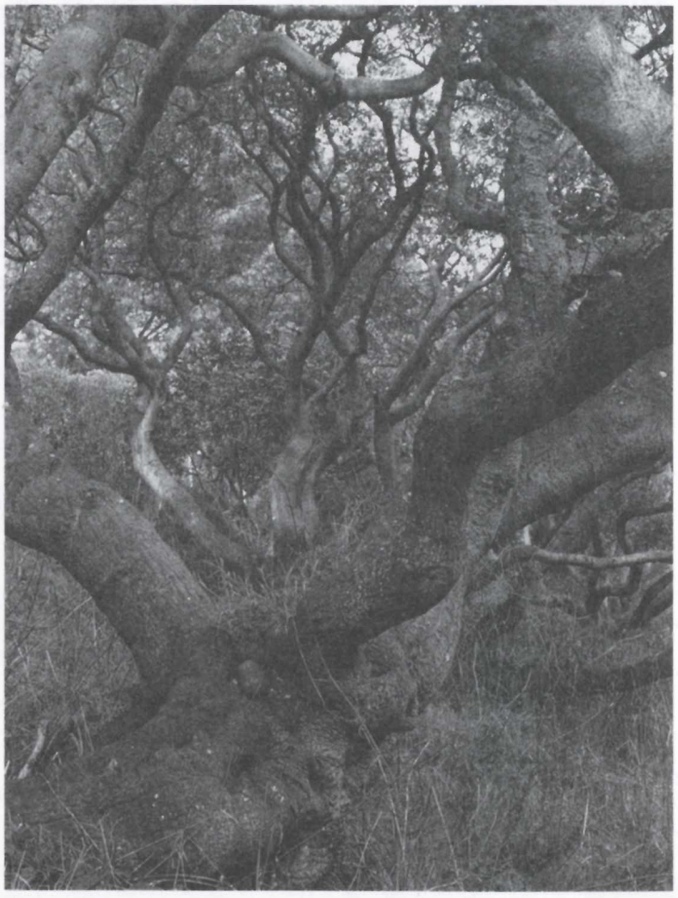
At present, law enforcement is provided by the Presidio military police. Park rangers and U.S. Park Police patrol areas of Baker Beach, Fort Point, and Crissy Field. The Presidio has its own fire department, which provides firefighting, fire prevention, and rescue services to the post, as well as emergency medical treatment and transportation. As the Presidio is incorporated into Golden Gate National Recreation Area, law enforcement, emergency medical services, fire protection, and other public safety services will become the responsibility of the National Park Service. Staffing and funding for each of these functions are addressed in the plan.

Utilities

Based on recent evaluations, most of the utility systems within the Presidio are beyond their useful life and in need of repair and upgrading. These include the Lobos Creek water treatment plant, many of the storm sewers, the wastewater transport system, and the Army-owned electrical power distribution facilities. The plan identifies the projected utility requirements for future uses, including emergency preparedness, and the rehabilitation requirements to ensure environmentally sound rehabilitation.

Legislative Actions

The former 36.5-acre Public Health Service hospital complex, part of the historic Presidio, was not included in the boundary designated in 1972 for transfer to Golden Gate National Recreation Area. It could be added to the park through a boundary adjustment authorized by Congress or an administrative action. The Army maintains that it can sell this parcel under the Base Closure Act. The city of San Francisco holds a 10-year lease option, granted by Congress in 1988, allowing them to use the site for a chronic care facility without charge. Because the complex is an integral part of the Presidio and is included in the national historic landmark district, the plan determines that it should be transferred to the national recreation area along with the rest of the Presidio.



Valley oak (Lobos Creek valley)

An estimated 77 nonmilitary tenants currently have permits for the use of Presidio lands. Most of the permits are for public services and utilities. These special uses are traditional in national park units, but hospital care and medical research are not. Under military administration, primary medical care has been provided at the Letterman Army Medical Center, and medical research has been conducted at the Letterman Army Institute of Research. It is anticipated that most existing permits and other contracts will be extended under National Park Service management because they are consistent with park purposes or they provide essential rights-of-way for public services. Hospital care may not be allowed under the federal authorities for the national park system and the national recreation area. The plan concludes that research related to health and the environment is appropriate within the Presidio; authority for medical research at the Letterman Complex has been granted (P.L. 103-175).

Park Management and Operations

Because of the scale and complexity of the Presidio project, alternatives to exclusive National Park Service management have been presented and discussed during the planning process. The plan describes the type of management, or governance, needed to effectively operate the Presidio as well as required legislation to establish a partnership institution.

Implementation of the plan, especially the management of the large number of buildings, will require a systematic and practical approach to make plan objectives a reality. How tenants will be selected to occupy buildings and how other plan objectives and actions will be implemented are concerns expressed by the public and are addressed in the plan. Based upon the Defense Secretary's Commission on Base Realignments and Closures' 1993 recommendations it was concluded that the Sixth U.S. Army headquarters would remain. The plan recommends to what extent the Army would continue to manage and occupy facilities, including administration, support services and housing, over the short and long term.

The annual budget for operating and maintaining the Presidio under the Army during the transition period is estimated to be about $45 million. The operating budget needed under National Park Service management, after potential building removals and cost offsets by tenants occupying buildings, is estimated to be $25 million. Both private and public monies will be needed to support operations and site improvements. How these funds will be provided is addressed in the plan.

Issues to be Addressed by Other Agencies

HAZARDOUS WASTE CLEANUP

The responsibility for cleanup of hazardous substances, pollutants, and contaminants at the Presidio rests with the Department of Army, and cleanup plans and actions will be described in an Army remedial action plan. This *Final General Management Plan Amendment* does not address the specifics of hazardous waste material cleanup; however, it identifies the process and objectives for completing the task and assumes that full cleanup will occur.

DOYLE DRIVE RECONSTRUCTION

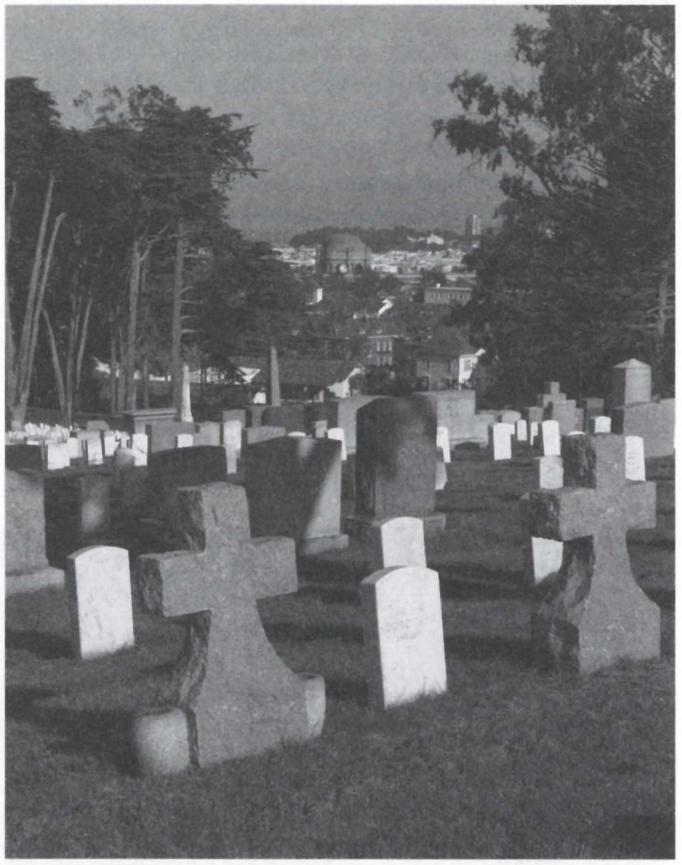
Doyle Drive (Highway 101) passes through the Presidio at grade and on elevated viaducts. The elevated sections need to be replaced to correct corrosion problems and allow safety improvements to be made from the Golden Gate Bridge to Lombard Street and Marina Boulevard.

Because Doyle Drive is a state highway, its design and reconstruction are the responsibility of Caltrans (the California Department of Transportation) and are beyond the scope of this plan. However, because the improvements will directly affect the Presidio, the National Park Service is taking an active role in the road improvement process. The plan makes recommendations to protect the Presidio's resources and values from future adverse effects and to guide the development of Doyle Drive design alternatives.

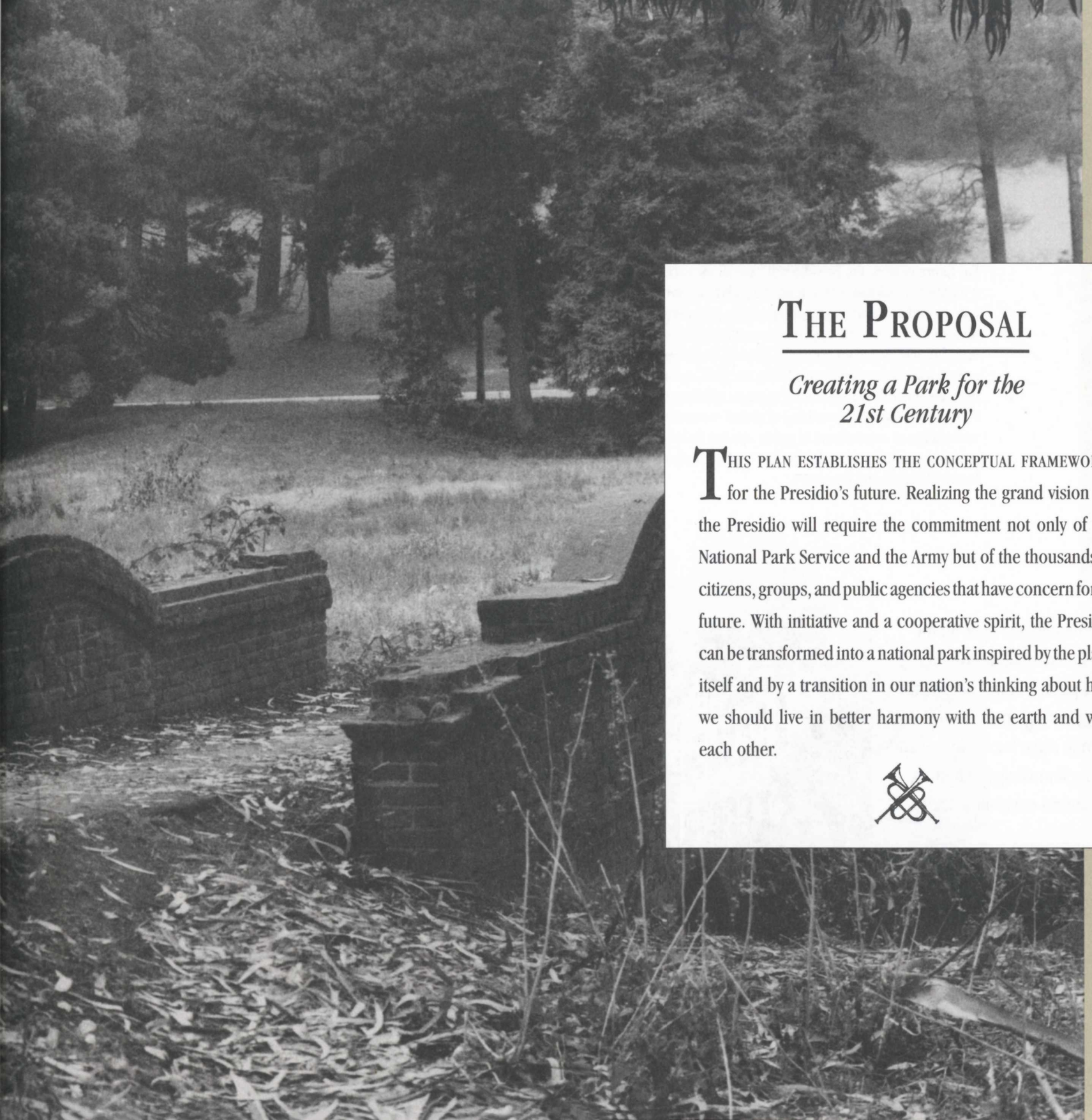
Issues Beyond the Scope of the Plan

OHLONE LAND PETITION

In 1993, the Muwekma Ohlone tribe formally petitioned the United States government to obtain a portion of the Presidio. Although this is a legal issue beyond the scope of this plan, the National Park Service recognizes the important historical association of Native American people to the Presidio. In turn, the National Park Service wishes to work closely with Native Americans, including the Muwekma Ohlone tribe, in creating the future Presidio.



San Francisco National Cemetery



The Proposal

Creating a Park for the 21st Century

This plan establishes the conceptual framework for the Presidio's future. Realizing the grand vision for the Presidio will require the commitment not only of the National Park Service and the Army but of the thousands of citizens, groups, and public agencies that have concern for its future. With initiative and a cooperative spirit, the Presidio can be transformed into a national park inspired by the place itself and by a transition in our nation's thinking about how we should live in better harmony with the earth and with each other.

A View of the Future

One of the nation's most historic and beautiful military posts, the Presidio is an unparalleled setting for an urban national park. Seldom, if ever, has there been an opportunity comparable to the possibilities offered by this invaluable addition to the national park system.

For future visitors, the Presidio will have all the exceptional qualities of a traditional national park – it will be a place for recreation and solitude as well as an urban refuge devoted to preservation of the extraordinary cultural, natural, and scenic resources that make it one of the most beautiful locations on earth. This will be the setting for the global center, a dynamic stage for exploring and gaining knowledge of human and natural environments. Programs will be established at the Presidio to promote stewardship of global resources, provide youth with skills and commitment to public service, foster cultural awareness and international exchange, and explore methods to improve the health of people and the planet.

Educators, artists, environmental leaders, scientists, government agencies, and organizations from around the world will occupy and maintain the Presidio's facilities, conduct programs, provide visitor services and learning opportunities, and help preserve park resources. Existing public, nonprofit, and private organizations will work side by side with newly created Presidio-based institutions on a broad range of subjects, including education, research, demonstration projects, resource preservation, policy development, public service, information exchange, recreation, and the arts.

Visitors will have a variety of opportunities to participate in the Presidio's range of programs, to learn about issues under study at the site, to develop an understanding of the Presidio's contribution to our nation's heritage, to preserve and restore its resources, and to refresh themselves in its tranquil setting. Numerous opportunities to gain history lessons on aspects of Native American, military, and western history will be available. Exploratory natural history programs will also be provided.

The Presidio will have all the exceptional qualities of a national park, but will also be the setting for a global center, a dynamic stage for exploring and gaining knowledge of human and natural environments.



Fort Scott conference facility

Equally important to hosting new programs and demonstration activities at the Presidio, the National Park Service will lead stewardship efforts to preserve the Presidio's uniqueness by maintaining its historic character and ensuring that future changes do not diminish the integrity of its resources. The site's distinctive historic buildings, diverse open spaces, and abundant recreational features will be preserved and enhanced for visitor use. Wildlife and native plant communities will be protected. Streams, forests, and wetlands will be restored.

Many of the Presidio's historic buildings will be rehabilitated to accommodate new compatible uses. Some areas will be redesigned to support park activities, improve access, reduce dependence on automobiles, and expand open space. Paths and trails will provide new ways to explore and discover the site.

The future Presidio community will experiment with and demonstrate the principles of sustainable design. These principles require that all decisions – from initial concept through design, construction, and operation – involve cooperation among people, reflect the inseparability of humanity and nature, minimize the use of nonrenewable resources in building materials and energy systems, and avoid pollution of water, land, or air. The Presidio will showcase innovative technologies, demonstrating energy and transportation efficiency, waste recycling, and other sustainable design concepts.

Managing the Presidio will require an innovative and collaborative approach. A federally chartered partnership institution will be created to assist the National Park Service with Presidio management. This institution will bring skills, particularly in the areas of financing and

The Plan *An Overview*

1

The vision – **A View of the Future** – imagines a new national park that combines traditional park values with activities and programs that confront critical social, cultural, and environmental challenges.

2

The **Parkwide Principles and Concepts** translate the vision into specific objectives for developing programs for the future, creating a great urban park, and establishing sustainable foundations.

3

The **Planning Area Concepts** visualize how the vision would be applied to specific areas of the Presidio.

4

The **Implementation Strategy** defines the steps and actions to be taken to make the vision a reality.

Creating a 21st Century Park

leasing, that supplement National Park Service capabilities and expertise in resource stewardship. The National Park Service will join with the best of private and public enterprise to meet the challenges of managing the Presidio's extensive resources.

Park partners will contribute to the financial success of the Presidio. The National Park Service will seek tenants with the organizational and financial capabilities to undertake capital investments and operate programs. Tenant organizations will help to preserve the Presidio's special historic and natural qualities, and they will demonstrate the feasibility of sustainable design and adaptive use principles.

The Sixth U.S. Army

The Sixth Army headquarters will remain at the Presidio as a major park partner. Their presence will perpetuate the Presidio's military legacy and tradition, provide opportunities for joint resource preservation programs, and enrich future educational and other program elements. In addition, the continued presence of the Sixth Army will enhance the Presidio's economic viability in the early phases of conversion to a national park area.



Future main post area



Parkwide Principles and Concepts

A Center for Research and Learning

To realize the vision for the Presidio, the National Park Service and its park partners will create a global center for exchanging ideas on critical environmental and societal challenges. The site will become an environmental laboratory, a major focus of research and learning, and a demonstration area for ways to improve the quality of life. It will provide a vibrant setting where people come together to find creative solutions – where concepts are communicated to safeguard the future.

Park partners, including educational and research institutions, non-profit organizations, private enterprise, and concessioners, will work together with the National Park Service to enliven the post with programs of national and international distinction. Together, they will provide public outreach and broaden the concepts of stewardship and service beyond park boundaries to communities worldwide. Visitors will share in the Presidio's research and demonstration activities in a variety of ways. Through seminars, lectures, exhibitions, demonstrations, and hands-on participation, they will be able to interact with researchers, instructors, and technicians and contribute to partnership programs.

Synergy will be key in integrating the wide-ranging programs and program areas at the site. Tenants may jointly sponsor programs, such as symposia, performances, or lecture series, complementary research activities, or visiting scholars, artists, and students. Collectively, programs will advance interdisciplinary, intergenerational, and collaborative approaches to problem solving and provide opportunities for skills development, creative discipline, and lifelong learning. They will help to expand individual and institutional capacity to address issues of concern. They will seek economic, environmental, and social solutions to improve human and natural environments. They will promote personal renewal and environmental restoration.

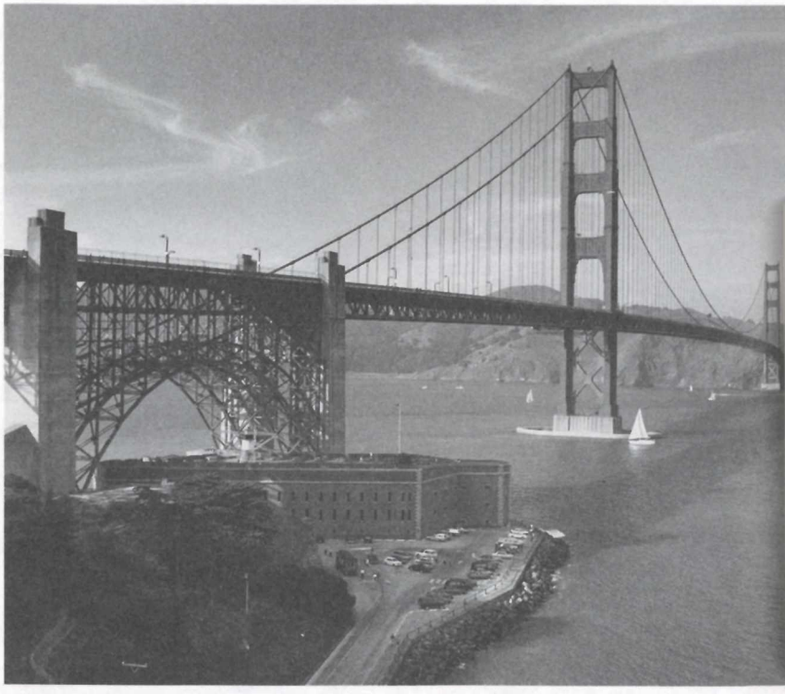
Future tenants will be encouraged to provide programs that are widely accessible to the public; be committed to diversity of age, ethnicity, gender, culture, and physical ability in participants, staffs, and boards; have a cultural and educational component; and have the organizational capacity to be financially feasible and/or make in-kind contributions to support the overall mission of the park.

Four broad, interrelated program areas are best suited for the Presidio based on its facilities, setting, and park purpose:

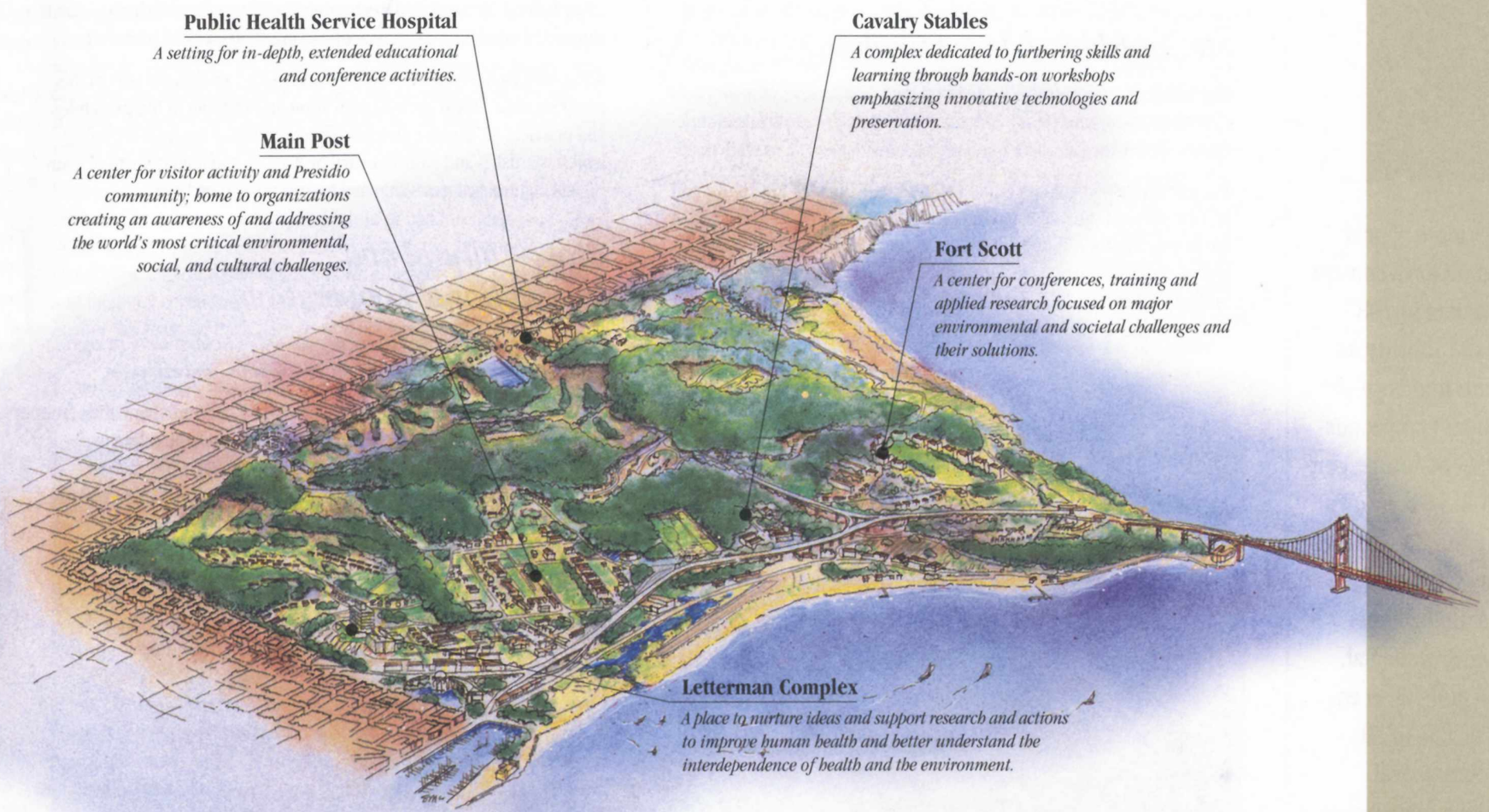
- stewardship and sustainability
- cross-cultural and international cooperation
- community service and restoration
- health and scientific discovery

The rich cultural landscape provides a classroom to explore methods for historic preservation, land stewardship, and environmental restoration. The Presidio's proximity to the site where the United Nations was founded and its strategic location on the Pacific Rim underscore the need for international cooperation on critical global issues. Its urban context emphasizes the importance of bringing the environmental agenda to new constituencies and of fostering understanding of diverse cultures. Its history as a military installation inspires programs in youth training and public service. Finally, research facilities afford opportunities to study the relationships between human health and the environment. Programs established under these broad themes will be complemented by a variety of park-related programs and activities in the areas of interpretation and education; celebration of history, culture, and the arts; and recreation and renewal. The National Park Service will direct and carry out park-related programming to encourage an understanding

Programs will advance interdisciplinary, intergenerational, and collaborative approaches to problem solving and provide opportunities for skills development and lifelong learning.



Fort Point and Golden Gate Bridge



A Center for Research and Learning

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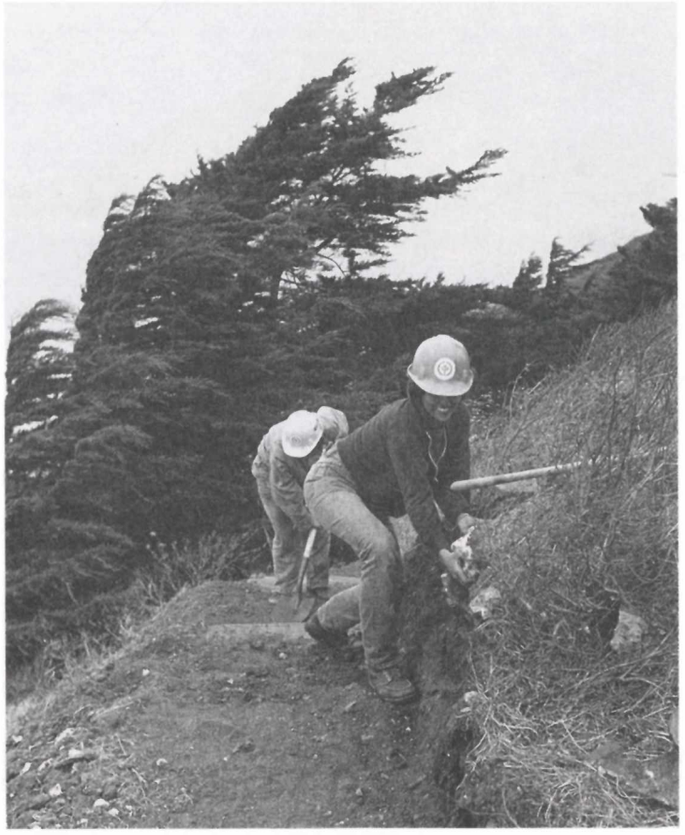
The United Nations World Commission on Environment and Development in 1987 defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." Achieving the goal of sustainability requires a global partnership that links economic, environmental, and political policies to ensure future quality of life. Presidio programs will address sustainability issues, and the Presidio itself will be a model of sustainable design.

and appreciation of the Presidio's significant historic and natural resources, themes, and values and broaden opportunities to enjoy its diverse resources. Concepts for park-related programming are described in the "A Great Urban Park" section, along with proposals for managing the site's many cultural, natural, and scenic features.

Stewardship and Sustainability

Objective: Promote and advance research, education, training and demonstration, and policy formulation on major environmental issues of worldwide importance.

Programs established at Presidio facilities will allow us to explore and resolve some of the major environmental issues facing us today and in the future. Efforts will be focused in the areas of sustainable design, global climate change, environmental cleanup, resource protection, biological diversity, and other significant environmental concerns. Some programs will be broad in scope, dealing with worldwide issues such as the interrelationship of economic development, overpopulation, and environmental degradation; others will seek solutions at the community level. Demonstrations of innovative technology will feature applications in the Presidio's building, energy, utility, and infrastructure systems. Research discoveries and models will be transferred to other federal facilities and to communities throughout the world. Environmental education programs of varying scope will be provided.



Youth Corps

A National Park Service training center will be an integral part of this program area. It will provide education and training in the principles and practices of resource stewardship, collaborative methods for public land stewardship and environmental protection, and management of natural and cultural features within and beyond park boundaries.

Cross-Cultural and International Cooperation

Objective: Build on the historical role of the Golden Gate as a crossroads of international exploration, cooperation, and exchange.

The Presidio will become a site where visitors and representatives from communities worldwide gather to seek mutual understanding and promote cross-cultural and international exchange. Programs will advance learning and problem solving among cultures to improve cooperation and collaboration. Mediation and conflict resolution as well as other means of dialogue will be advanced.

In keeping with the symbolic conversion from swords to plowshares, the Presidio will accommodate a variety of organizations and institutions dedicated to promoting cooperation between countries and fostering appreciation of cultural differences. Cultural centers will be established to share knowledge of the nation's many ethnic groups and to celebrate diversity. These heritage centers will sponsor exchange programs, exhibitions, performances, and demonstrations that will be open for participation by people of all ages, abilities, and cultural traditions. The cultures of people indigenous to the Bay Area or associated with its history, as well as Pacific Rim cultures, will be a major focus.

Community Service and Participation

Objective: Convey the value of public service by promoting responsibility, leadership, stewardship, and community participation in improving the places where we live, work, and play.

Continuing the Presidio's role of training men and women to serve their country, tenant and park programs will provide new opportuni-

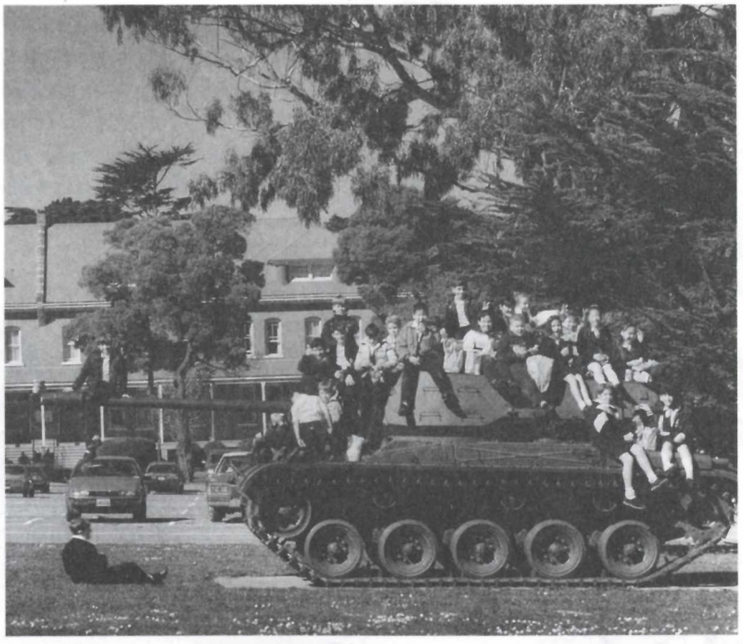
ties to invest people with responsibility and stewardship and prepare future generations for community leadership and service. As part of a major metropolitan area, the Presidio will become a resource center, training site, and research laboratory for improving the way communities and cities function, developing human potential, and establishing mutual understanding and collaborative problem solving. Some programs will be interdisciplinary studies of population, land use, community development, historic resources, natural systems, transportation, energy, and infrastructure issues. Participatory activities and training programs that help the National Park Service in habitat restoration and building or landscape rehabilitation will be encouraged.

Innovative community service programs will focus on strengthening the social, economic, and physical fabric of communities, including disadvantaged and at-risk populations. Economic development strategies will be explored that balance human benefits with scarce natural and financial resources. Youth programs will also be established to further the National Park Service goals of stewardship, service, and community participation; these programs will emphasize job training, creative discipline, and intergenerational education.

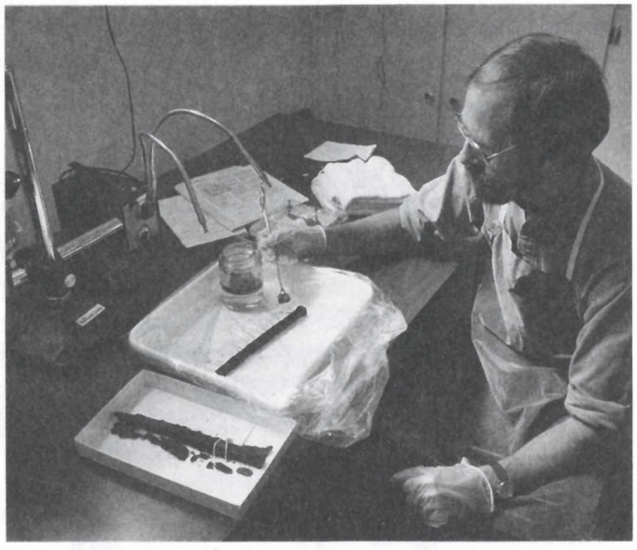
Health and Scientific Discovery

Objective: Promote life and earth science research, emphasizing systems and methods to improve human health and the quality of the environment for future generations.

Since the establishment of the Letterman hospital in 1899, the Presidio has promoted basic research in medicine, health care, and related disciplines. Within its new park context, the Presidio will continue its historic role in basic and applied health and life science research, with an additional focus on physical and earth sciences. Programs will contribute to a greater understanding of the interdependence of health and the environment, focusing on preventive medicine, nutrition, and health concerns related to environmental hazards. They will also foster opportunities for informed discussions of the benefits, limitations, and risks of basic science and applied technologies in the attempt to understand and solve global problems. Hands-on participation by the public, in such activities as volunteer programs, will be an integral part of park partner programs. Research findings will be conveyed to the public through educational programs.



Local children at main post parade ground



Conservator treating artifacts

A Great Urban Park

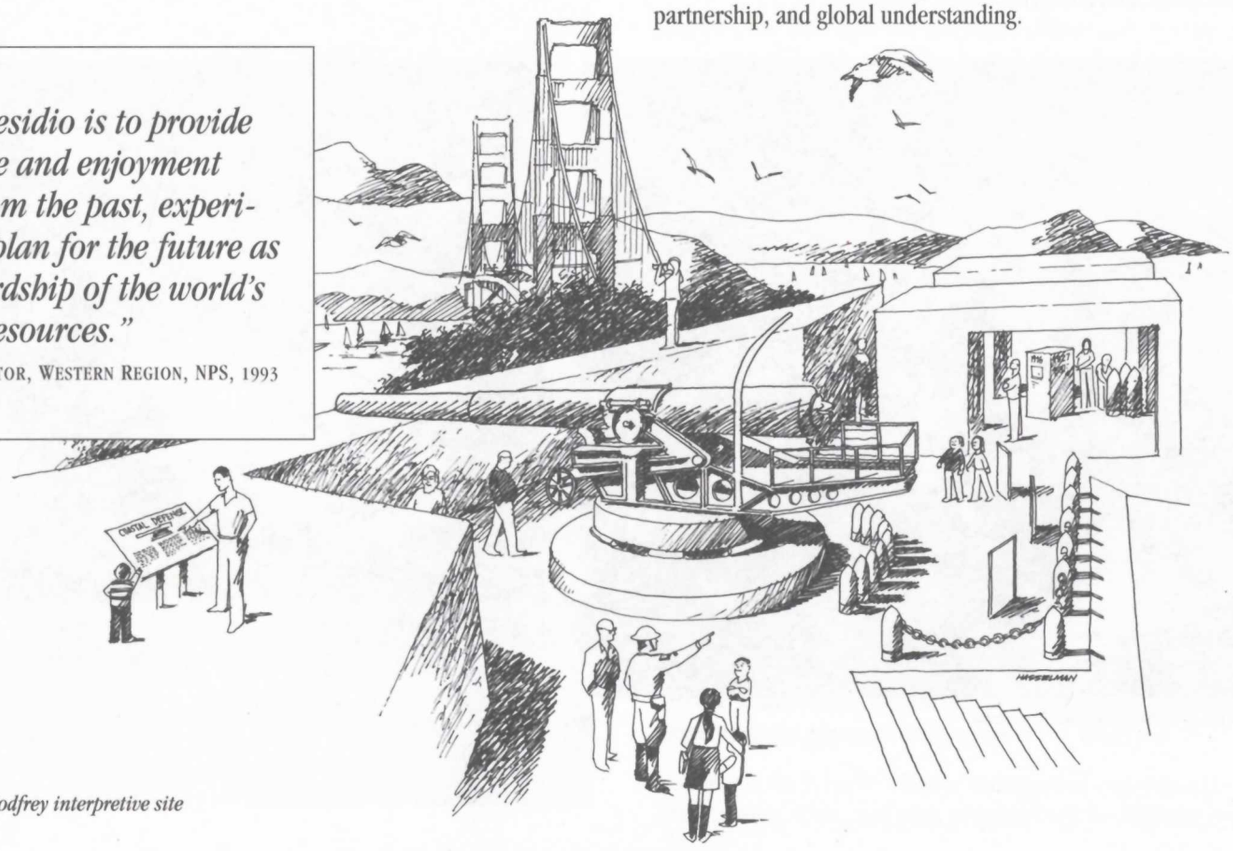
Within the Presidio is a rich collection of natural and cultural features that make it worthy of preservation as a national park. Intermingled with its impressive open spaces, valuable natural systems, exceptional scenery, and many recreational sites are formal landscapes and historic buildings that evoke a strong sense of military tradition. This landmark site is a window through which we can view events that have shaped the nation and the world.

As the Presidio moves into the 21st century, all of the qualities that have made it significant will be preserved. At the same time it will become a thriving urban park offering educational and recreational opportunities for visitors of all ages, interests, abilities, and backgrounds. Activities associated with the global center will become part of the larger fabric of the site. Additionally, the National Park Service and its partners will develop an interpretive and educational initiative for the Presidio – including facilities, programs, and activities – that takes advantage of the dynamic and international setting, the contemplative nature of the site, its significant historical and natural features, and its purpose as a national park. The past and present will be celebrated. Military pageantry will re-create Presidio traditions, and diverse cultural events will animate the site. The Presidio will be a place for many kinds of recreation – from quiet, contemplative walks to challenging active sports.

In keeping with its mission, the National Park Service will manage the Presidio to provide for its use and enjoyment while preserving it for future generations. Natural and cultural resources will be protected and enhanced. Open spaces and scenic vistas will be restored and expanded. Historic buildings will be rehabilitated for a wide variety of park and park partner programs. The Presidio will become a site where activities combine to provide personal enrichment, community partnership, and global understanding.

"The purpose of the Presidio is to provide a place of learning, use and enjoyment where all can learn from the past, experience the present, and plan for the future as we consider the stewardship of the world's cultural and natural resources."

– STAN ALBRIGHT, REGIONAL DIRECTOR, WESTERN REGION, NPS, 1993



Battery Godfrey interpretive site

Visitor Use and Enjoyment

A number of actions will be taken to open the Presidio to all visitors and to provide exciting new interpretive, educational, and recreational opportunities within the park.

ORIENTATION AND ACCESSIBILITY IMPROVEMENTS

Objective: Create a sense of entry into the Presidio. Provide easily accessible orientation and information that will permit visitors to choose from the range of experiences available. Improve access for all visitors.

The National Park Service will create a sense of entry and arrival at the Presidio as a place distinct from its immediate surroundings. Signs will be installed to orient all arriving visitors. All existing gates will remain open, and the gates that have traditionally received the most use – Lombard Gate, the Golden Gate Bridge exits, Lincoln Boulevard at 25th Avenue, and Marina Gate – will be improved, especially for bicyclists and pedestrians. A new, direct entrance from a reconstructed Doyle Drive parkway will provide additional access to the Presidio. The main post and Golden Gate Bridge will be key transit transfer points between Presidio activity areas and other park and tourist areas.

To direct visitors to the Presidio's principal features, kiosks with orientation exhibits will be placed at appropriate sites. A new museum/visitor center will be established on the main post, and orientation media there will provide details about the site's resources and available activities. Golden Gate National Recreation Area orientation will also be offered at the main post to provide information on how to reach all of the districts of the national recreation area. Program/activity areas will include orientation exhibits. These new orientation services will enable all Presidio visitors to make informed choices as they arrive.



Historic Lombard Gate, ca. 1951

The Presidio and its facilities will be made accessible to people of all ages, backgrounds, and abilities. In meeting the goals of barrier-free accessibility, emphasis will be placed on affording visitors with disabilities the same experiences and opportunities as other visitors. Access improvements will conform to the requirements of Uniform Federal Accessibility Standards and the Americans with Disabilities Act of 1990. Access improvements for mobility-impaired visitors will be incorporated in site plans for transportation services, especially parking lot improvements and curb cuts. Public transportation providers will be expected to use accessible vehicles. Some trails will be made fully accessible where topography allows. Building improvements by the National Park Service and park partners will be in accordance with NPS policy. Publications and programs will be designed to be accessible to individuals with special needs, including information for foreign visitors and visitors with sight, hearing, mental, and mobility impairments.

INTERPRETATION AND EDUCATION

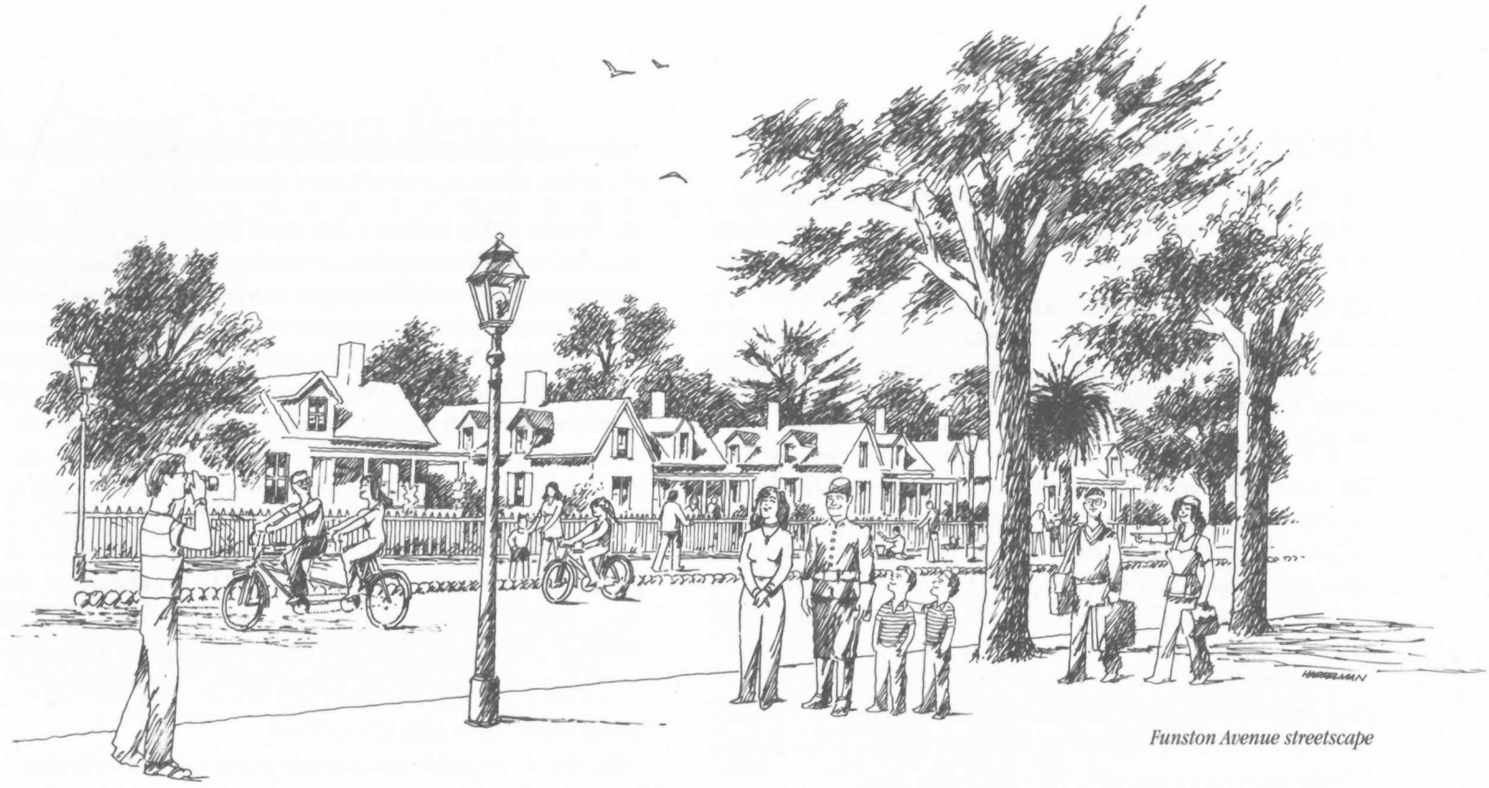
Objective: Foster public commitment to preserving the Presidio's natural, cultural, scenic, and recreational resource values. Provide educational opportunities for visitors to increase environmental and cultural awareness.

NPS interpretive and educational programs, while essential to assuring visitor enjoyment, will also be employed as a means of protecting valuable park resources. Through interpretation, the meanings and relationships of the Presidio's resources will be revealed, heightening visitor appreciation and respect for the principles of stewardship and cultural understanding.

Interpretation at the Presidio will include all types of personal and media-based services. The "Planning Area Concepts" section describes the general interpretive experiences in each of the planning areas; specific media development will be determined in the Presidio interpretive prospectus, to be completed at a later date. The following five themes, derived from the Presidio's significant values, will be the focus of interpretation. These themes are detailed in appendix D.

- As one of the oldest continually used military posts in the United States, the Presidio is of rare historical significance.
- The Presidio's cultural landscape represents an evolution of physical development influenced by the site's geography, local and national historical events, changing social values, and technological advances.

A park museum/visitor center will introduce visitors to the Presidio's themes through exhibits, other media, and talks with park rangers.



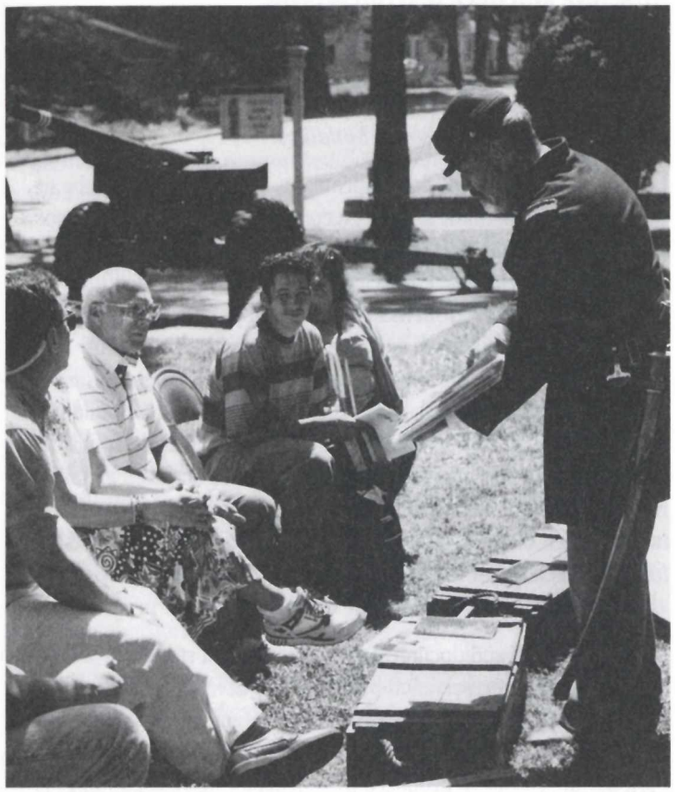
Funston Avenue streetscape

- In a world of diminishing biological diversity, the Presidio represents an island of refuge in an urban environment and provides an opportunity to foster awareness of the importance of species diversity and the value of open space.
- The Golden Gate, anchored by the Presidio, became a cultural crossroads and a gateway to immigration and settlement of the West Coast.
- The Presidio has a long history managing its park and recreational settings, from the post's forested reserve conceived in the 1880s to its conversion into a national park unit.

The new Presidio museum/visitor center, located in a Montgomery Street barracks building, will include a variety of interpretive services and media. Here, visitors will be able to talk with park rangers and view exhibits, films, audiovisuals, and other media that weave together the Presidiowide themes. Exhibits will feature objects and stories from the site's prehistory to military post closure. An oral history program will capture the essence of 20th century life and events here, and the written record will provide information on the span of Presidio history.

The new museum/visitor center will serve as the staging area for most Presidio tours. Outdoor interpretive panels will be installed near key features throughout the park. Some self-guiding booklets and audio tours will focus on specific Presidio themes, while others will tie the Presidio and its resources to the rest of Golden Gate National Recreation Area. The history of Crissy Field will be told in the indoor/outdoor Crissy Field Aviation Museum based at a west end hangar. Exhibits will relate the story of the airfield and the early phases of military air power. Visitors to the museum will inspect historic aircraft parked in and near the hangar.

Park rangers, volunteers, and staffs of park partner organizations will organize and lead visitor activities related to the Presidio themes. Visitors will participate in such traditional activities as guided walks, indoor talks, and outdoor campfire programs. The Presidio's cultural, natural, and recreational resources – along with facilities converted to dormitories, laboratories, and classrooms – will provide the setting for residential environmental education programs. Schoolchildren will take part in programs designed in cooperation with local school districts. Families will be encouraged to participate in specially designed weekend and vacation sessions. Adults will participate through established programs such as elderhostel activities.



NPS ranger with group

Visitors will also be able to assist in natural and cultural resource management activities under the guidance of the National Park Service and its partners. While learning about NPS policies and practices, participants may replant native vegetation, observe the behavior of park animals, or help stabilize a historic building.

A variety of educational methods will be used to achieve interpretive objectives. Schoolchildren guided by a ranger or volunteer will learn about life at the Presidio by studying historic artifacts. Historic events as well as everyday life on post will be reenacted by rangers or actors, using historic Presidio streets and buildings, to bring the past to life. Exhibits in the museum will be arranged to encourage learning experiences and may include displays of Army objects, reconstructed rooms from different periods, or an exciting video presentation featuring a particular subject in Presidio history. Whatever methods are used, the interpretive activities will weave the facts into a complete story, while seeking to uncover the greater truths behind those facts.

CELEBRATION OF HISTORY, CULTURE, AND THE ARTS

Objective: Perpetuate Presidio traditions, and encourage visitors to witness and participate in events and ceremonies at the site. Provide a setting for expression through history, culture, and the arts.

The Presidio's buildings and landscapes will provide the setting for celebration and creative expression. Military pageantry will re-create the excitement and traditions of the Presidio's army history. Participatory educational programs will explain lessons and events over the 200 years of military history. Informational programs will highlight aspects of Native American, California and western history. Colorful cultural events and festivities will be sponsored by local, national, and international groups. Small, informal outdoor concerts and performances will lend a feeling of liveliness and encourage people to visit the Presidio regularly to join in the activities. Gallery spaces, occasionally overflowing out-of-doors, will enliven the site. Activities, including public art projects, will help capture the history of the site and region and spark learning experiences for park visitors, tenants, residents, and others involved with the Presidio.

The scenic beauty and unique architecture of the Presidio have made it a focus of artistic expression. Art and cultural works will be created and displayed as a way to interpret historical and contemporary themes and celebrate shared experiences and values.

RECREATION AND RENEWAL

Objective: Provide for safe and enjoyable recreational use of the Presidio.

One of the Presidio's most significant values is its potential to meet the recreational needs of a wide range of visitors. Already a popular destination for local and regional residents, this multifaceted landscape and its many recreation facilities provide opportunities for experiences from the most peaceful and private to the most interactive.

Many landscaped areas as well as small open spaces will be maintained for passive recreation. Larger open spaces will be improved for active outdoor activities and impromptu play. Existing trails, for hikers and cyclists, will be improved and expanded for visitor use and enjoyment. Waterfront access, dune and wetland restoration, and promenade improvements will be provided at Crissy Field to create more attractive conditions for boardsailers, walkers, runners, bicyclists, dog walkers, and picnickers. Special events will periodically be held on the historic Crissy Field runway or the main post parade ground.

Visitors will be introduced to ways to enjoy the outdoors in a safe, low-impact manner to protect natural and cultural resources. Visitor pro-

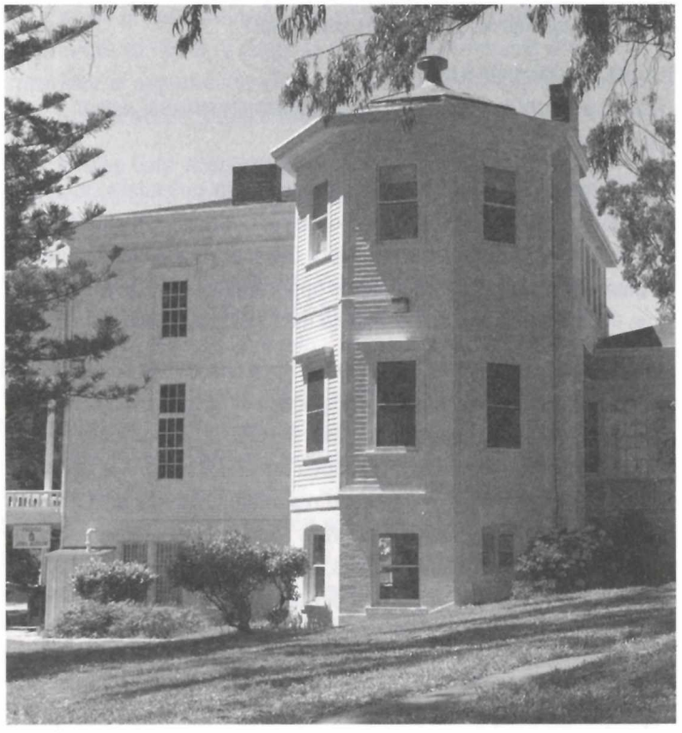
The Presidio's buildings and landscapes will provide settings for celebrations and creative expression.

grams will be offered by park rangers and park partners. Whatever activities people choose at the Presidio, they will be able to share their experiences with others – by receiving instruction or by assisting people less knowledgeable or skilled than themselves.

The Presidio's many recreational facilities will be opened for public use. These facilities, including the swimming pool, bowling center, golf course, tennis courts, and gymnasiums, will offer other recreation options.

Resource Management

Future management at the Presidio will be guided by a respect for the rich and varied landscape that has been and is being continually shaped by the forces of nature and by its human inhabitants. The landscape and historic features that define the site's unique character will be preserved and rehabilitated for park use. Improvements and modifications may occur and new features may be introduced if they are compatible with the site's historic character. Native wildlife and plant communities will be sustained and expanded, creeks and wetlands restored, and rare, threatened, and endangered species protected.



Presidio museum

HISTORIC BUILDING REHABILITATION

Objective: Ensure that compatible adaptive uses are selected for historic buildings and that there is a process for rehabilitating and maintaining these buildings within their settings; establish preservation treatments for historic buildings.

In general, the buildings that contribute to the significance of the national historic landmark district (according to the 1992 revised nomination form) will be preserved, rehabilitated, and used in accordance with National Park Service policy and *The Secretary of the Interior's Standards for the Treatment of Historic Properties* (NPS 1992c). Every reasonable effort will be made to incorporate compatible adaptive uses that require minimal alteration of the character-defining materials, features, spaces, and spatial relationships of historic buildings and their settings. A programmatic agreement for all actions described in the final plan and operations and maintenance activities including rehabilitation and historic property leasing has been negotiated between Golden Gate National Recreation Area, the California state historic preservation officer, and the Advisory Council on Historic Preservation to facilitate and expedite the compliance review process.

Further research and documentation of important resources will be done to establish preservation priorities and develop rehabilitation guidelines. A preservation management program will be put in place by the National Park Service working with the partnership institution and park partners. A list of proposed treatments for historic buildings is included in appendix E. Through the course of implementation, the assigned treatment categories may change based upon whether a building becomes occupied or not. In the interim, some buildings may be "mothballed" until a suitable tenant is found.

Tenants will prepare long-term maintenance plans and establish a cyclic maintenance program, subject to National Park Service review, to prevent damage to historic fabric and ensure that the buildings are well maintained.

Objective: Ensure that buildings are brought up to a standard level of code compliance.

Most Presidio buildings will need to be rehabilitated to accommodate new uses. In retrofitting or rehabilitating the buildings, tenants will be required to correct major deficiencies such as life/safety and seismic hazards and to bring buildings up to safe levels of occupancy consistent with current building codes. Hazardous materials such as asbestos and lead paint will be abated as part of rehabilitation, and deficiencies in access for people with disabilities will be corrected. All building reha-

bilitation by the NPS and tenants will follow model national building codes and be in accordance with applicable standards, local environmental regulations, and applicable occupational health and safety requirements.

Objective: Selectively remove buildings or portions of buildings to restore historic settings.

There may be compelling reasons to remove some buildings that contribute to the significance of the landmark district. In parts of the Presidio, the addition of buildings over an extended period has obscured earlier, more significant representations of Presidio history. To best interpret these earlier periods, it will be necessary to remove a limited number of buildings, some of which are historic. The plan proposes the removal of 48 historic and 228 nonhistoric buildings. In the future, additional building demolition may be considered, but will require further consultation among the National Park Service, the California state historic preservation officer and the Advisory Council on Historic Preservation. By law, the National Park Service must consider an array of alternatives before demolishing a building that contributes to a national historic landmark.

Modifications to some important buildings have greatly altered their original appearance. In cases where adequate historical documentation exists, such as at the post sutler's store, these buildings may be partially restored and preserved to permit better understanding of their significance. This may involve the removal of additions to historic buildings.

CULTURAL LANDSCAPE PRESERVATION

Objective: Preserve the Presidio's uniqueness and unity of site features; retain the symbols and traditions that provide a link to its past. Protect the historic character and integrity of the national historic landmark district while allowing changes to occur that will maintain the site's vitality.

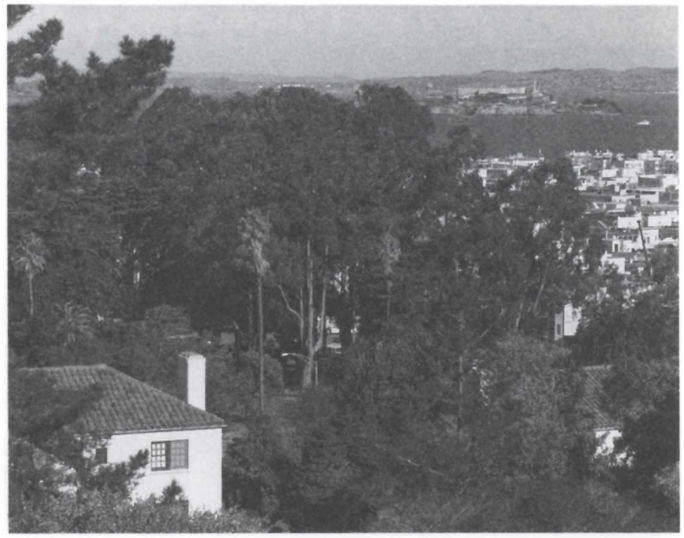
The Presidio landscape is composed of identifiable areas that are defined by topography, viewsheds, and land use patterns. A cultural landscape analysis has been prepared that identifies the primary character-defining features of the landscape, including buildings, roads, trails, water systems, and vegetation (Land and Community Associates 1992). The information in the cultural landscape analysis will be used to prepare a cultural landscape report and design guidelines for the Presidio. These documents will ensure that the changes necessary to accommodate new uses and upgrade facilities are compatible with the historic setting and have minimal impacts on resource integrity. The cultural landscape report will also identify small-scale features (paving materials, flagpoles, signs, etc.) that contribute to the site's character and have historical significance; the design guidelines will address the appropriate treatment of those features to retain a sense of the Presidio's past. A system for evaluating the effects of proposed actions on the Presidio's landscape will be put in place using *The Secretary of the Interior's Guidelines for Treatment of Historic Landscapes* (NPS 1992d).

Objective: Design and site any new construction to preserve the character and integrity of the national historic landmark district.

Following National Park Service policies and federal regulations, new construction will only be permitted if existing buildings and improvements do not meet essential program and management needs. Every reasonable consideration will be given to using historic buildings for park purposes compatible with their preservation. New features and landscape elements will be designed and sited to be in keeping with the historic character-defining elements of the national historic landmark setting.

New construction will be compatible with the historic setting through elements of massing, scale, materials, style and color; height will not exceed existing adjacent buildings with an overall ceiling of 60 feet at the Letterman complex and 50 feet elsewhere. Presidio design guidelines will direct all new construction and set forth in further detail review processes for new construction.

New construction will be limited to a total of 215,000 square feet, in concert with the proposed demolition of 1.5 million square feet. If



Presidio forest

New features and landscape elements will be designed and sited to be in keeping with the historic setting.

Letterman hospital is demolished, replacement new construction could occur and would be limited to the building's existing area of approximately 450,000 square feet. In the future, this will result in a ceiling of 5.1 million square feet for the entire Presidio. As the plan is implemented, the Presidio's square footage will never exceed the existing 6.3 million total; this means that some building demolition, as described in this plan, will occur prior to construction of new buildings.

The types of uses and locations for new construction are described in the individual planning area concepts. Future site plans, prepared with tenant input, will locate these new facilities; any major new construction will be subject to additional environmental review and historic compliance.

Objective: Reestablish historic linkages between areas that were once physically or visually connected, and establish functional links between past and present uses wherever possible.

Over time, areas of the Presidio that were once physically or visually linked have been separated by intervening circulation systems, vegetation, or changes in land use patterns. These important connections, such as the main post to the waterfront, will be reestablished wherever possible through redesign of site systems and elements. Vegetation clearing will be one means of reestablishing these connections – through the restoration of historic vistas and viewsheds. In some areas nonhistoric buildings will be removed to reestablish historic settings and vistas as well as to restore native vegetation and wildlife habitat. Land use designations will reflect historic patterns and functions to reinforce these connections.



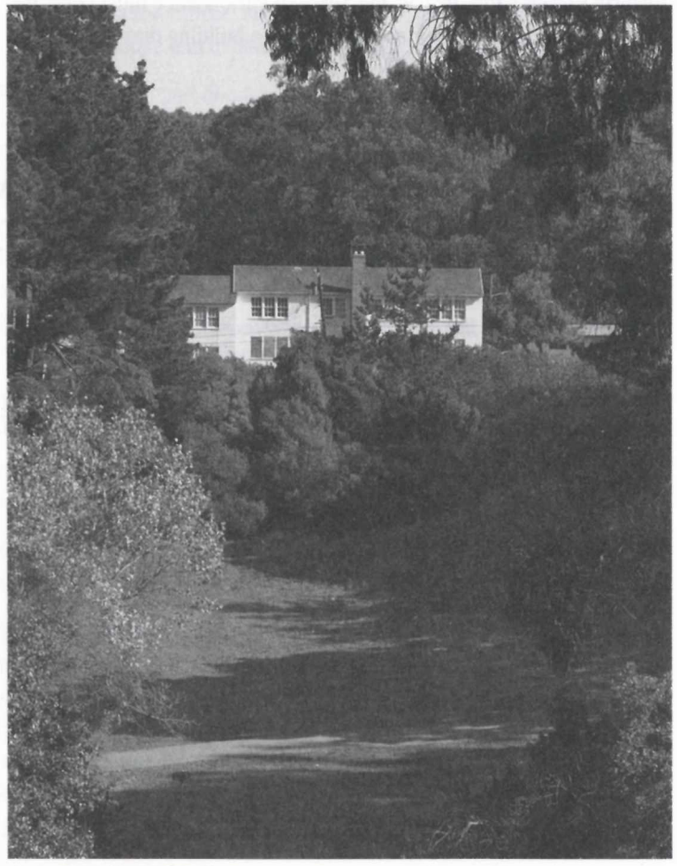
Post chapel

SCENIC VISTA ENHANCEMENT

Objective: Preserve, enhance and restore scenic vistas; retain the regional visual quality of the Presidio.

With its distinct forested lands, the Presidio is highly visible from the surrounding region and adjacent neighborhoods. Views to and from the Presidio were very important in the siting of building clusters. Elements such as topographic relief, vegetation, and architectural features contribute to the Presidio's visual character. Scenic vistas from the Presidio include views to nearby landmarks such as the Golden Gate Bridge, Marin headlands, Angel Island, Alcatraz, the Palace of Fine Arts, and the city skyline. Today, many of these important vistas have been obscured by vegetation and development.

Opportunities for scenic viewing and the qualities of scenic vistas from the Presidio will be increased through future site improvements, such as building, pavement, and vegetation removal; natural system restora-



Open space in east housing area

tion; and new trails. Improvements at Inspiration Point, the Golden Gate Plaza, and the transit hub at the main post are examples of how the diversity of regional views from the Presidio will increase. Design and siting of new construction will preserve scenic views from the Presidio as well as those features that make it an important regional visual resource.

ARCHEOLOGICAL INVESTIGATION

Objective: Protect resources such as archeological sites and shipwrecks so that they will be available for future research and interpretation.

As required by the National Park Service *Management Policies* (NPS 1988a, chapter 5), the Presidio will be surveyed, and any significant archeological resources will be preserved. An archeological resource management plan is currently underway that will guide management of the entire site. The plan will identify possible prehistoric and historic archeological resources within the Presidio. Newly discovered prehistoric sites related to use by Ohlone people will be surveyed and may be nominated to the National Register of Historic Places. Any ground-disturbing activities that may affect significant sites will be monitored according to National Park Service policies. Any artifacts found will be cataloged and properly stored or displayed as part of the park museum collection.

Recent excavations by the Army discovered foundations of the Spanish presidio in a location that was not predicted. More testing and research will be conducted to locate the limits and configurations of the original and any later quadrangles of the Spanish-Mexican garrisons. The remnant adobe wall within the officers' club will be studied as part of the research, and a historic structure report will be prepared for this significant building.



Cataloging of archeological specimens

COLLECTION PRESERVATION

Objective: Preserve and exhibit Presidio museum collections in a meaningful way. Preserve existing objects set in the landscape, such as cannons, and use them for interpretive purposes.

A *Scope of Collection Statement* has been prepared to guide acquisition of museum objects and specimens for Golden Gate National Recreation Area (NPS 1991c). Current collections at the Presidio, which span 218 years of history, will be maintained as part of the museum collection; all objects and specimens collected (for example, natural history specimens) and all new documentation gathered (for example, oral histories) will also become part of the museum collection. All objects, specimens, and documents acquired will be cataloged and properly stored or displayed according to National Park Service policy. A parkwide collection management facility will be established to house, manage, preserve, and provide public access to the park's collections, including the Army's former collections. A park library, containing a significant collection of publications on military history, the Presidio, and the history of the San Francisco Bay region, will be included in this facility. The location for the facility will be determined after further analysis.

OPEN SPACE EXPANSION

Objective: Increase open space to enhance park values and improve the Presidio's natural and recreational qualities.

Presidio open space will be expanded by about 200 acres; when the plan is fully implemented, open space will constitute about 980 of the Presidio's 1,480 acres. This increase will provide opportunities to restore additional native plant habitat, reestablish portions of the historic forest, and improve the natural and recreational qualities of the shoreline along the bay.

The largest increase in open space will take place in the southern part of the park. One of the planning goals is to concentrate developed areas in the north (including program, residential, community, and commercial facilities) and to remove residential areas in the south and expand open space there. This overall change in land use patterns will provide a more parklike setting in many parts of the Presidio.

A planning goal is to concentrate developed areas in the north and expand open space in the south.



Historic forest

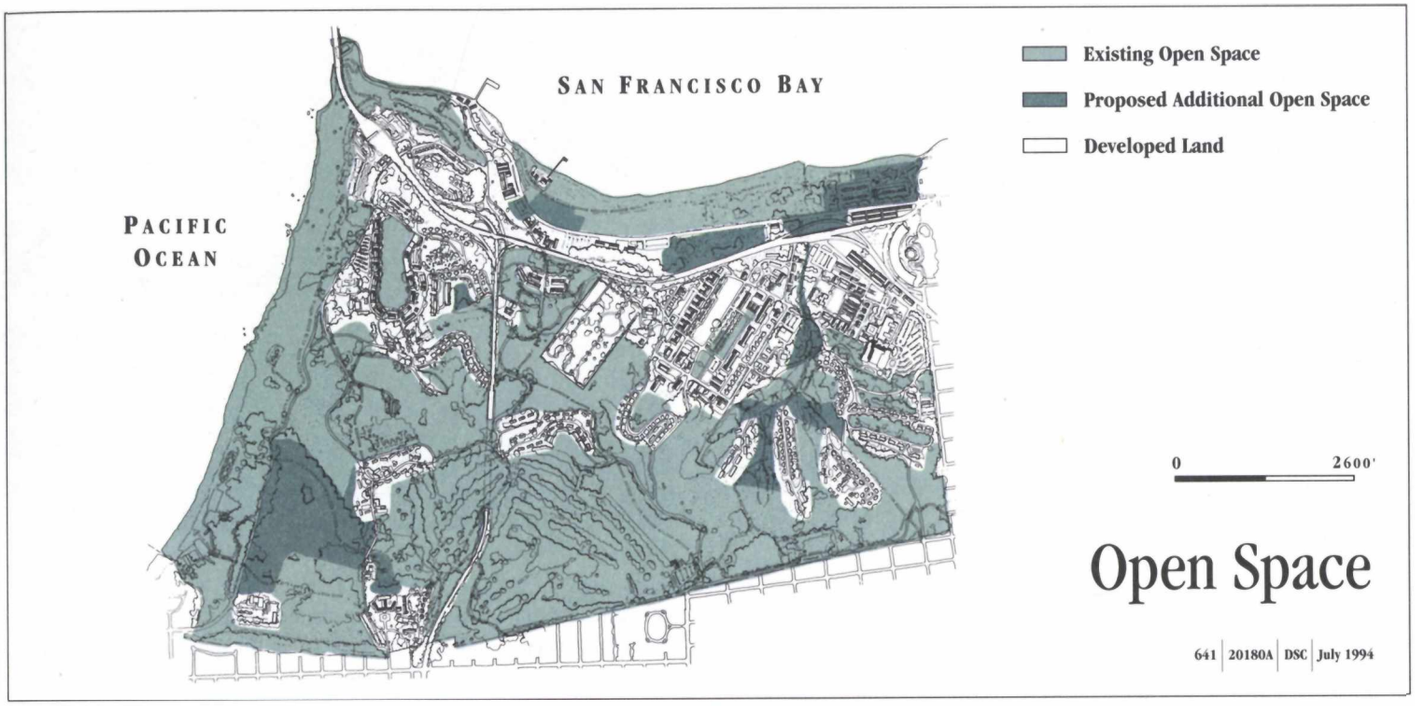
Open space and native plant habitats will be expanded to enhance the Presidio's value as an urban oasis.

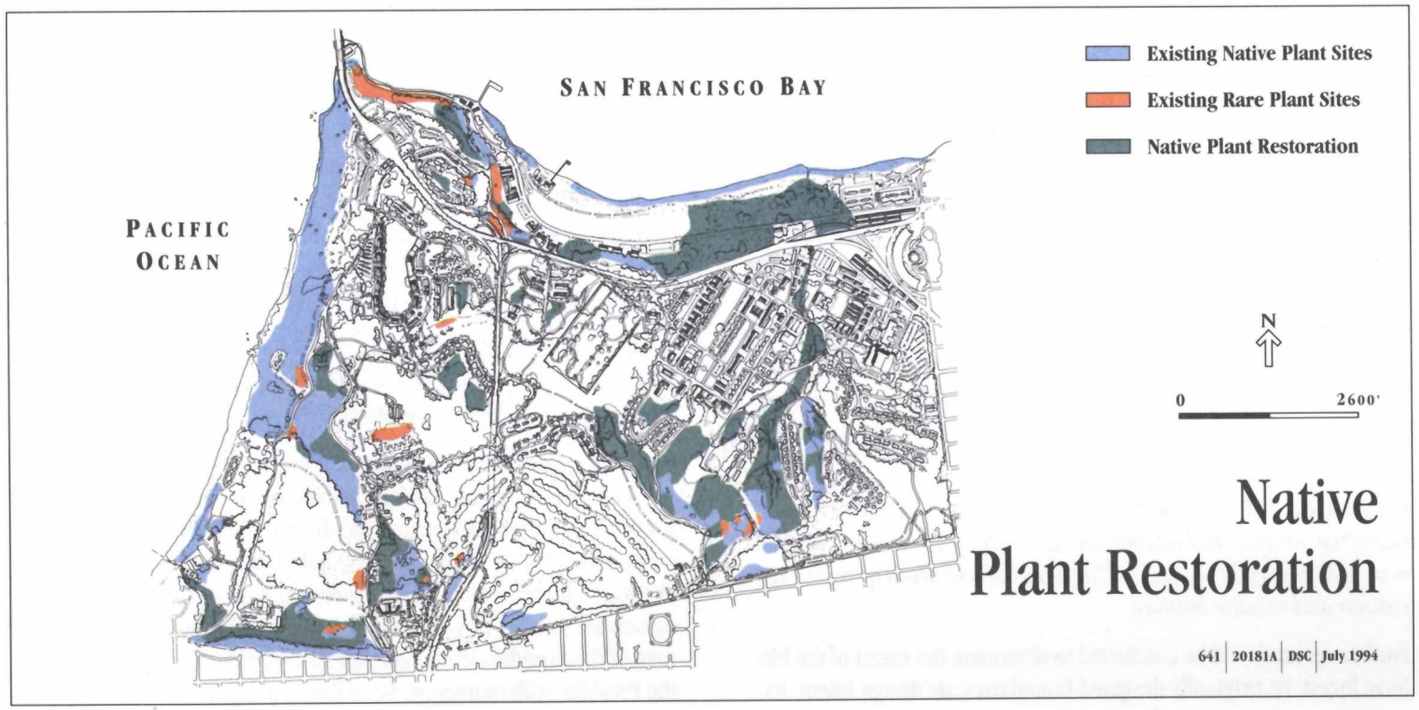
NATIVE HABITAT ENHANCEMENT

Objective: Identify, protect, restore, and expand the Presidio's remnant natural habitats and rare and endangered species.

Another major goal of the plan is to restore and expand more than 140 acres of native plant habitat. Areas to be restored include Crissy Field, the Wherry housing area, Presidio forest, and El Polin Spring. When this action is completed, it will increase the total area of native plant habitat to 285 acres, or nearly 20% of the Presidio's land area.

All candidates for federal listing as rare and endangered species will be protected, and their habitats enhanced where possible. The Presidio preserves three federally listed endangered species, the Raven's manzanita *(Arctostaphylos hookeri* ssp. *ravenii)*, marsh sand wort *(Arenaria paludicola)*, and beach layia *(Layia carnosa)*. Three additional plant species are listed by the state of California as endangered and are also federal candidates or proposed for listings: the Presidio clarkia *(Clarkia franciscana)*, San Francisco lessingia *(Lessingia germanorum)*, and San Francisco popcorn flower *(Plagiobothrys reticulatus* var. *rossianorum)*. At least ten other rare species are known to exist in the Presidio, although a systematic survey has never been conducted. A management program will be identified for each of these and any other rare species found in the Presidio. Such a program will include necessary research, endangerment factors, protective actions, and monitoring protocol. A recovery plan will be implemented for the Raven's manzanita. All planning will take into account the potential presence of these species and possible habitat enhancement opportunities.


SAN FRANCISCO BAY
PACIFIC OCEAN
Existing Open Space
Proposed Additional Open Space
Developed Land
0
2600'
Open Space
641 | 20180A | DSC | July 1994


SAN FRANCISCO BAY
PACIFIC OCEAN
Existing Native Plant Sites
Existing Rare Plant Sites
Native Plant Restoration
N
0
2600'
Native Plant Restoration
641 | 20181A | DSC | July 1994

"This project is perfectly feasible, provided it be treated systematically and with forethought. It should be remembered that we are in the midst of a great and growing city ... the question of tree planting is one of vital importance to the people of this locality, so that a well sustained and intelligent example will contribute to the material good of a great many people."

– MAJOR W.A. JONES, ARMY ENGINEER, 1883

The state of California has identified plant communities that are considered rare in the state and should have special consideration for protection, enhancement, and restoration. The Presidio potentially has 10 of these plant communities: the central coast live oak riparian forest, coastal freshwater marsh, coastal brackish marsh, northern dune scrub, northern foredune grassland, serpentine chaparral, serpentine bunchgrass, wildflower field, freshwater seep, and central coast arroyo willow riparian forest. These plant communities will be enhanced and protected from disturbance.

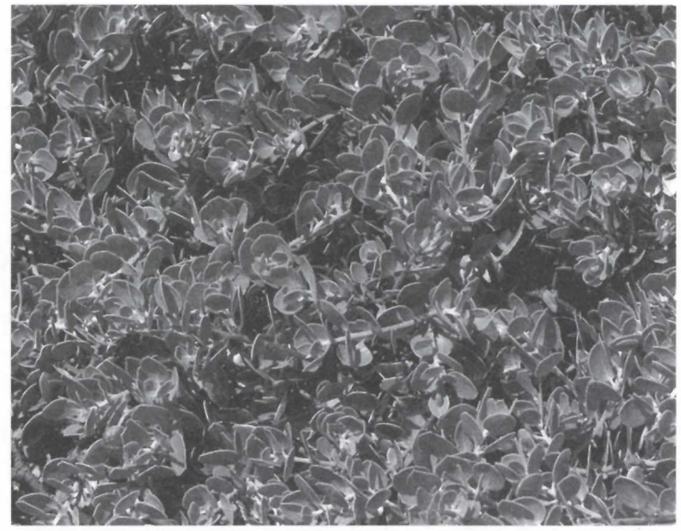
Sensitive native plant communities will be protected from deterioration caused by off-trail uses. Serpentine plant communities, native dune areas, riparian areas, and wetlands will be carefully managed to protect habitats and rare and endangered species. Uses that will be prohibited in these areas include picnicking and off-trail use by hikers, bicyclists, and dogs. Protective barriers will be used where trails pass through sensitive habitats, and these habitats will be interpreted. Trails will be planned to minimize erosion and allow appropriate buffers along the edges of riparian areas.

Where nonnative plants and animals are found to negatively affect native species and are not a character-defining feature of the cultural landscape, they will be controlled. The introduction of nonnative species will be limited to those areas where they were historically planted and are considered important to the cultural landscape. The native plants of the Presidio are defined as those present when the Spanish established the first post; many of these plants still exist at the site today. Plants introduced from other countries or other areas of California (such as the Monterey pine and Monterey cypress) are not considered native, although they may be of the cultural landscape and are often important as wildlife habitat. Nonnative plant species that aggressively spread and displace native species are considered a threat to the native species diversity. Plants of particular concern are French broom, pampas grass, ice plant, African capeweed, annual Mediterranean grasses, gorse, and parts of the historic forest that have escaped boundaries and are shading native habitats. Areas where nonnative plants are removed will be revegetated only with native plant materials from genetic stock within the Presidio. A nursery will be developed in the Presidio to propagate plants for revegetation efforts.

HISTORIC FOREST REHABILITATION AND RESTORATION

Objective: Restore and rehabilitate the historic planted forest to its originally designed boundaries and reestablish areas of native vegetation and wildlife habitat.

Further research will be conducted to determine the extent of the historic forest, its originally designed boundaries, its design intent, its changes over time, and the species planted. The edges of the historic forest have been mapped in the cultural landscape analysis. The forest will be rehabilitated within its historical boundaries. A forest management plan with an environmental assessment will be prepared to guide future replanting and maintenance activities. It will examine issues such as replacement tree species, impacts of tree removal and even-age tree stand management. In some situations, a change of tree species may be considered.



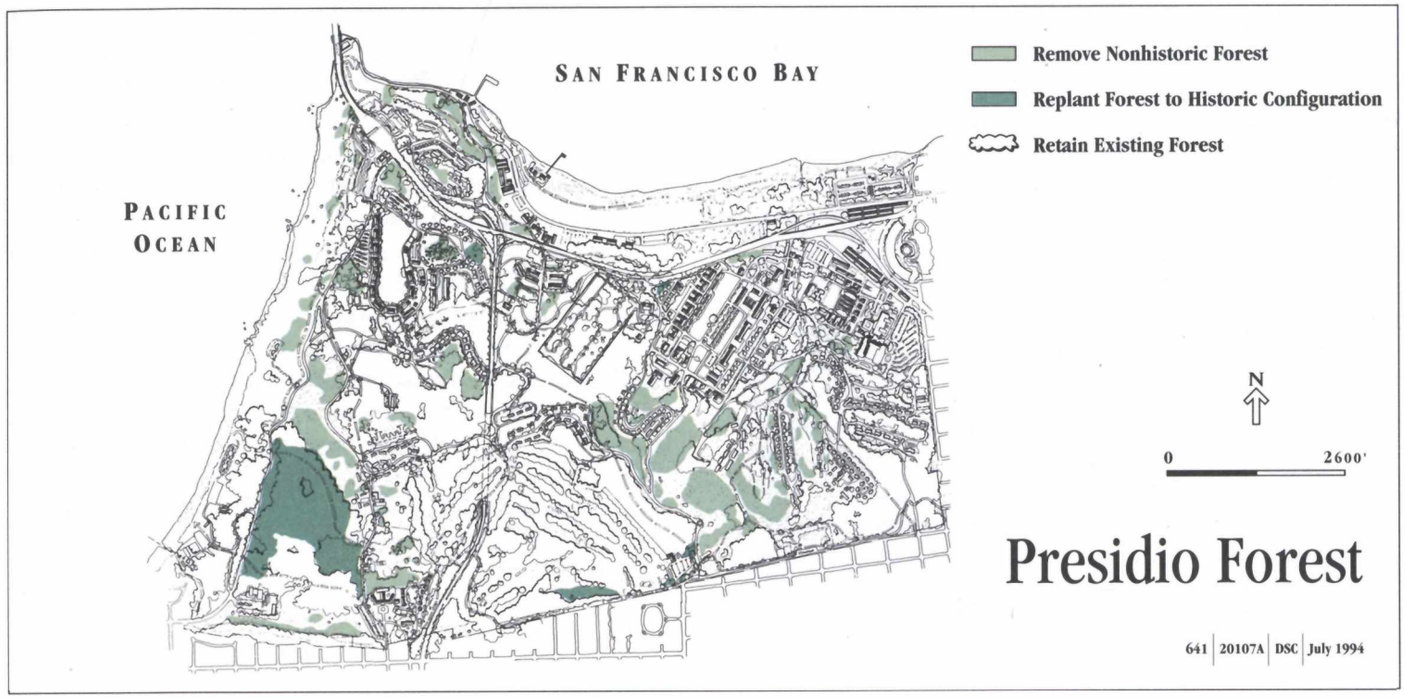
Raven's manzanita

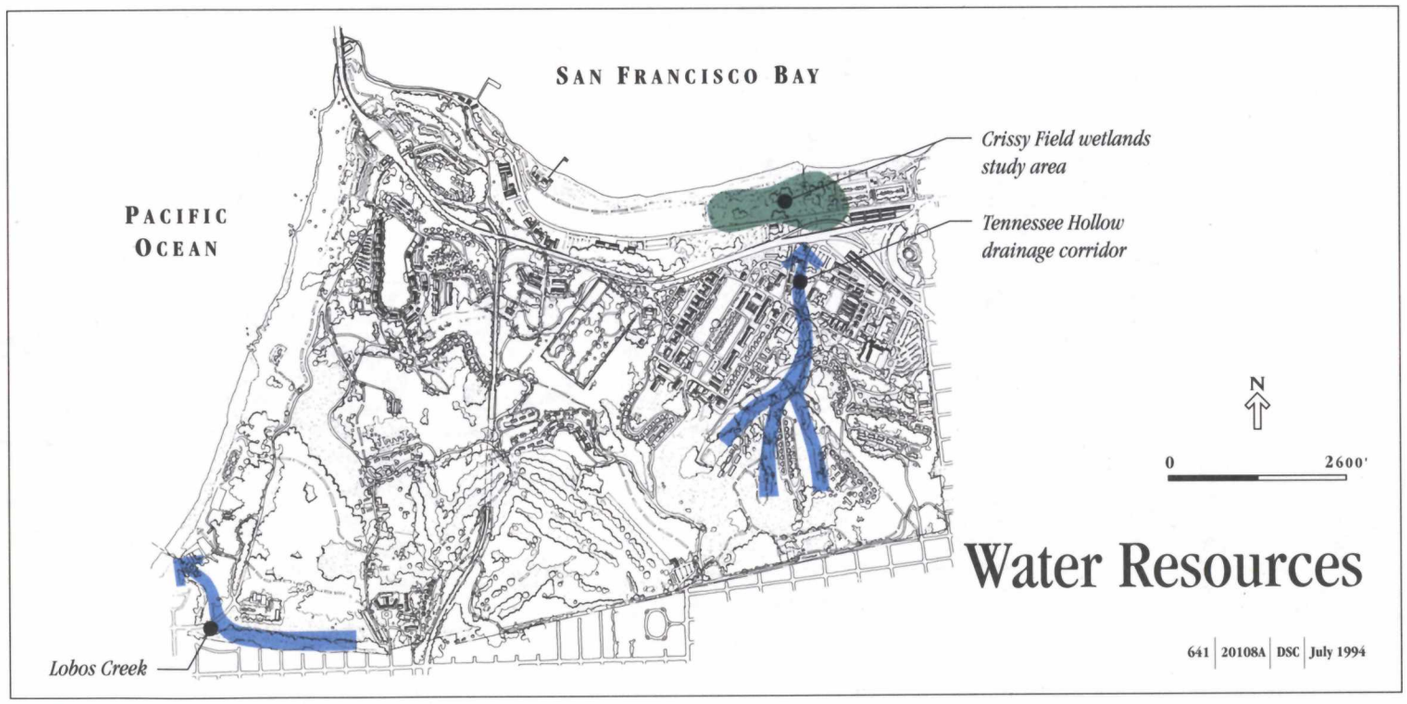
Native plant communities and sensitive wildlife habitat will be protected during the course of the forest's rehabilitation. Some areas of nonhistoric forest will be removed to restore historic vistas; the sites will be planted with appropriate species to restore native communities. Native plant materials will be from Presidio genetic stock.

WILDLIFE PROTECTION

Objective: Identify and protect sensitive wildlife species, and restore and maintain their habitats.

Future planning will take into account the potential presence of sensitive wildlife and opportunities for habitat enhancement. The Presidio provides exceptionally valuable and diverse wildlife habitat within an urban environment. Remnant native habitat intermixes with habitat created by the Presidio's historic forest, and native California wildlife associated with the forest are considered to be an important component of the Presidio. More than 200 species of birds are known to use the Presidio, with as many as 50 of these species nesting here. Up to


SAN FRANCISCO BAY
PACIFIC OCEAN
Remove Nonhistoric Forest
Replant Forest to Historic Configuration
Retain Existing Forest
N
0
2600'
Presidio Forest
641 | 20107A | DSC | July 1994


SAN FRANCISCO BAY
PACIFIC OCEAN
Crissy Field wetlands study area
Tennessee Hollow drainage corridor
Lobos Creek
N
0
2600'
Water Resources
641 | 20108A | DSC | July 1994

50 terrestrial animal species may be living in the Presidio. Furthermore, the adjacent ocean and bay waters are important marine habitat.

All federal- and state-listed threatened and endangered species, and candidates for federal listing, will be protected and their habitats enhanced where possible. Wildlife surveys of the Presidio, including Mountain Lake, will be conducted as part of the forest management plan and other projects. A two-year survey of resident, breeding, and migratory birds has been completed. Ongoing wildlife surveys are investigating the presence, diversity, and distribution of small mammals, bats, nesting raptors, rare reptiles and amphibians, rare insects, and the aquatic resources of Mountain Lake. Marine animal life will be inventoried and monitored in the future.

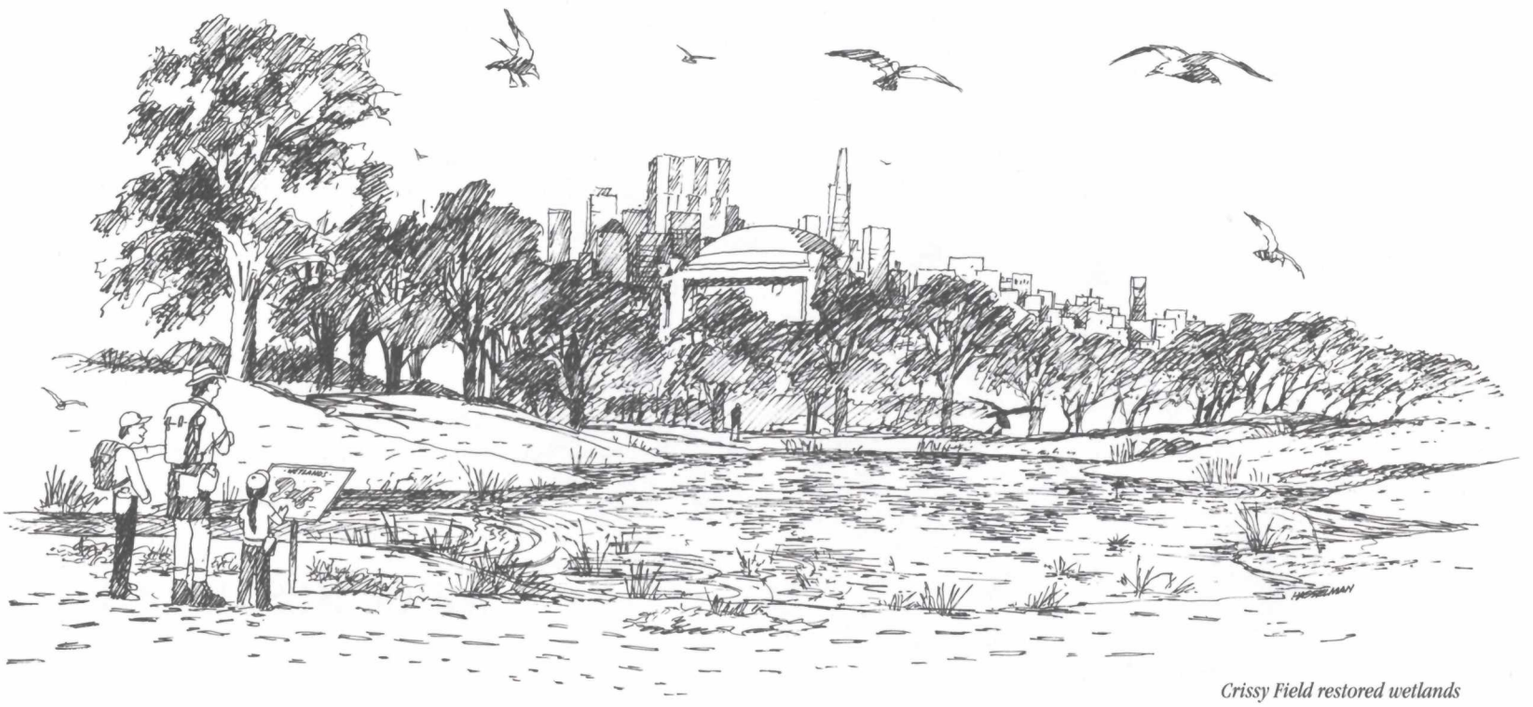
Increased open space, native plant habitat restoration and enhancement, forest restoration, and wetlands and drainage corridor restoration will improve wildlife habitat. A waterbird sanctuary will be established at the west end of Crissy Field. The possibility of reintroducing listed or candidate species, with emphasis on amphibians, reptiles, and insects, will be investigated.

WATER RESOURCE MANAGEMENT

Objective: Manage onsite water resources to protect ground and surface water resources and natural wetland and riparian values and to efficiently supply water to the Presidio community.

Two water restoration projects will be undertaken – one at Crissy Field and its upland drainages, and the other at Lobos Creek. The wetlands that existed at Crissy Field before 1915 will be partially reestablished (based on a feasibility study), and the upland drainages into the wetlands will be restored through fill removal, storm drain removal, and stabilization with native species. This project will partially eliminate the need to replace and maintain expensive storm drains and will expand three habitats that are disappearing statewide – riparian, freshwater wetland, and tidal wetland. Lobos Creek will be protected and enhanced by removing exotic plant species and restoring native riparian and dune vegetation where appropriate. Instream flows in these and all other streams within the Presidio will be maintained and enhanced to protect natural systems and prevent saltwater intrusion.

After potable water needs are met, water use for wildlife and natural systems conservation will be top priority.



Crissy Field restored wetlands

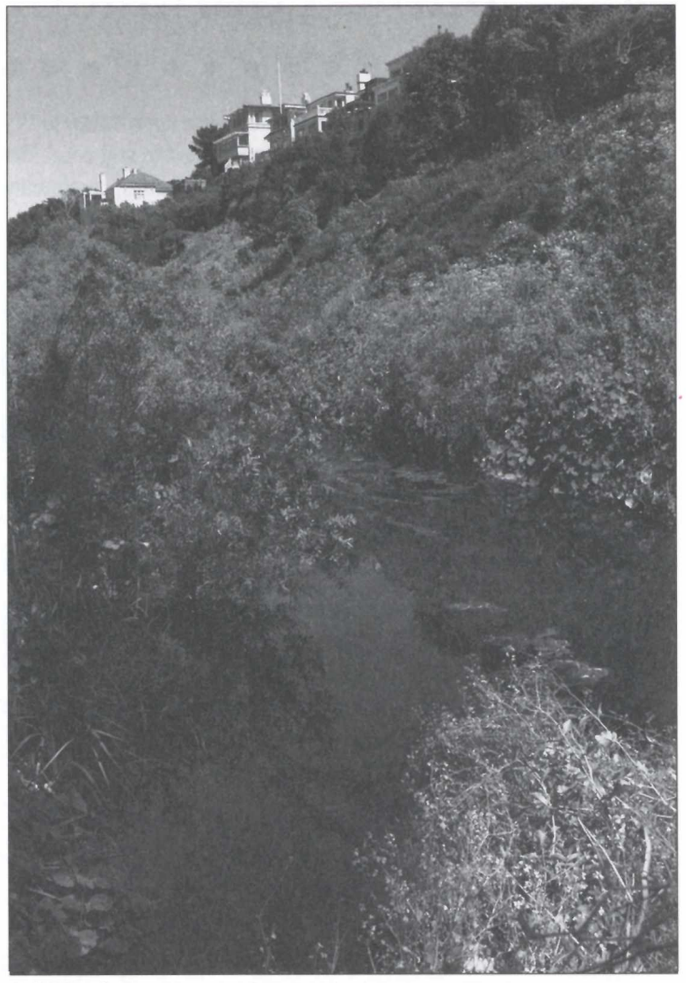
The Presidio has federal reserved water rights up to 2,618 acre-feet per year, which may be diverted from Lobos Creek, Mountain Lake, or groundwater sources underlying the Presidio. These reserved rights allow water to be used to preserve the natural features of the Presidio (Hill 1993).

Surface water flows and groundwater sources at the Presidio provide significant benefits in conserving and enhancing the natural ecosystems of the park. In the 1916 National Park Service organic act and the enabling legislation for the Golden Gate National Recreation Area, natural ecosystems are clearly mandated to be conserved and enhanced. Thus, NPS policy at the Presidio, after potable water needs are met, will be to use water for wildlife and natural systems conservation and enhancement.

Lobos Creek has historically supplied the Presidio with its water needs, both potable and nonpotable, through its surface water flow. Research will be done to see if there is potential for groundwater to fulfill this need in the future. Groundwater treatment is less intensive than surface water treatment, and Lobos Creek might benefit if surface water was not diverted.

Under the proposal, the following water management policies will be initiated:

- Potable water used within the boundaries of the Presidio will come primarily from Presidio sources.
- Water necessary to support natural systems will come from Presidio sources.
- Nonpotable water needs will be accommodated wherever possible using reclaimed Presidio water or other reclaimed water sources.
- Emergency water reserves will be maintained at the Presidio as needed.
- Water conservation practices will be instituted at the Presidio to reduce the demand for both domestic use and land irrigation.



Lobos Creek

Sustainable Foundations

Achieving the vision for the Presidio requires new approaches to transportation planning, community support, design and rehabilitation, and conservation. Innovative transportation solutions, community and public safety services, and infrastructure improvements will provide the foundations for stewardship of natural and cultural resources and for the success of Presidio programs. Sustainable design and conservation practices within the park community and throughout the site will aid in fulfilling the goal of making the Presidio an environmental model.

A transportation strategy will be adopted to manage increased demands on transportation systems within the Presidio and in the surrounding region. The National Park Service will work cooperatively to encourage private and other public entities to expand transportation options and reduce the impacts of traffic.

A new community of park and program staff and visitors will take pride in the Presidio and share responsibility for its care. Park residents and users will be encouraged to adopt a sense of ownership through participation in activities, many involving stewardship of the site. As the park community is established, the concept of contributing to the site and its programs will be one of the criteria for tenancy.

The Presidio will become a model of environmental protection and a showcase for interdisciplinary sustainable design. Public and private participants will join the National Park Service in demonstrating practices and technologies that reduce environmental impacts or produce environmental benefits in energy generation and conservation, solid waste management, transportation, water conservation and reclamation, and sewage treatment. Park facilities will be designed, constructed, retrofitted, and operated to minimize adverse effects on natural and cultural resources, reflect their environmental setting, and maintain and encourage cultural and biological diversity. Energy-efficient materials and building techniques will be employed, and facilities will be maintained to ensure their sustainability.

The Presidio will become a model of environmental protection and a showcase for sustainable design.

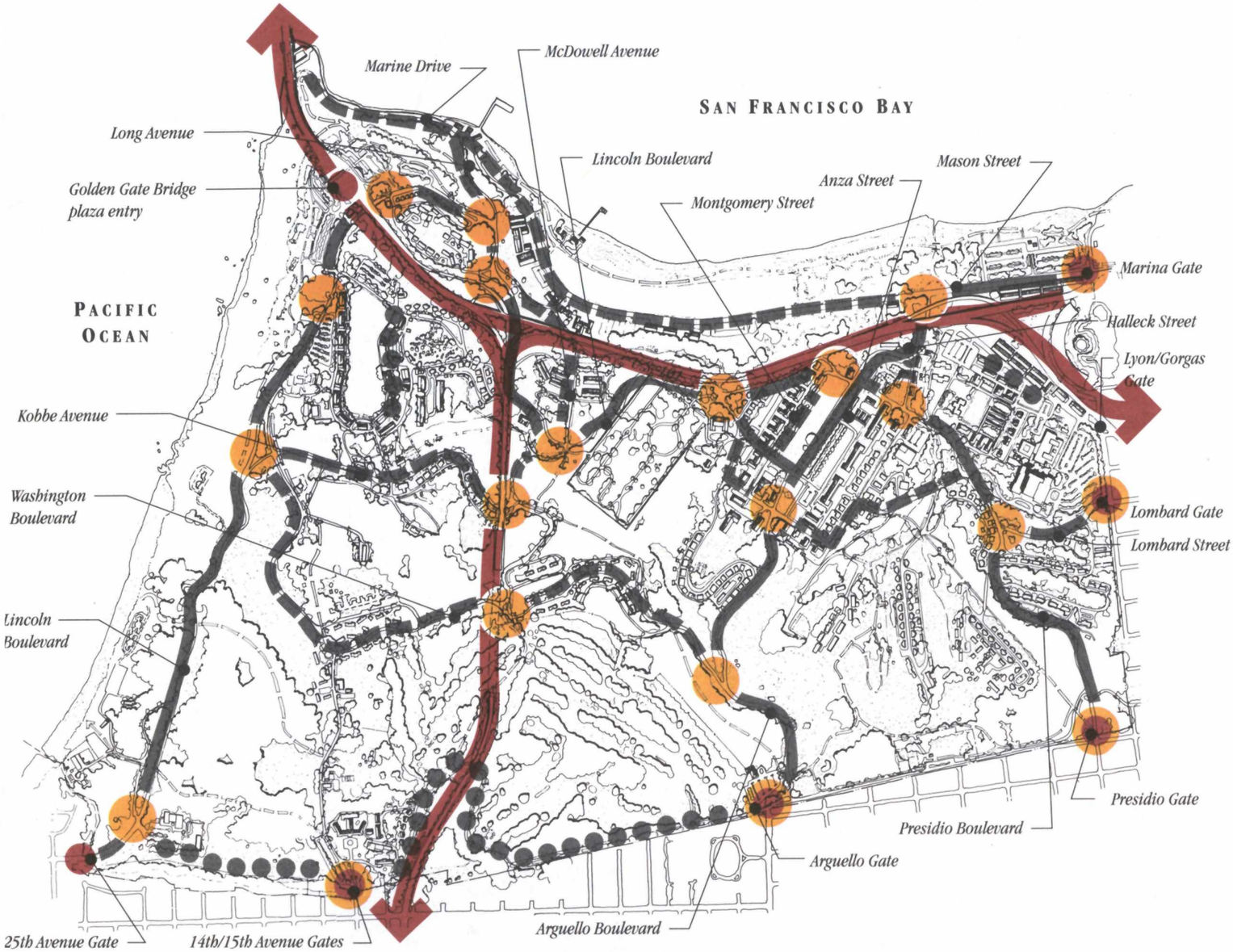
Comprehensive Transportation Strategy

Presidio and regional transportation systems need to be improved to provide options for new park users. The projected increase from about 3.5 million to 8.4 million annual visits in the year 2010 will place additional demands on these systems. The following actions will be taken to encourage the use of public transit to and within the park, to provide for pedestrian and bicycle use, and to improve roads and parking.

ALTERNATIVE TRANSPORTATION OPPORTUNITIES
Objective: Promote public transit and pedestrian and bicycle travel to and within the park to improve recreational opportunities and enhance environmental quality. Connect the Presidio into a regional transit network to provide for the transportation needs of park visitors, employees, and residents. Make the Presidio easily accessible to pedestrians and bicyclists to encourage convenient, enjoyable, and safe use.

The National Park Service and park partners will participate in a coordinated effort to reduce automobile use, thereby reducing the air and noise pollution and traffic congestion associated with visits to the Presidio. Positive incentives will be provided to make walking, biking, carpooling, and transit use more convenient and attractive ways to reach and enjoy the Presidio's many features. Streetscape improvements will favor alternative travel modes. Measures to reduce traffic congestion may include flexible working hours to reduce traffic volumes in peak hours and land use planning to eliminate the need for some automobile trips. Use of vehicles powered by alternative energy will be encouraged, and most National Park Service vehicles will eventually be alternative-fuel vehicles. Tenants with vehicle fleets will also be encouraged to convert to alternative-fuel vehicles. Alternative-fuel station sites may be identified to service shuttle buses and other park vehicles.

Tenants will be required to participate in a transportation system management program for the Presidio coordinated by the National Park Service and a future partnership institution. Tenant lease agreements will outline the actions to be taken to encourage alternatives to automobile use by employees and visitors and to reduce the number of single-occupant vehicles coming to or driving through the site; such actions might include providing ridesharing and public transit promotional programs, charging fees for parking, preferential parking or passes for multiple-occupant vehicles, or levying special fees for vehicles with one occupant. Tenant programs that support reduced parking and automobile use will be favored by the National Park Service. All information distributed by tenants will include specific directions for reaching the Presidio on public transit and will promote the use of transit wherever possible. Tenants will implement, monitor, and adjust these actions to ensure their effectiveness and will periodically report the status of trans-



Primary Presidio Circulation

Secondary Presidio Circulation

Presidio Entrance Point

Intersection Improvement

Road Closed to Private Vehicles

Automobile Access/Circulation

0 1500' 3000'

N

641 | 20109A | DSC | July 1994

portation management efforts to the National Park Service and administering partners.

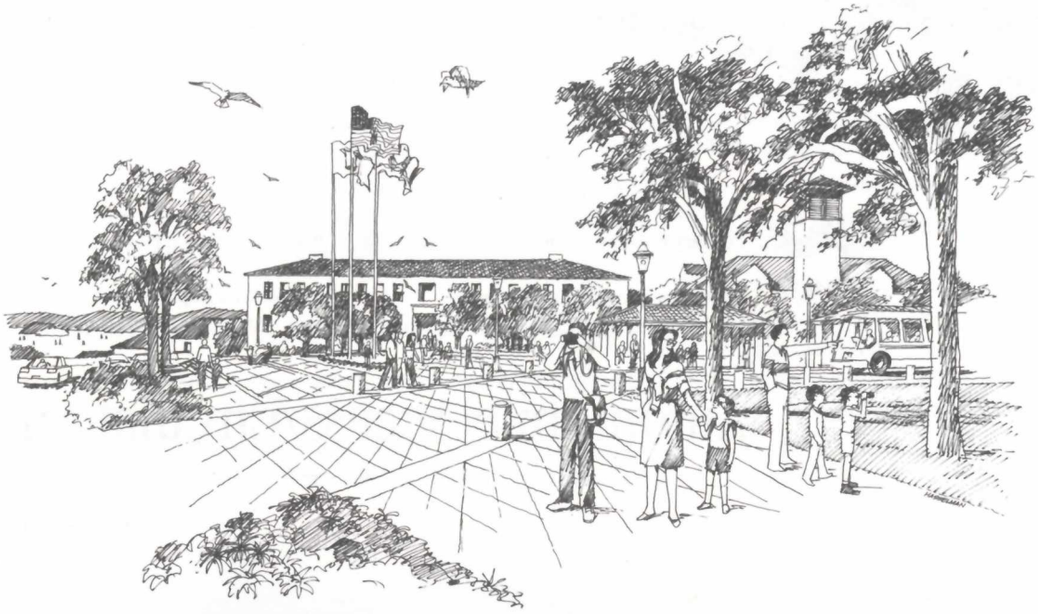
Public Transit. Public transit will be encouraged as a way to reach and enjoy the Presidio and thus reduce automobile traffic. A transportation service hub or transit transfer point will be established at the north end of the central main post, and people will be able to buy transit passes at convenient onsite locations. An alternative-fuel shuttle bus system will be implemented at the site in phases, as demand warrants; it will be a concession-run or partner-sponsored service providing access between main Presidio activity areas. Weekday and weekend routes are shown on the Presidio Shuttle System map. A shorter demonstration route from the main post to bayfront attractions and the Golden Gate Bridge is proposed for early years before the expanded routes would be feasible. Regional transit transfer capability will be encouraged on the Doyle Drive corridor adjacent to the Presidio's transit service hub.

The possibility of water taxi/ferry service will also be explored. This service could connect the former Coast Guard lifesaving station with other park and tourist areas, including Fort Mason, Fisherman's Wharf, and other waterfront sites. A public transportation study will be prepared to analyze potential shuttle bus and water transportation routes and phasing as well as concession potential. When shuttle bus and ferry service measures are implemented, public transit is expected to account for approximately 14% of the total employee, visitor, and resident trips to and from the Presidio on weekdays and 11% on weekends (Peccia & Associates 1994a).

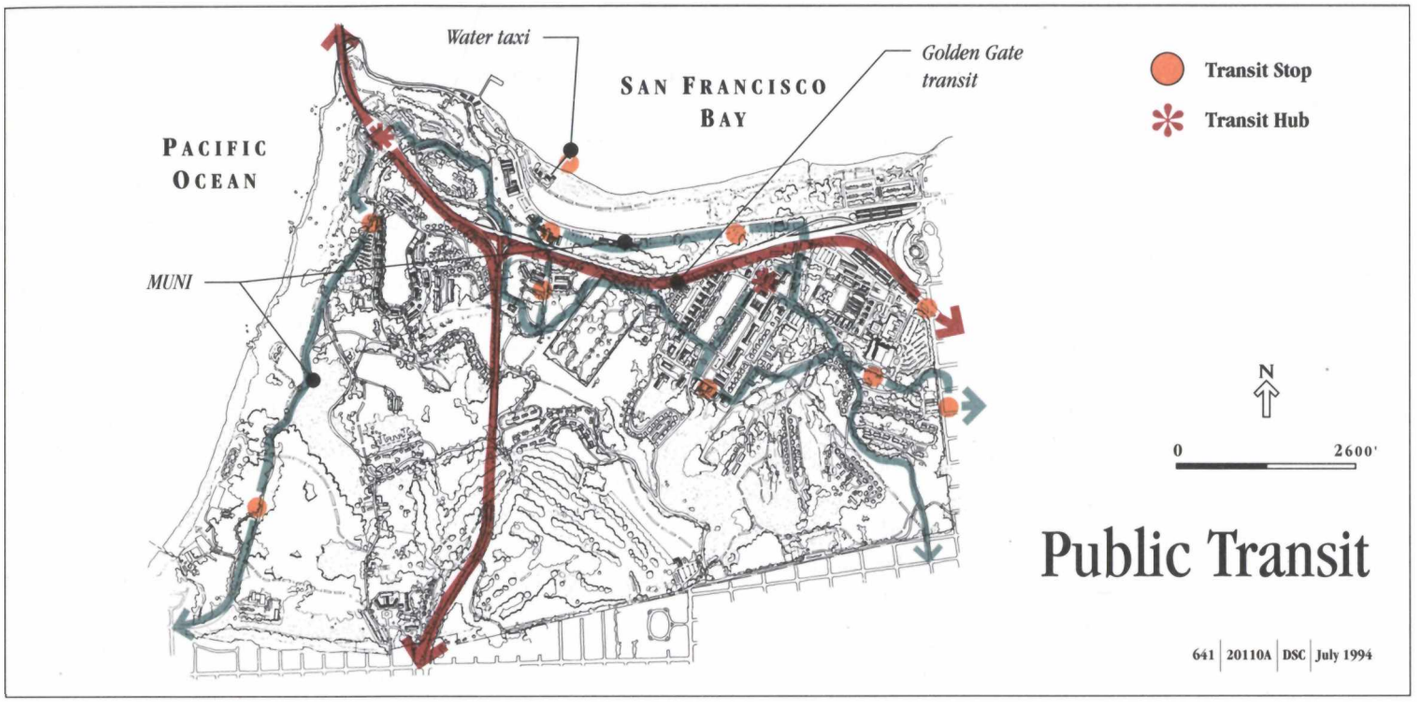
Additional measures, beyond those used in calculating transit projections, will be implemented to increase the transit share of Presidio trips. Some actions will not only boost the transit share at the Presidio, but will also encourage tourists staying elsewhere to use alternatives to rental cars for visits to many area attractions. Tenants will be required to provide direct shuttle links to facilities outside the Presidio, such as other tourist destinations and regional transit connections, to reduce traffic impacts. For example, vanpool service may be provided to area attractions for visitors attending overnight programs, and shuttle van service may be established by major tenant groups for employees commuting to city and regional transit. These access options will be promoted by the National Park Service and park partners. All tenant organizations will be required to describe and recommend these options in their promotional literature. In addition, the cost of admission to park partner activities may be reduced for visitors who do not use automobiles. Tour bus service and charter tours will be managed by issuing concession permits. Included in this permitting process will be guidelines that will specify idling and parking constraints, designate routes, and promote transfer to the Presidio internal shuttle bus, and the use of alternative-fuel vehicles.

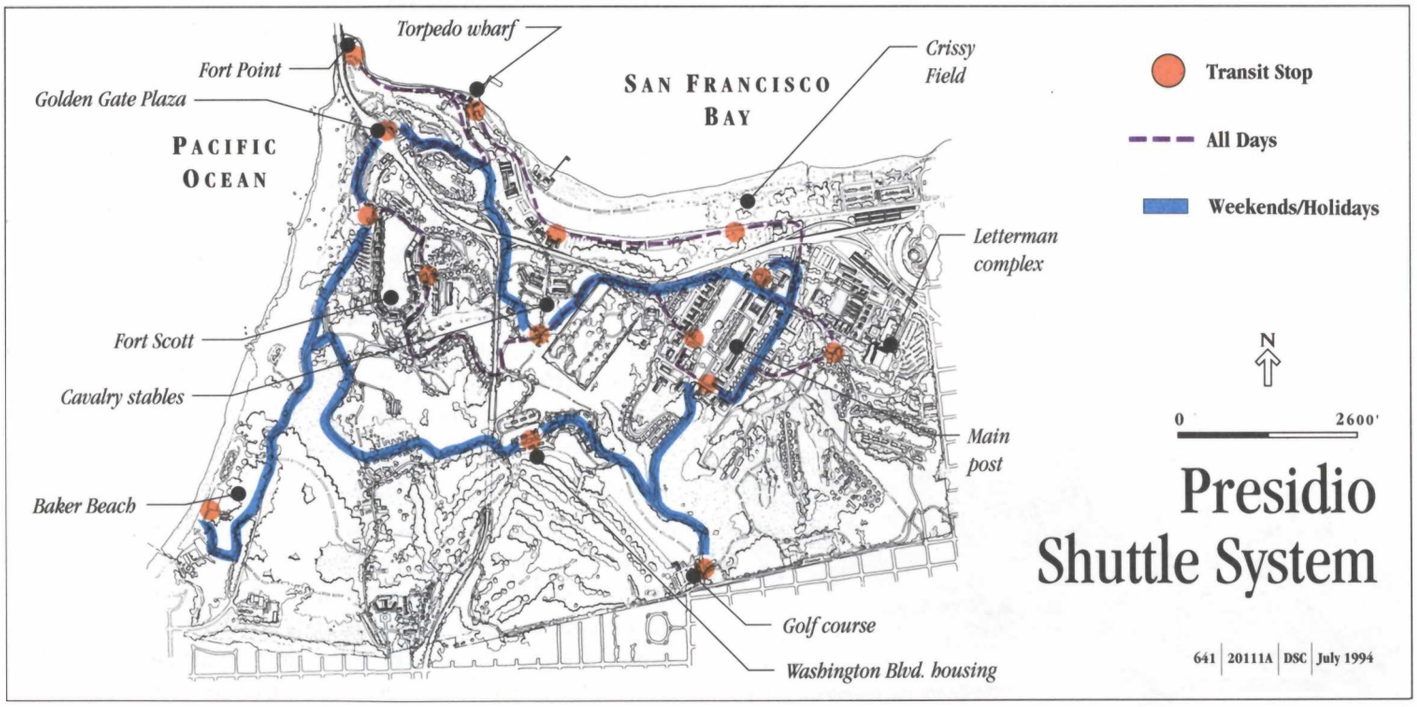
The National Park Service will continue to support regional public transit improvements proposed by other agencies or private service providers that will increase access to the Presidio, take advantage of regional transit connections in San Francisco, and provide more direct radial service to downtown locations. Use of Golden Gate Transit and MUNI to transfer to the internal shuttle system will be promoted by providing convenient transit transfer points and stops; such services will benefit both commuters and visitors. Minor rerouting of MUNI

An environmentally responsible transportation strategy will be implemented to increase travel options and decrease private automobile use.



Presidio transit hub


Water taxi
Golden Gate transit
SAN FRANCISCO BAY
PACIFIC OCEAN
MUNI
Transit Stop
Transit Hub
N
0
2600'
Public Transit
641 | 20110A | DSC | July 1994


Torpedo wharf
Fort Point
Golden Gate Plaza
SAN FRANCISCO BAY
Crissy Field
PACIFIC OCEAN
Transit Stop
All Days
Weekends/Holidays
Letterman complex
Fort Scott
Cavalry stables
Main post
Baker Beach
N
0
2600'
Presidio Shuttle System
Golf course
Washington Blvd. housing
641 | 20111A | DSC | July 1994

lines 29 and 43 to the main post transportation hub will be sought. A capital improvement project to extend the electric trolley from the park boundary to the hub (lines 41 and 45) will be supported, and assistance will be provided in grant applications for funding. Potential projects that are not now planned by the city of San Francisco, such as an F line light rail extension from the Embarcadero, will also be considered.

Pedestrian and Bicycle Use. Safe and enjoyable pedestrian and bicycle use will be promoted by lowering speed limits on roadways, separating paths and trails, and reducing confusion, conflicting maneuvers, and congestion on or near busy streets and intersections. When these improvements are made, estimates indicate that pedestrian and bicycle use will account for more than 13% of Presidio trips on weekdays, increasing to 22% on weekends (Peccia & Associates 1994a).

Improvements for pedestrians will be made Presidiowide. The emphasis will be on establishing a trail network to link the main activity areas and residential sites. Sidewalks will be installed and curb cuts made in the main activity areas. Over time, route lighting, benches, and drinking fountains will be included through park and park partner cooperative efforts. Existing roads and trails will be used for pedestrian movement wherever possible.

A trail plan will be prepared that will identify pedestrian and bicycle route improvements and priorities. The Coastal Trail, Golden Gate promenade (Bay Trail), and Ecology Trail will be upgraded to correct erosion problems, and trails will be relocated as necessary to minimize impacts on sensitive plant communities and endangered species. Other improvements will include interpretive waysides, trail signs, and self-guiding brochures. The trail network will connect with other scenic, cultural, and natural areas and with planned regional trails like the Bay Area Ridge Trail and national trails like the Juan Bautista de Anza National Historic Trail. Approximately 11 miles of hiking trails will be provided.

The trail network will connect scenic, natural, and cultural areas.



O'Reilly Avenue pedestrian street

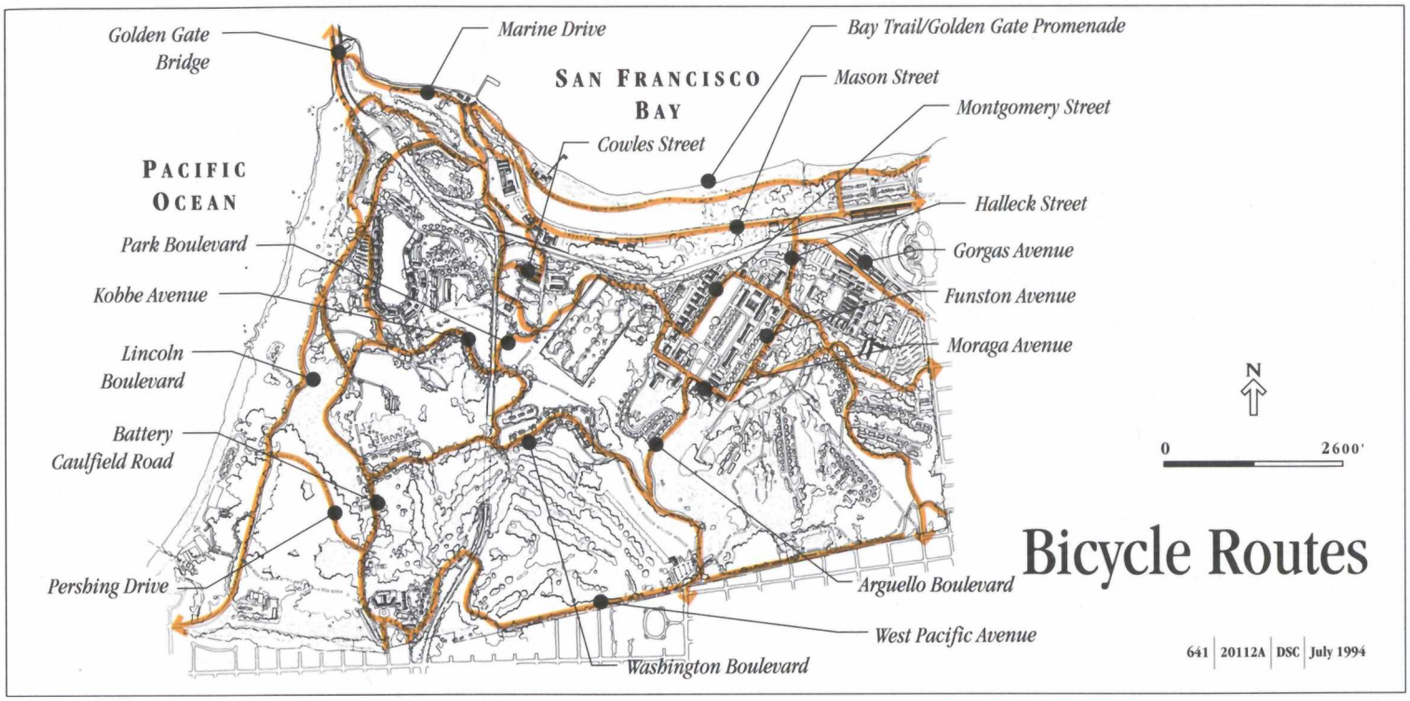
Recreational and commuter bicycle use to, through, and within the Presidio will be promoted as an alternative to automobile use. Bicycle rentals will be available. Many improvements will be made, including designating bike lanes, providing secure and convenient bicycle parking and storage, and closing some roads periodically or permanently. The periodic road closures may occur for general recreational purposes or events. Park partners will be asked to provide amenities and facilities for bicyclists. Safety problems for on-road bicycle use will be reduced by upgrading or correcting intersection alignments, road widths, and road shoulders. Some minor roadways will be closed to automobile traffic and designated for bicycle use. Fourteen miles of bicycle routes will be designated on existing roadways; a scenic loop will be possible through Presidio open space areas. Off-road bicycle use will be restricted to protect sensitive natural and cultural areas and to separate user groups; bicycles will be allowed on roads closed to vehicles and some wide trails where topography and sensitive habitats will not be disturbed. In high use areas like Crissy Field, fast/through bicycle use will be separated from slow/casual bicycle and pedestrian use.

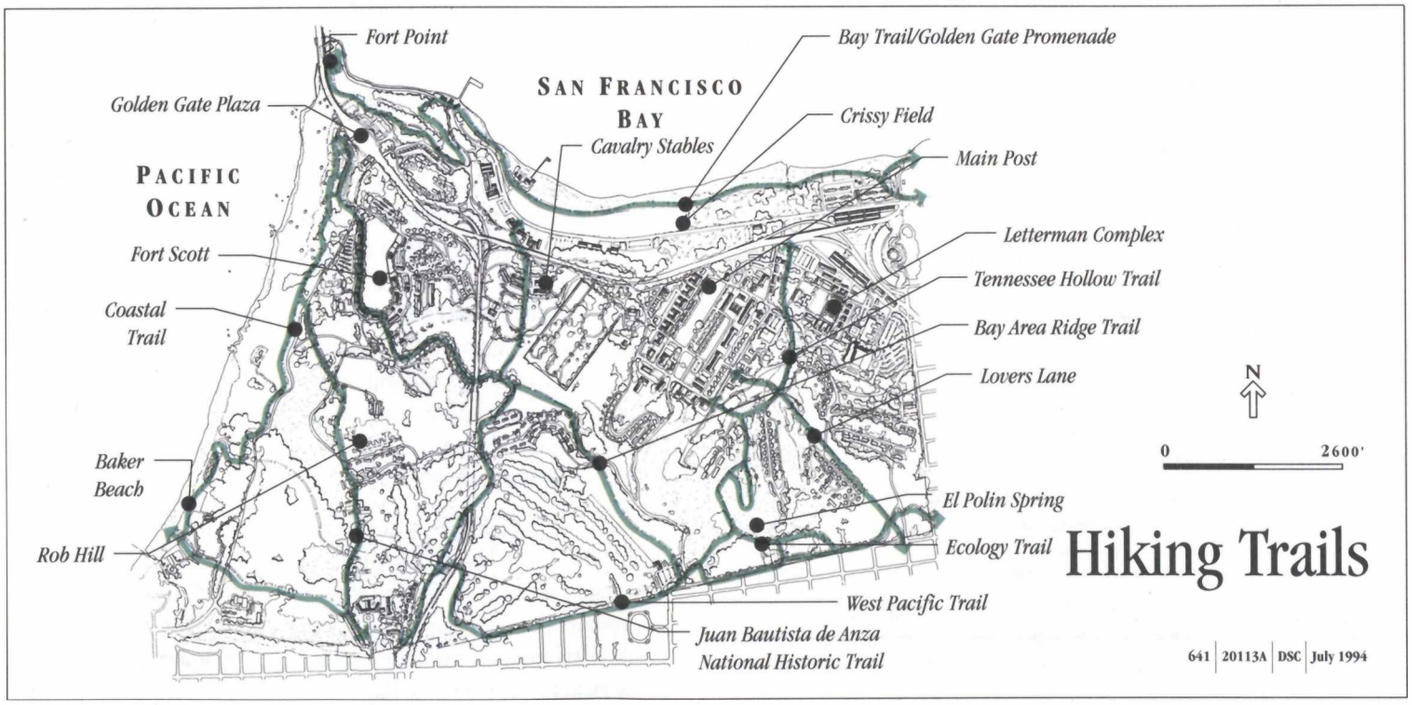
ROADWAY IMPROVEMENTS

Objective: Simplify the roadway network. Modify access and circulation patterns to reduce current safety hazards. Ensure that improvements minimize impacts on resource values and do not encourage through-traffic.

The most important access and circulation improvements will be actions that simplify the roadway network by defining logical visitor routes, adding signs, reducing roadway traffic in some areas, and closing some roads to auto traffic to provide for recreational use (see the Automobile Access/Circulation map). Improvements will be made first to correct safety problems and to improve bicycle and pedestrian use, and then to correct existing traffic capacity problems, accommodate proposed activities, and correct anticipated capacity problems as visitation increases.

Recommended road and intersection improvements will minimize the effects of congestion but will not promote additional commuter or through-traffic because low speed limits will be enforced. Sixteen intersections within the Presidio will be improved to correct alignment and safety problems; additional stop signs will be placed on Presidio roadways to increase safety and slow traffic. Roadway modifications will be compatible with preservation goals and will be designed to discourage


Golden Gate Bridge
Marine Drive
Bay Trail/Golden Gate Promenade
SAN FRANCISCO BAY
Mason Street
Montgomery Street
Cowles Street
PACIFIC OCEAN
Halleck Street
Park Boulevard
Gorgas Avenue
Kobbe Avenue
Funston Avenue
Lincoln Boulevard
Moraga Avenue
Battery Caulfield Road
Pershing Drive
Arguello Boulevard
West Pacific Avenue
Washington Boulevard
N
0
2600'
Bicycle Routes
641 | 20112A | DSC | July 1994


Fort Point
Bay Trail/Golden Gate Promenade
Golden Gate Plaza
SAN FRANCISCO BAY
Crissy Field
Cavalry Stables
Main Post
PACIFIC OCEAN
Letterman Complex
Fort Scott
Tennessee Hollow Trail
Coastal Trail
Bay Area Ridge Trail
Lovers Lane
N
0
2600'
Baker Beach
El Polin Spring
Rob Hill
Ecology Trail
Hiking Trails
West Pacific Trail
Juan Bautista de Anza National Historic Trail
641 | 20113A | DSC | July 1994

auto through-traffic. Some roads with historic status that are closed to auto traffic will be converted for use by bikers and walkers.

Although total visits to the Presidio are projected to increase by more than 100% in 2010, automobile trips attributable to the Presidio are only estimated to increase by 26% on weekdays and 27% on weekend days because of the implementation of the alternative transportation elements of the transportation strategy (internal shuttle bus service, improved transit and ferry service, and incentives for walking, biking, and carpooling). If additional measures are implemented that are not reflected in the estimates, traffic growth will likely be further reduced.

PARKING MANAGEMENT

Objective: Design and site parking areas to serve Presidio activity centers. Manage parking and automobile use to reduce impacts on the site's historic, recreational, and natural features and preserve its open space qualities.

To lessen the impacts of parking areas and simplify access to them, parking areas will be redesigned and located to serve activity areas. Some large parking areas will be removed and smaller peripheral parking lots will be built. After projected levels of visitation and the management of transportation demands were analyzed, it was determined that the Presidio has an oversupply of parking. Parking will be provided to meet projected average daily use levels rather than peak use levels to encourage the use of alternative transportation to reach the park. The total number of parking spaces will be reduced by about one-third, from 13,032 to 8,386. Sufficient parking spaces will be provided within the boundary to ensure that Presidio facilities and activities do not adversely affect parking conditions in adjacent neighborhoods. Parking reductions will be implemented as transit improvements are completed.

Use of Crissy Field runway for overflow parking in addition to the specified parking spaces to meet average daily demand (identified in the parking table), will continue. Shuttle service for Fort Mason events will also continue. Event coordination between the National Park Service, Fort Mason Foundation, San Francisco Recreation and Parks Department, and Exploratorium will be increased to minimize scheduling conflicts that cause parking problems.

Permit and fee areas, special parking spaces for carpools and visitors with disabilities, and time limitations will be used to manage parking on the site; regulations will be established and enforced to minimize commuter and other nonpark-related parking. Parking will be prohibited near native plant communities with protected or endangered species and in areas where it would adversely affect the historical integrity of the site. To reduce congestion and safety hazards and to facilitate bicycle travel, parking will be discouraged on roadway shoulders, particularly along heavily traveled routes and near major intersections.

PARKING

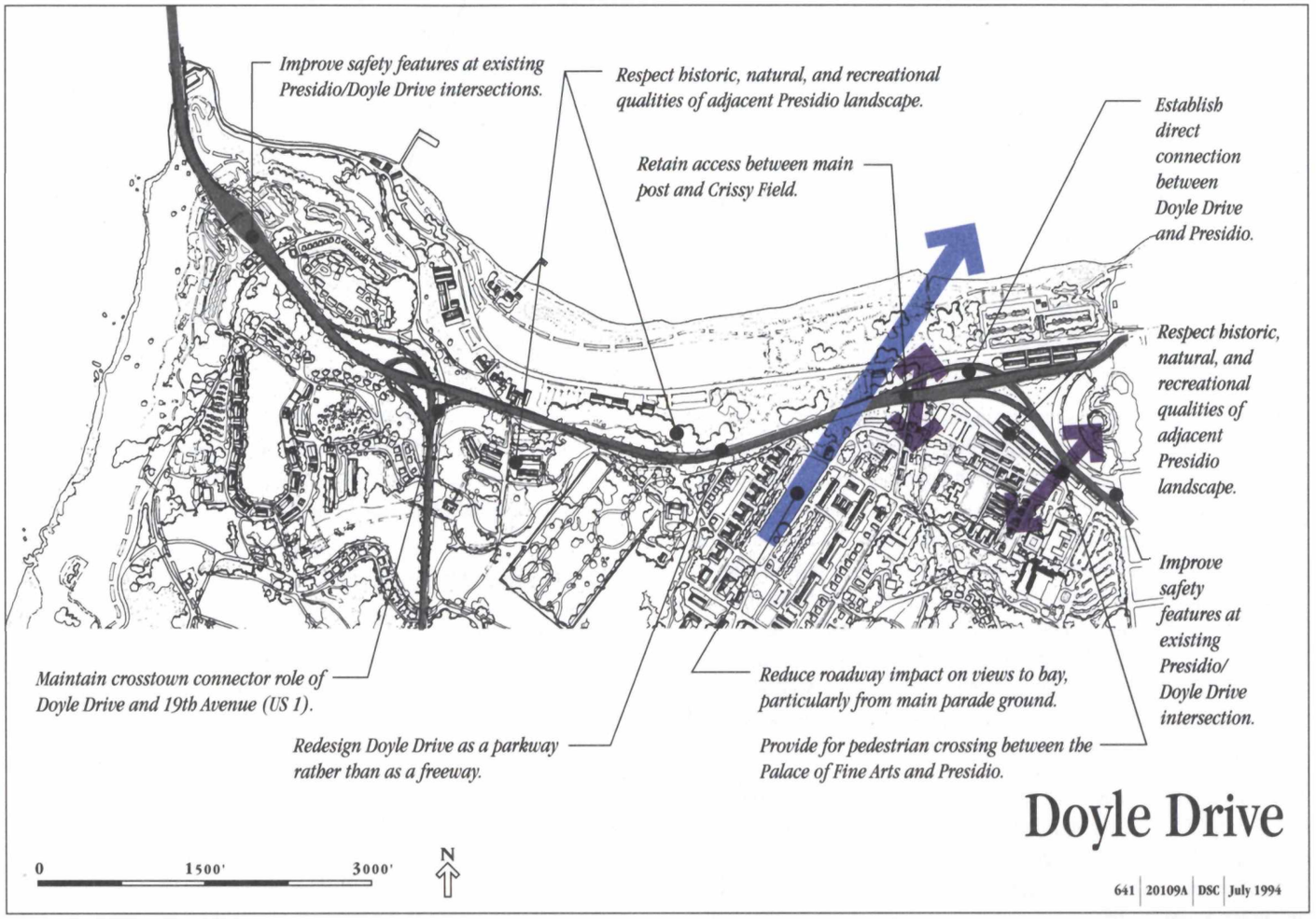
Planning Areas	Existing Supply *(1993)*	Projected Demand *(2010)*	Proposed Supply *(2010)*
Main Post	3,220	1,970	1,782
Golden Gate/Fort Point	535	260	349
Fort Scott	1,350	860	982
Letterman Complex	1,752	1,570	1,554
Cavalry Stables	83	130	100
Public Health Service Hospital	540	250	300
East Housing	676	300	314
Crissy Field	2,314	1,940	1,760
Presidio Hill	1,573	340	463
National Cemetery	15	20	15
Presidio Forest	249	50	139
Lobos Creek Valley	395	200	200
Coastal Bluffs	330	460	428
Totals	**13,032**	**8,350**	**8,386**

The plan calls for removal of unneeded parking spaces, increased parking restrictions, and provision of overflow parking for special events.

DOYLE DRIVE SAFETY IMPROVEMENTS

Caltrans is currently formulating design and engineering alternatives for Doyle Drive (Highway 101) to correct safety and structural problems. The National Park Service supports long-range safety improvements to the drive and is taking an active role in the formulation of alternatives. The National Park Service will review and evaluate proposals put forth by Caltrans and will determine the consistency and compatibility of those proposals with park values. Where the drive crosses federal parkland, the project will have to adhere to section 4(f) of the Federal Transportation Act.

Doyle Drive could provide a direct entrance into the Presidio. The rebuilding project has the potential, coupled with other improvements, to revitalize bayfront access and showcase recreational opportunities and resource preservation projects along the corridor. Reopening scenic vistas from the main post, cemetery, and cavalry stables across Crissy Field to San Francisco Bay will also be promoted. The National



Park Service will seek Doyle Drive design proposals that support and advance the following objectives.

Objective: Redesign the Doyle Drive corridor as a parkway rather than a freeway.

Doyle Drive should be made to function safely with lower design speeds and less space requirements for roadways, ramps, and shoulders. Design features and roadway alignments should be compatible with topography, vegetation, and other elements that contribute to the scenic qualities of the Presidio. The visual and physical impacts of the new drive should be minimized to the extent possible, including limiting traffic lanes to three in each direction.

Objective: Respect the Presidio's status as a national historic landmark district in redesign options.

Because the Presidio is a national historic landmark district, any proposals for upgrading Doyle Drive will require compliance with section 106 and 110(f) of the National Historic Preservation Act. The responsibility of the National Park Service under this act is to reduce the impacts on historic resources and avoid adverse effects.

Numerous structures at the Presidio, including the Montgomery Street barracks, warehouses, coastal defense batteries, and historic road corridors, are listed as contributing to the landmark designation. Efforts should be made to design around these features to minimize impacts.

Residents and employees will contribute to the site and share community services and facilities with visitors.

Mitigation will be required commensurate with the level of impact. Existing road corridors should be used to the extent possible.

The Golden Gate Bridge and its related structures have been determined to be eligible for the National Register of Historic Places, and a national historic landmark nomination is being prepared. Doyle Drive and Park Presidio Boulevard (Highway 1) are listed as contributing to the Presidio landmark district. The Doyle Drive improvement project should respect the historic qualities of the future bridge district and the Presidio district.

Objective: Minimize the effects of noise and other pollution from the parkway on natural areas and recreational qualities at Crissy Field and other areas adjacent to the highway.

The Presidio plan proposes major modifications to improve Crissy Field, including possible wetland and dune reclamation, expansion of open space, and increased visitor transit opportunities. It is important that design changes to Doyle Drive do not limit or compromise these efforts. Ways to mitigate land use, noise, emissions, and through-traffic impacts should be included in the design concept. The plan also incorporates many environmental improvements to natural, historic, transportation, and infrastructure systems in other parts of the site. It is important that the Doyle Drive redesign project reflect consideration of these improvements. Pedestrian and bicycle routes as well as the quiet, local-street atmosphere should be preserved through sensitive design and location of Presidio access routes.

Traffic on Doyle Drive is constrained by the capacities of the Golden Gate Bridge, Richardson Avenue/Lombard Street, and Marina Boulevard. The policies in the transportation element of the *San Francisco Comprehensive Master Plan* (City and County of San Francisco n.d.) are aimed at not increasing the vehicular capacity of approaches to the Golden Gate Bridge, and instead, concentrating efforts on accommodating future travel demand through transit. The National Park Service agrees with these policies because they promote improvement of air quality.

Objective: Improve the Presidio entrance and circulation features as part of the Doyle Drive redesign.

Caltrans should consider establishing direct access from the highway to the Presidio in the Letterman complex/main post area to minimize the need for traffic circulation through surrounding neighborhoods. The Doyle Drive redesign concept should incorporate improvements to permit better circulation between the main post, Letterman complex, and Crissy Field by pedestrians, bicyclists, motorists, and transit vehicles. Park visitors should be able to pass safely under or over or cross the state highway, especially if portions of it are at grade. The National Park Service will continue to coordinate with Caltrans to dovetail the state highway circulation changes with the Presidio roadway system changes. Access and safety improvements at the Marina Boulevard and Gorgas Avenue entrances should also be part of the redesign.

Objective: Maintain the functions that the Doyle Drive corridor serves as part of the regional and city transportation network.

The redesigned Highway 101/Highway 1 interchange should continue to provide an intracity connection between Lombard Street and Park Presidio Boulevard. Features should be incorporated to improve safety when merging; however, connecting ramps should be designed to less than freeway standards to reduce the need to disturb additional park land.

The new Doyle Drive roadway east of the main post should be designed to slow motorists, allow for pedestrian circulation, and provide a transition from city street to parkway. The Richardson Avenue/Lombard Street route should remain as the designated Highway 101 corridor.

Community Support

RESIDENTIAL USE

Objective: Provide housing for military, park, and park partner staff and accommodations for visitors to create a lively community that contributes to the site.

The long-term housing goal is to cluster housing opportunities close to work and major activity areas. Providing housing for the employees of park partners and for NPS staff will have major program benefits, improve future park operations and community policing, and reduce traffic and pollution. Residents will be encouraged to make site improvements that enhance the livability of neighborhood areas and to apply resource conservation methods where possible – for example, planting gardens, and supporting recycling programs. These activities will contribute to the sense of community and stewardship at the site.

The Presidio contains about 1,192 housing units in 382 buildings. Of these, about 96 units, along with some former barracks and dormitories, will be converted to lodging, hostel, and conference/training center accommodations to house up to about 720 guests. Most lodging and accommodations will be at the main post and Fort Scott. The Public Health Service hospital and a portion of the east housing area could be used by students in residential education programs and conferences.

Housing will continue to be used as staff residences for military, park and park partner employees. By 2010, about 2,000 individuals are

expected to reside in the Presidio community. In the short term, 953 residences will be available. In the long term, about 506 staff housing units will be available and about 385 rooms in apartments and group housing will be converted for use by seasonal employees and tenant staff for a total of almost 900 staff residences. The jobs – housing balance will be monitored to meet over 50% of the actual new employee housing demand. If additional housing is required, staff may share available housing or other buildings may be converted to residential use.

About 180 housing units and 385 apartments/dorm units will be used for long-term park partner and National Park Service employees as family or apartment units. The Sixth Army contingent remaining at the Presidio will use, for an indefinite period, approximately 550 to 600 housing units in the east, Wherry, and western Washington Boulevard housing areas in the southeast and southwest corners of the post. Other military units will also use approximately 200 to 300 units in the Wherry complex for interim housing.

Because part of the long-term goal is to remove the Wherry housing area to increase open space in the southern greenbelt of the park, and improve the natural and recreational resources of the area, the 524 housing units will be removed if the military leaves or when major capital improvements are needed. About 66 housing units in the El Polin Spring area will also be removed in the long term to increase open space and enable restoration of the riparian corridor along Tennessee Hollow to Crissy Field. Residential uses will then be clustered near and within the site's activity areas.

Housing terms offered will be of varying length and affordability, depending on staff position or program requirements. A goal is to match the cost of housing to the income levels of the projected workforce. Housing occupants will reflect the socioeconomic profile of Presidio employees. The privacy of residents will be respected, and public roads and trails will avoid residential areas to the extent possible.

HOUSING

Proposed Uses	No. of Units/ Buildings– Short-Term	No. of Units/ Buildings– Long-Term
Visitor Lodging/Training and Conference Accommodations	81/35	96/42
Residential Use	953/317	506/226
Removal	158/30	590/114

COMMUNITY SERVICES AND FACILITIES

Objective: Centralize community activities and essential services. Reinforce the neighborhood concept by providing some facilities and services within walking distance of housing. Provide for shared use of community facilities by park/program staff, visitors, and Bay Area residents.

Community services will be close to residential areas to reduce the need for daily trips outside the Presidio. The greatest number of services will be at the main post; Fort Scott, Crissy Field, and the Letterman complex will have limited services. A number of transportation-related improvements will aid access to services as well as interaction between visitors and staff. Streetscape improvements will encourage walking to central work and service areas. An internal shuttle bus will connect main activity areas.

The Presidio community will have lively, mixed-use activity areas. Basic community services will continue to be provided for the projected 2,000 residents and 5,000 employees of the Presidio park (Jones & Jones 1994). Most of these services will also be available to visitors and park neighbors. Services will support park activities and help reduce transportation trips for errands outside the Presidio. Services will include an automated banking facility, post office, food service, convenience stores, bicycle and other recreation rentals, and overnight visitor lodging as well as longer term lodging for conference and program participants. Specialty services available at businesses in nearby city neighborhoods will not be duplicated. Services will be operated by private enterprise under concessions contracts or lease arrangements.

Community meeting spaces – the theater, recreation halls, and banquet halls – will be available to public and private organizations, as will museum, gallery, performance, workshop spaces, and selected outdoor sites. A child care center will provide accessible services to meet the experiential and academic needs of children in support of the Presidio community.

PUBLIC SAFETY

Objective: Provide public safety services and facilities to ensure a safe and secure park environment for residents, staff, and visitors.

The National Park Service proposes to adequately staff the Presidio with full-time law enforcement personnel to provide a spectrum of police services. These services include traffic control and enforcement, criminal investigation, riot and crowd control, parking enforcement, and

routine uniformed patrol in vehicles, on horseback, and on trail bikes. Law enforcement staff will also oversee any community policing efforts by other employees and residents.

Security will be provided primarily by the U.S. Park Police. Law enforcement park rangers will be available as additional support for the basic urban police commitment by Park Police; rangers will also provide beach and cliff rescue services. Based on projected demands, a staffing level of approximately 60 officers and civilians is needed to carry out security functions in a manner comparable to the standard set by the Army. This staffing level could be adjusted to meet demand as implementation occurs.

The existing fire management functions at the park will be expanded to a staff of up to 36 positions to enhance structural fire, search and rescue, and emergency medical service capability (Jones & Jones 1993b). This organization will be responsible for providing fire inspections, enforcement of national fire codes, tenant consultation on fire safety issues, and fire education programs. The function will be organized to efficiently combat fires, including saving lives, controlling fires and limiting their spread, and protecting property from fire-related hazards. The organization will be responsible for managing hazardous materials emergencies and for limiting the risks to surrounding areas from the storage, use, transportation, and disposal of hazardous materials.

Primary search and rescue services and emergency medical services will be provided by the structural fire organization, and the National Park Service will ensure that each shift includes two paramedics.

To coordinate emergency services, the plan proposes the establishment of a central communications and dispatch center that will receive calls and dispatch emergency services for the entire national recreation area. The center will be staffed with trained operators to ensure that all communication needs are met on a 24-hour basis. Mutual aid response agreements will be developed with municipal authorities for emergency and disaster preparedness activities and responses.

A full spectrum of public safety services will be provided by onsite professionals and coordinated through a central communications and dispatch center.

Sustainable Design and Conservation Practices

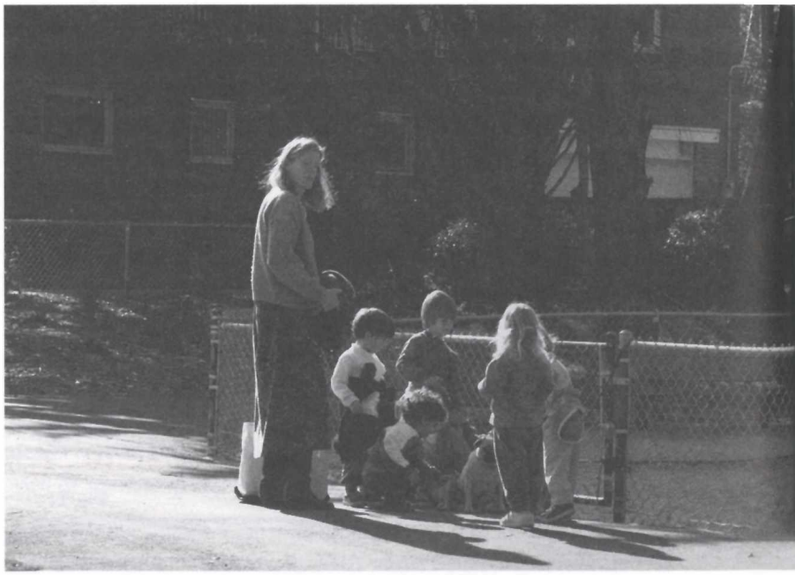
The Presidio will be a model of sustainability with use and demonstration of innovative environmental technology applications. The Park Service's *Guiding Principles of Sustainable Design* (NPS 1993a) will provide the basis for sustainable facility design, operations and management, and energy conservation.

SUSTAINABLE DESIGN AND REHABILITATION
Objective: Adopt the principles of sustainable design and technology when upgrading the built environment.

Adaptive reuse of existing buildings is a basic element of sustainable design. Environmentally sound building materials, such as natural, recycled, salvaged, and durable products or materials made from renewable or biodegradable sources, will be used in the rehabilitation of buildings while taking into account the importance of historic features; resource depletion, toxicity, and disposal implications will be considered during selection. Use of high-efficiency heating and cooling equipment, lights, and appliances will be promoted, as will renewable energy sources and water-efficient plumbing fixtures. Maintenance methods and other treatments will also be environmentally sensitive. Rehabilitation guidelines will be developed to address building retrofit techniques; and will include information or sustainable design practices. Demonstration of the building conservation practices implemented at the Presidio will encourage people to consider the greater environmental and health impacts of design, equipment, and material selections.

CONSERVATION
Objective: Promote and demonstrate conservation practices, including energy conservation, water conservation, and waste reduction and recycling. Use reclaimed water wherever possible.

Energy Conservation and Renewable Energy. Energy consumption will be minimized at all Presidio facilities. Existing and new environmental



Presidio family

technologies, for example, wind energy, solar heating and cooling, and tidal energy, will be demonstrated and employed to the extent feasible within the historic landmark district, and existing buildings will be retrofitted to minimize energy consumption wherever such action is viable.

An employee and public education program will be instituted to increase awareness of the need for energy conservation. A number of conservation techniques will be put into practice, including reduction of the peak-load demand for electricity, proper weather-stripping, double glazing on windows, night setback of heating thermostats, insulation, maintenance of equipment to achieve design efficiency, use of natural cooling when possible, maintenance of lighting at reduced maximum levels, scheduling operations so that spaces are used during periods when minimum energy is required, and use of alternative energy where feasible.

A comprehensive plan for energy conservation will be developed and implemented. It will address motor vehicle fleets, existing buildings, demonstration projects, budget formulation, and monitoring and evaluation. Energy impacts will be assessed for all new facilities, modifications to existing facilities, new programs, and significant expansion of existing programs.

Each building or group of buildings to be rehabilitated will be analyzed, and alternative solutions studied to reduce their energy use. The needs and functions of each building for heating, cooling, and lighting will be considered. The goal of conserving the most energy possible will be pursued, while acknowledging funding limits and service requirements.

As part of infrastructure rehabilitation, the Army's electrical distribution facilities will be upgraded to industry standards. All 4,160-volt facilities will be replaced with 12,000-volt facilities; all transformers will be tested for polychlorinated biphenyls (PCBs) and removed where established limits are exceeded and all substandard facilities will be replaced. Meters will be provided for all buildings, which will assist in tracking energy consumption and conservation improvements. The National Park Service is analyzing the long-term operation and maintenance of the system. The options available are for the National Park Service to operate and maintain the system or for the system to be transferred for ownership, operation, and maintenance to a utility provider.

Water Conservation. The Presidio will become a model of responsible water use and a demonstration site for water conservation programs for potable and nonpotable water. Low-flush toilets, low-flow showerheads, and other water-saving devices will be used wherever



Mountain Lake

feasible. Use of noninvasive, drought-tolerant, low-maintenance landscaping will also be encouraged. One key to conserving potable water will be the use of reclaimed water from the Presidio and the city of San Francisco for irrigation and other nonpotable water requirements. Because of the large amount of green space at the Presidio, particularly the golf course and cemetery, use of recycled water could be significant. The National Park Service will continue to support the San Francisco *Draft Water Recycling Master Plan* (Montgomery 1992) by providing opportunities for the use of reclaimed water. Utility systems will be retrofitted where possible to permit reclaimed water use.

The Presidio's water supply can meet the potable water demand, especially with water conservation practices. The deficient water treatment plant and main reservoir will be upgraded to meet applicable laws, standards, and codes and ensure a long-term supply of drinking water from Presidio sources. Current plans include rehabilitating the main reservoir and abandoning the Fort Scott reservoir and replacing service with water from the main reservoir via a pressure valve. Two types of improvements will be made to correct water distribution deficiencies: upgrading firefighting capacity and replacing deteriorated pipes that leak or are ready to rupture. Distribution improvements will include new fire hydrants, replacement pipe, replacement pumps, check valves, and pressure-regulating values. The new water system will restructure water pressure to a maximum of 125 pounds per square inch (psi) and a minimum of 40 psi and will have metering to track water consumption and monitor system leaks.

Water and energy conservation and waste recycling will be promoted.

Wastewater, Waste and Stormwater Management, and Recycling. Sanitary wastewater is conveyed to the city/county sewer system. Recent studies for the National Park Service (Nolte and Associates 1991b) have noted that most of the individual pipelines are in need of some rehabilitation and repair to permit unobstructed sewage flow. The sanitary wastewater system will be rehabilitated to meet applicable laws, codes, and standards. Composting toilets and other alternative sewage disposal systems will be pursued to recycle as much sewage as possible. The possibility of using composted sewage in reforestation projects will be explored. Some stormwater runoff solutions such as interceptor drains, will increase soil infiltration. Additionally, the Crissy Field wetlands may be utilized to handle some stormwater runoff.

Solid waste management will seek to accomplish waste or source reduction; product reuse, decreased consumption, recycling and composting will be employed to reduce solid waste volumes. Recycled asphalt and concrete will be utilized in paving projects. Waste recycling will be promoted and supported in every aspect of Presidio activities. Bottle, aluminum can, and paper recycling bins will be available at all activity sites; tenants will be encouraged to set aside indoor areas for recycling purposes.

INTEGRATED PEST MANAGEMENT

Objective: Ensure that the Presidio utilizes alternative pest control methods and minimizes the use of pesticides and herbicides.

Consistent with NPS policy, the Park Service and park partners will use integrated pest management procedures to determine when to control pests and whether to use mechanical, physical, chemical, cultural, or biological means. Integrated pest management is the coordinated use of pest and environmental information with innovative pest control methods to ensure the most environmentally sound approach to pest management. The goal of the program at the Presidio will be to use pesticides and herbicides as a last resort.

POLLUTION ABATEMENT

Objective: Ensure that the Presidio meets strict environmental standards for pollution abatement.

In accordance with Executive Order 11752, which calls for prevention, control, and abatement of environmental pollution at federal facilities, the National Park Service will work with local, regional, state, and federal environmental protection agencies in minimizing air and water pollution and monitoring air and water quality. Park shuttles and staff vehicles will be of the least polluting types.

HAZARDOUS WASTE CLEANUP

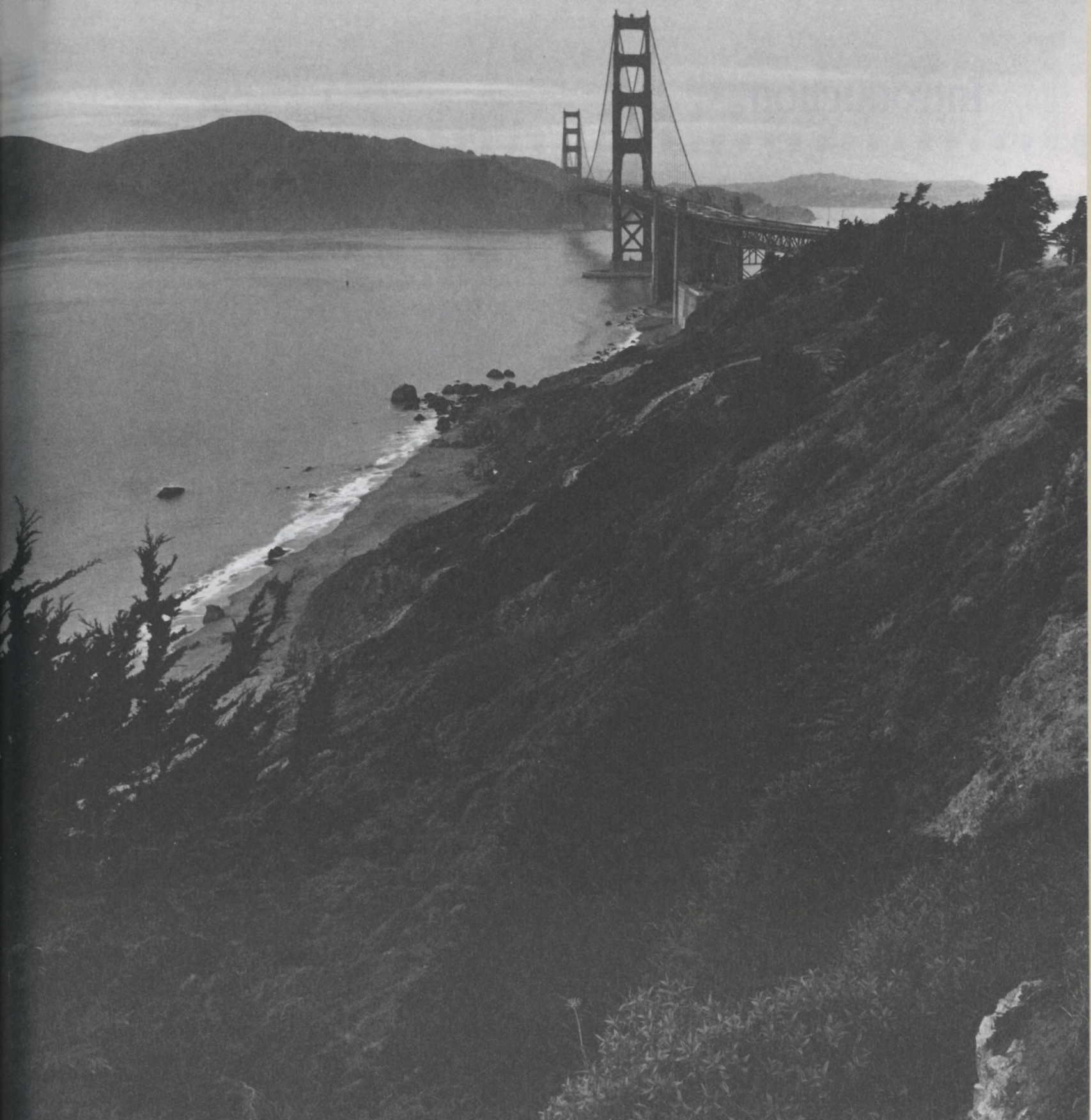
Objective: Ensure that hazardous waste is cleaned up by the Department of the Army in a reasonable time frame, to the standard required by the proposed reuse of the area, and with minimal impact on significant resources.

The easiest and most economical means of hazardous substance, pollutant, and contaminant remediation may not be what is best for the resource. Therefore, long-range goals and objectives for the cultural, natural, and recreational resources must be respected during abatement design and implementation. The timing and design of remediation as well as resource protection activities may provide opportunities for cost-effective solutions.

The Department of the Army is responsible by law for cleanup of the post. An agreement between the Army and the state of California (the Federal Facilities Site Remediation Agreement) establishes the required procedures and schedules for cleanup of the Presidio. The National Park Service will monitor and evaluate the cleanup activities of the Army.

The process for cleanup by the Army involves several steps:

- Remedial investigation feasibility studies will be conducted. This involves extensive data collection and analysis of soil and water samples to assess the type, degree, and extent of contamination.
- A feasibility study will evaluate cleanup options. On the basis of results, a cleanup plan will be proposed, reviewed by the public and regulatory agencies, finalized, and implemented.
- At certain locations, long-term monitoring will be needed to assess how well the cleanup solutions work over time. If problems arise, additional cleanup by the Army will be necessary.

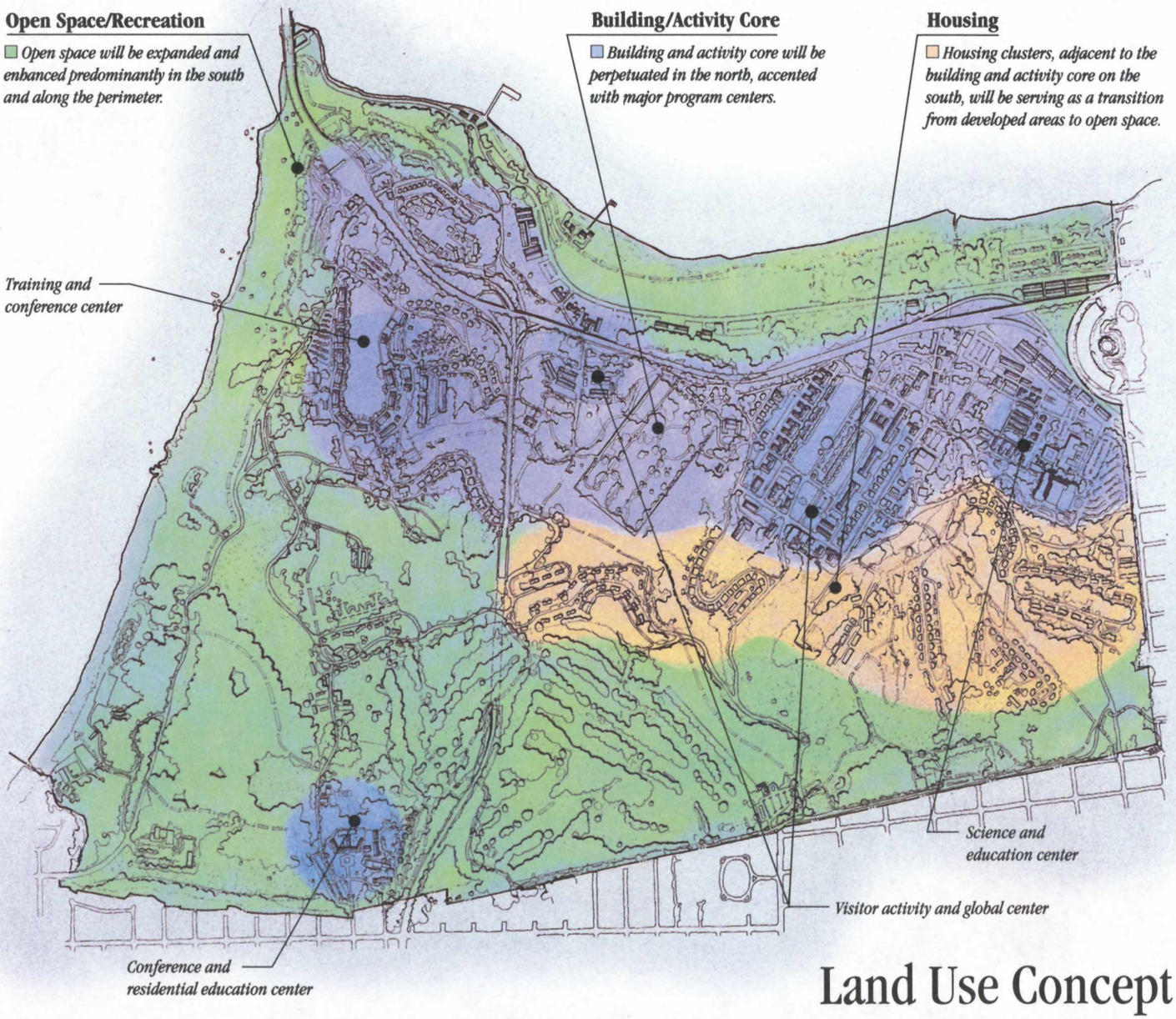


Planning Area Concepts and Actions

Introduction

Over the years patterns of use have evolved that now help to define the Presidio landscape. Intensively used areas have been concentrated in the northern part of the site, while areas in the south and along the coast have remained more natural and have experienced less activity and development. These overall use patterns will be respected as the post is transformed into a public park.

Focused by the parkwide principles and concepts, the future land use concept directs the evolution of the Presidio and guides the development of the 13 planning areas. The land use concept sets three major directions for the future: open space/recreation, building and activity core, and housing.



Land Use Concept

641 | 20188A | DSC | July 1994



Planning Area Boundaries

641 | 20114A | DSC | July 1994

This section describes specific proposals for the 13 Presidio planning areas. Taken together, the planning areas retain a balance of developed and natural areas compatible with park purposes and adjacent neighborhood development and offer park visitors a diversity of experiences.

Program/Activity Areas:
Main Post, Golden Gate/Fort Point, Fort Scott, Letterman Complex, Cavalry Stables, Public Health Service Hospital, East Housing

Open Space Areas:
Crissy Field, Presidio Hill, National Cemetery, Presidio Forest, Lobos Creek Valley, Coastal Bluffs

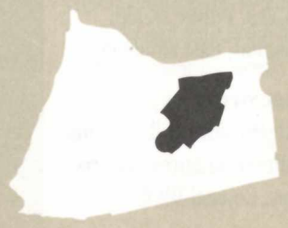
Main Post

Selected as the site for the original Spanish "presidio" because of its wind-sheltered location and commanding views of the bay, the main post has experienced continuous development since 1776. Architectural styles, ranging from brick Colonial Revival to stucco Mission Revival to wood-frame temporary barracks, illustrate the complex layering of construction over time.

The main post historically functioned as the administrative heart of the Presidio. Today its 149 buildings support most of the Presidio's administrative, community, and support services. The buildings are organized on a northeast-southwest grid, with two parade grounds defining the central spaces. The main parade ground is now paved and used for parking. Several clusters of buildings with similar architectural styles form strong ensembles and streetscapes: the Montgomery Street brick barracks, the Funston Avenue officers' quarters, the Riley Avenue housing, the Infantry Terrace officers' quarters, and the Halleck Street warehouses and offices. Most of the main post's historic roads and pedestrian paths remain, including remnants from the original "alameda" entry at Presidio Boulevard and Funston Avenue.

Concept: The Heart of the Presidio

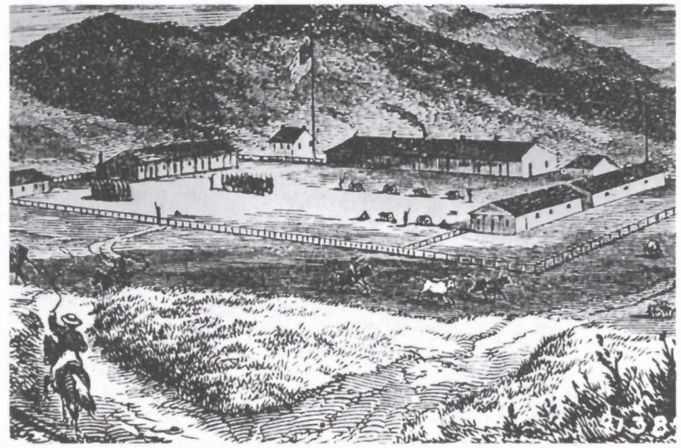
The main post will remain the center of the Presidio community and the focus of activities. This area, more than any other, reflects the origins of the post and U.S. Army's transformation from frontier guardian to international peace-keeping force. As important to the future as it was to the past, the main post will become home to new expressions of understanding and cooperation among people. Public and private organizations will offer programs to create awareness and action in addressing the world's most critical environmental, social, and cultural challenges. Multicultural organizations based here will offer an exciting array of programs and exhibitions directed at increasing understanding of diverse cultures, and facilitating peaceful dispute resolution.



Resource Management

The main post has the widest range of architectural styles within the Presidio, including unique or individual structures like the chapel and noncommissioned officers' club and repetitive building types like the barracks and officers' housing. The organization of the buildings and roads encircling the parade grounds and oriented toward the bay will be preserved as the area is rehabilitated for adaptive uses, and nonhistoric buildings will be removed where appropriate. Important streetscapes along Montgomery and Funston avenues will be rehabilitated to interpret the post's development over time. One of the Funston Avenue officer's quarters will also be restored for interpretation.

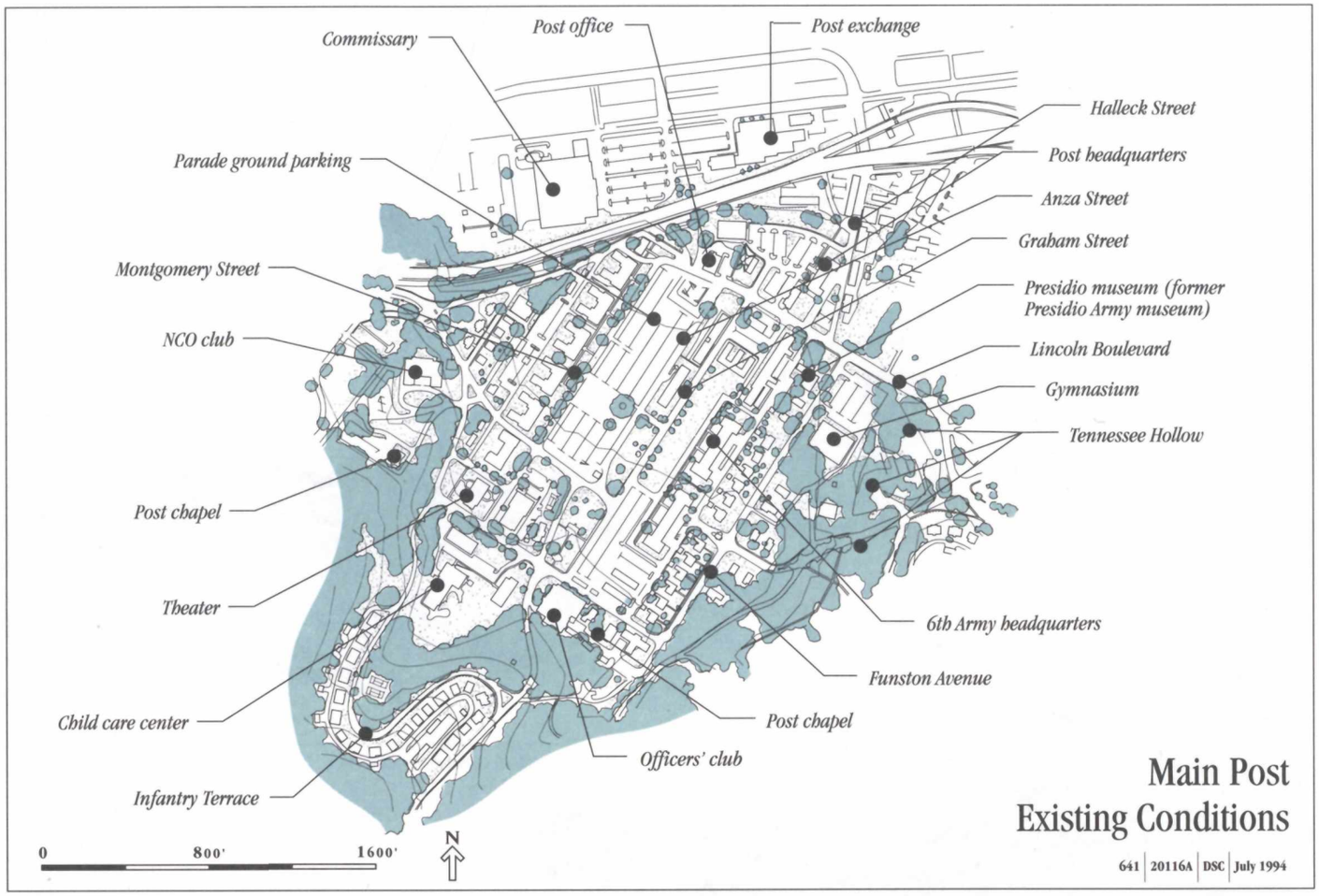
Most of the pavement on the main parade ground will be removed, and this public open space will be restored to provide a setting for ceremonies and celebrations. Historic circulation patterns, including pedestrian connections between areas of the main post, will follow historic routes as much as possible.



Early American Presidio, ca. 1852

The only known aboveground remains from the Spanish/Mexican period of occupation are the remnant adobe walls in the officers' club south of the main parade ground. These remnants will be studied, and the location of the "cornerstones" of the original Spanish presidio will be verified through archeological investigation. The perimeter of the quadrangle, which stood through the late 18th and early 19th centuries, will then be delineated to commemorate the post's founding and subsequent development.

The 1930s-era chapel and its historic setting next to the national cemetery will be preserved. The chapel will continue to serve as a church for the community. The WPA murals on the interior will be documented and preserved.



Several nonhistoric structures at the north end of the main post, including the commissary and post exchange, will eventually be removed to restore open space and a natural landscape. Removal of all or a portion of these buildings may be required by Doyle Drive highway reconstruction and related site work. For an indefinite period, some of these nonhistoric structures will continue to be used by the Sixth Army.

The riparian corridor along Tennessee Hollow will be restored. This small valley, one of the Presidio's primary drainages, will be managed to reestablish a more natural drainage system in conjunction with the creation of wetlands at Crissy Field. Historic vistas, including the connection between Infantry Terrace and other areas of the main post, will be restored by clearing nonhistoric forested areas.

Activities and Programs

The main post will serve as a microcosm of the larger Presidio visitor experience, evoking the flavor of the past, offering activities for the present, and exploring ideas about the future. Most first-time visitors will want to begin their experiences at the main post. At a new museum/visitor center they will learn about the important resources and stories of the Presidio. Here visitors can also learn about the opportunities available throughout the Presidio and Golden Gate National Recreation Area and receive assistance in planning their visits, matching their interests and abilities with places and activities throughout the park. Additional Golden Gate National Recreation Area orientation information will be available near the transportation hub to provide an

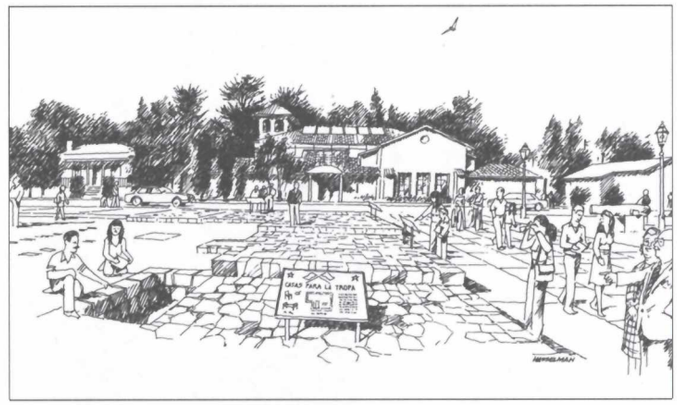
The main post will be home to a new expression of understanding and cooperation among people.

overview of the natural, cultural, scenic, and recreational opportunities found throughout the park's more than 70,000 acres.

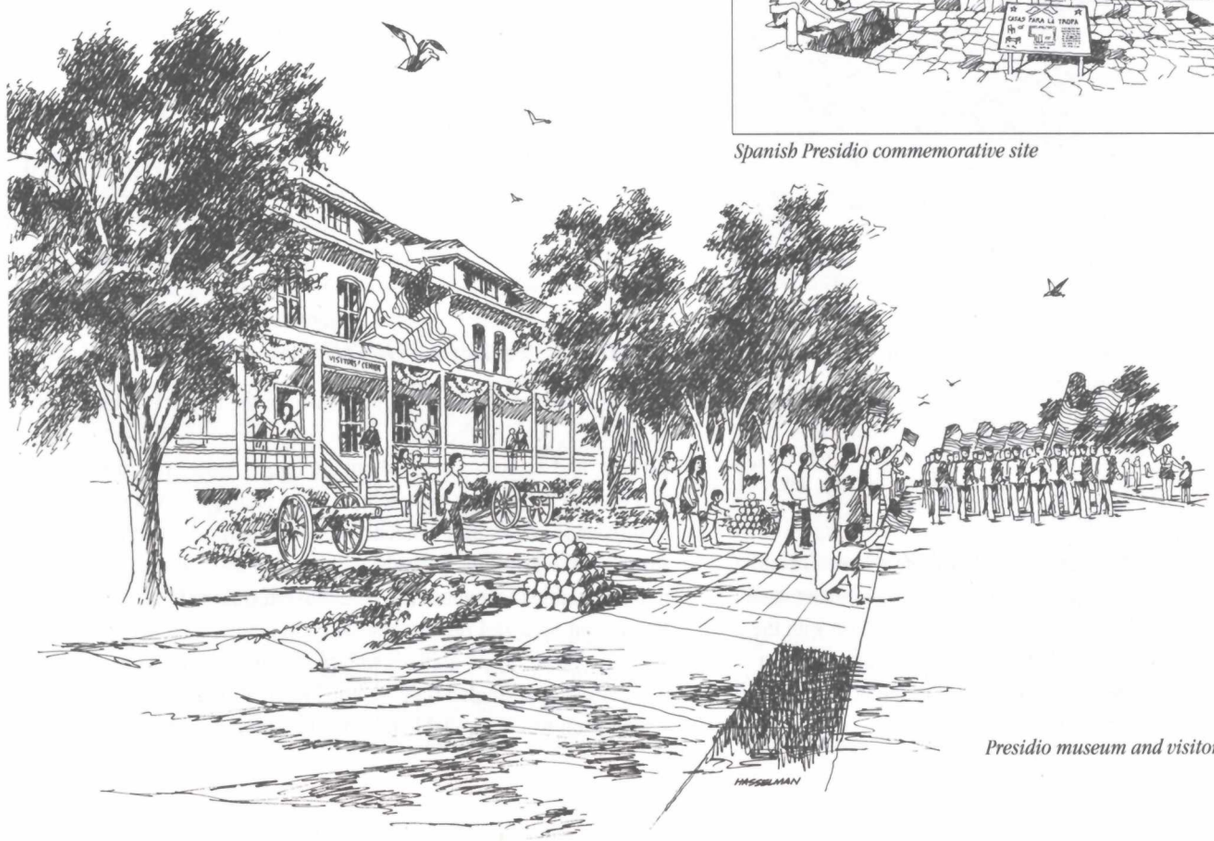
The main post will be a focal point for interpreting the Presidio's military history. Funston Avenue will be partially restored to its late 19th century appearance, and visitors will be able to stroll down the street, visit a restored officer's home, and talk with interpreters portraying Army personnel and their families. Other buildings and landscape features will be preserved, rehabilitated and used to interpret the evolution of the post over time.

The new Presidio museum and visitor center, the park's primary interpretive center, will be located in one of the rehabilitated Montgomery Street barracks buildings west of the main parade ground. The museum will feature objects, artifacts, and a variety of educational programs and media to interpret all the major themes of the Presidio's natural and cultural history – from the site's prehistory to base closure and beyond – with a major emphasis on the area's military history. Collections at the museum will integrate those received from the Presidio Army museum with new collections and exhibits. The museum/visitor center will serve as the staging area for most Presidio interpretive tours.

To help achieve the vision for the Presidio, the main post will be the primary location for organizations that present programs in the four major areas described in the "Center for Research and Learning" section. National and international institutions will sponsor workshops, educational activities, and joint studies on issues related to major environmental and societal challenges. Among the challenges they may address are fostering cooperation among people with diverse backgrounds, resolving ethnic and cultural conflicts, promoting sustainable development, preserving biological diversity, and addressing

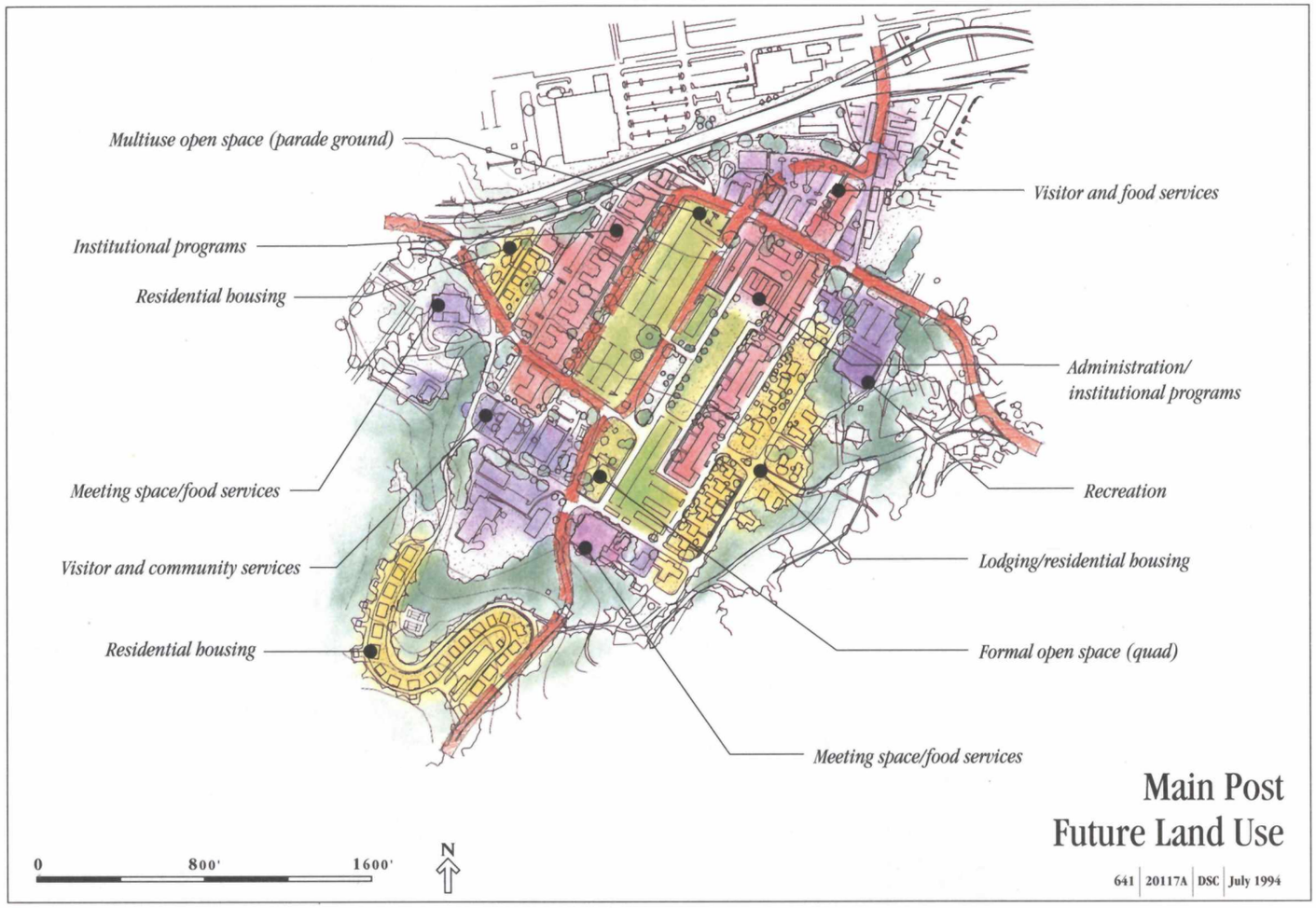


Spanish Presidio commemorative site



Presidio museum and visitor center

The main post's stately aura will be punctuated by colorful festivities.



global climatic change. Programs will involve Presidio visitors, as well as experts and international representatives. These organizations will be accommodated in the buildings surrounding the parade grounds, primarily the former barracks along Montgomery Street. The Sixth Army will continue to occupy office buildings on the east side of the main post complex.

The stately aura of the main post will be enlivened with the spice and color of festivities sponsored by the Army, National Park Service, and park partners. Activities may include outdoor gallery exhibits or small informal performances and concerts. A lively, inviting public space will be created at the main parade ground to complement and support activities in the surrounding buildings. Artwork elements may be installed at locations where they best contribute to park purposes, and do not compromise the historic integrity of the site. Military pageantry, including cannon salutes, bands, and parades, and multicultural demonstrations will commemorate the Presidio's past and celebrate its future.

Community

Much of the interior space at the main post will be devoted to activities that involve the visiting public. As the civic and visitor center, the main post will also provide essential services for park residents, staff, and visitors. Services will include food services; a convenience store; a post office; and some recreational facilities. The only maintenance

facilities will be those required for day-to-day maintenance and janitorial services. A comprehensive public safety facility will be near the transit hub at building 35 to provide police rescue, fire, and emergency services for the Presidio. A modest addition of approximately 5,000 square feet is required to house large fire trucks and emergency vehicles. The child care center, gymnasium, and chapels will continue to serve the Presidio community.

The Sixth Army will continue to operate the gymnasium, post chapel, and officers' club. If the Army vacates, these facilities and other services will be operated under concession agreements.

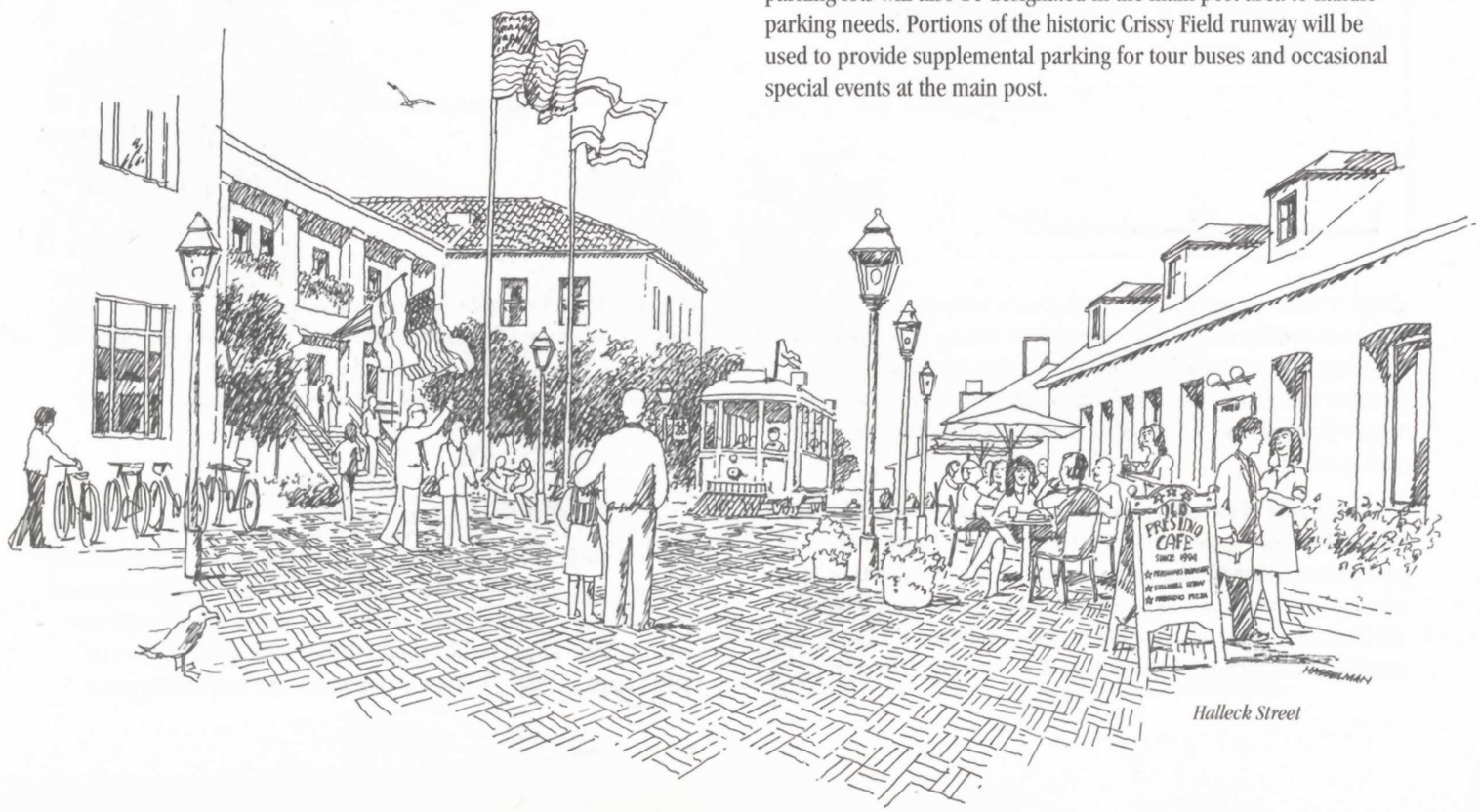
Short-term concessioner-operated lodging for park visitors will be provided in some of the housing on Funston Avenue to allow extended participation in park programs. Some of the housing units will be used for longer term residency by park and program staff.

Access and Circulation

The main post will be the central arrival area for Presidio visitors. The Park Service will cooperate with local transit agencies to improve public transit to key destinations within the Presidio, including a new transit hub at the northern end of the central main post to provide directional information and transportation options for visitors. An information and waiting area will be designed to provide a pleasant transit experience. To reduce the need to drive and park within the site, a shuttle bus system will connect the transit hub to other major destinations.

A lively pedestrian district will be created within the post by establishing a network of pathways to link buildings and public outdoor spaces. Seating will be provided at sunny, sheltered spots with good views; drinking fountains, night lighting, and plantings will be included to make the paths more convenient and attractive. New sidewalks or separate pedestrian paths will be established in some areas to link key sites and connect the main post to Crissy Field. The southern portion of historic Halleck Street will be closed to automobile traffic and used only by pedestrians and transit vehicles, and Anza Street will be extended to provide access between the main post and Crissy Field. Graham Street will also be converted to use by only pedestrians and bicyclists.

About 640 of the 1,100 parking spaces on the two parade grounds will be removed, and a new landscaped parking area will be established between Anza and Graham streets; trees will be planted to screen vehicles and delineate the edges of the parade grounds. Peripheral parking lots will also be designated in the main post area to handle parking needs. Portions of the historic Crissy Field runway will be used to provide supplemental parking for tour buses and occasional special events at the main post.



Halleck Street

The main post will become a lively pedestrian district, the center of the Presidio and the focus of visitor activities.



Main Post

The Heart of the Presidio

641 | 20118A | DSC | July 1994



Golden Gate / Fort Point

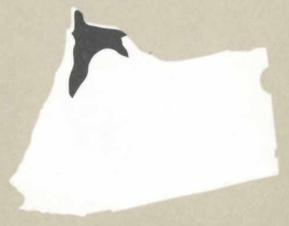
The Golden Gate is the primary reason that the Presidio's site was selected by the Spanish in 1776. This planning area contains the largest concentration of historic coastal defense fortifications within the post and includes the two earliest Endicott rifle batteries in the United States. Fort Point, a national historic site, is a classic example of a Civil War era fortification; it was the location of the Spanish Castillo de San Joaquin built in 1794. The batteries and fire control stations that ring the point of land here span a period from the Civil War to World War II. Originally sited to take advantage of the strategic views, today they tell the story of the evolution of coastal defense technology.

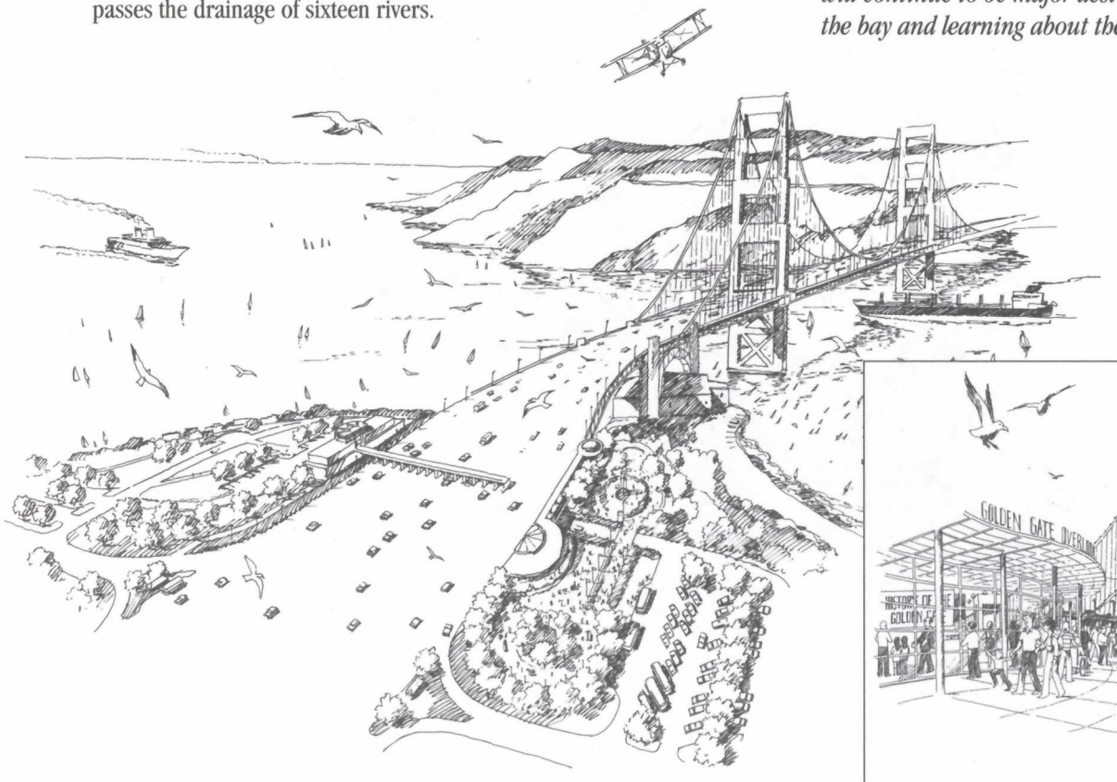
Natural features in this planning area include ocean and bay shorelines, the Golden Gate Strait, narrow-to-wide ridges, steep cliffs, serpentine bluffs and surviving native vegetation, and two springs near Battery East. The Golden Gate itself is the entrance to the largest estuary on the west coast of the continental United States, which encompasses the drainage of sixteen rivers.

The Golden Gate Bridge, constructed in the 1930s, is the most recognized landmark in the region. The bridge and its plaza area receive millions of visitors annually. There is a trail connection between the bridge plaza and Fort Point, but it is poorly marked. Parking lots and access routes to both attractions are frequently congested. The support services and offices for the bridge's operation are spread around the plaza area.

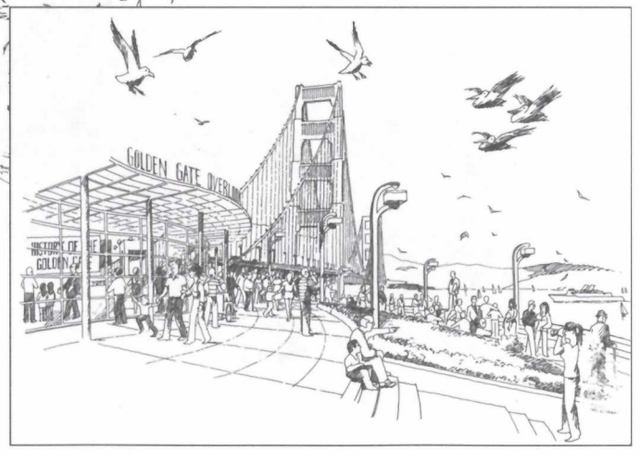
Concept: A Symbolic and Scenic Site

The Golden Gate is literally and metaphorically a meeting place of biological systems, of explorers and settlers, and of diverse cultures. Fort Point and nearby coastal fortifications stand as reminders of the Golden Gate's strategic importance and the defense of San Francisco Bay. The Golden Gate Bridge plaza and Fort Point will continue to be major destinations for viewing the entrance to the bay and learning about the history of its defenses.

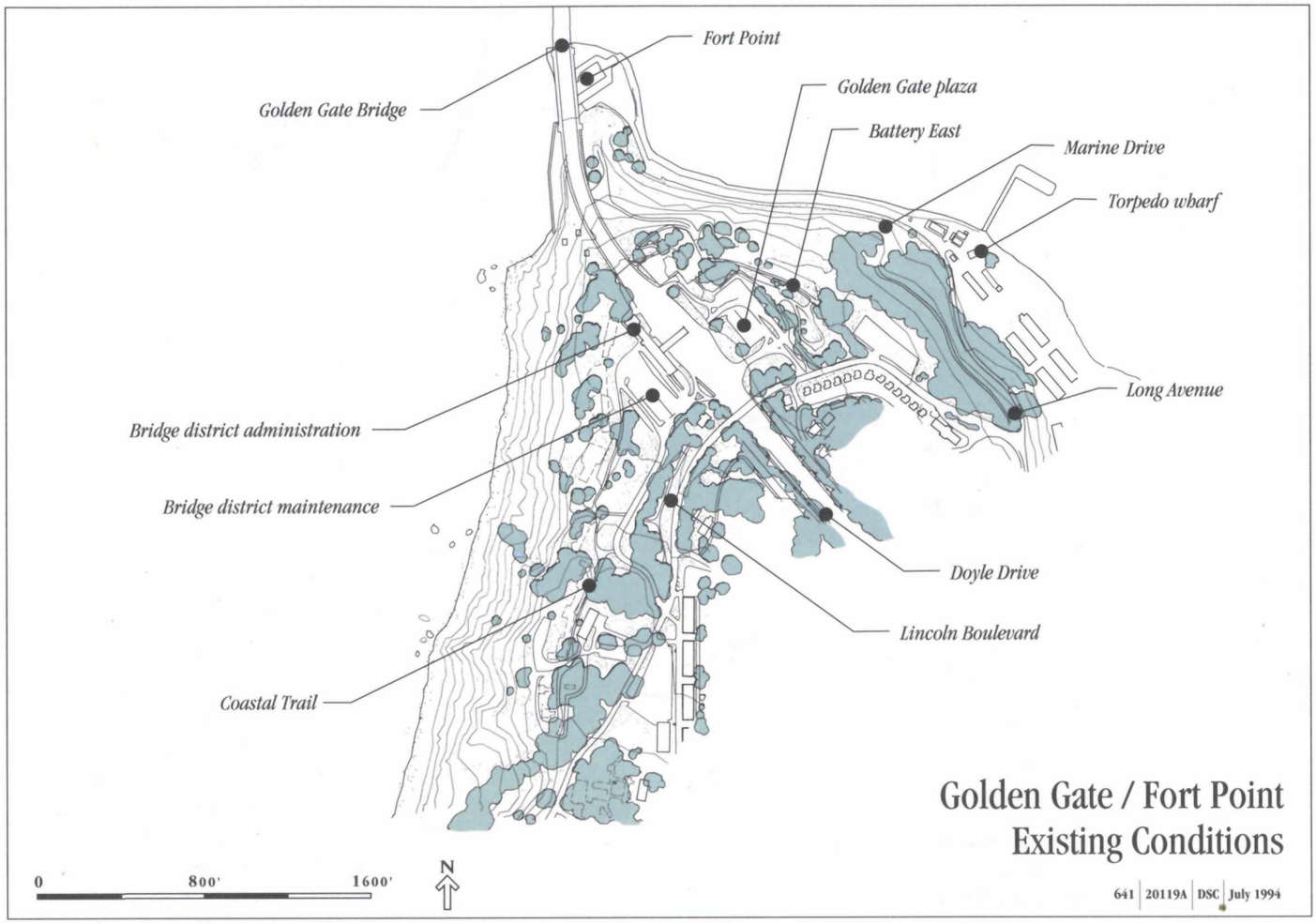




Golden Gate Bridge plaza area



Golden Gate plaza interpretive facility



Resource Management

Emphasis will be placed on respecting the visual grandeur and qualities and values of the Golden Gate. Nonhistoric structures will be removed from the bridge area, and utilitarian functions that are not required at the site – for example, some Golden Gate Bridge District maintenance and administration activities now housed in temporary facilities and coastal batteries – will be relocated to a site in the Fort Scott area. This will enhance scenic vistas and the historic setting and allow public access to more of the significant features. Essential bridge emergency and administrative functions will remain on the west side of the toll plaza. The Strauss statue and immediate setting commemorating the bridge's construction will be retained as part of the redesigned visitor area. Plaza improvements on the east and west sides will clarify visitor activity areas and allow for natural resource enhancement and coastal defense structure preservation and interpretation. Battery East will be preserved and interpreted for visitors in the Golden Gate Bridge Plaza area. Stormwater drainage and trail improvements will help protect the battery's structural integrity.

Fort Point will continue to be preserved and interpreted, but will be better linked to the rest of the Presidio. Cultural resources in the area, including the historic engineering and coastal defense structures, will also be preserved and made more accessible to visitors. The torpedo wharf and its associated structures will be rehabilitated and adaptively used for visitor services. Some of the nonhistoric structures may be

The Golden Gate is literally and metaphorically a meeting place of biological systems, of explorers and settlers, and of diverse cultures.

removed to accommodate a new road connecting Crissy Field to Fort Point and additional parking.

The cliffs at Fort Point are composed of serpentine rock and support many rare plant species. This habitat will be protected and enhanced and its geological importance interpreted. The tide pools at Fort Point and the natural springs at Battery East will also be protected.

Activities and Programs

This area will remain a major visitor destination. Pedestrian access will be improved to all of the places important in relating the significance of the Golden Gate Bridge, Fort Point, and the coastal batteries. Scenic vistas will be enhanced. The Golden Gate Bridge plaza will be redesigned to increase visitor enjoyment. For the large number of international tourists, multilingual interpretive facilities and exhibits will be built at the bridge plaza to provide orientation to the national recreation area and interpretation of the Golden Gate Bridge, coastal defenses, and natural history of the Golden Gate. The Bridge District is interested in developing a site museum. Visitors will be directed to the main post for more in-depth orientation and interpretation about the Presidio.

Visitors to Fort Point will explore rooms furnished to reflect living and working conditions in the middle to late 19th century. Costumed interpreters will carry out period military activities and operations. The visitor contact station at the torpedo wharf will be upgraded to provide a "warming hut" atmosphere where people can meet park rangers, get fishing permits, snacks, and warm drinks, and find restrooms.

Visitors who want to learn more about the evolution of coastal and harbor defenses will be able to participate in ranger-led tours or explore the long-silent batteries on a self-guiding interpretive trail. Selected batteries will be rehabilitated to tell the coast defense story. The west side plaza will be an open space area for scenic viewing and contemplation, and coastal trail access.

The Golden Gate Bridge plaza and Fort Point will continue to be major destinations for viewing the entrance to the bay and learning about the history of its defenses.

Access and Circulation

Circulation improvements to the on and off ramps and toll booth modifications at the Golden Gate Bridge toll plaza will be undertaken by the Bridge District (Golden Gate Bridge, Highway and Transportation District 1984). Once the Golden Gate Bridge District maintenance operation is relocated, parking and pedestrian improvements will be made at the bridge plaza to reduce current safety hazards and enhance scenic viewing. The overlook will also be a major destination of the Presidio shuttle bus system.

The existing trail connection between the Golden Gate promenade at Fort Point and the Golden Gate Bridge plaza and the Coastal Trail is poorly defined, resulting in haphazard use and vegetation trampling. Formally constructed pathways between these areas for bicyclists and pedestrians will simplify access and better protect the resources of the Golden Gate. In this intensively used area, bicycle and pedestrian routes will be kept separate wherever possible. Southbound and eastbound bicycle routes to Lincoln Boulevard from the bridge will be improved, and signs placed at strategic locations to provide easier and safer access. The bridge plaza area will be the northern terminus of the 1,200-mile Juan Bautista de Anza National Historic Trail and the connection to several regional trails.

Motorists, bicyclists, and pedestrians all compete for space along Long Avenue and Marine Drive, the two Fort Point access roads. The roads are not wide enough for all users, and Long Avenue is particularly dangerous because of poor sight lines and steep grades. New vehicle access will be established from old Mason Street on Crissy Field to Marine Drive. Return access southbound and eastbound will be designated on Long Avenue and Crissy Field Avenue, and both will accommodate two-way access for bicyclists. A pedestrian walkway will be established along one side of Marine Drive to separate pedestrian and vehicle use along this roadway. Fort Point will be a major destination for the Presidio shuttle. Marine Drive may be closed at the new parking area during peak use times when the shuttle is in operation.



Torpedo wharf "warming hut"



Golden Gate / Fort Point

A Symbolic and Scenic Site

641 | 20120A | DSC | July 1994



Fort Scott

Fort Scott is a place of quiet beauty with a strong sense of historic stability. Built in 1912 as a coastal artillery subpost, it contains 159 buildings, including barracks, offices, warehouses, and three separate housing communities grouped in a campuslike setting. Developed along a broad ridgeline and plateau close to coastal defense positions, the fort provides expansive bay views.

Fort Scott's design contrasts with other contemporary military post designs. It is defined by a large horseshoe-shaped parade ground that opens onto the Golden Gate and is encircled by large Mission Revival barracks and the headquarters building. There are several residential areas, including the officers' housing areas on Kobbe Avenue and Lincoln Boulevard, which have distinctive streetscapes designed and built to fit the topography.

A spring site and stream corridor near Kobbe Avenue adjacent to Wool Court is the only major surviving natural system at Fort Scott. There are formal landscape remnants like walkways and nursery plantings around the general's quarters on Upton Avenue and patches of native riparian vegetation along Kobbe Avenue.

Concept: Conference, Training, and Applied Research Center

Because of its impressive architecture, strong sense of unity, and tranquil setting, Fort Scott is uniquely suited for conference, training, and applied research activities. Activities here will focus on learning and sharing knowledge about major environmental and societal challenges and their solutions.

Resource Management

The historic buildings and landscape at Fort Scott have a high degree of integrity, and they will be sensitively rehabilitated to support new uses. Park partners will be selected to rehabilitate and adapt the historic facilities and to manage the complex. The parade ground will be restored, and the ballfield lighting and fencing removed to enhance views of the Golden Gate. The overgrown gardens and landscape features around the general's quarters and youth activity center (formerly the Fort Scott officers' club) and south of Kobbe Avenue will be restored to their original formal appearance. Other important landscape features, including historic roads, paths, and retaining walls and individual gardens, will be preserved. Historic paths will be restored to encourage pedestrian use in the area.

Remnant natural systems within the Fort Scott area will be managed to restore their environmental integrity as much as possible. Rare plants and the serpentine habitat south of Lincoln Boulevard will be protected and enhanced. Important historic views from sites within the area will be restored and maintained; this may involve some vegetation clearing.

Because Fort Scott was established to maintain the coastal and harbor defenses of the Golden Gate, the area's historic batteries, associated earthworks, ancillary structures, and landscape will be preserved and interpreted to the public. Battery Dynamite and the adjacent powerhouse will be preserved and used to interpret the coastal defense story.

Activities and Programs

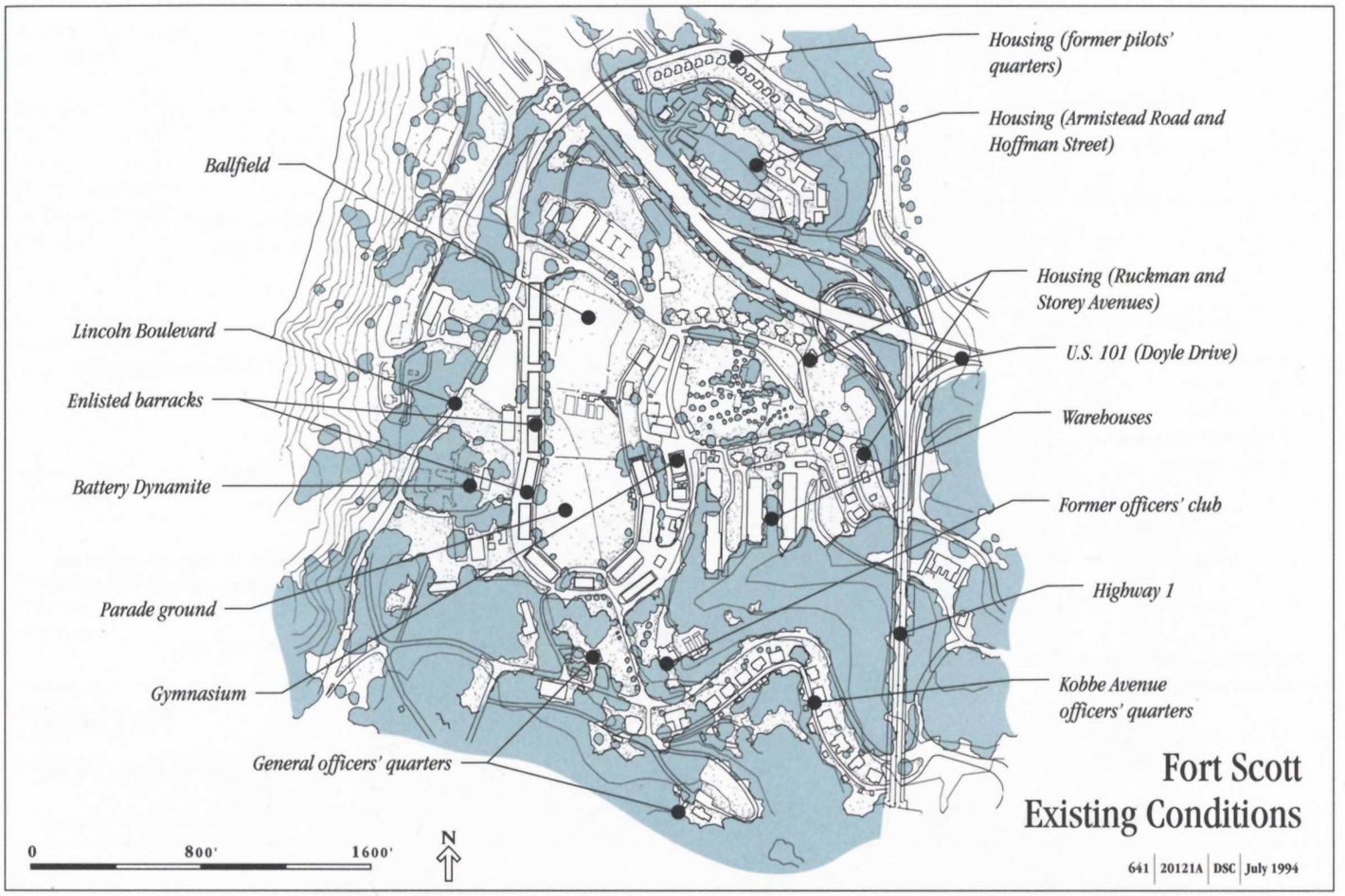
Fort Scott will be managed to provide a contemplative atmosphere conducive to learning and the exchange of ideas – essential elements of the Presidio vision. The principles of stewardship, cultural cooperation, and environmental demonstration – from action at the neighborhood level to efforts at a global scale – will be potential areas of discussion. Spaces for classrooms, workshops, laboratories, assembly and training rooms, accommodations, and cafeterias will be provided.

Environmental research and training at Fort Scott will generally address applied rather than basic research in the areas of

- sustainable development
- international issues
- cultural resource preservation and management
- innovative technology
- art and technology
- human ecology
- natural resource preservation and management
- site- and user-responsive environmental design

Researchers and instructors at the site will provide in-depth training sessions and clinics. Participating groups and individuals will attend sessions of various lengths from single-day events to internships lasting up to a year. Cooperative programs with universities and research organizations will be pursued to expand the range of programs offered and encourage collaboration.

Many of Fort Scott's facilities will be used for conferences on environmental and other global concerns. Training and conference facilities



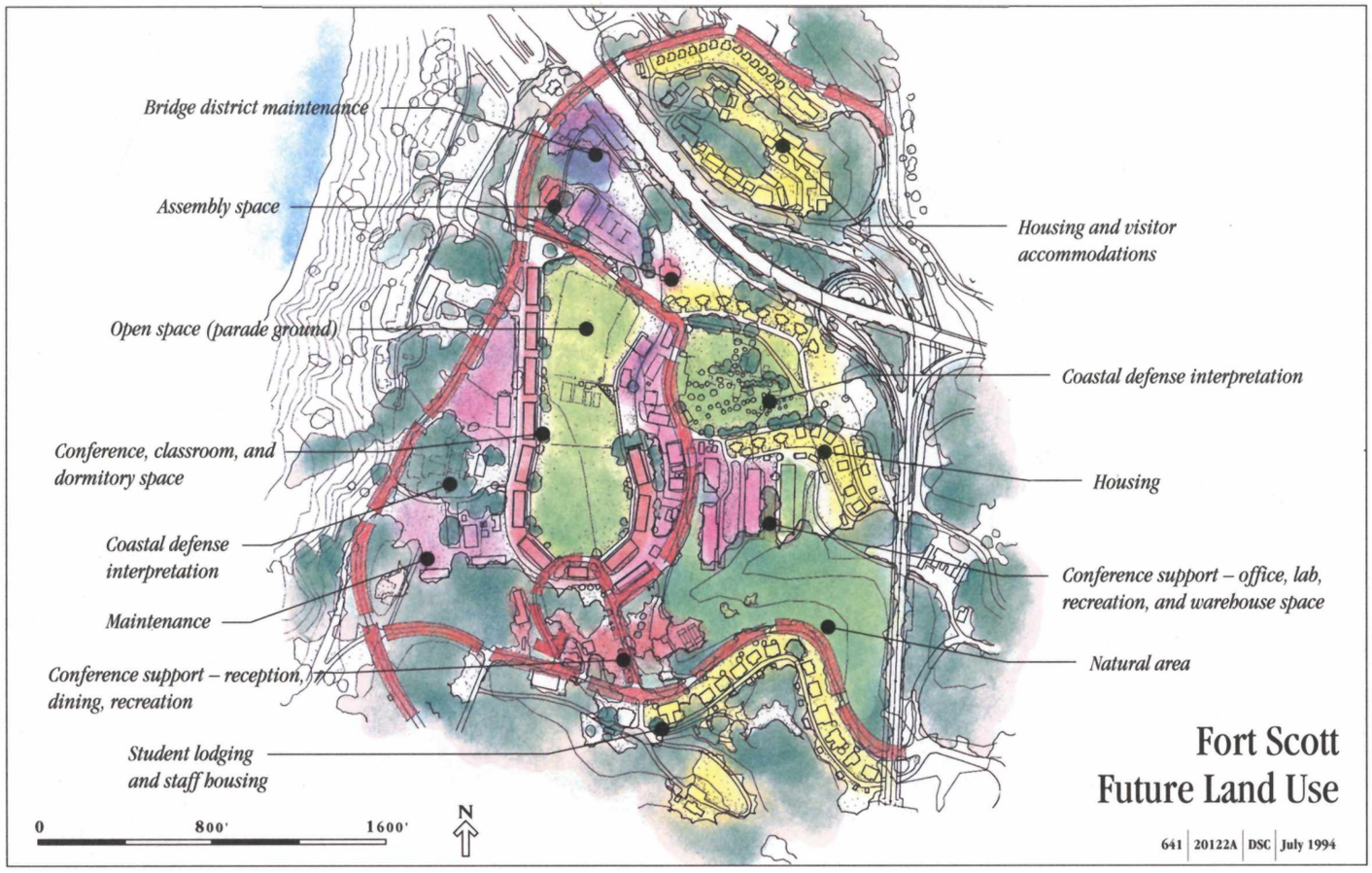
will include state-of-the-art communications technology to support participant interaction and make off-site participation possible. Approximately 10,000 square feet of assembly space may be constructed, if needed, and will be compatible with the historic setting.

A National Park Service training and development center will be established at Fort Scott. The NPS training center mission will be expanded to include the study of environmental issues beyond park boundaries, and the center will be opened to wider agency and public participation.

Except for ranger-led and self-guided tours, public use of the fort grounds will be informal; wayside exhibits will inform visitors about the fort's historical significance. Recreational facilities will be primarily for the use of attendees and staff of training programs and conferences. The parade ground may still be used informally as a playfield.

Approximately 40,000 square feet of replacement construction will be required at a site north of the parade ground for Golden Gate Bridge District maintenance functions requiring frequent bridge access. A Lincoln Boulevard overpass will provide easy access to the bridge for maintenance vehicles. Additionally, some Bridge District functions, such as equipment storage yard and industrial activities, could be relocated from the toll plaza to an area south of the Battery Dynamite site which is currently used for maintenance activities. Both sites will be at a distance and screened from the rest of Fort Scott. Some administrative functions of the Bridge District may also be relocated to existing buildings at or near Fort Scott.

Fort Scott will provide an atmosphere that encourages learning and the sharing of knowledge and ideas about major environmental and societal challenges.



Community

The community in this area will be enlivened by an atmosphere of exchange among students and staff. Short-term accommodations for up to 300 guests in several of the barracks and some of the Kobbe Avenue housing area will be available for training and conference participants, including people attending sessions at the NPS training and development center.

In the interim, the Kobbe Avenue housing units will continue to be used by the military. In the long term, these units will be used for lodging and park partner housing. Historic housing along Ruckman Avenue will be used for staff or park partner housing. Units along Storey Avenue, Hoffman Street and Armistead Road will continue to be used by the military in the interim and will be converted to park and partner staff housing in the future. The historic pilots' housing on Lincoln Boulevard near the Golden Gate Bridge plaza will provide overnight guest accommodations. Only essential visitor services and facilities will be provided at Fort Scott, such as food service and restrooms.

Access and Circulation

To maintain Fort Scott's isolation, through-traffic will be discouraged by closing some roads and encouraging alternate modes of transportation. Road and intersection improvements will be made to ensure that motorists can safely and easily enter the area. All Lincoln Boulevard intersections will be redesigned to simplify circulation and improve roadway safety. Parking will be redesigned to accommodate training/conference center activities. Parking areas will be concentrated in several areas surrounding the parade grounds and will be sited and landscaped so that they do not compromise the area's historical integrity or tranquil setting. The Presidiowide shuttle system will improve connections between Fort Scott and other areas of the post and reduce dependence on automobiles. Foot trails and bikes routes will be upgraded.

Measures will be taken to discourage automobile use. The conference center operators will be required to ensure that on-demand shuttle service is available for conference and training participants between the San Francisco airport, downtown, and other major destinations in the region.



Fort Scott

Conference, Training, and Applied Research Center

641 | 20123A | DSC | July 1994



Letterman Complex

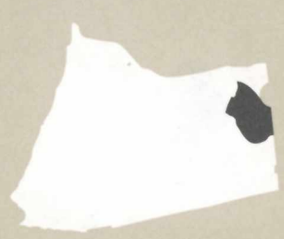
The Letterman complex contains approximately 50 structures, dominated by the Letterman Army Medical Center and the Letterman Army Institute of Research. This is the most urban of the Presidio spaces, with large, modern buildings dominating the scene. The original hospital was established in 1898 as a result of the Spanish-American War. The complex has provided medical services to soldiers for almost a century, becoming the nation's busiest hospital in World War II and it has evolved into a major teaching and research facility.

The original complex, which has been significantly altered over time, includes the hospital, wards, clinics, offices, warehouses, and ancillary buildings that reflect a variety of building styles from Colonial Revival buildings to Mediterranean Revival structures. The main Presidio entrance, historic Lombard Gate, is just east of the complex.

Before the medical complex was built, the site abutted a wetland area extending along the bay on the northern edge of the post. Today, only a small stream valley remains where waters ran south to north into the wetland.

Concept: Scientific Research and Education Complex

The Letterman complex will continue to be used to nurture ideas and support research and actions to improve human and environmental health. Life and earth science programs will be explored to better understand and manage the interdependence of health and the environment. Through programs encouraging public participation, as well as lectures, displays, and interactive exhibits, visitors will learn about the scientific research that is underway and its contributions to society.



Resource Management

Although the original medical complex has been substantially modified, some historic buildings and features remain that will be rehabilitated to support scientific research and educational programs. The former central courtyard, bordered by the historic administration building and hospital wings, will be reestablished by removing the existing parking lot and landscaping the area.

Significant landscape features and spaces around the historic hospital complex will be preserved, including the lawn area in front of the administration building that will be rehabilitated to provide a sense of entry and arrival at the former hospital complex. The O'Reilly Avenue and Gorgas Avenue streetscapes will be preserved and the buildings rehabilitated. Circulation patterns around the historic complex will be maintained. Excess pavement at the north end of the complex will be removed, and the area adapted for pedestrians.

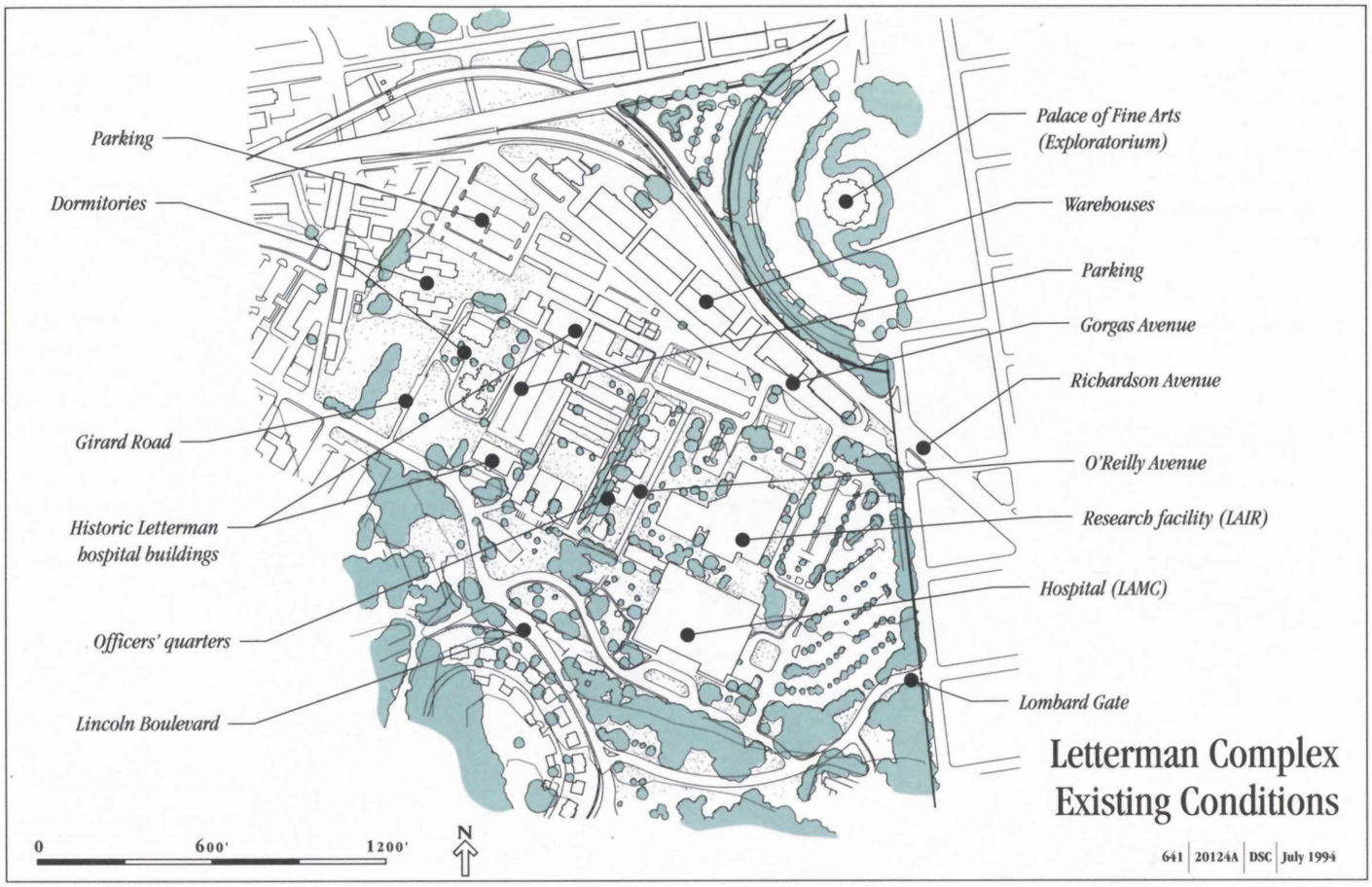
Several buildings, both historic and nonhistoric, may be removed to restore open space and the historic setting. The former hospital, a nonhistoric building constructed in 1969 that would be costly to renovate, may be partly or entirely removed to enhance open space. Up to 503,000 gross square feet of replacement construction could occur within the complex as a substitute for buildings identified for demolition, including the Letterman Army Medical Center. The maximum allowable square footage for the complex will be the existing 1.3 million.

New construction will be permitted if existing buildings and improvements do not meet essential program and management needs. New development will be compatible in material, massing, scale, color, and siting with the historic buildings and their setting. The height of new construction will be equal to or less than that of nearby structures, with a maximum allowable height not to exceed that of the LAIR building (60 feet). Infill construction that reinforces the historic complex's courtyard and campus-like setting will be encouraged. Potential areas for replacement construction have been identified on a preliminary basis in the *Letterman Request for Qualifications* (NPS 1994b). The NPS will develop specific design guidelines for the Letterman complex before any new construction is allowed to proceed.

A small section of the riparian stream valley on the boundary of the Letterman complex and main post areas will be restored to complete the natural drainage from Tennessee Hollow to Crissy Field. A trail along the stream will offer visitor access and information on natural systems rehabilitation efforts.

Activities and Programs

In keeping with the Presidio vision, the Letterman complex will be dedicated to scientific research and education focusing on issues of human health, including preventive medicine, nutrition, collaborative eastern/western medicine, and health concerns related to the environment. The Letterman Army Insitute of Research, which is in relatively good



condition, will be retained and used for research purposes by a single tenant or a collaborative group of institutions. Laboratory-based research could continue at the complex. If conducted, any research would comply with all federal and state standards for the treatment of laboratory animals. The facilities will be used predominantly by staff, visiting researchers, and other special program participants; however, public participation, information and education about ongoing activities will be an important component of all research programs. Through changing exhibits, visitors will learn about current research activities. Seminars, classes, and lectures will attract local, regional, national, and international participants.

Broader science education will also take place at the Letterman complex. For instance, science discovery programs may be provided for different age groups on various facets of biological and physical sciences. Portions of the historic area may become part of a learning center for science-oriented institutions like the Exploratorium, a public education facility in the Palace of Fine Arts east of the Presidio.

Community

The O'Reilly Avenue houses and the three dormitories near Girard Road will continue to be used for residential purposes. They will be occupied by park partner, military personnel, and program/seminar participants at the Letterman complex. Additional housing for staff may be available in the east housing area. Small food service and convenience shops will be provided in the complex.

The Letterman complex will be used to explore the interdependence of human health and the environment.

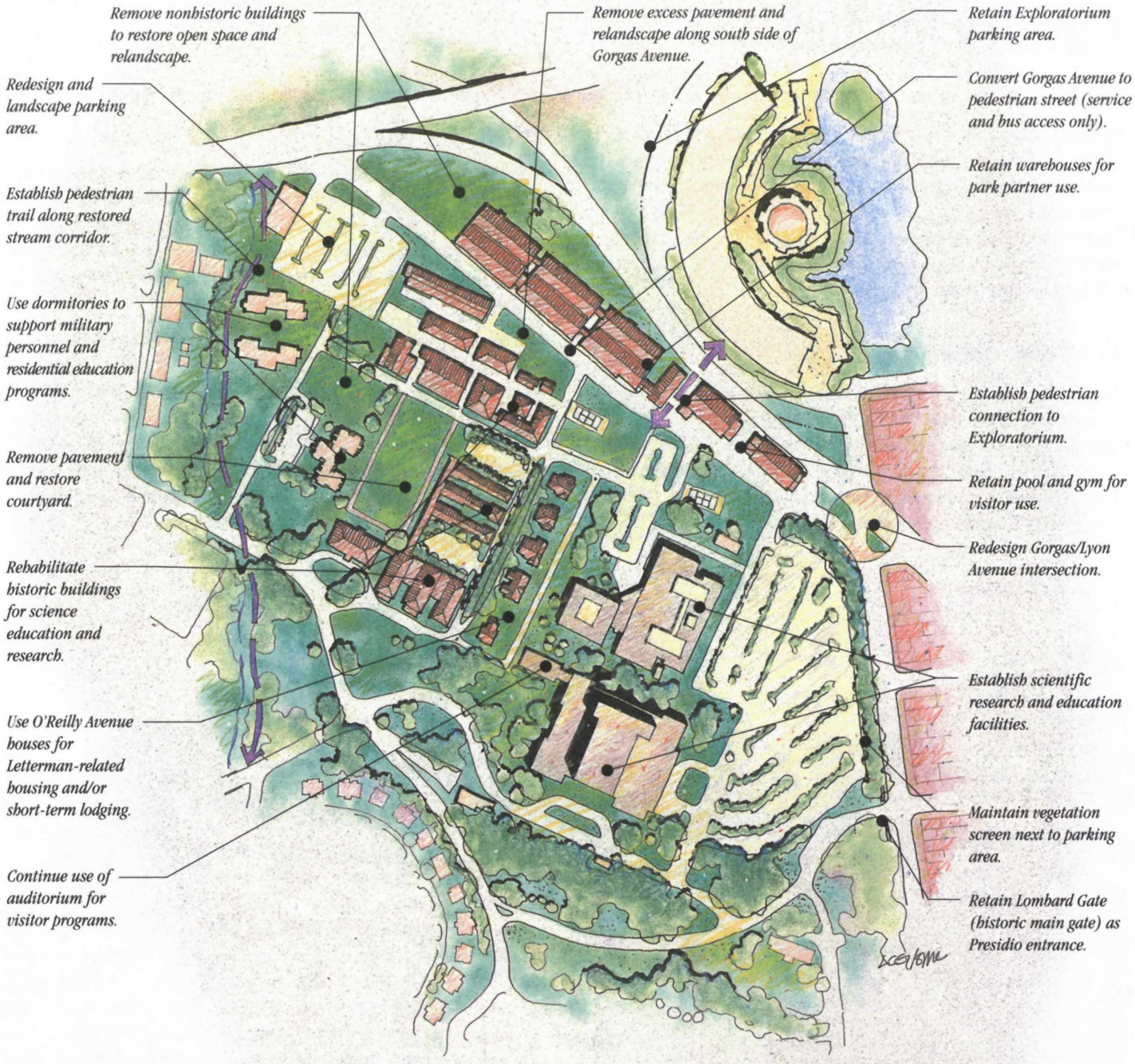


Access and Circulation

Lombard Gate will continue to be a primary entrance. Once inside the gate, visitors will be directed to all principal destinations on the site. Several minor circulation changes will be made to improve safety and aid visitors in finding their way. Possible changes to the Gorgas Avenue/ Lyon Street intersection to eliminate dangerous crossings will be explored with Caltrans and the city of San Francisco. Future modifications to the alignment of Doyle Drive may improve pedestrian and automobile access between the Letterman area and the adjacent Palace of Fine Arts.

The Letterman area is well served by public transportation. To improve internal circulation and reduce automobile use, the complex will be incorporated into the Presidio shuttle system. Improvements to the pedestrian and bicycle circulation network will also establish better connections between the Letterman complex and other areas. Roads within the complex will be converted for pedestrian use wherever possible. Gorgas Avenue may be closed to private vehicles beyond the Letterman parking access points to permit safe pedestrian and service access and to create a more campuslike environment.

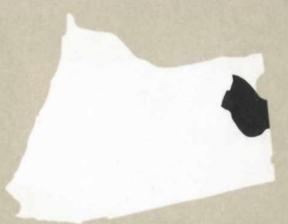
Future Letterman tenants will be required to manage parking to discourage unnecessary automobile use and reduce the potential for overflow parking in adjacent neighborhoods and areas of the Presidio. The existing parking lot under permit to the Exploratorium/Palace of Arts will be retained. The expansion plans for the Exploratorium may necessitate additional parking within the Presidio. The total acreage devoted to parking will not increase, and parking will be screened from view from Lombard and Lyon streets.



Letterman Complex

Scientific Research and Education Complex

641 | 20126A | DSC | July 1994



Cavalry Stables

This planning area, a small forested valley containing 16 buildings, is nestled between Crissy Field, Fort Scott, and the national cemetery. Constructed in 1914 to support Army cavalry troops, the five large brick stables and the barracks were sited facing the bay. Today the stables are used for light industrial and shop activities. The former barracks uphill from the stables, which was built in 1902, is the post's religious activities center.

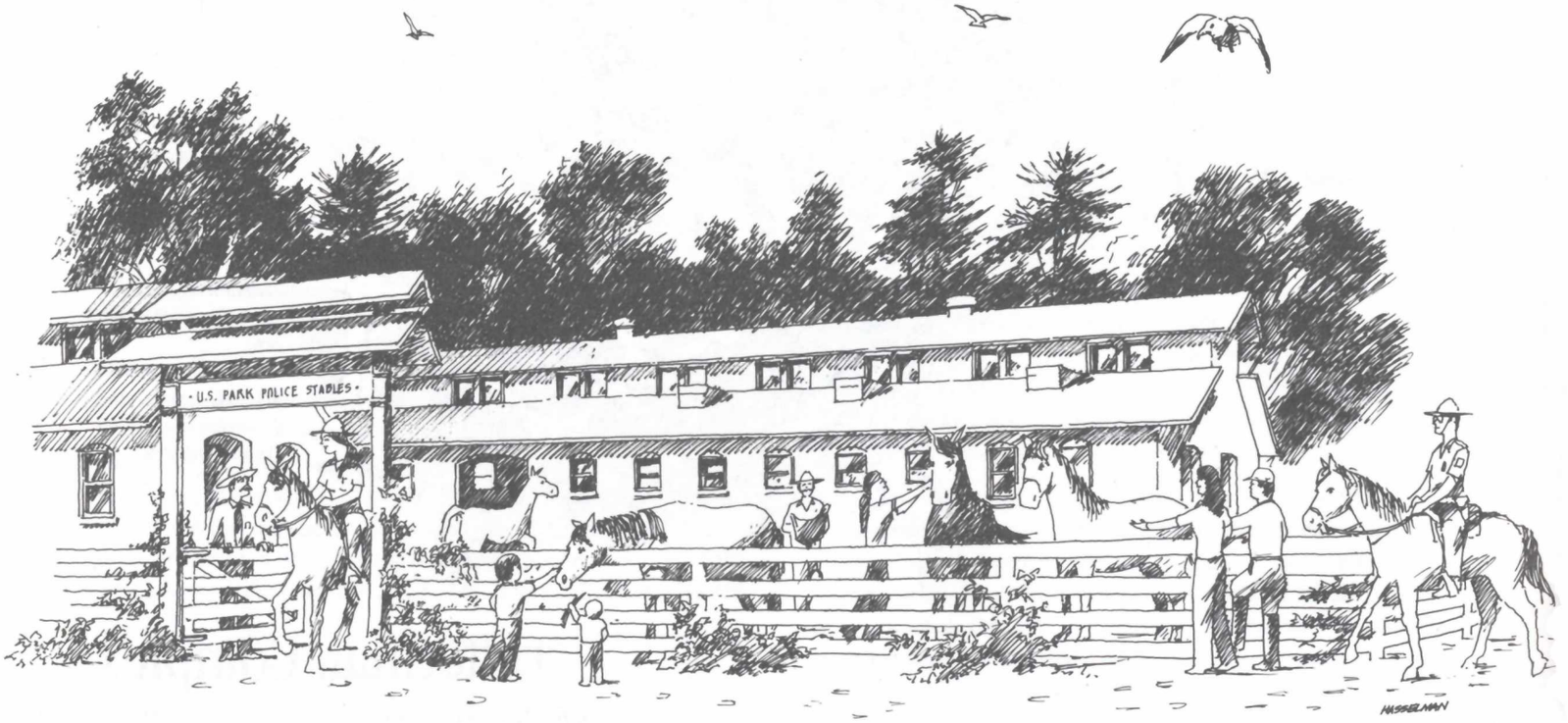
Concept: Hands-on Learning Workshops

The cavalry stables area is reminiscent of a time when horses and mules were commonplace on the Presidio. The structures will gain new life as a complex dedicated to furthering creative discipline, skills and learning, emphasizing innovative technology, building and environmental preservation, and education. They will also house U.S. Park Police horses.

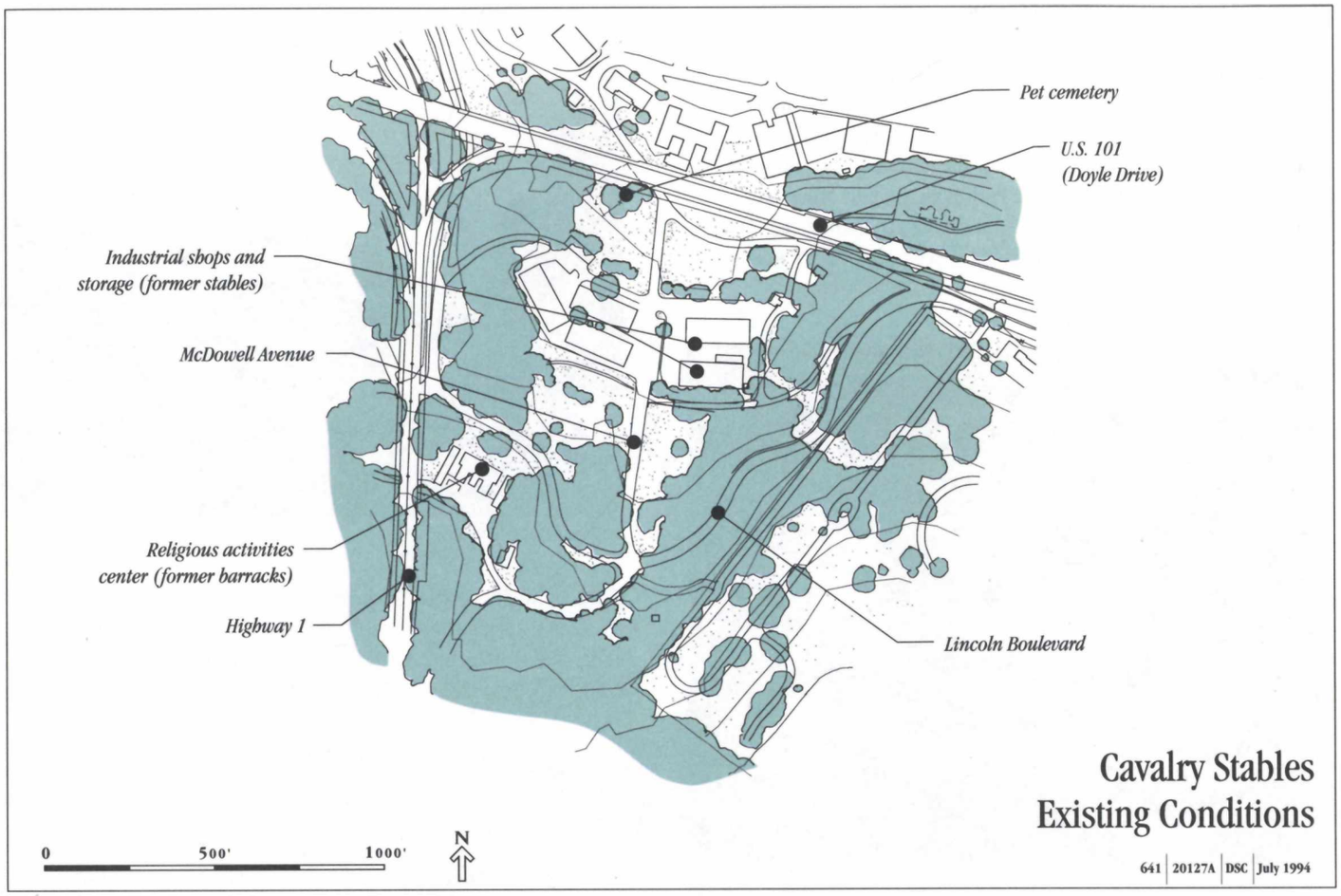
Resource Management

The character of this isolated cluster of buildings will be preserved as the structures and landscape are rehabilitated to accommodate new uses. One former stable and paddock, along with outdoor support space, will be rehabilitated to house NPS mounted police horses, and a therapeutic riding program, and to interpret the Army's mounted patrol service in California's early national parks.

Excess pavement surrounding the stable buildings will be removed where possible to restore the historic landscape. The physical and associative connections between the former barracks and stables will be restored by establishing a pedestrian path. Exotic vegetation that obscures historic vistas will be removed, and the areas replanted with native vegetation. The remnant natural dune and riparian areas south and southeast of the structures will be protected. These areas provide valuable wildlife habitat.

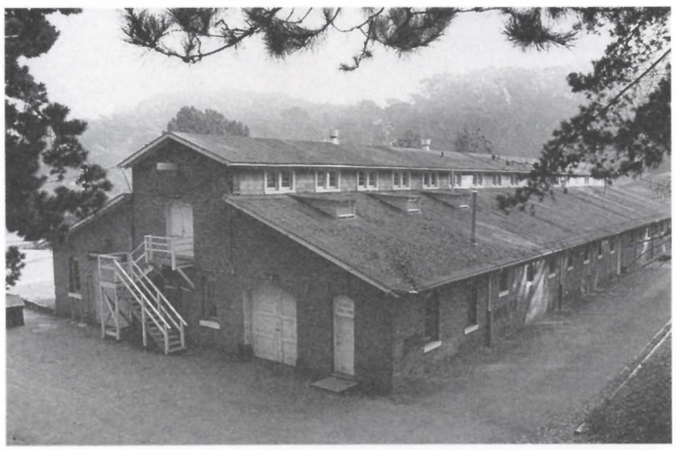


U.S. Park Police stable



Activities and Programs

The cavalry stables, as a center for educational workshops, will be a place to explore and learn about the ideas expressed in the Presidio vision. Most of the stable buildings will be renovated as working laboratories for experimentation and training in natural and cultural resource conservation and other technologies. Visitors will be able to watch and talk with technicians creating new ways to preserve our environment and to study new technologies like solar and wind energy. The former barracks building will provide classrooms, offices, and assembly space to support activities at the stables, reestablishing the historic relationship between the two sites. Some visitors may participate in hands-on training and apply their experience at the Presidio as volunteers. Exhibits will show the effects of technological change on the Presidio landscape.



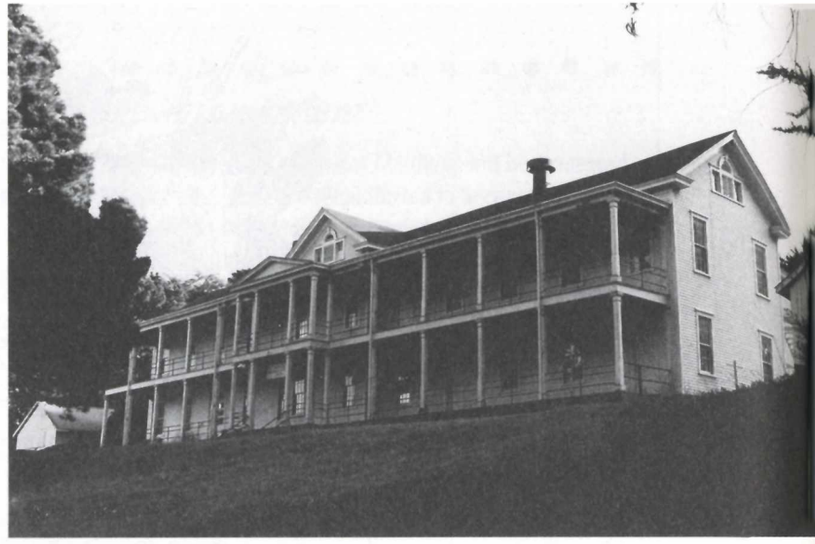
Former cavalry stable

The cavalry stables will be dedicated to learning and furthering technical skills.

In the stable that is rehabilitated for interpretation, exhibits will tell about the cavalry and the role of the Army in the patrol and management of early national parks; period cavalry accoutrements will be displayed to illustrate the story. Use of the stable and paddock by the U.S. Park Police mounted patrol will bring the cavalry story into the present. A modest therapeutic riding program for the disabled, currently conducted with the cooperation of the Park Police at Fort Miley, will be relocated to the cavalry stables when it can be accommodated. The program will share stable and paddock space with the Park Police mounted unit.



Pet cemetery

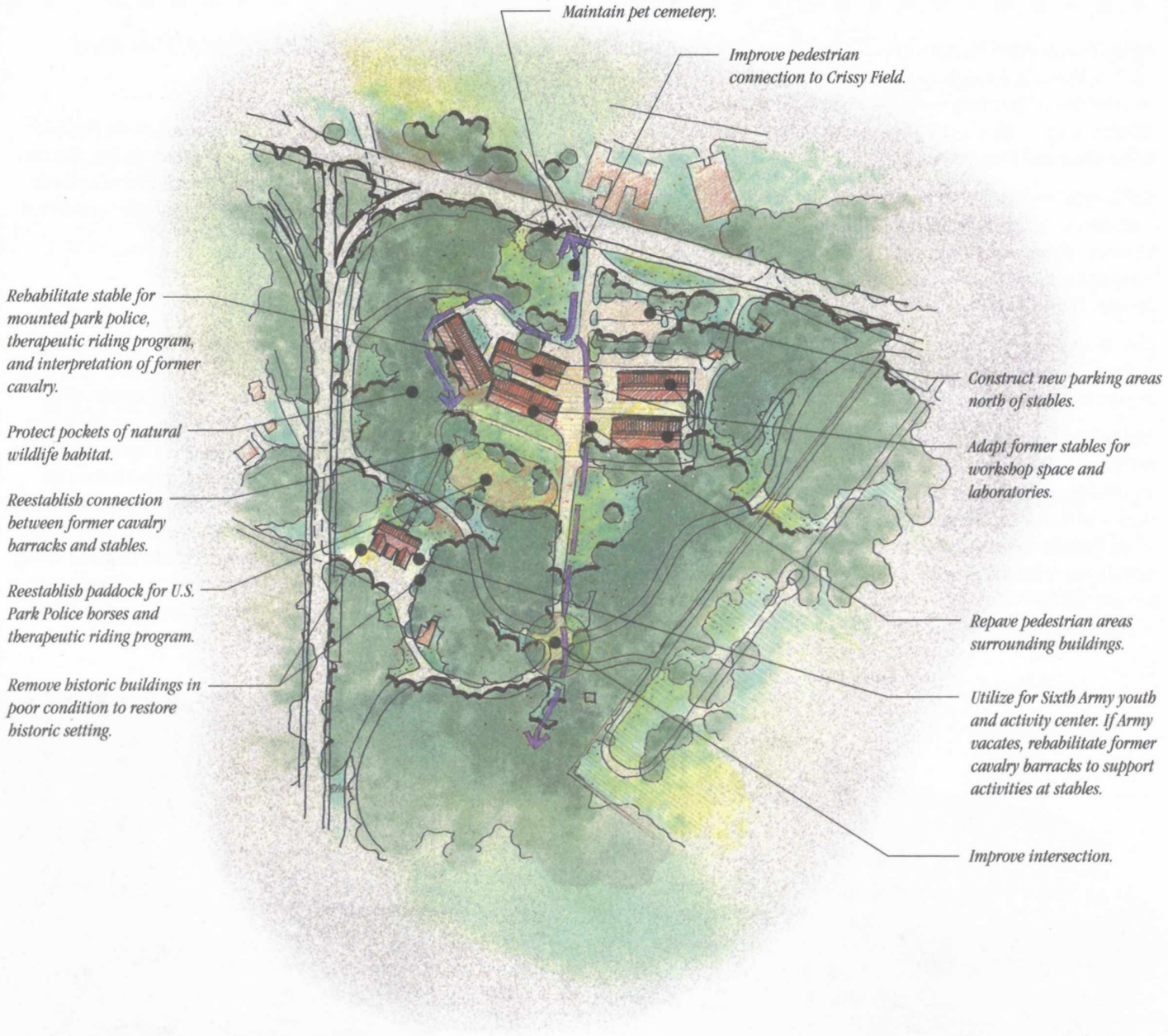


Former cavalry barracks

The community pet cemetery, which illustrates the affection that military families felt for their pets, will be maintained at its present size as a point of interest and will be available for continuing use by the Presidio community.

Access and Circulation

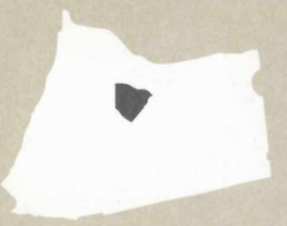
The cavalry stables' quiet isolation from the rest of the post will be maintained and enhanced by limiting through-traffic. While McDowell Avenue will continue to bisect the cluster of buildings, the flow of traffic on the avenue will be reduced by establishing primary traffic routes around the complex. Better pedestrian connections between the stable buildings, to the barracks across Lincoln Boulevard, to the Fort Scott area, and to Crissy Field will be developed by constructing connecting pathways. The intersection of Lincoln and Park boulevards with McDowell will be improved by slight realignment to increase sight distance and the installation of additional stop signs.



Cavalry Stables

Hands-on Learning Workshops

641 | 20128A | DSC | July 1994



Public Health Service Hospital

The 37-acre Public Health Service hospital complex, formerly the U.S. Marine hospital, is on the southern boundary of the Presidio oriented toward an adjacent San Francisco neighborhood. The hospital site was originally selected in the 1870s because of its proximity to Lobos Creek and Mountain Lake.

The hospital and most of its support buildings and residences were built during the 1930s. Support buildings include seven houses, dormitories, offices, and a steam plant. A 1950s seven-story nonhistoric addition on the south side of the hospital doubled its original square footage. The hospital was closed in 1980.

Natural areas surrounding the hospital complex support a variety of native plant communities. The potential for historic archeological resources is high in this area, including a known unmarked cemetery.

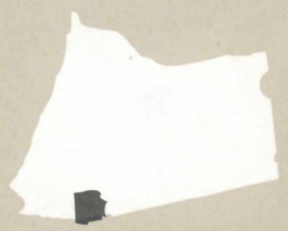
The Public Health Service hospital parcel was not designated in the 1972 legislation for transfer to Golden Gate National Recreation Area. In 1988 Congress granted the city of San Francisco a 10-year lease option on the facility. Because the hospital complex is an integral part of the Presidio and contributes to the Presidio's designation as a national historic landmark, the National Park Service will seek to revise the national recreation area boundaries to include the Public Health Service hospital complex.

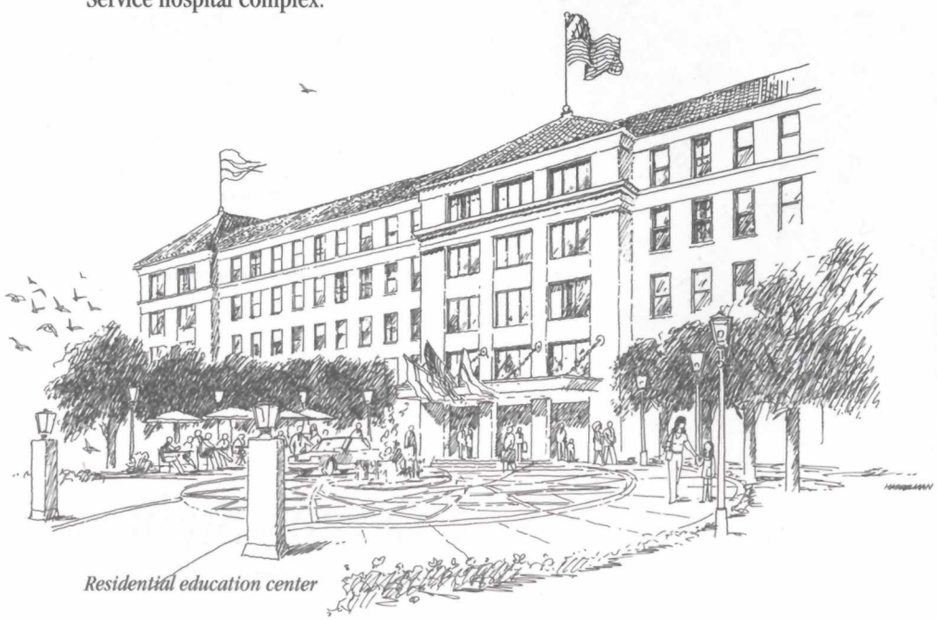
Concept: Residential Education and Conference Center

Physically and visually distinct from other areas in the Presidio, the facilities and setting of the Public Health Service hospital complex are well suited for in-depth, extended educational and conference activities. A residential education and conference center will be established here to support those activities.

Resource Management

The historic buildings and landscape features in this planning area warrant protection and will be rehabilitated as a complex. The 1950s hospital addition will be removed, and the 1930s structure will be rehabilitated to accommodate lodging, dining, and assembly spaces. An assembly space addition of up to 20,000 square feet could be constructed if the 1950s addition is removed. This will reduce the capacity of the facility by half. If a suitable tenant could not be found to rehabilitate the hospital, the building could be removed and the site restored to open space. Additional analysis would be required before final decisions were made. Other site improvements will include reducing the amount of paved surface, removing nonhistoric buildings,

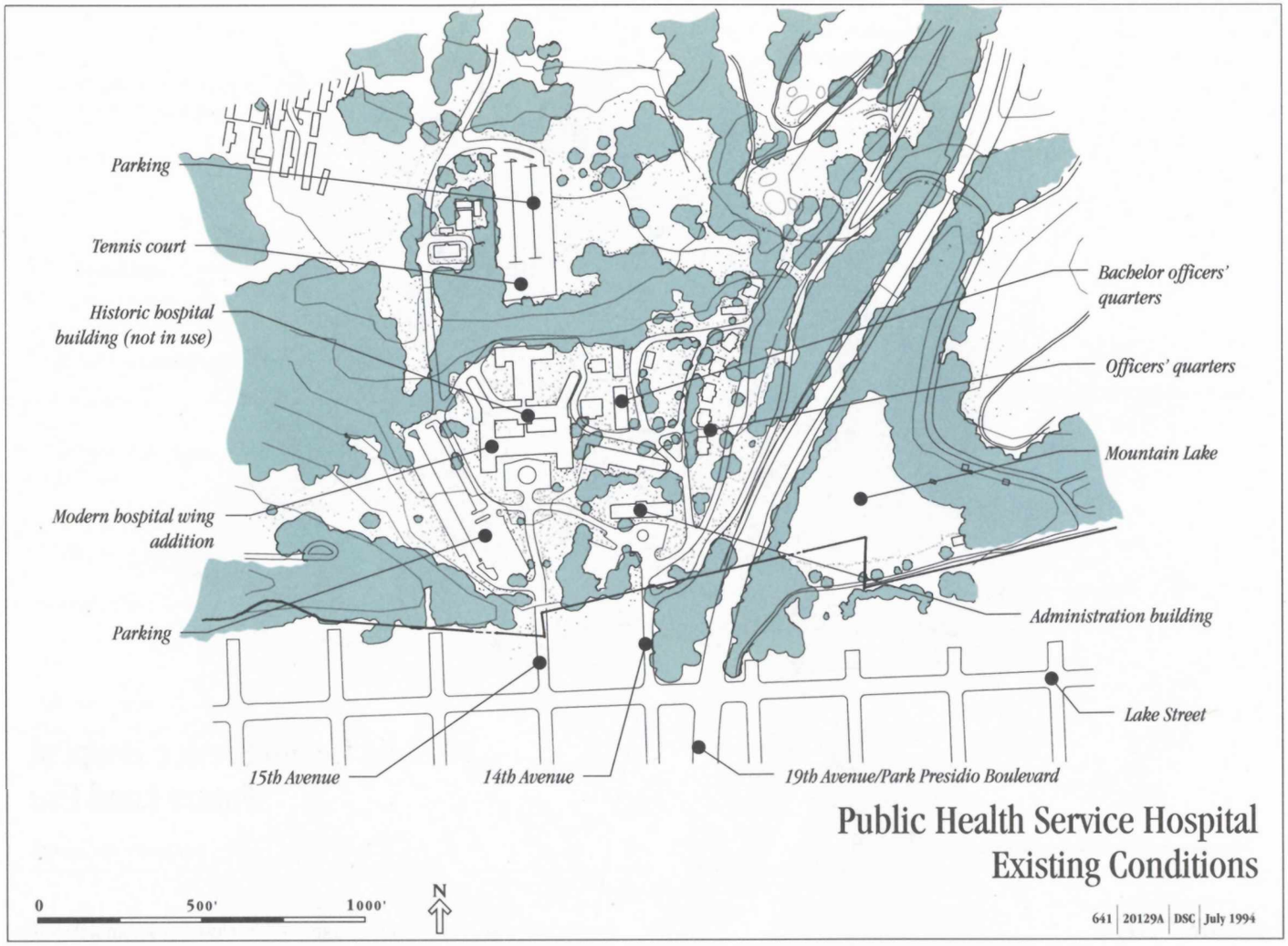




Residential education center



Former Public Health Service hospital



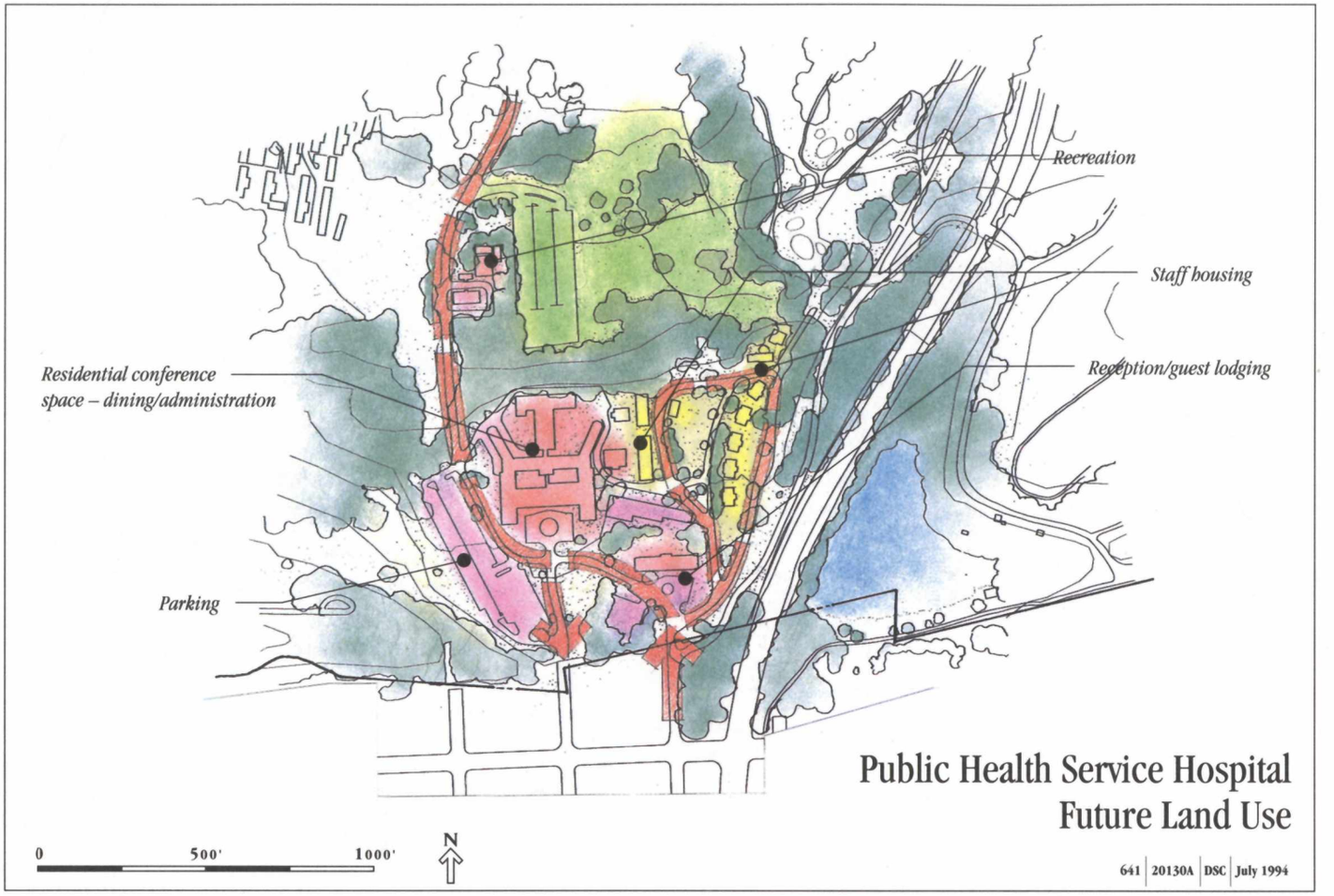
and relandscaping to improve the site's scenic qualities. Archeological resources, some of which are known sites like the U.S. Marine cemetery, will be identified, documented, and protected.

Remnant natural systems in this area will be preserved and revitalized, including the coastal scrub, wetland, riparian woodland, wildflower fields, and coastal strand communities. Several sites support native plant species not found anywhere else in San Francisco. The San Francisco lessingia is listed by the state of California as rare and endangered.

Activities and Programs

The hospital complex will provide facilities and accommodations for conferences and educational programs. Depending on the park partner that is selected, the complex may serve as a site for an international school or a youth job training center to involve youths in public service or conservation corps initiatives. Conferences will be held on a variety of themes and topics. Educational activities will include assistance in NPS-directed resource management programs.

The hospital complex will provide facilities and accommodations for conferences and educational programs.



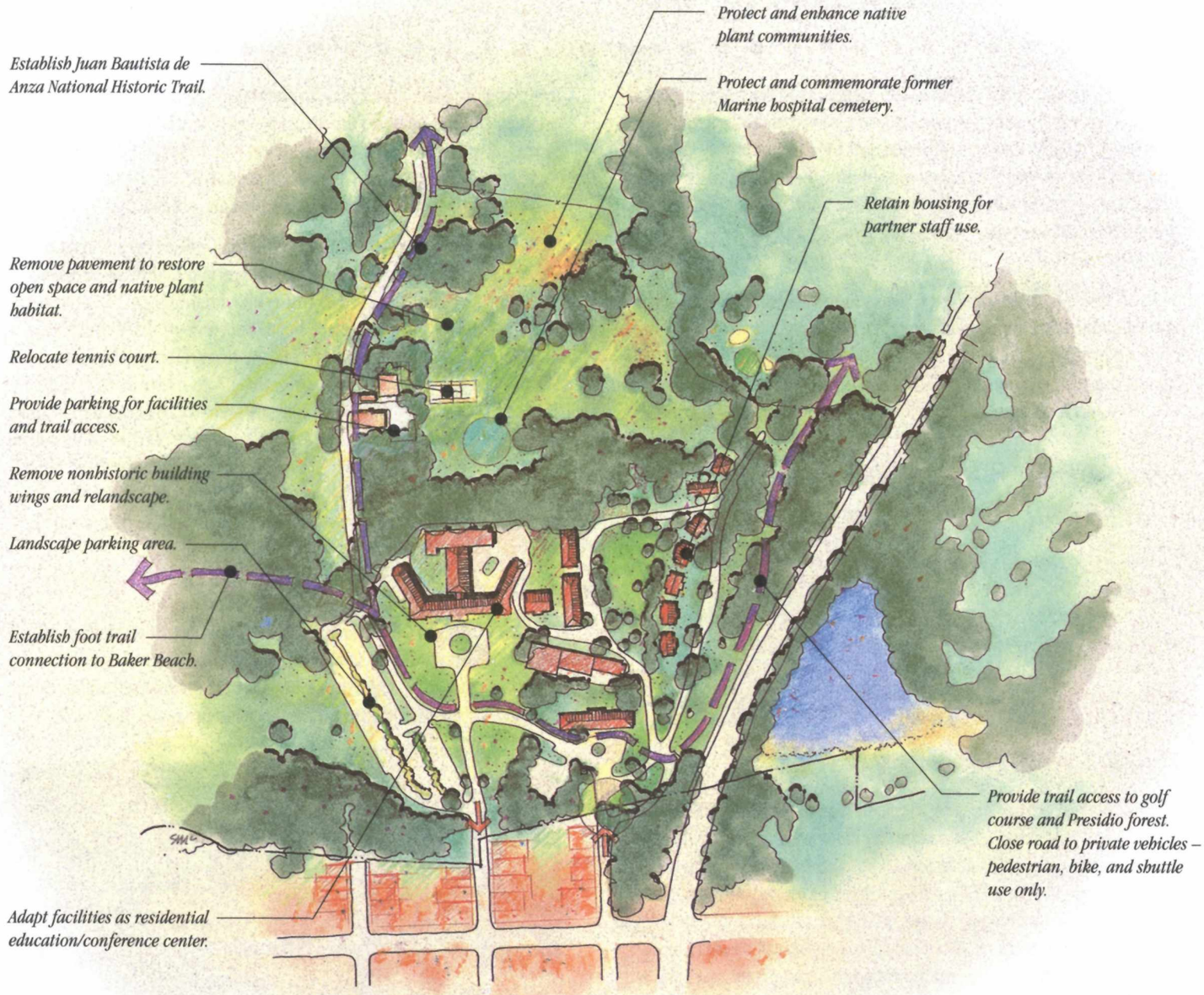
Community

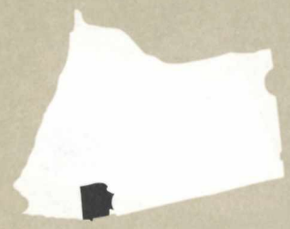
The historic residences along Wyman Avenue and the dormitories will be used for staff housing. The original hospital will be rehabilitated to include dorm-type accommodations for program participants; without the 1950s addition, the structure can provide about 180 rooms. Removing the addition and retrofitting the original structure for new uses will reduce the scale of development and activity in the area and decrease impacts on adjacent neighborhoods. Additional guest lodging could be provided in the former administration building.

Access and Circulation

Convenient access will be provided to nearby outdoor recreational facilities like the Presidio Golf Course and walking trails. West Pacific Avenue, east of the site and west of Arguello Boulevard, will be closed to automobile traffic and reserved for bicycle and pedestrian use. On-demand shuttle service will be required by program operator participants; this will help minimize traffic and noise impacts on surrounding neighborhoods and improve transportation options to airport, downtown, and other regional destinations.

The 14th Avenue gate will be reopened for one-way entry to the hospital site, and 15th Avenue will be made a one-way exit (no change is proposed to the two-way access on the city portions of the streets). This will improve the entrance to the administration building and simplify visitor orientation. The large parking lot behind the complex will be removed to restore open space and the existing tennis court will be relocated to a nearby site.





Public Health Service Hospital

Residential Education and Conference Center

641 | 20131A | DSC | July 1994

East Housing Area

The east housing area contains 135 historic and nonhistoric buildings, mostly housing for officers and enlisted personnel and their families. Originally known as the east and west cantonments, this area was used for temporary encampments that were replaced with permanent quarters starting in 1903. The historic housing is sited to fit into the steep hillside terrain, oriented toward the bay, city, or surrounding open spaces.

El Polin Valley and the adjacent valleys constitute a significant surviving natural system that supports native plant communities. The valley includes a portion of the housing area as well as historic El Polin Spring. The spring was used by early inhabitants as a source of fresh water, and the valley has high potential for archeological remains.

Concept: An Educational and Residential Neighborhood

Although it is close to some of the more heavily used Presidio sites, the east housing area conveys the feeling of a quiet residential neighborhood. Classrooms and residences for overnight educational programs as well as housing for military, park, and program staff will be established here. El Polin Spring and adjacent drainages will be restored.

Resource Management

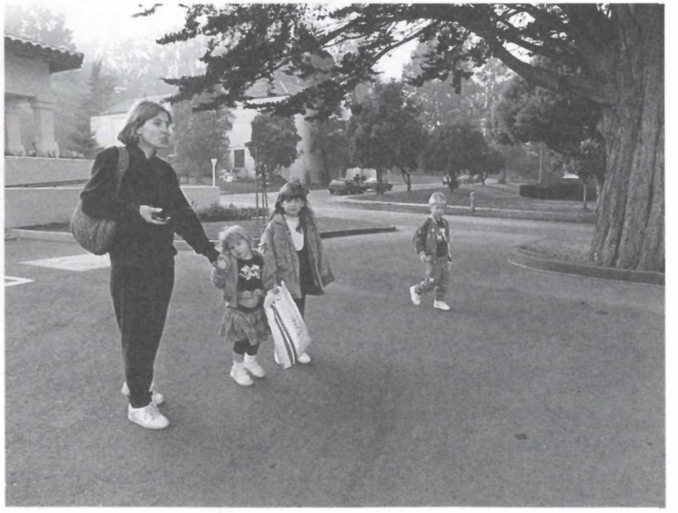
Historic housing in this area represents a mix of architectural styles and scales; these structures will be maintained for residential use. Landscapes, vistas, orientations, access drives, and small landscape features will also be preserved and improved. Historic streetscapes with turnarounds and designed open spaces, like those along Portola and Liggett streets, will be maintained. The historic barracks in the east cantonment area by Lombard Gate will be rehabilitated for military reuse as a medical clinic and for community activities. Some of the nonhistoric housing in the west cantonment area will be adapted for residential education programs.

Both Tennessee Hollow and El Polin Spring have high potential for prehistoric and historic archeological resources. Tennessee Hollow was the site of a temporary encampment at the turn of the 19th century and a staging area for the Panama Pacific International Exposition. El Polin Spring, one of the earliest water supplies in the area, was near the historic trail between the Spanish presidio and the Mission de San Francisco de Assisi. Both of these areas will be surveyed for archeological resources, and any significant resources will be preserved and protected as part of the drainage restoration project.

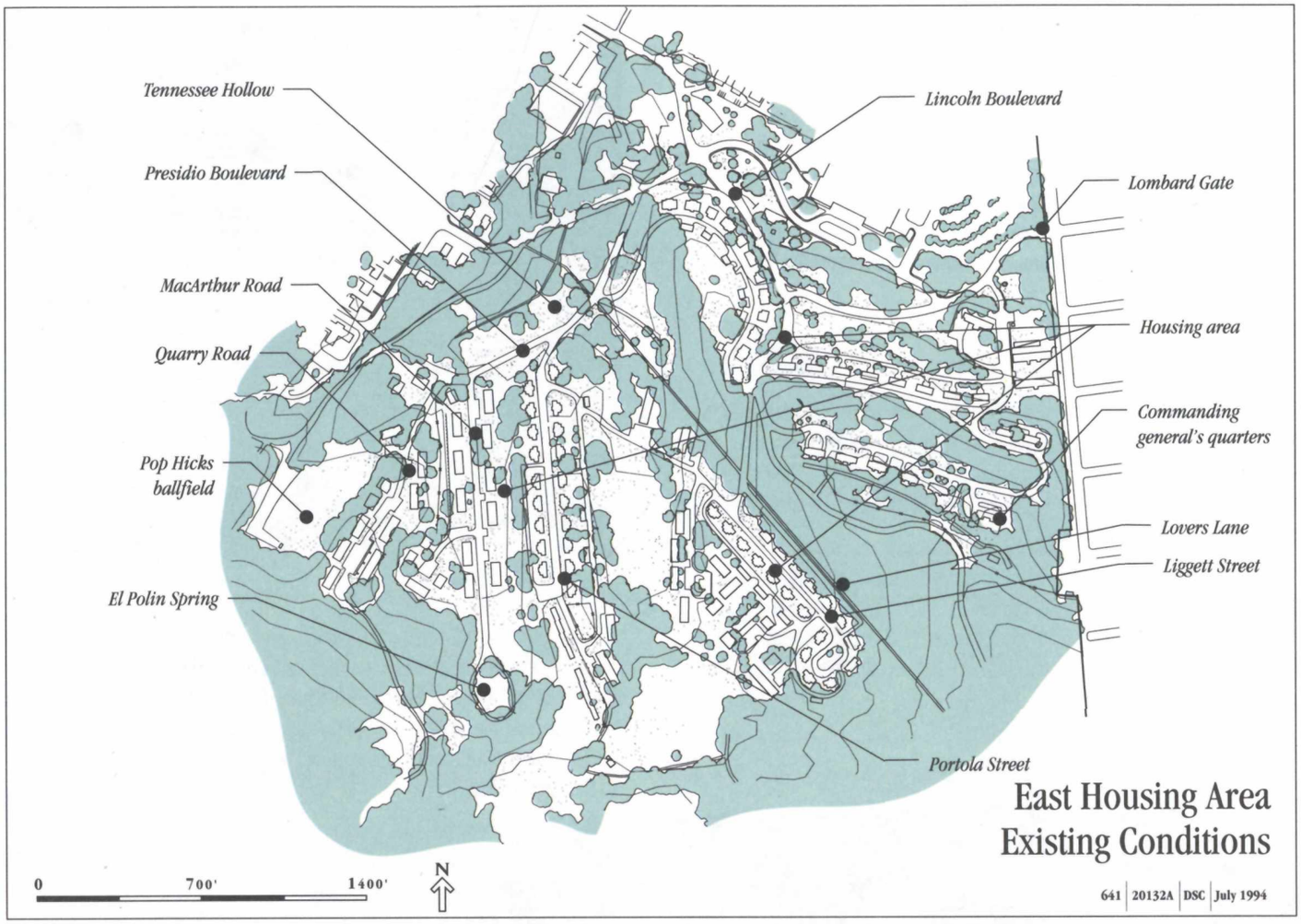
Surface drainage and native riparian habitat will be reestablished along the three surviving natural drainages into Tennessee Hollow, including El Polin Spring. This will require removal of 20 nonhistoric buildings. Some areas that have been filled and graded for use as playing fields will be returned to more natural topography to carry stormwater runoff and will be revegetated with native species. The Ecology Trail, which loops through this area, will be rerouted around the sensitive natural areas at El Polin Spring. The serenity of the spring inspires quiet contemplation and walks through the grassland, riparian, and dune habitats out of sight from buildings. Activities that disturb that serenity or threaten sensitive habitats will be discouraged.

Activities and Programs

The east housing area will be maintained primarily as a residential area, but it will also provide a setting for educational programming. The nonhistoric housing on Quarry Road, west of El Polin Valley, will be converted for residential environmental education programs; both classrooms



Presidio residents in east housing area



and lodging will be included. This site provides easy access to natural, historic, and recreational facilities and is separated from other housing areas, making it ideal for this use. Trails will provide access from El Polin Spring, the Presidio forest, and main post study sites. Nearby playing fields and open spaces will be maintained for outdoor activities.

The Pop Hicks ballfield between Quarry Road and the main post will continue to be an active recreation and picnicking site out of the mainstream of park activity. It will be available to environmental education program participants.

El Polin Spring is an experiential site. The enclosing landforms, intimate scale, natural springs, and legends of fertility associated with its name "the pollen spring" are all factors that contribute to the quality of the place. After the drainage and riparian communities are restored, visitors will be able to reach the spring on trails, experiencing the sense of discovery that may have been felt by native peoples and early explorers who came across this valuable source of water. Waysides and brochures focusing on Native American and Spanish/Mexican associations with the site will aid understanding of the spring's importance.

Wayside exhibits by a former east cantonment barracks will interpret the story of the African-American cavalry soldiers. These soldiers patrolled the early Sierra national parks and protected the shelter camps established on the Presidio in 1906 for homeless earthquake survivors.

Community

Most of the housing in this area will be used by military, park, and other park partner staff, but lodging space will also be provided for young people and adults participating in educational programs on Quarry Road. Housing removals will occur, if the military vacates the housing, to reestablish the riparian corridor. About 250 housing units will remain after the removal of nonhistoric buildings in the El Polin Spring area. The historic barracks in the east cantonment area will be adapted for a medical clinic and community center to support military personnel remaining on the Presidio. The tennis court will be retained.

Access and Circulation

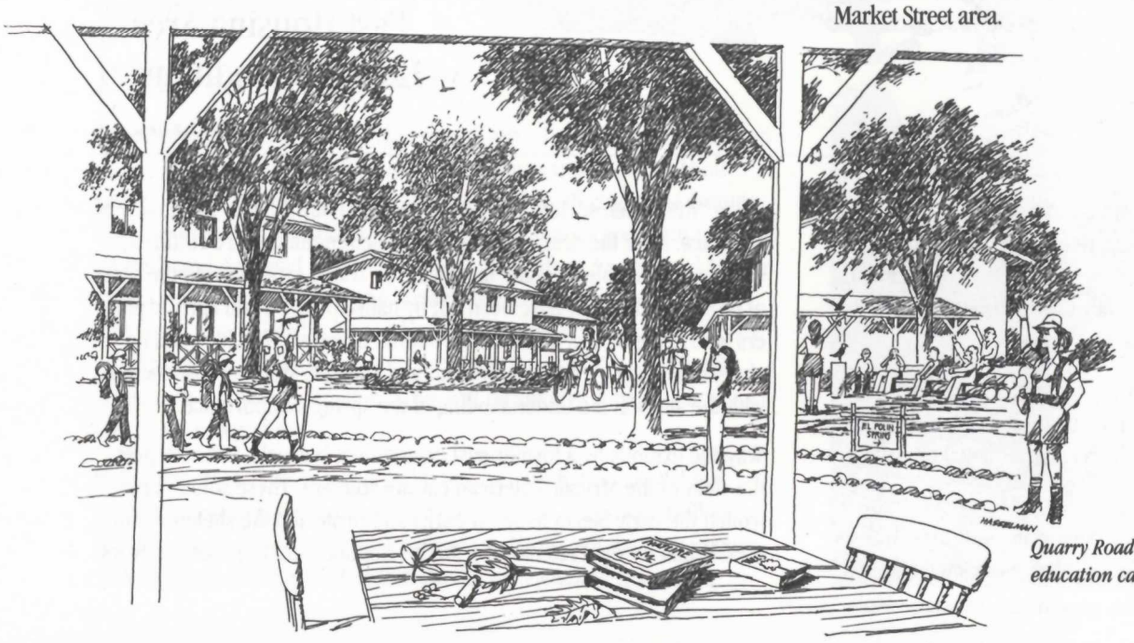
A trail will be established along the restored riparian corridor between El Polin Spring and Crissy Field. This action, together with the removal of nonhistoric housing and roadways, will expand opportunities for hiking and other outdoor activities in the area. Trailhead parking will be provided to serve the trail system in the area.

The rebuilding of Lovers Lane, the historic pedestrian path that traverses Tennessee Hollow east of Funston Avenue, will strengthen the ties between the main post, east housing area, and Presidio Gate at the southeast entrance to the park. This paved path, once a formal boardwalk, will provide a pleasant walk in the forest.



Historic Lovers Lane

The Park Service will work with MUNI to revive the concept of extending the trolley service that now terminates near the Lombard Gate. The extension of lines 41 or 45 could be routed through the former Greenwich Street via the Letterman complex to the main post transportation hub. This would provide a direct link to BART and other regional transportation connections in the Market Street area.



Quarry Road environmental education camp

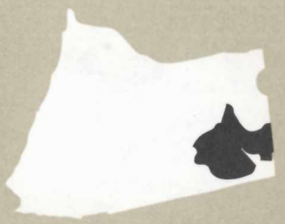
The east housing community will include classrooms and residences for educational program participants as well as housing for military, park, and program staff.



East Housing Area

Educational and Residential Neighborhood

641 | 20133A | DSC | July 1994



Crissy Field

Originally a long stretch of wetlands, Crissy Field is now a fill area where the Presidio meets San Francisco Bay. Although much of the area is open space, it contains nearly 100 buildings that reflect its many different uses over time. Named for its historic role as an airfield, in 1921 Crissy Field became the first and only Army Air Service coast defense station on the West Coast. It continued in use as an airfield for training and defense through the 1970s.

Today most of the airfield's Spanish Revival structures are used for Presidio maintenance. The west end of the field includes an active helipad, a former Coast Guard lifesaving station, and a number of industrial, retail, and office structures. A cluster of World War II temporary barracks sits just north of these structures. The lifesaving station, which was built in 1890, has played a major role in regional rescue activities over the years.

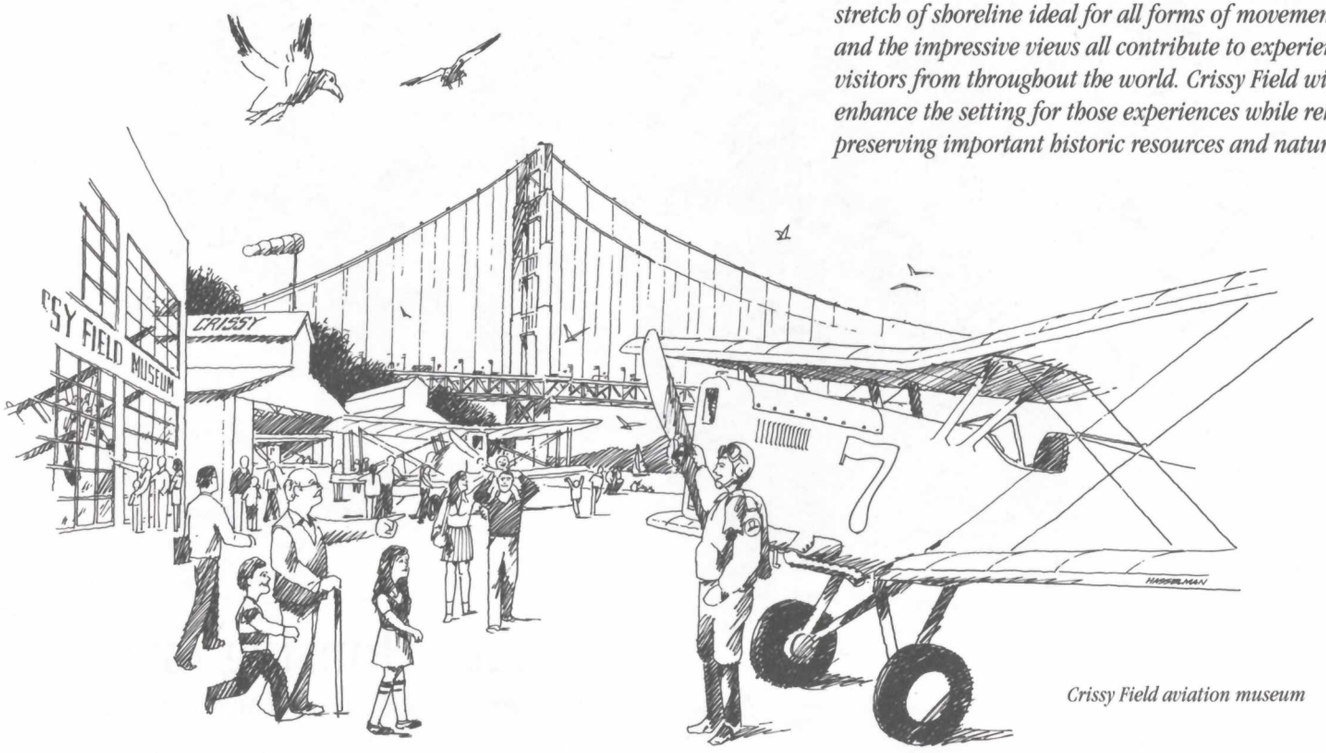
The east end of Crissy Field also contains industrial and office buildings dating from both world wars. The east end historically provided the logistics/supply connection to nearby Fort Mason and the city.

Tracks of the former rail line still parallel the water's edge. The historic Mason Street entrance is heavily used by pedestrians and motorists.

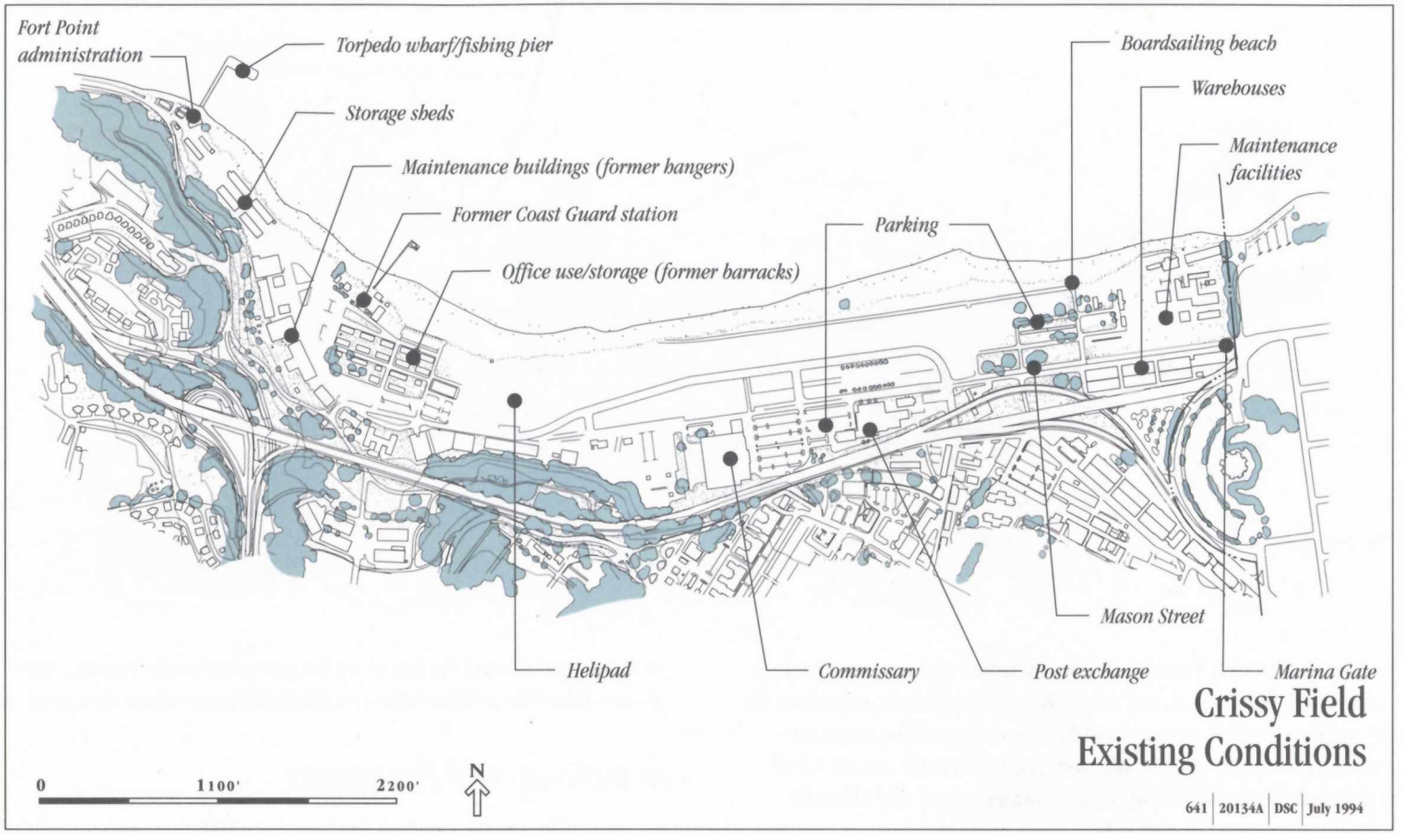
The Golden Gate promenade, which extends along the length of the Crissy Field shoreline, is a popular running, biking, and walking path. The offshore waters provide a world-class boardsailing area. Important natural features include the most intact and diverse fore dune community in San Francisco, rare serpentine plants, waterbird and shorebird habitat, natural water sources and tidal marine systems, the wind, the beach, and the surf, and spectacular views of the Golden Gate, Alcatraz Island, and the bay.

Concept: Bayfront Recreation and Resource Preservation

Crissy Field, currently the most public of Presidio open spaces and a landscape imprinted by the technology of various historic periods, will become a "front yard" for the Presidio. The bay, the long stretch of shoreline ideal for all forms of movement and recreation, and the impressive views all contribute to experiences that draw visitors from throughout the world. Crissy Field will be managed to enhance the setting for those experiences while rehabilitating and preserving important historic resources and natural systems.



Crissy Field aviation museum



Resource Management

A dynamic tension has long existed between Crissy Field's natural landscape, military use, and recreational activities. The area's important cultural, natural, and recreational resources will be managed to maximize compatibility among uses while ensuring their preservation.

The historic airfield structures at the west end of the field will be rehabilitated for new uses, and the 1920s grass landing field will be restored to its historic appearance. The former air field will serve as overflow parking for special events, and will not be used as an active landing strip. The cluster of temporary World War II barracks between the airfield structures and the lifesaving station will be removed because they do not date from the most important period of the airfield's history. These barracks are also identical to the barracks preserved and interpreted at Fort Cronkhite across the bay.

The lifesaving station, a compact cluster of historic buildings and features, will be rehabilitated. The nonhistoric hovercraft pavilion will be removed. The helipad will be retained for military use, disaster relief, and emergency medical transport, but it may be moved to another location on the former airfield; fencing would be removed to blend the area into the rest of the airfield.

The integrity of the cluster of World War II structures at the east end of Crissy Field, north of Mason Street, has been compromised over time; these structures currently house some of the Army's maintenance functions. The recent removal of structures in the area has contributed to the loss of this complex. To enhance the open space qualities of the field and improve access to the waterfront, the remaining structures will also be removed and a new entryway into the Presidio's east end will be established. This will provide a continuous band of public open space from Marina Green through Crissy Field and will allow for wetland restoration. The historic warehouses and their streetscape along the south side of Mason Street will be preserved and adapted for new uses.

Crissy Field will be managed to enhance the recreational setting while rehabilitating and preserving important historic resources and natural systems.



Recreational open space

As part of the Crissy Field rehabilitation, urban or manicured landscaping will be reduced, and nonnative and nonhistoric vegetation like the palm trees along new and old Mason streets will be removed. Paved areas will be substantially reduced to decrease uncontrolled traffic movement, better control stormwater runoff, and allow the possible restoration of wetlands.

A portion of the once-abundant wetlands along the bayshore may be restored to increase native habitats at the site; these wetlands would also aid in filtering out pollutants before waters enter the bay. Research will determine the feasibility, type, and extent of the wetlands and the best methods for reconnecting freshwater surface flows along the Tennessee Hollow drainage to them. If permanent wetland restoration is not possible, seasonal wetlands (or retention basins) may be established as part of the site improvements at the east end.

Other actions will be taken to restore and protect native plant communities in the serpentine outcrop at the west end of the field and to expand the native dune system along the bayshore. Waterbird habitat will be protected in a designated portion of the waters between the Fort Point and Coast Guard piers and in any restored wetland areas.

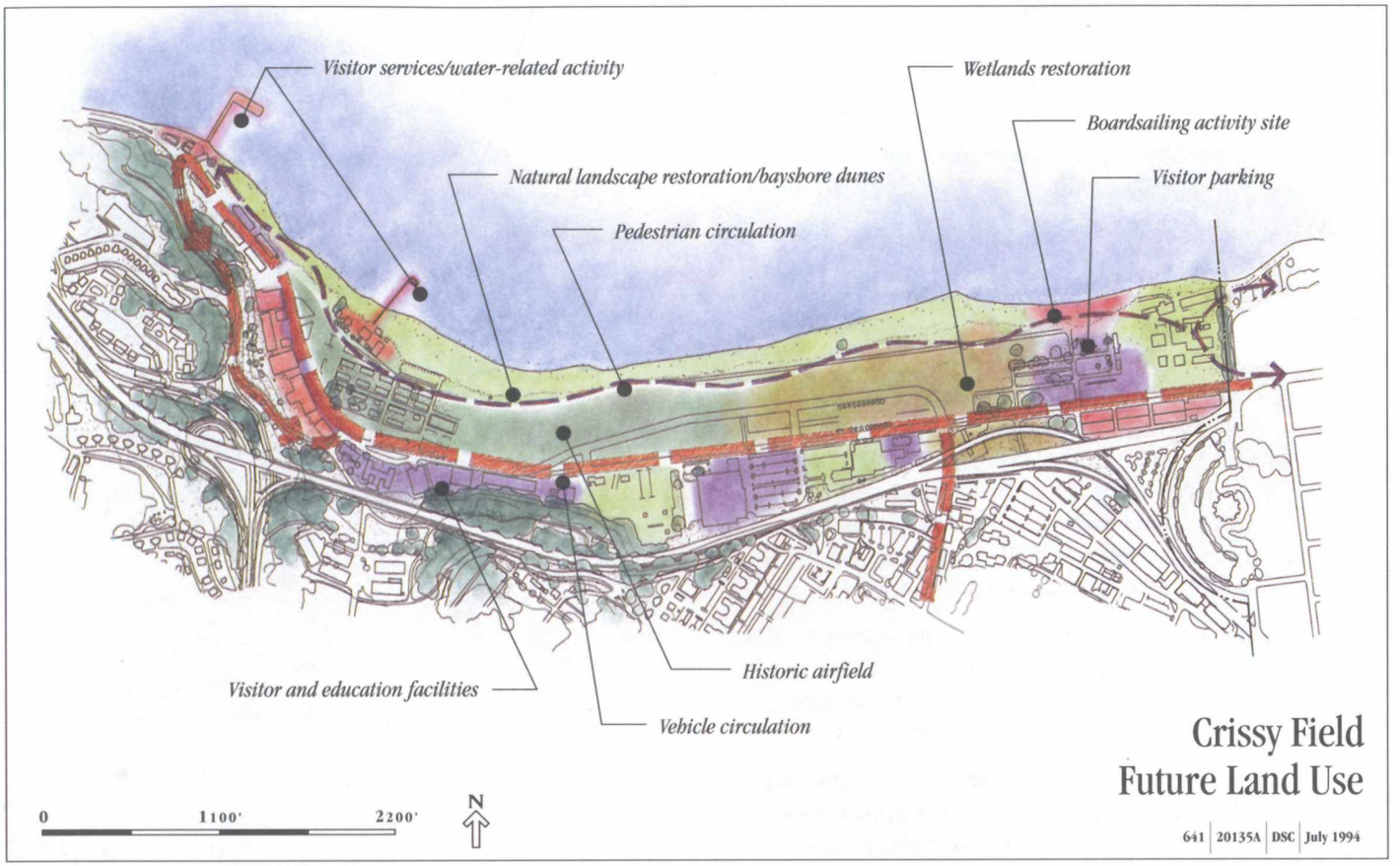
Crissy Field is the locale of two known prehistoric sites. These sites will be protected and monitored. The potential for additional prehistoric and historic sites in the area is high, especially along the former wetland shoreline and around the site of the former wharf at the east end. Any ground-disturbing activities will be monitored to protect these resources.

Activities and Programs

At Crissy Field, the proximity to San Francisco Bay, the long stretches of public open space, and the world-class views anchored by the Golden Gate Bridge all reinforce the vision of the Presidio as a site of international significance. Visitors currently find Crissy Field irresistible. In the future, visitors will have a broad choice of experiences – from quiet walks along the beach or energetic runs along the promenade to visiting a museum highlighting aviation technology.

People entering on foot from the east will encounter the Golden Gate promenade and connecting paths spanning a broad recreational open space interspersed with restored wetlands. As they walk west along the promenade, the restored dune systems along the bay will give the feeling of a natural beachfront. The Golden Gate Bridge and its dramatic setting will be the focus of views to the west. The historic airstrip and buildings beneath the bluffs will evoke images of past activities at Crissy Field.

The Golden Gate promenade will be realigned, resurfaced, and made a continuous route from Marina Gate on the east to Fort Point on the west. Access to the water will be channeled along designated paths to



protect the dunes, wetlands, and associated native plants. The promenade will accommodate many recreational activities, including walking, jogging, dog walking, and bicycling. Bike lanes will be established on adjacent roadways to separate fast biking from slower recreational use. Board-sailers will use the offshore waters at the east end of the promenade, and access to the beach will be provided for them, with nearby parking and rigging areas. These actions are consistent with the *Crissy Field Site Improvements Environmental Assessment*, completed in 1988 (NPS 1988b).

Restrooms, limited food service, outside showers, bicycle racks, picnic tables, benches, and waysides will be provided to meet the needs of a wide spectrum of visitors. Torpedo Wharf warming hut concessions near the fishing pier will support visitor use to Fort Point and the west end of Crissy Field. Uses may be restricted in particular areas if necessary to preserve natural resources. For example, dunes and other natural features will be protected from trampling, and wetlands will be protected from disturbance during bird breeding and migratory seasons.

An aviation museum operated by a park partner will be established in the west end hangars, where visitors will learn about the history of the Army airfield and the early phases of military airpower, and examine the past and future of transportation technology. Visitors to the museum will be able to inspect historic aircraft parked in and near the hangars. The nearby Coast Guard complex, open to passersby, will house educational programs related to the bay and marine environment.

Only small to moderate-sized special events will be possible when the Crissy Field areas now used for large events such as the 4th of July celebration are restored to more natural conditions. Future events will be planned for other open spaces in the Presidio and the national recreation area rather than concentrating all activities at the waterfront.

Crissy Field will become a "front yard" for the Presidio.

Access and Circulation

Marina Gate, where Marina Boulevard connects with Mason Street, will continue to be an important entry point for pedestrians, bicyclists, and motorists. The current entrance needs safety improvements, landscaping, and an entry plaza with signs. These improvements can be made when the portion of Doyle Drive that passes south of Crissy Field is rebuilt.

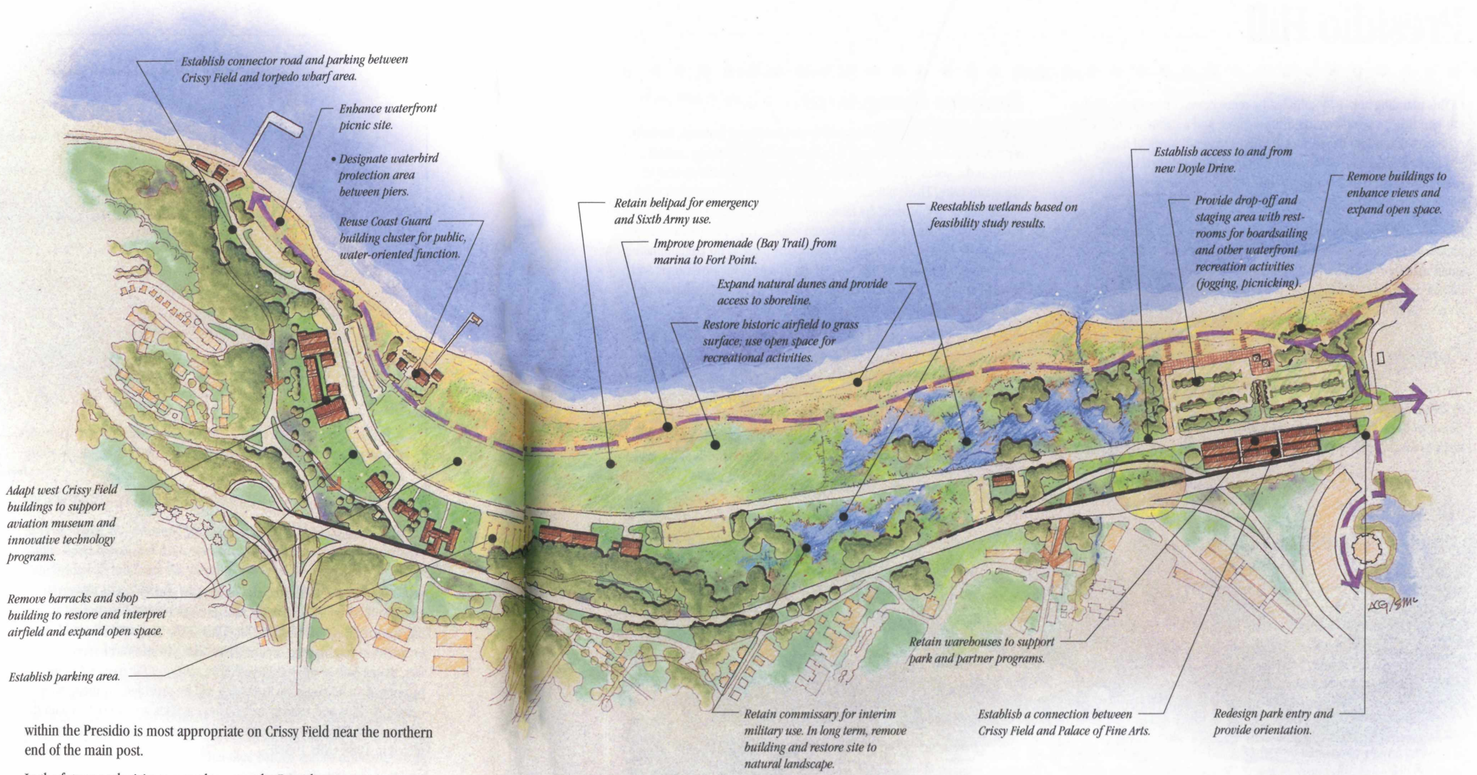
The major east-west roadway along Crissy Field will be old Mason Street. This historic roadway will be rehabilitated to accommodate visitor traffic and provide access to the buildings. Circulation between Crissy Field and Fort Point will be improved for motorists and pedestrians by extending old Mason Street to Marine Drive; this will improve safety conditions and reduce cut-through commuter traffic on some area roadways, such as Crissy Field Avenue, which will be made one-way eastbound and modestly widened to provide pedestrian and bicycle use. This road connection may be closed during peak use times when the shuttle is in operation. Much of the existing pavement will be removed, and roadways in this area will be kept to a minimum to allow natural sights and sounds to become dominant elements.

A new road connection between Crissy Field and the main post will be established by extending Anza Street to Halleck Street. This route will provide access for vehicles traveling from the Marina Gate entrance to the north end of the main post.

Parking for Crissy Field activities will be in areas convenient to popular destinations and will be sited and landscaped to be as unobtrusive as possible. Some parking may be phased in to meet ultimate demand estimates. Permeable pavement substitutes may be utilized to provide low-impact parking surfaces. A drop-off area will be provided for boardsailers; parking for these users will be a sufficient distance from the beach to allow natural sand migration in the future. The restored landing field will be used to accommodate overflow parking for special events at the Presidio and Fort Mason. Other parking will be dispersed along the south side of Mason Street. The Presidio shuttle system will provide connections to other areas in the post.

The Park Service will consider any future efforts of the city and county of San Francisco to implement long-term recommendations to extend the waterfront F streetcar line from its new terminus at Aquatic Park to the Presidio. This tourist-oriented line with historic streetcars will permit visitors to conveniently travel between the Presidio and San Francisco hotels and other tourist attractions. The F line terminus within the Presidio is most appropriate on Crissy Field near the northern end of the main post.

In the future park visitors may also enter the Presidio on water taxis, which will dock at the Coast Guard lifesaving station dock at Crissy Field. A public transit plan will investigate the feasibility of a water taxi here.



Crissy Field

Bayfront Recreation and Resource Preservation

641 | 20136A | DSC | July 1994

Presidio Hill

This planning area is dominated by recreational open space. Mountain Lake, a significant natural resource and a camp site of the first Anza expedition into the region, is today the centerpiece of an adjacent city park. The 160-acre Presidio Golf Course, established in 1895 as one of the earliest golf courses on the West Coast, contributed to the post's emerging parklike identity in the early 20th century.

Presidio Hill also contains three distinct nonhistoric housing complexes set in a sparsely vegetated portion of the Presidio forest – two small neighborhoods along Washington Boulevard, and the Wherry housing area built in the 1950s. Together, the complexes contain about 650 units.

Concept: Recreation in the Outdoors

Presidio Hill will continue to provide for active outdoor recreation by hikers, golfers, and other visitors. As nonhistoric housing is removed over time and replaced with historic forest species and native plants, open space opportunities will increase.

Resource Management

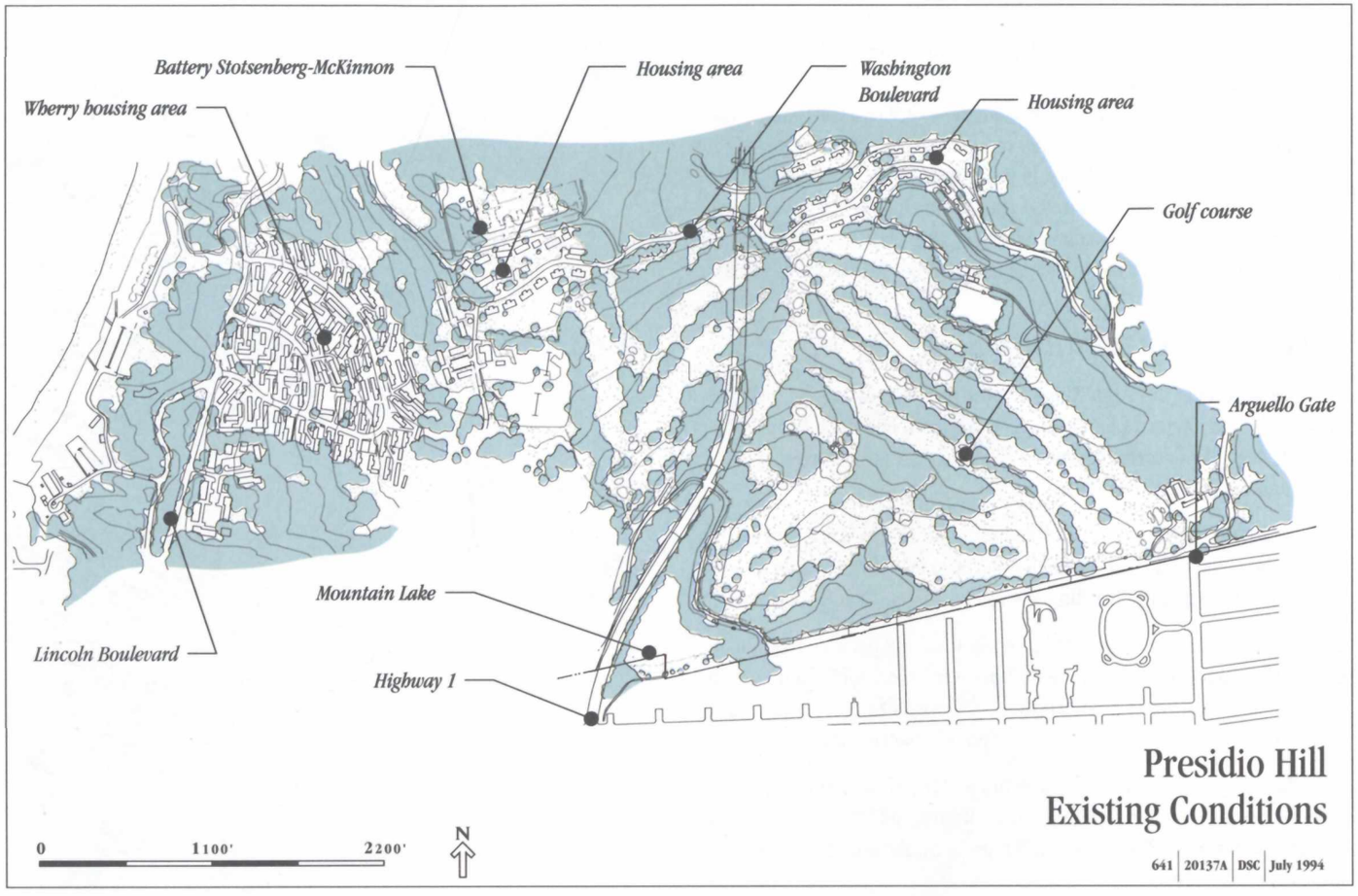
This planning area contains several remnant natural features, including riparian woodlands, mixed evergreen forests, northern coastal scrub and coastal prairie species, and the natural aquatic system at Mountain Lake. These natural features, as well as the important wildlife habitat in and around the lake, will be protected and enhanced to promote their natural and recreational values. The lake's water quality will also be closely monitored to ensure that there is no contamination from surrounding runoff. Because of the potential for prehistoric and historic archeological resources in this area, additional research and monitoring of ground-disturbing activities will be carried out.

The Wherry housing area, which is sited on a steep and sparsely forested hillside with buildings painted in bright colors, dominates the surrounding landscape. These nonhistoric buildings are not in good structural condition and require major capital improvements for public occupancy. Therefore, in the long term the housing (91 buildings) will be removed, and the historic forest and native plant communities will be restored to enhance the open space qualities of the area.





Mountain Lake



Activities and Programs

Visitors will be able to choose from activities ranging from golfing to hiking to birdwatching. At Mountain Lake, educational groups will study pond ecology, native plants, and human/ecosystem interactions. Improvements at the site will make it possible for students to have safe access to the water without compromising the lake's natural features.

Historical interpretation is an important component of the area's visitor activities. As the likely site of the first camp established by the Spaniards exploring the area, Mountain Lake will be the setting for ranger-led programs, the trailhead for the Juan Bautista de Anza National Historic Trail, and presentations illustrating this momentous event.

The historic Presidio Golf Course will become a public course. The existing golf course clubhouse is on private land next to the course and is owned by the private Presidio Golf Club. The undersized Army clubhouse and maintenance buildings on the Presidio will be replaced with new facilities; construction of approximately 10,000 square feet will be in keeping with the historic setting of the area.

After the golf course is opened to the general public, it will serve a wide array of users. Children and seniors who have never played golf will be able to take their first lessons. Traveling visitors or those without their own equipment will be able to rent clubs at the course. Operation of the course will demonstrate environmentally sound management. Use of herbicides, pesticides, and fertilizers will be minimized. Through interpretation, course users will learn of the low-impact and water conservation practices utilized in course management.

Presidio Hill will continue to provide outdoor recreation including biking, biking, and golfing.

Community

For the immediate future about 500 units in the Wherry and nearby Washington Boulevard housing areas will continue to be used primarily by the military. Some Wherry housing units along Lincoln Boulevard will be removed in the short term and the area revegetated to improve the areas' visual qualities as well as livability. In the long term, the rest of Wherry housing will be removed (524 units) after use by military personnel. The east and west Washington Boulevard housing is in good condition and will be maintained for use by the military, park, and other park partner staff.

Access and Circulation

The 400-mile-long Bay Area Ridge Trail, which is now being constructed around the perimeter of San Francisco Bay, will enter the Presidio through Arguello Gate and extend toward the national cemetery, Fort Scott, and the Golden Gate Bridge.

The Presidio portion of the Juan Bautista de Anza National Historic Trail, tracing the route of the Anza expedition that selected the site for the Presidio, will go from Mountain Lake to the Golden Gate Bridge area.

The existing golf course parking lot is too small for peak demand, causing overflow parking on Washington Boulevard roadsides. Some expansion will be necessary to support projected levels of use. New parking will be carefully sited to cause the least possible site disturbance.

Arguello Gate and its associated structures at the southeast corner of the golf course will be preserved as a park entrance, and improvements will be made at the West Pacific Avenue/Arguello Boulevard intersection to improve traffic safety.



Presidio public golf course



This section of West Pacific Avenue will be closed to automobiles and designated as a bicycle route. The upper portion of the Wherry housing area will be linked to the Battery Caulfield road to improve bicycle access to Baker Beach.

Presidio Hill

Active Recreation in the Outdoors

641 | 20138A | DSC | July 1994

National Cemetery

San Francisco National Cemetery, the resting place of former soldiers and their families, is administered by the Veterans Administration. Established in 1884, the cemetery is sited along a sloping ridgeline that provides exceptional bay views. A small cluster of historic Mission Revival style buildings are at the cemetery's northern end near the entry gate. The cemetery is a quiet, contemplative place where visitors can recall the past.

Concept: Historic Memorial Landscape

The national cemetery will remain a quiet place for remembrance and reflection. The rows of tombstones will offer mute testimony to the sacrifice of our nation's military men and women. The historic, formal landscape will continue to impart a feeling of dignity and permanence.

Resource Management

San Francisco National Cemetery was the first national cemetery to be established on the West Coast. It retains an exceptionally high degree of integrity, particularly representing the period of expansion in the 1920s and 1930s. Its forested setting, expansive site, commanding views, and historic gravestones, buildings, and roads will be preserved following landscape management guidelines provided by the National Park Service. To conserve water, use of reclaimed water will be pursued for irrigation. Historic buildings will be used for visitor contact and daily maintenance functions.

The Veterans Administration will continue to manage cemetery operations within established boundaries, consistent with NPS policy.

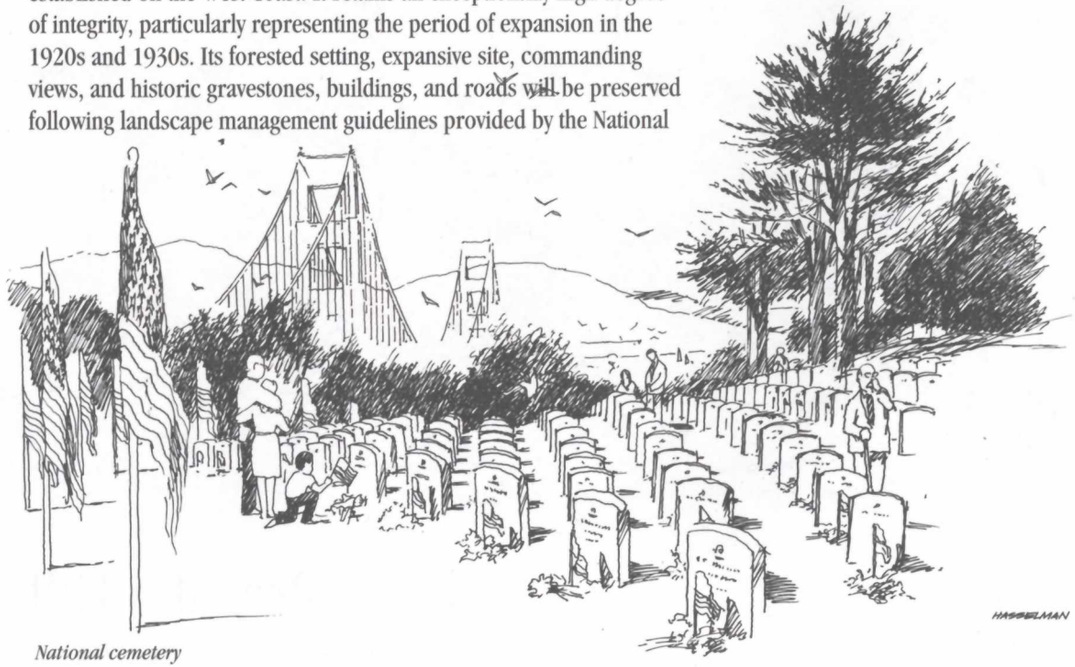
Activities and Programs

Visitors will be able to walk through the cemetery, but there will be no new facilities or services. Informational signs will tell the history and significance of the cemetery. Publications will tell the stories of major figures in American military history and others who are buried here. The size of groups will be limited to preserve the quiet setting, and tours will be conducted in a respectful manner.

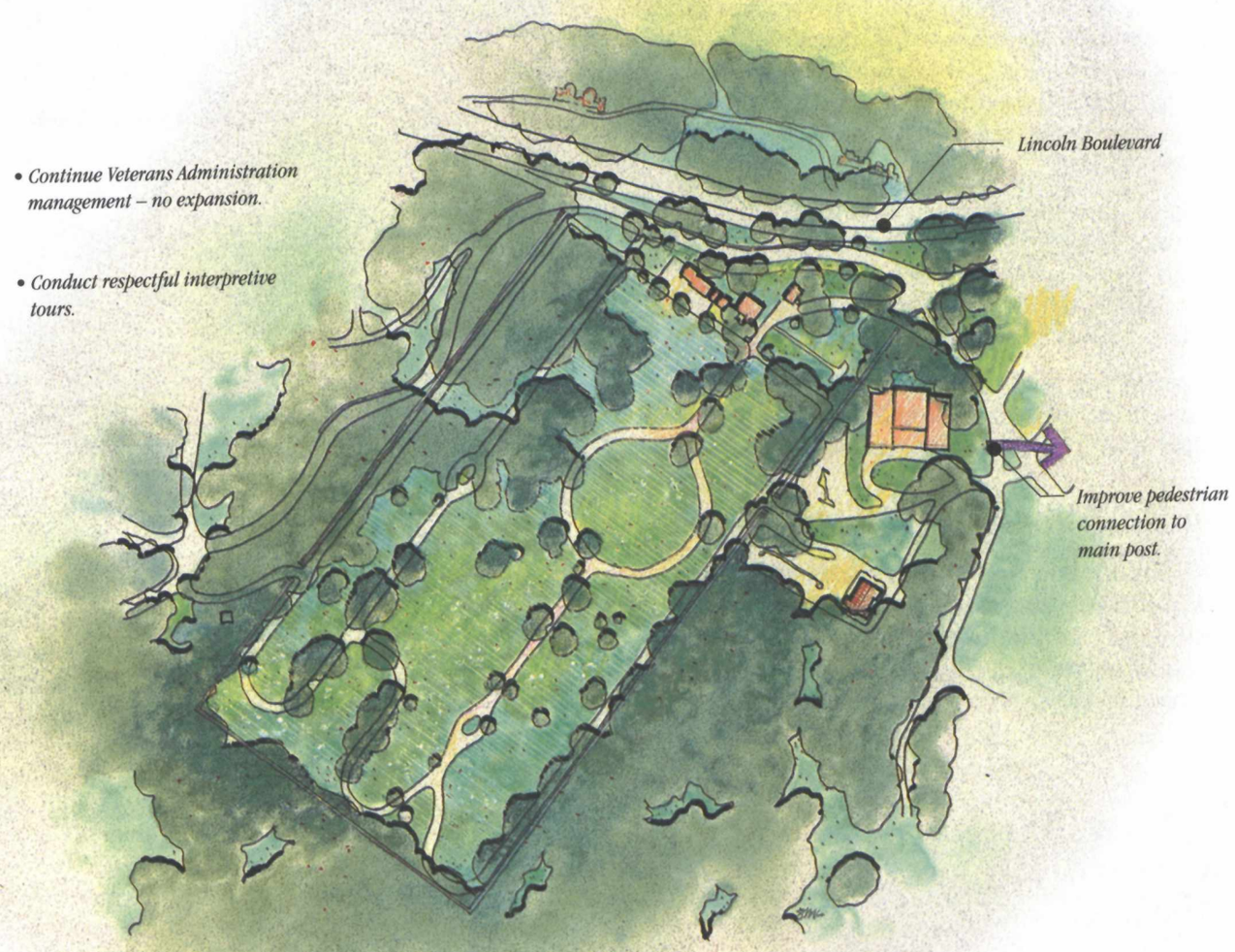
Access and Circulation

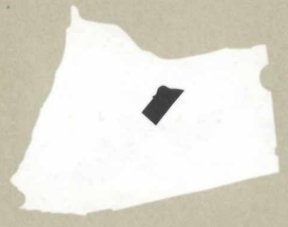
Pedestrian connections between the main post and the national cemetery will be strengthened by establishing sidewalks and footpaths.

The national cemetery will remain a quiet place for remembrance and reflection.



National cemetery





National Cemetery

Historic Memorial Landscape

0 400' 800'

N

641 | 20139A | DSC | July 1994

Presidio Forest

The historic Presidio forest was the result of an ambitious tree planting project conceived in the 1880s. The intent of the original forest plan was to "crown the ridges, border the boundary fences, and cover major areas of sand and marsh waste with a forest" that was to "seem continuous and thus appear immensely larger" than it really was (Jones 1883). The forestation project also reflected the Army's relationship to the surrounding city and was a product of turn-of-the-century landscape philosophies.

Today the forest is a major component of the Presidio's cultural landscape. Composed largely of Monterey pine, Monterey cypress, acacia, eucalyptus, and redwoods, it provides a parklike setting and an oasis in San Francisco. The mature 100-year-old forest is in critical condition and will require extensive management and replanting to survive.

At the southern edge of the Presidio forest is Julius Kahn Playground, established in 1922 as a city park on land leased from the Army. The playground is very popular with nearby residents.



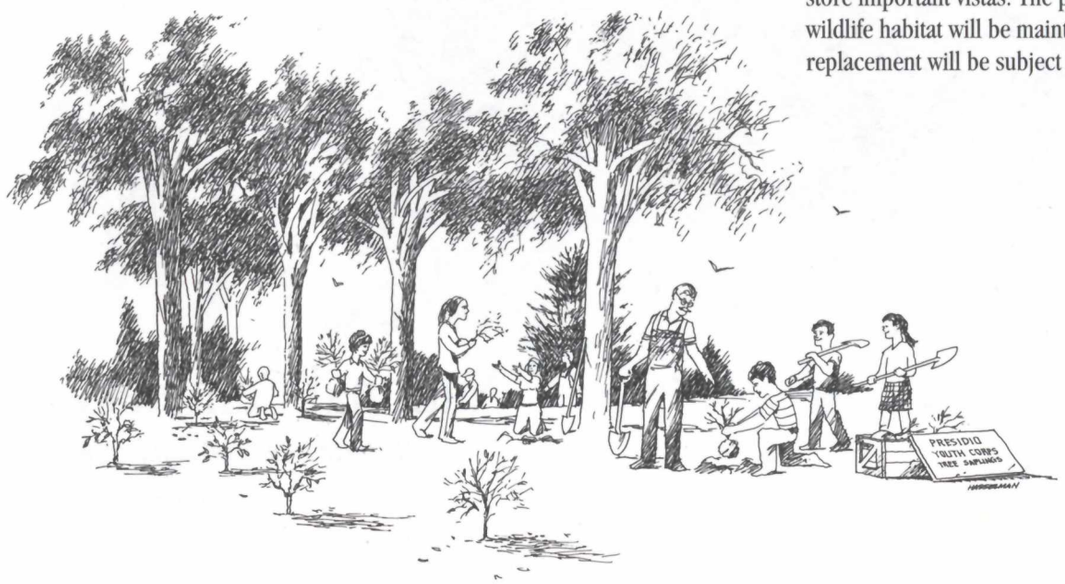
Presidio forest

Concept: A Woodland Retreat

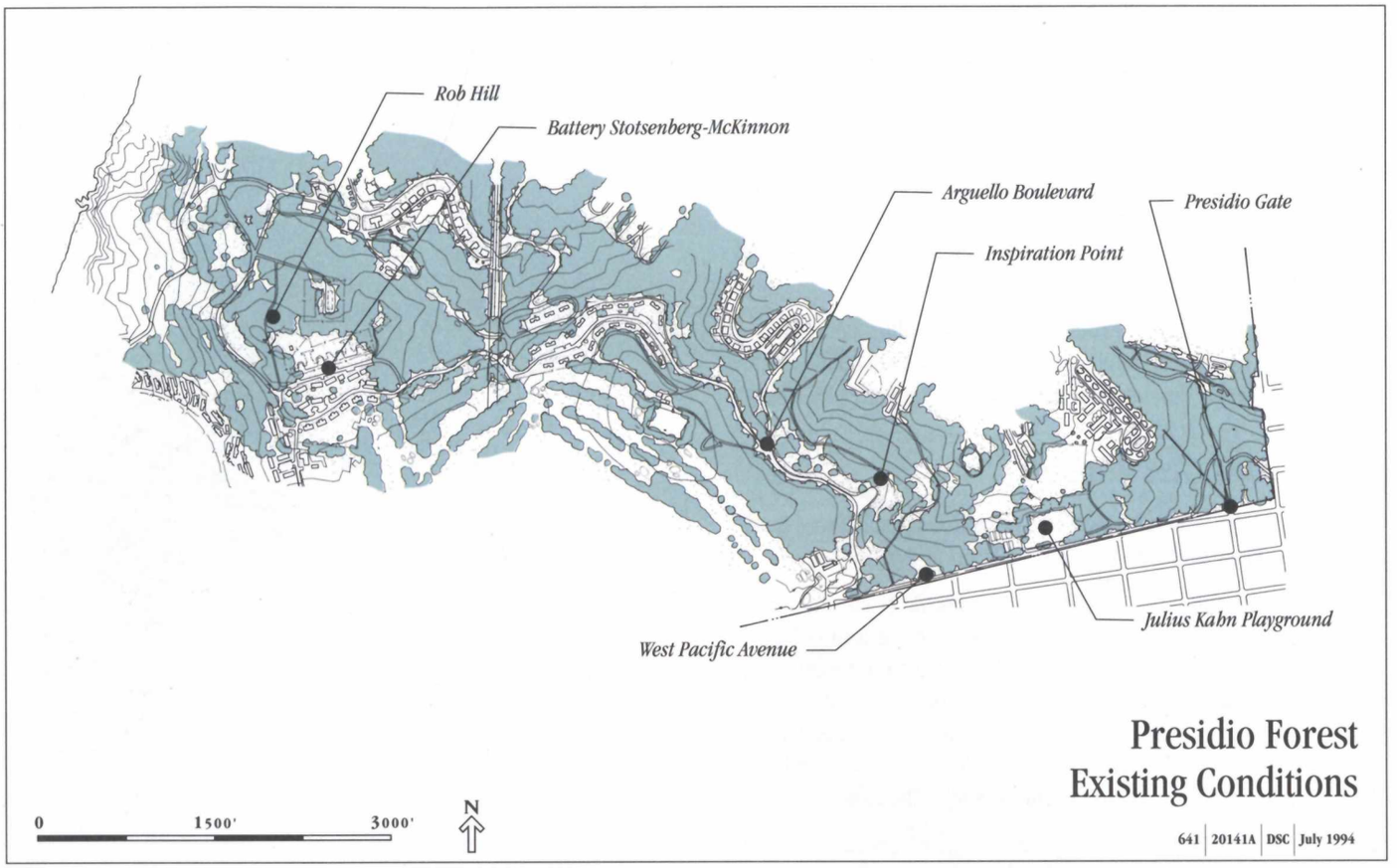
The dramatic Monterey pine, Monterey cypress, and eucalyptus stands within the Presidio forest provide settings for contemplation, recreation, and education. These settings will be preserved and enhanced to establish a woodland retreat where seclusion and quiet are in welcome contrast to the bustle and intensity of the city.

Resource Management

Because of its historical and recreational significance, the Presidio forest will be revitalized and managed as part of the cultural landscape. Research will be conducted to determine the extent of the forest as originally planted, and areas outside that boundary will be cleared and planted with native species to enhance natural resource values and restore important vistas. The parts of the forest that provide important wildlife habitat will be maintained. Tree trimming or removal and species replacement will be subject to decisions in a forest management plan.



Presidio historic forest restoration



Areas with remnant native plant communities are still intact in the forest. The serpentine grassland at Inspiration Point supports a rare community of native wildflowers and rare plants, including the state-listed Presidio clarkia. To protect this rare habitat, nonnative plants will be removed and visitor access will be confined to designated trails. These and other native communities will receive maximum protection, enhancement, and restoration. Sections of the Ecology Trail and jogging trails will be relocated to reduce erosion and damage to sensitive habitats. All new trails will be located in previously disturbed areas.

The Presidio forest contains a number of historic resources. The Presidio Gate entrance and boundary walls along the southeast boundary of the site will be preserved in their present configuration. Historic roads and their character-defining features, including the tree-lined Presidio Boulevard and West Pacific Avenue, will also be preserved. Battery Stotsenberg-McKinnon on Compton Road will be stabilized and included on the interpretive tour of Presidio coastal defenses; the possibility of restoring this battery will be evaluated.

Activities and Programs

As its contribution to achieving the overall vision, the Presidio forest will offer diverse recreational opportunities. A forest trail system will be developed as part of the new Presidiowide pedestrian trail network. This system will be connected to the Bay Area Ridge Trail and to other regional trails. People hiking the forest trails will be able to choose from walks of varying length and difficulty. Wayside exhibits along the trails will describe significant natural features and historic sites. They will also interpret the original Army planting program and cultural landscape preservation and habitat restoration projects. Rangers will lead school and tour groups on explorations of the forest environment.

The Presidio forest provides settings for contemplation, recreation, and education.

Inspiration Point, a high knoll with a pulloff on Arguello Boulevard, provides distant views of the bay and Alcatraz Island as well as views of the nearby serpentine grassland. The viewing area will be maintained here, historic vistas will be cleared, and wayside interpretive exhibits will be provided.

The Rob Hill group camping area will be redesigned and upgraded to improve camping and interpretive experiences and reduce impacts on vegetation and the nearby battery and magazine. The rare plant habitat here will be protected. Outdoor interpretive presentations will be held in the improved amphitheater here.

The city of San Francisco will continue to operate Julius Kahn Playground within established boundaries. Current uses will continue. Other recreation facilities in this area will continue to provide active play areas.

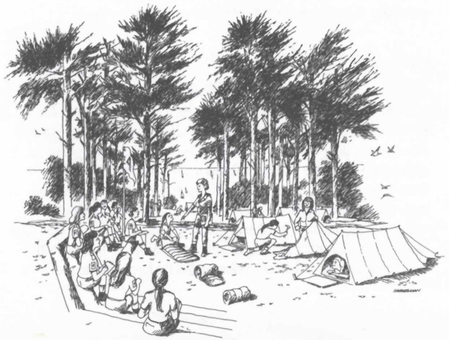
Access and Circulation

The Bay Area Ridge Trail will traverse the Presidio forest and extend from Arguello Gate to the south and Fort Scott to the northwest.

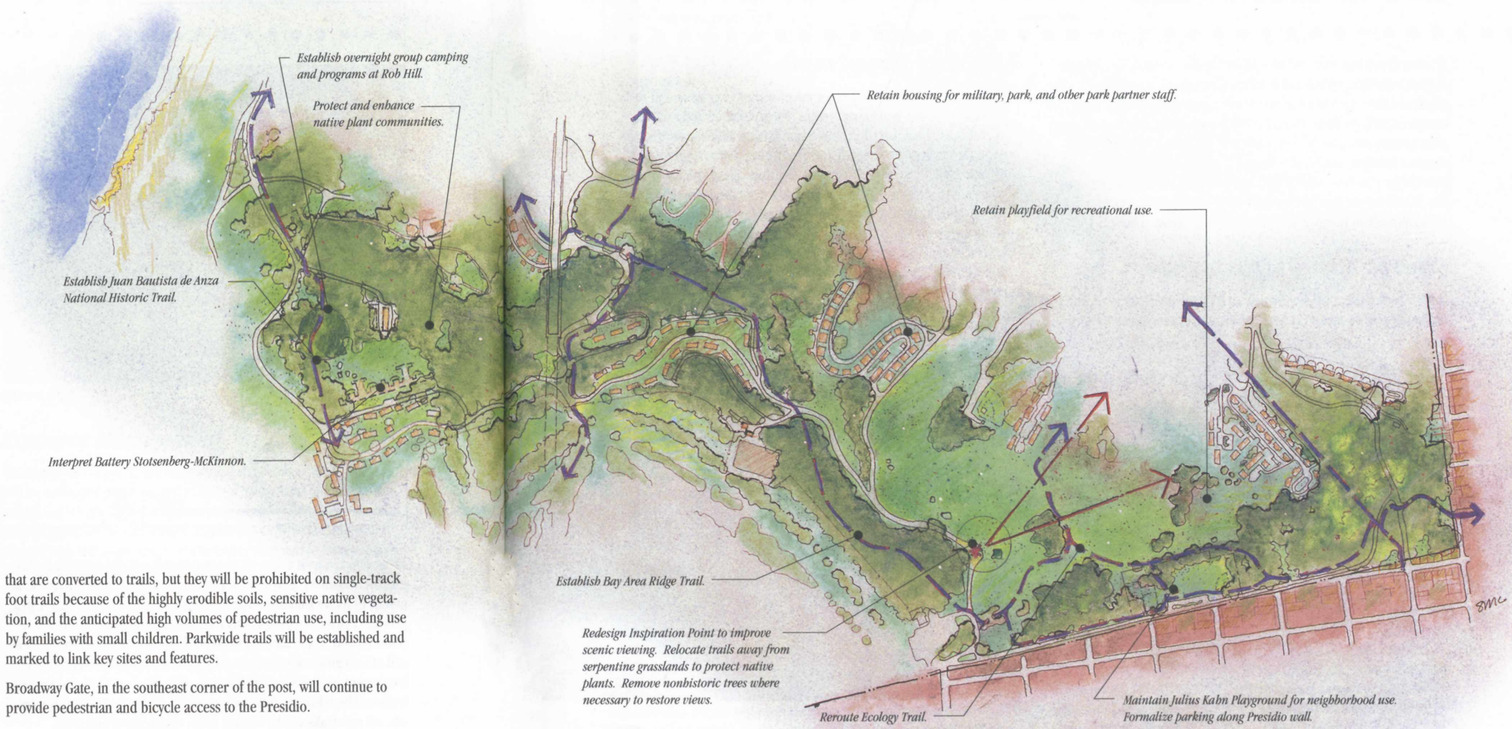
After additional analysis, this section of West Pacific Avenue may be made one-way between Presidio and Arguello boulevards to reduce safety hazards for pedestrians and bicyclists. Parking improvements will be made to formalize the existing parking near Julius Kahn Playground; permeable pavement substitutes may be utilized to stabilize and harden the surface. The Arguello/Washington Boulevard intersection will be redesigned to improve circulation patterns and traffic safety.

Small trailhead parking areas will be available in several areas to reduce the impacts of concentrated use. Bicycles will be permitted on roadways that are converted to trails, but they will be prohibited on single-track foot trails because of the highly erodible soils, sensitive native vegetation, and the anticipated high volumes of pedestrian use, including use by families with small children. Parkwide trails will be established and marked to link key sites and features.

Broadway Gate, in the southeast corner of the post, will continue to provide pedestrian and bicycle access to the Presidio.



Rob Hill group campsite



Presidio Forest

A Woodland Retreat

641 | 20142A | DSC | July 1994

Lobos Creek Valley

Lobos Creek has long provided water for the Presidio. The historic water treatment plant and associated structures are still in use. The creek and the seep that feeds it support riparian woodland, mixed evergreen, and northern coastal scrub communities that include rare plant species and provide important wildlife habitat. Because of the stream's location, outfall, and limited land disturbance, there is high potential for prehistoric and historic archeological resources in this area. The 31,000-square-foot brick and concrete Army Reserve center, built in 1970 just north of Lobos Creek, is the only large facility in the valley.

Concept: Nature's Quiet Refuge

Lobos Creek valley will be restored as a naturally flowing stream. The valley will be preserved as a wild area in an urban setting.

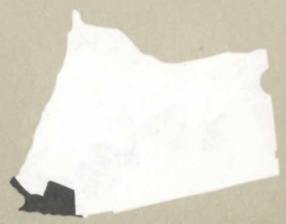
Resource Management

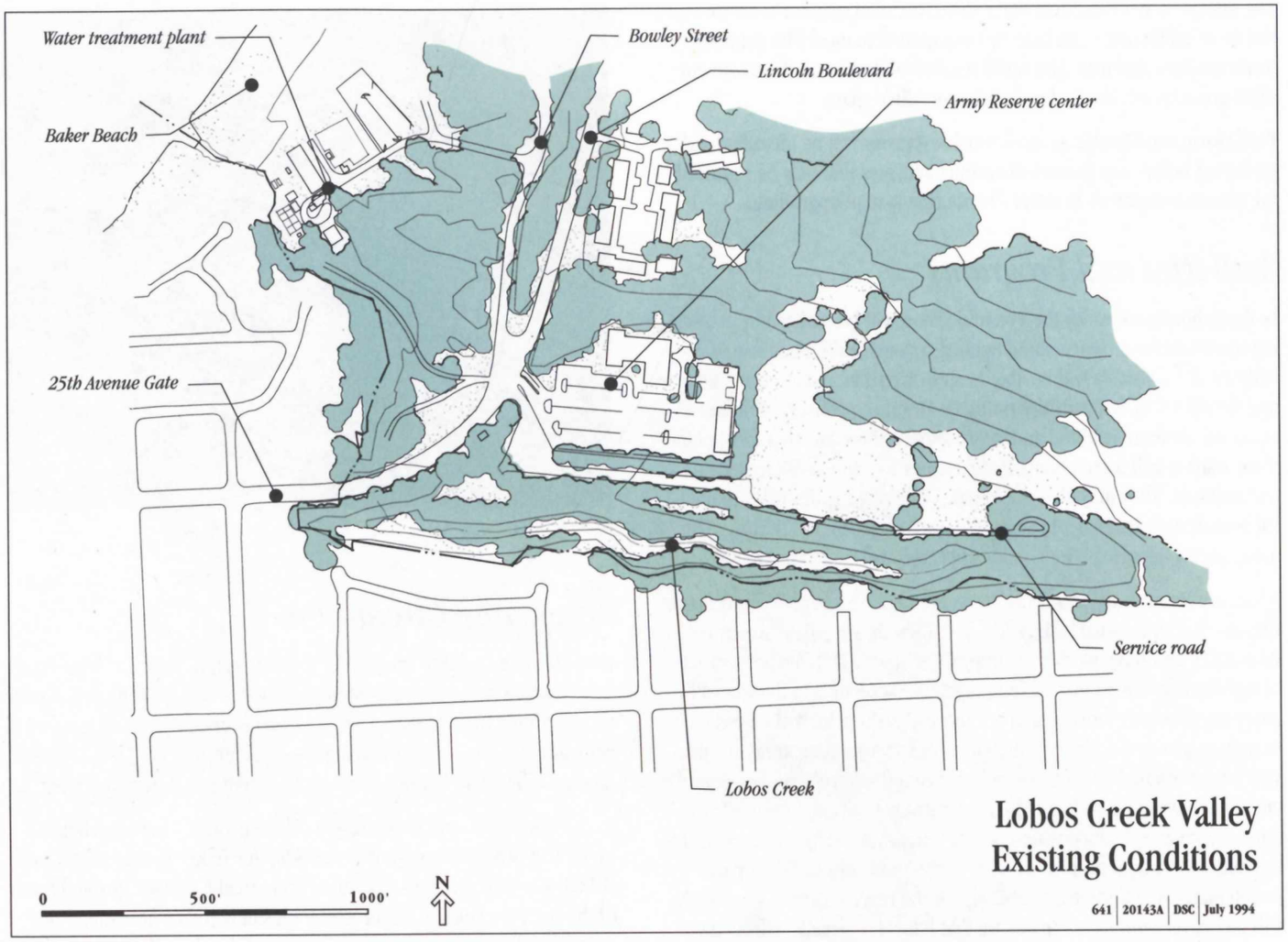
Lobos Creek and the Lobos Creek valley will receive maximum resource protection and enhancement. The streambed and riparian corridor will be restored, and instream flows will be maximized to support and enhance aquatic habitat. Where native riparian and aquatic habitats have been disturbed by exotic plant species, drainage pipes under streams, and water diversion from the streambed, these habitats will be restored to the extent possible. The dune community along the creek next to the reserve center, which provides habitat for several rare plants, will be protected and expanded. The unmaintained ballfield near the center will be removed, and the area restored with native plants. Portions of the historic forest will be preserved.





Lobos Creek





Six vacant but developable lots, located adjacent to the boundary between 17th and 18th avenues, and 19th and 21st avenues, are of concern due to the potential for additional development in close proximity to Lobos Creek, and possible impacts on the creek and the drinking water supply. An administrative boundary adjustment will be sought to add this minor land area (less than one acre) to the park. Additionally, the boundary of the Presidio varies from the center of Lobos Creek to the south side of the creek. A conservation arrangement with adjoining neighbors to allow access to properties for the purposes of creek protection, and vegetation management, restoration and maintenance activities extending to 100 feet south of the creek would be beneficial to restoration and protection actions. An administrative boundary adjustment would be needed to authorize acquisition of easements. The NPS will work with property owners to acquire easements by purchase or donation, and to inform and work cooperatively on creek protection activities.

The National Park Service will provide drinking water primarily from Presidio sources. Needs for nonpotable water will be met using Presidio or reclaimed city water. Policies and priorities will be developed for water uses that include increasing the quantity and quality of instream flows in Lobos Creek and other Presidio creeks.

Lobos Creek will be restored to a naturally flowing stream, and the valley will remain a quiet refuge.

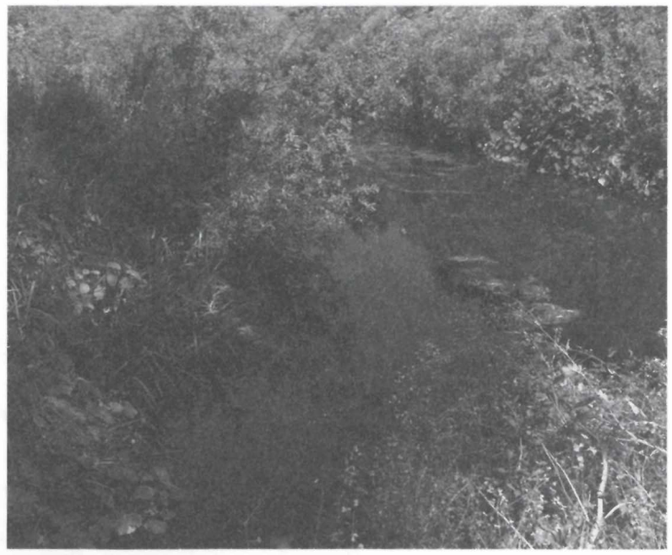
The historic water treatment plant and associated structures on the coast will be rehabilitated to include new equipment to meet EPA drinking water quality standards. The small residential duplex on the treatment plant grounds will be used as housing or office space.

Prehistoric and historic archeological resources will be identified and protected before any ground-disturbing activities that may be required for stream restoration or water distribution system upgrading.

Activities and Programs

In the Lobos Creek valley the Presidio vision will be realized by providing opportunities to learn about natural systems and human use of resources. Here visitors will be able to study riparian and aquatic systems and the effects of our activities on them. Resource conservation measures will be demonstrated and interpreted at the water treatment plant area. Visitors will learn about efficient water use and water treatment technologies. They may also participate in habitat restoration and natural resources management programs, such as stream monitoring. This area, once a historic balloon field, will be interpreted to the public.

The Army Reserve center ideally meets the major program requirements for a park maintenance facility. The buildings and adjacent structures have office and large workshop and garage spaces suitable for a variety of maintenance functions. Existing vegetative screening at the site will be supplemented with more plantings, and the parking lot will be reduced to help minimize the facility's visibility from surrounding areas. To prevent environmental impacts, stormwater runoff control features, sound attenuation walls and other noise abatement actions, and covered containment areas will be considered. Additionally, most heavy maintenance equipment will be dispersed to other Presidio locations. When park maintenance functions are established in the reserve center, the facility will be actively monitored to ensure that it has no negative effects on water, wildlife, or other sensitive resources in the area.

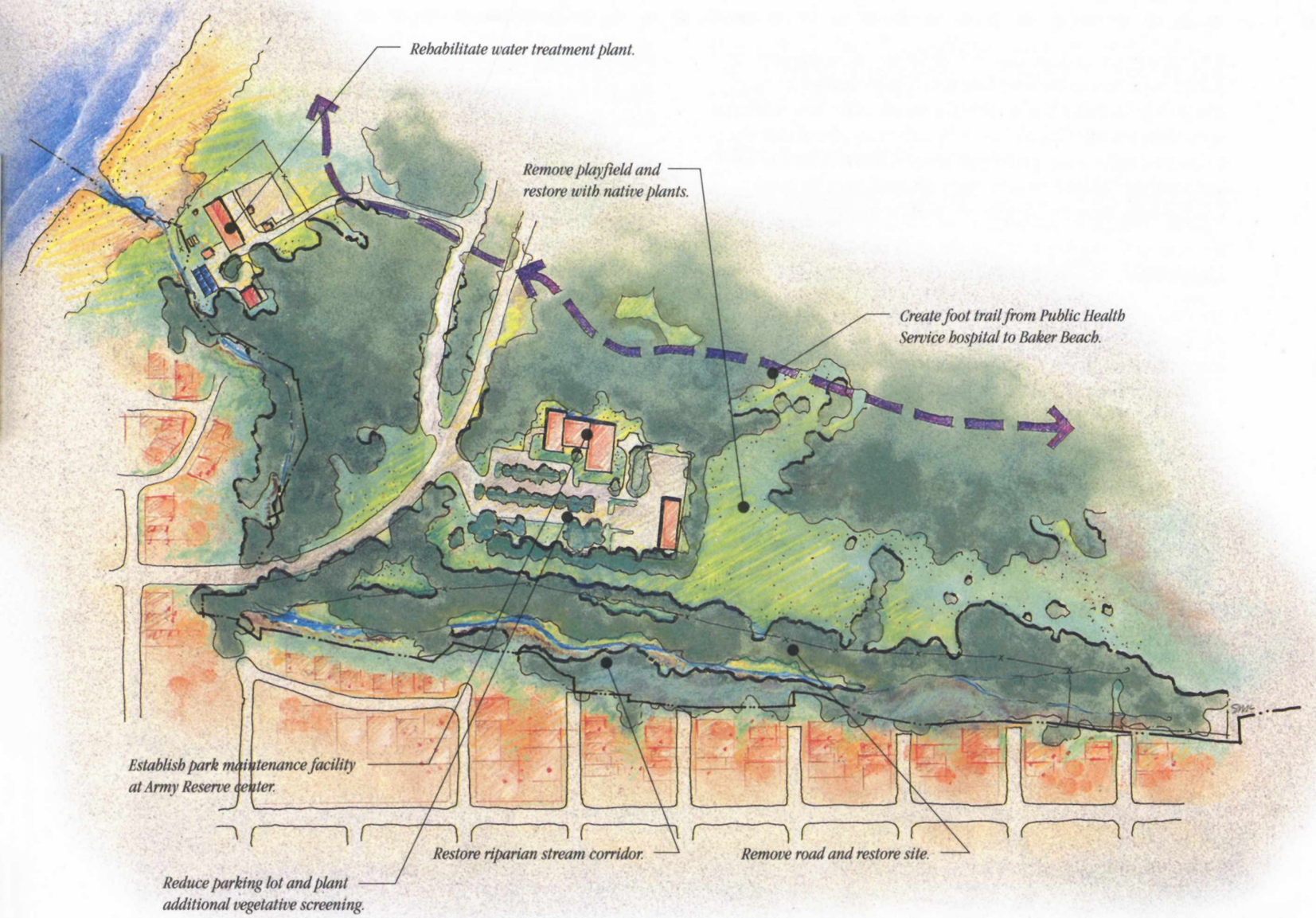


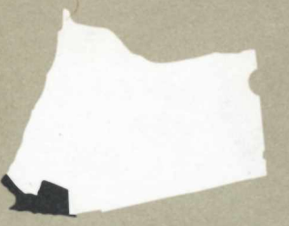
Lobos Creek

Access and Circulation

Because of the need to protect the Lobos Creek area as sensitive natural habitat and a domestic water source, visitor access will be controlled by incorporating boardwalks or by allowing access only during ranger-led activities; the dirt road paralleling the creek beyond the park maintenance facility at the former Army Reserve center will be revegetated.

Parking and access to Lobos Creek will be provided at Baker Beach on Bowley Street where overflow parking for Baker Beach will be established. The trail that runs from the Public Health Service hospital north of the reserve center to Baker Beach on sandy soils will be upgraded for pedestrian use.





Lobos Creek Valley

Nature's Quiet Refuge

641 | 20144A | DSC | July 1994

Coastal Bluffs

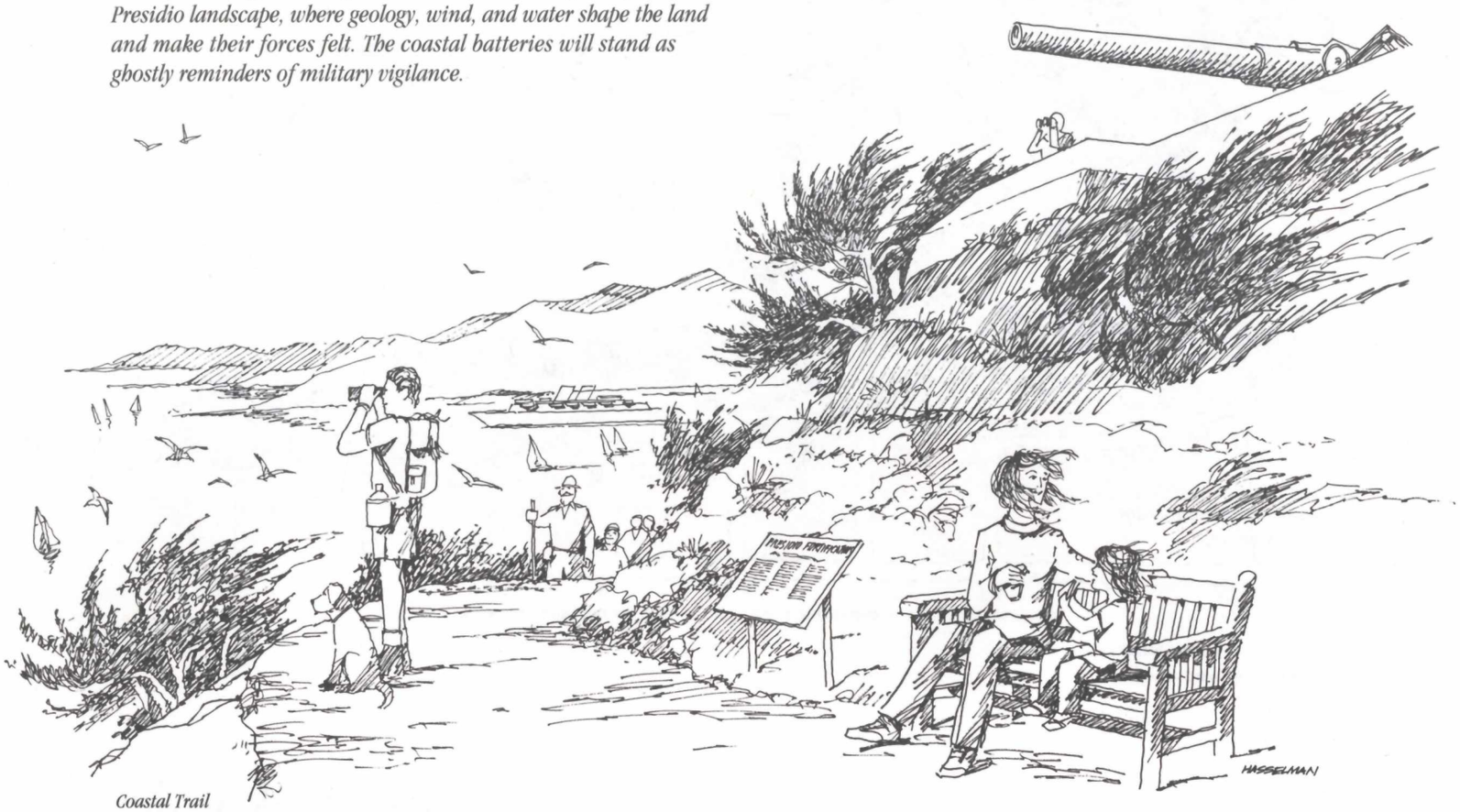
Because the steep slopes have limited the amount of development in this area, the coastal bluffs have not changed significantly over time. Except for Baker Beach, the bluffs are one of the least developed areas of the Presidio. The bluffs provide habitat for several rare and endangered native plant species. Historic batteries with views of the ocean and the Golden Gate are strategically sited along the coast. Informal trails along the coastline are used for recreation.

Concept: Wild Coast

The coastal bluffs will be preserved as the wildest part of the Presidio landscape, where geology, wind, and water shape the land and make their forces felt. The coastal batteries will stand as ghostly reminders of military vigilance.

Resource Management

Some of the last undisturbed native plant communities in the city are found along the coastal bluffs. The vegetation is the result of a mix of soil types, including rare serpentine rock. To protect rare and sensitive plants, visitor access will be confined to developed trails. Nonnative species will be replaced with native species, and threatened and endangered species, including the Raven's manzanita, Presidio clarkia, San Francisco lessingia, and Marin dwarf flax, will be protected and subject to restoration efforts. Habitats that have developed on serpentine rock will be managed to minimize disturbance.



Coastal Trail

The remnant portion of the historic Presidio forest above the coastal bluffs will be restored and replanted as directed in the historic forest management plan. Trees that have become established outside the boundaries of the historic forest will be removed, and the sites replanted with native vegetation. The historic structures along this stretch of the coast will be preserved and treated as discovery sites.

Activities and Programs

The coastal bluffs will reflect the overall Presidio vision by providing places for recreation and renewal. Baker Beach, which is currently a popular recreational destination, will continue to be maintained as an easy-to-reach coastal site where people can come to beachcomb, sunbathe, and fish. The steep bluff area north of Baker Beach will be treated as wild coast where people can discover nature's beauty and power. No new interpretive facilities will be developed in this area, except along the Coastal Trail. This trail traverses the length of the bluffs, avoiding areas that are closed to the public to protect rare and endangered species. A trailhead at Baker Beach will provide access to, and an overview of, the Coastal Trail. A trail will also link Battery Chamberlin to other parts of the coastal defense system.

Battery Chamberlin at Baker Beach, already the subject of interpretation, will continue to be used to tell the story of coastal defenses in the Bay Area. The interior of the battery will be restored. The 6-inch disappearing gun, the last fully operable disappearing gun in the United States, will be preserved and interpreted through demonstrations and wayside exhibits.

Access and Circulation

Roadway improvements will be made to improve bicycle safety along the narrow and curving section of Lincoln Boulevard that passes through this area. Stop signs may be installed to allow safe bicycle crossing and automobile turns. Bowley Street will be converted to an overflow parking area for Baker Beach, and the two intersections of Bowley Street with Lincoln Boulevard will be made safer. The historic access roads to the batteries will remain open for maintenance purposes.

The Coastal Trail will be maintained in this area, and connections to other Presidio trails will be established.



Baker Beach

The coastal bluffs will be preserved as the wildest part of the Presidio landscape.

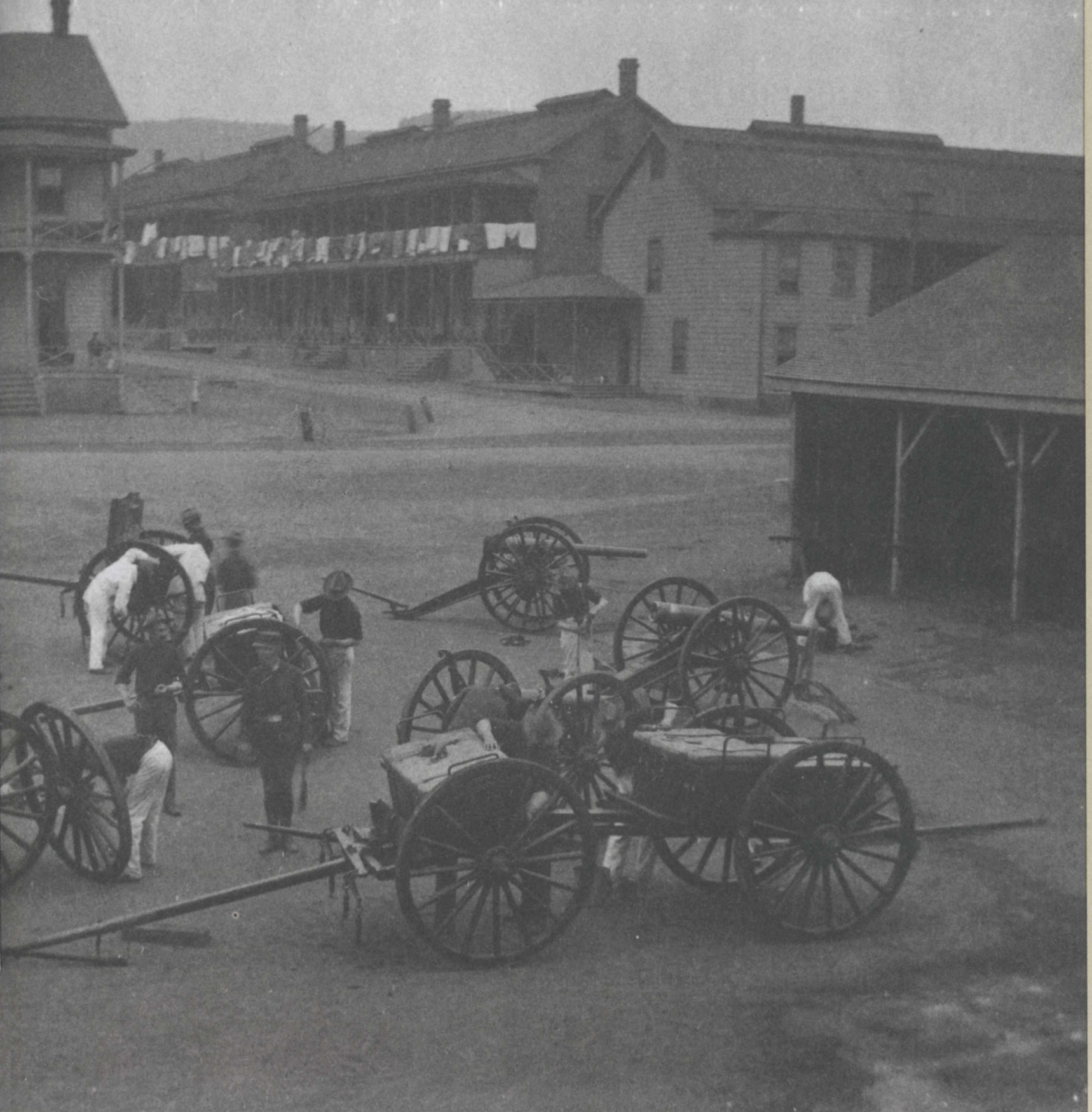




Coastal Bluffs

Wild Coast

641 | 20146A | DSC | July 1994



Implementation Strategy

Implementation Strategy

Management and Governance

The success of the Presidio depends not only on a sound plan but on a workable approach to management. Perhaps no other park faces such tremendous management opportunities and challenges. The opportunities center around the partnerships and programs that can be developed to bring the Presidio to life. Presidio management must include the expertise and flexibility to create these partnerships. The challenges involve the long-term care of the Presidio and the need to ensure the economic viability of its operations. Through federal support, innovative funding options, and onsite revenue generated by tenants, the Presidio can attain a secure future.

Management and governance must be built around the ability to craft partnerships, secure capital investment, attract philanthropic support, lease structures, and secure income from Presidio tenants. To develop such a management structure, the National Park Service has conducted extensive research of public projects around the country with similar challenges and circumstances. This research, combined with public testimony and consultant analysis, has formed the basis for the management approach proposed at the Presidio.

- Provide continuing National Park Service oversight; use NPS expertise in professional areas well represented in the agency, such as resource preservation, planning and design, visitor services, and education.
- Establish a federally chartered management partner with skills and authorities that supplement NPS expertise, particularly in professional areas that are not widely represented in the agency, such as financing, capital improvement, programming, and leasing.

A public/private partnership will achieve the promise of the Presidio.

PUBLIC/PRIVATE PARTNERSHIP

The National Park Service envisions a public/private partnership to achieve the promise of the Presidio. The centerpiece of this management structure will be a federally chartered institution that works in partnership with the Park Service. This entity will be authorized by Congress as a public corporation or private nonprofit foundation. Many examples – the Fort Mason Foundation, Lowell Commission, Salem Partnership, and Pennsylvania Avenue Development Corporation, for example – point to the benefits of well-structured partnerships in implementing public projects.

At the Presidio the goal of the partnership will be the effective integration of Park Service oversight and management with the resources and talents of the institution.

ROLES AND RESPONSIBILITIES

National Park Service

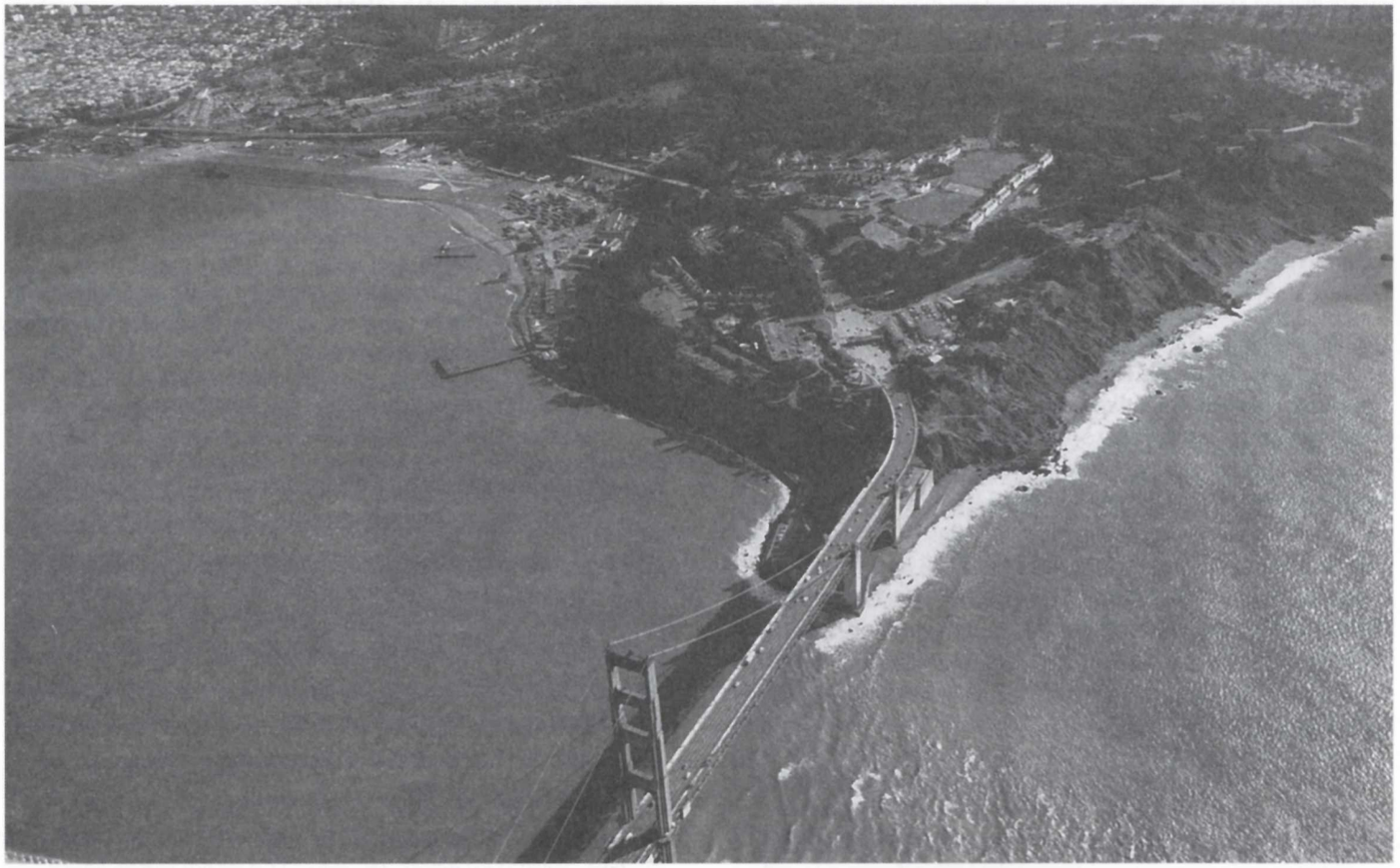
Under the partnership the National Park Service will retain primary responsibility for the Presidio. This will include

- providing overall management and seeing that all applicable federal laws, regulations, and NPS policies are met
- monitoring compliance with the plan and approving any modifications to the plan
- setting programmatic guidelines and goals
- providing technical assistance, particularly in resource management
- managing and constructing infrastructure – e.g. roads and utilities
- managing NPS facilities at the Presidio
- assigning buildings, functions, and areas to be managed by the institution
- providing and managing tenant and visitor services, including public safety services, concessions, and interpretive services

Partnership Institution

The partnership institution will be authorized by Congress and established under the Department of the Interior to work with the National Park Service in fulfilling the Presidio's management requirements. This will include

- managing assigned buildings and areas
- helping to achieve the goals of the Presidio plan through partnerships with public, nonprofit, and private institutions
- negotiating and entering into leases and other contractual agreements needed to implement the plan; seeking appropriate tenants and leasing buildings to these tenants
- funding operations by retaining and reinvesting net revenues supplemented by public and private funds



Aerial view of the Presidio

- developing and implementing public and private innovative funding approaches to help finance costs for building and infrastructure repair and rehabilitation
- seeking and accepting privately donated funds
- responding flexibly to staffing and operational needs

The partnership institution will have an appropriate governing board with NPS representation. Members will be appointed by the secretary of interior who can provide expertise in areas critical to Presidio management such as architecture, history, park and urban planning, real estate, construction, business, and fundraising. The board will also have links with key public agencies and the Golden Gate National Recreation Area Advisory Commission.

The partnership institution together with the Park Service will cooperate and coordinate with adjacent neighborhoods and surrounding communities to integrate services, resolve issues, and minimize any adverse impacts.

Funding for the institution's operations will initially be through federal appropriations. As lease revenues and income grow, the institution will become more self-sufficient.

Economic Viability

To transform the Presidio into a park for the 21st century, substantial financial resources are needed. With an innovative management structure, the Presidio's rehabilitation and long-term operation can be financed through a combination of public and private sources. This will

ensure that the Presidio and its facilities are put to productive use by the end of the century and that the costs of transforming the Presidio into a park are not borne exclusively by the federal government. Given a mix of public and private support, the Park Service's financial projections demonstrate that the federal appropriations required to operate the Presidio as a park will be less than the annual appropriations required to operate it as a military base. The public/private partnership approach will also ensure that Presidio costs will be in better proportion to the capital and operating costs for the national park system as a whole.

The Park Service estimates that the capital costs of building rehabilitation and site improvements for park visitors will be about $612 million (see government cost estimates in appendix F). Under the proposed partnership management structure, with private sector efficiencies and market-driven assumptions, the total cost for implementing the plan can be reduced to approximately $490 million; this assumes that projects will be grouped under large building rehabilitation contracts to achieve economies of scale. The work will be programmed and funded over a 15-year period. Priority work will include road and intersection upgrading and utility system improvements to get the buildings into active use. Other park enhancement projects, such as restoration of the Crissy Field wetlands and the Presidio forest, can be funded in later phases.

It is estimated that nearly 68% of the building rehabilitation and site improvement costs, or about $330 million, will be raised through building and facility rental fees, once revenue retention authority is granted by Congress and rents can be applied toward operating and capital costs. Approximately 22%, or $109 million, will be funded over time by NPS appropriations. The remaining 10%, or about $51 million, will be funded by a combination of private philanthropy, federal government tax credits, and other agencies, including the Department of Defense.

The Park Service has prepared several scenarios to illustrate the effect of the Presidio's financial needs (for both the capital and operating funds of the park) on federal appropriations; these scenarios are based primarily on varying rates of building occupancy. Under the most likely scenario, there would be a first-year appropriation requirement for both capital and operating expenses of $25 million, which would decrease in 2009–2010 to about $16 million per year.

Park partners will be institutions, nonprofit organizations, private enterprise, and concessioners.

Implementation Activities

To ensure the successful implementation of the Presidio plan, a number of actions must be carried out: legislation must be adopted by Congress, tenants must be selected, interagency cooperation must be expanded, the public must have opportunities to comment, and additional studies must be completed. The following sections describe how these actions will be taken and what they will involve.

FEDERAL LEGISLATION

To implement the Presidio plan, the National Park Service will develop legislation for adoption by Congress, amending the Golden Gate National Recreation Area establishment act to

- create a partnership institution that would manage and maintain properties assigned to it by the secretary of the interior
- provide a range of capital financing tools to be used by the partnership institution in carrying out its duties
- provide needed authorities for general leasing of buildings
- allow proceeds from rents to be retained by the national recreation area to defray costs of Presidio maintenance and programs
- authorize the National Park Service to use fees collected to subsidize transportation services such as shuttle bus or water ferry operation

An adjustment to the boundary will be made to include the Public Health Service hospital area; this may be accomplished through an administrative boundary adjustment or with legislation. Additionally, the Lobos Creek area lots outside the boundary may be included in the park through a minor administrative boundary adjustment.

PARK PARTNER SELECTION

Park partners, including institutions, nonprofit organizations, private enterprise, and concessioners, will be critical in implementing the plan and achieving the vision of the Presidio. They will enliven the post with new programs – programs complementary to the Presidio's national park status. The selection of park partners will be guided by the following criteria:

- Dedication to the Presidio's purpose as a part of the national park system – The National Park Service mission is to preserve the Presidio's significant resources and make them available for public enjoyment; programs should enhance

visitor experiences and respect and protect the Presidio's intrinsic qualities.

- Contribution to implementing the general management plan amendment – The Park Service is seeking partners that will carry out the objectives of the plan and the vision for the Presidio.
- Contribution to national and international distinction – The Presidio will serve a national and international audience; the Park Service is seeking a collection of park partners whose distinctive programming will serve the world community.
- Financial feasibility – The Park Service is seeking partners with the organizational capability needed to operate their programs and undertake capital investments.

Park partners will be selected by the National Park Service and the partnership institution through a tenant selection process. A variety of techniques and authorities will be used in selection, including historic property and general leasing, cooperative agreements, and special use permits. Tenants will be responsible for implementing affirmative action, disabled access, cultural and educational programming, and transportation system management (TSM) strategies and for following applicable laws and guidelines to preserve the national park values that add to the Presidio's uniqueness as a location for their institution or organization.

BUILDING USE STRATEGY

The building use strategy developed for the Presidio shows that although the current building inventory is 6.3 million square feet, the amount of space to be leased to small– and medium-sized tenants is considerably less. Of the current amount, about 1.5 million square feet are scheduled for demolition, approximately 300,000 square feet are in park partner housing and short-term lodging, 2.5 million square feet are committed to Sixth Army, Park Service, and other interim tenants, and about 100,000 square feet are contained in infrastructure buildings and other nonrentable space. Nearly 1.2 million square feet at the Letterman complex are targeted for a single institutional user, and about 400,000 square feet are proposed for conference/education center operators at Fort Scott and the Public Health Service hospital. The remaining space to be marketed totals approximately 300,000 – 600,000 square feet depending on the long-term presence of the Sixth Army at the Presidio.



Army medical personnel, ca. 1899

Tenant organizations will generally be responsible for rehabilitation and maintenance costs related to the buildings they occupy. They must have the financial, organizational, and structural capacity to carry out and sustain a viable enterprise and the financial ability to make capital investments. Financial assistance for capital improvements will be made available through the partnership institution, through authorities to be granted by Congress; this may include credit enhancement, historic building tax credits, and rent abatement.

Buildings in good condition will be first to be placed under lease agreements to ensure that revenue is generated in the early years of the project. By 1996, it is anticipated that almost one-half of the Letterman complex and main post will be leased to tenant organizations; full occupancy will occur no later than 2010. The conference center at Fort Scott will be operating by 2000. Major concessions will be in place by 1997, and housing fully occupied by 1998.

INTERIM USE POLICY

Under a use and occupancy agreement, the Sixth Army headquarters will continue to occupy approximately 1.8 million square feet of building space at the Presidio. Some portions of the Sixth Army and Department of Defense units are currently scheduled to leave by September 1994. The Park Service will strive to keep buildings occupied during the period between departure of portions of the Army and full implementation of the park's programs and services. In doing so, the Park Service can avoid serious deterioration and vandalism problems in vacant facilities.

The Park Service policy for interim use at the Presidio is to permit short-term leasing of existing buildings as long as the leasing meets the following criteria:

- Long-term park goals are not jeopardized.
- Any building treatment is performed to Park Service standards and guidelines.

- Park resources are protected or improved (e.g., historic buildings are stabilized).
- The park receives fair value for space.

Consideration will be given to the following types of organizations:

- Existing tenants for extended or renewed occupancy
- Military uses
- Providers of programs consistent with the plan
- Providers of visitor services or concessions
- Users of space for single events

Despite the interim use program, there may be some buildings on the Presidio that remain unoccupied for several years. The Park Service will ensure that these structures are stabilized (doors and windows secured, access restricted, etc.) and are inspected on a regular basis. Essential repairs, such as patching leaking roofs, will be made by the Park Service in a timely manner. Any such vacant buildings will be under constant consideration for leasing. Presidio management will promote their use to appropriate tenants and arrange for tours and marketing presentations to ensure their prompt leasing.

INTERAGENCY PARTNERSHIPS

Presidio managers will collaborate with local, state, and federal agencies to ensure successful implementation of the plan. Key agency partners include the city and county of San Francisco, the Golden Gate Bridge Highway and Transportation District, the state of California historic preservation officer, the Advisory Council for Historic Preservation, the Department of the Army, and other federal agencies including the Environmental Protection Agency and Bureau of Land Management.

Presidio managers will collaborate with local, state, and federal agencies to ensure successful implementation of the plan.

The city and county of San Francisco has been and will continue to be actively involved in the Presidio. Implementation of the Presidio plan will require that the National Park Service continue to consult with city government departments and officials to resolve concerns, obtain technical assistance, and coordinate city and Park Service projects and policies. During the planning process, these activities were facilitated by a full-time coordinator within the city planning department with funding from the Park Service. Areas requiring ongoing coordination include impacts on adjacent neighborhoods; traffic management and public transit; mutual aid to protect public safety in emergencies; city services such as water and sewer treatment; housing; and public involvement. Memorandums of understanding and mutual aid agreements will need to be developed to address these areas.

Two state agencies, Caltrans (the California Department of Transportation) and the California Environmental Protection Agency, are currently involved in projects related to the Presidio. Caltrans is planning to rebuild Doyle Drive to correct corrosion and safety problems and may consider lowering portions of the elevated road to grade. Responsibility for the design and reconstruction of Doyle Drive remains with the state, but the Park Service is taking an active role in the road improvement process. The California Environmental Protection Agency is interested in promoting demonstrations of environmentally sustainable technologies at the Presidio and may work with some of the park partners to develop programs in this area.

At the federal level Presidio managers will work with the U.S. Environmental Protection Agency in two major areas – compliance with regulations on environmental remediation and demonstration and training in innovative technologies – and with the Bureau of Land Management in seeking a legislative or administrative boundary adjustment to include the Public Health Service hospital complex and Lobos Creek area lots within the park. Other federal agencies may become involved in Presidio programs and activities as they are developed.

AFFIRMATIVE ACTION

The Park Service is committed to affirmative action and will ensure that the new park will be built on a foundation that is rich in diversity. In implementing the *Final General Management Plan Amendment*, the Park Service and its park partners, guided by federal policies and regulations on affirmative action, will help assure diversity is reflected in contracting, leasing, employment, and the provision of programs and services. These efforts will include:

- Setting minority and women participation goals for employment and business-related opportunities in the park.
- Developing and fostering long-term working relationships with interested organizations that can help monitor or implement the park's affirmative action policies.
- Providing public information and data regarding minority and women participation in the employment and contracting opportunities at the park.
- Administering and monitoring an effective affirmative action policy.
- Instituting a community outreach program to encourage the participation of local minority and women businesses in Presidio contracting opportunities and programs.

- Ensuring compliance with the affirmative action principles of the *Final General Management Plan Amendment* by including affirmative action commitments in concession award criteria, selecting a diverse range of park partners and programs, and encouraging development of affirmative action commitments as part of the tenant selection process.

PUBLIC PARTICIPATION IN PLAN IMPLEMENTATION

Ongoing public involvement will be coordinated through the Golden Gate Citizens' Advisory Commission, established by law to advise the Park Service on management of Golden Gate National Recreation Area. This commission will continue the role on any future Presidio plan implementation matters where public input is required.

ADDITIONAL PLANS AND STUDIES

The *Final General Management Plan Amendment* and *Environmental Impact Statement* are initial steps in planning for the future of the Presidio. They are programmatic documents designed to address a broad array of actions, concepts, and themes. Review of these documents will lead to amendments as new information becomes available. Additional data collection, site planning, and design will have to be conducted to implement the objectives in the plan. Specifically, plans will be required for infrastructure upgrades, large-scale site improvements, building and landscape rehabilitation, natural resource restoration, and roadway improvements. Some of this work will involve public discussion and the preparation of environmental compliance documents.



Coastal Bluffs and Baker Beach

Management plans that address the care of specific resources, such as the historic forest or rare and endangered plant habitats, will need to be prepared after the long-term treatment is determined.

The following plans and studies will be prepared in the next phases of planning; some have already been initiated.

Cultural Resources. To assist leasing and rehabilitation of buildings and the landscape, a historic resource study, two historic studies covering the Spanish and American periods, a national historic landmark nomination form update, an archeological overview and assessment, a collection management plan, a building condition assessment and physical history reports, and a cultural landscape analysis and management plan have been conducted to identify, evaluate, and develop more specific resource management objectives. Additional technical studies and reports including design guidelines and building rehabilitation guidelines will be completed before major design and construction activities begin.

Natural Resources. A botanical survey, wetlands feasibility study, Lobos Creek restoration study, and several wildlife studies are being conducted to identify, evaluate, and develop more specific natural resource objectives. The Golden Gate National Recreation Area resource management plan will be updated, to identify specific natural resource values, threats, strategies for mitigation, and projects for implementation.

Additional technical studies and reports will be required to implement certain projects. These studies include a terrestrial wildlife survey; aquatic resource study of Mountain Lake; marine resource study of Crissy Field, Fort Point, and the coastal bluffs; Raven's manzanita propagation study; Presidio clarkia and San Francisco lessingia recovery plans; and invertebrate, bat, and amphibian survey. Additional planning documents that are required include a rare and endangered species protection and management plan, alien plant removal plan, fire management plan, water resource management plan, and plans for incorporating recreational use and trails into natural environments.

Interpretation. An interpretive prospectus and a wayside exhibit plan will be prepared to provide the details for implementing the overall interpretive program. These plans will incorporate traditional Park Service techniques while exploring innovative and experimental strategies.

Site Planning. Development concept or site plans will be prepared for the following Presidio areas:

- main post
- Crissy Field
- Fort Scott
- El Polin valley
- Golden Gate Bridge area
- Letterman complex
- Public Health Service hospital

Plan implementation will involve ongoing public participation.

These plans will include site designs and any required environmental compliance. Smaller-scale area plans may be completed for specific project areas requiring additional environmental assessment, such as the golf course facilities and operations, Lobos Creek restoration, and some utility system improvements.

Transportation. An extensive transportation planning analysis was prepared in tandem with the other technical analyses supporting this plan. The study included analysis of potential transportation solutions and impact assessment of automobile, transit, pedestrian, and bicycle use and site improvements. The following plans and studies will be completed to address transportation issues and concerns: parkwide road system evaluation and pedestrian circulation and safety study, public transportation plan, trail plan, and sign plan coordinated by the Park Service. Transportation system management plans will be completed by tenants.

Infrastructure. Plans for repair of the water treatment and distribution system, the sanitary sewer system, the electrical system, and stormwater management are being developed and funded by the Department of Defense.

Implementation Phasing

Implementation of actions proposed in this plan will require logical phasing for the many aspects of the plan. The highlights of that phasing are shown here. Detailed information on phasing of leasing opportunities is presented in the *Presidio Building Leasing and Financing Implementation Strategy* (Keyser Marston & Associates, 1994), a supplement to the *Final General Management Plan Amendment.*

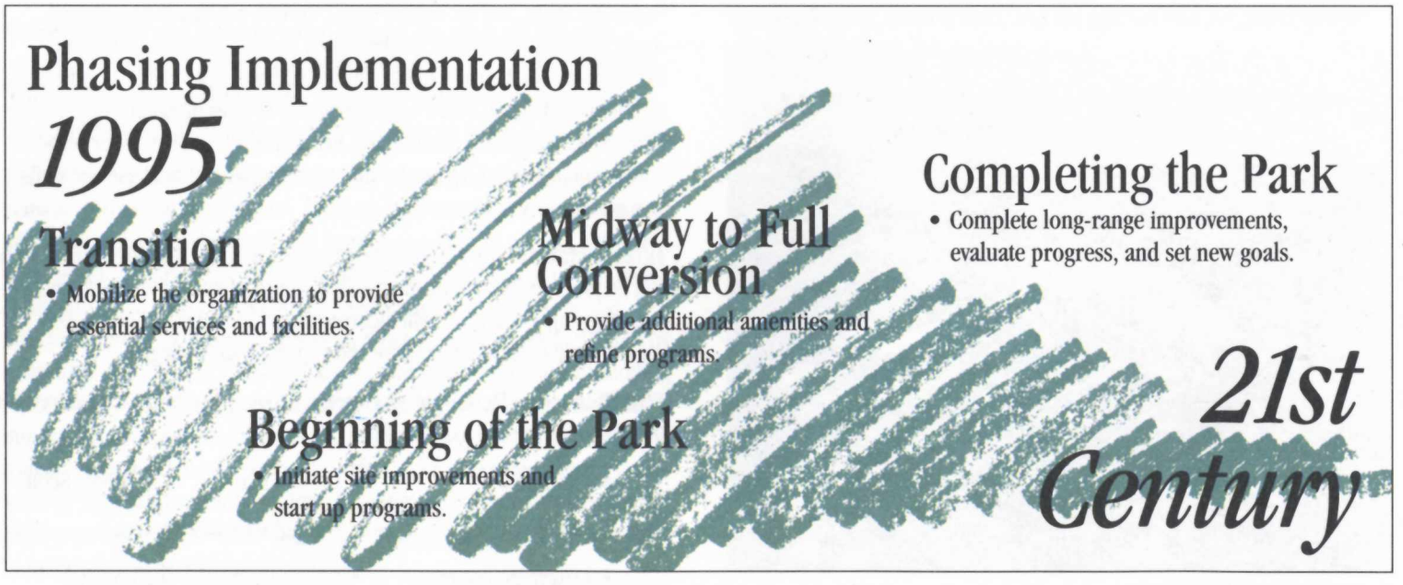
Phase One: The Transition

Goal: Mobilize the organization to provide essential services and facilities.

During the period before the Army departs from the Presidio, a memorandum of agreement and six subagreements between the Department of the Army and the Department of the Interior will provide the framework for a smooth transition. The subagreements give direction for remediation of hazardous substances, pollutants, and contaminants, disposition of property, base operations expenses, Army departure schedule, reserve activities, printing and distribution, and public safety. Fulfilling the objectives of these agreements will set a positive direction for the project.

The following actions will be accomplished during the transition:

- Upgrade the infrastructure – water, sewer, electrical, and storm drains – to meet applicable codes, laws, and regulations.





Troops exiting Lombard Gate, ca. 1903

- Establish public safety functions including police, fire response and protection, and emergency medical services.
- Develop legislative proposals for Congress to establish a federally chartered institution with necessary authorities.
- Develop a museum/visitor center at the main post for public orientation and information.
- Seek and select partners (tenants) to provide programs and occupy buildings (ongoing).
- Develop a proposal to adjust the boundary of Golden Gate National Recreation Area to include the former Public Health Service hospital and adjacent Lobos Creek lots.
- Develop preservation and design guidelines to direct future planning and plan implementation.
- Establish a monitoring program for hazardous materials cleanup by the Army to ensure public health and safety.
- Conduct a feasibility study and preliminary design for Crissy Field wetland and drainage restoration.
- Make critical road safety repairs and initiate cooperative public transportation planning.
- Establish interim use guidelines.
- Stabilize and protect endangered plant sites.

- Initiate site plans for the main post, Crissy Field, Golden Gate Bridge plaza, and the Letterman complex.
- Construct wayside exhibits.

Phase Two: The Beginning of the Park

Goal: Initiate site improvements and start up programs.

- Complete site plans for the main post, Crissy Field, Golden Gate Bridge plaza, and the Letterman complex and initiate construction.
- Begin forest restoration.
- Initiate wetland restoration at Crissy Field.
- Prepare a public transportation plan and initiate implementation.
- Establish permanent public safety facilities.
- Implement road safety improvements to allow the Presidio to function as a major destination.
- Develop and implement parkwide trail and bicycle route plans.
- Restore the parade grounds at Fort Scott and the main post.
- Remove the World War II barracks and east end maintenance buildings at Crissy Field.
- Establish a museum collections management facility.
- Design and implement site improvements in the Torpedo Wharf area of Fort Point.
- Initiate long-term building rehabilitation.
- Develop an interpretive prospectus.
- Prepare site plans for small sites.
- Restore Inspiration Point site.
- Develop Rob Hill campground site.
- Initiate native plant enhancement.
- Construct new golf course clubhouse.
- Rehabilitate Quarry Road buildings for residential environmental education.
- Improve parking at Julius Kahn Playground.
- Initiate a site plan for Fort Scott.

Phase Three: Midway to Full Conversion

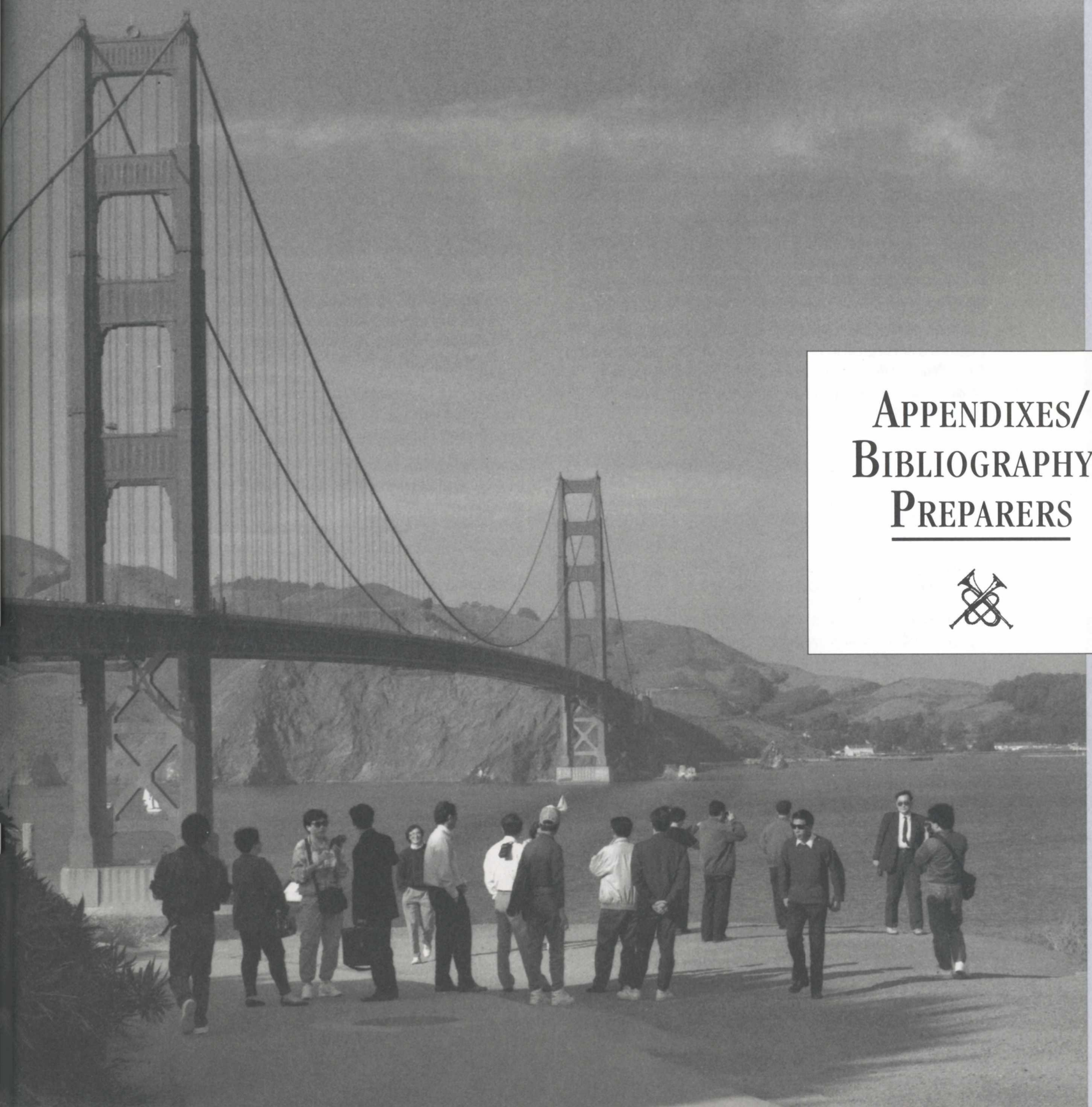
Goal: Provide additional amenities and refine programs.

- Continue building rehabilitation.
- Remove nonhistoric buildings to enhance open space in the El Polin Spring area.
- Conduct a feasibility study and restore Lobos Creek.
- Restore the historic gardens at Fort Scott.
- Implement public transportation plan.

Phase Four: Completing the Park

Goal: Complete long-range improvements, evaluate progress, and set new goals.

- Remove nonhistoric buildings at the Wherry housing area and restore open space.
- Complete building rehabilitation.
- Complete parking and roadway improvements.
- Complete major native plant and historic forest restoration projects.



APPENDIXES/ BIBLIOGRAPHY/ PREPARERS

Appendix A: Legislative Background

After the majority of the Sixth Army contingent vacates the Presidio in 1994, the site will be included within Golden Gate National Recreation Area. The national recreation area is a national park system unit that extends north of the Golden Gate to Tomales Bay in Marin County and south to the San Francisco watershed lands in San Mateo County. It includes a nearly continuous band of open space along the San Francisco waterfront from Fort Mason to Fort Funston.

The purposes for which Golden Gate National Recreation Area was established by Congress in 1972 apply to the Presidio, and any concept for the future of the Presidio must help fulfill those basic purposes. Congress stated in the preamble to Public Law 92-589 that the purposes of the national recreation area are

- to preserve for public use and enjoyment certain areas . . . possessing outstanding natural, historic, scenic, and recreational values.
- to provide for the maintenance of needed recreational open space necessary to urban environment and planning.

Concerning the use and preservation of resources, Congress further stipulated that the secretary of the interior will

- utilize the resources in a manner which will provide for recreation and educational opportunities consistent with sound principles of land use planning and management.
- preserve the recreation area, as far as possible, in its natural setting, and protect it from development and uses which would destroy the scenic beauty and natural character of the area.

The Presidio is protected by the legislation that established the national recreation area. A provision in the legislation states that

- when any or all of the remainder of the Presidio is determined by the Department of Defense to be excess to its needs, such lands shall be transferred to the jurisdiction of the Secretary [of the Interior].

The National Park Service already manages limited portions of the Presidio, specifically Baker Beach, part of Crissy Field, and the Fort Point National Historic Site.

In order to expedite the conversion of the Presidio from a military base to a national park, in 1993, through public law 103-175, Congress authorized the secretary of the interior to negotiate and enter into leases, at fair market value, for all or part of the Letterman complex to be used for scientific, research, and educational purposes.

Appendix B: FEIS Proposed Alternatives Summary

ALTERNATIVE A: PUBLIC/PRIVATE PARTNERSHIPS
Alternative A is the "proposed action" described in this document and the accompanying environmental impact statement. The National Park Service would be responsible for overall management of the Presidio, but a federally chartered institution would be created to assist with management of park partners. A total of 276 nonhistoric and historic buildings (1.5 million square feet) would be removed at Crissy Field, Wherry housing, and El Polin Spring for recreational, cultural, and natural resource enhancement. The National Park Service would establish a visitor center at the main post as well as visitor contact stations at other locations within the Presidio. The Park Service and park partners would provide extensive programs about the Presidio's resources and history and global environmental issues and would promote cultural diversity and international understanding. The main post would be used for international and cultural programs; a privately operated conference, research, and training facility would be developed at Fort Scott; and the Letterman complex would be used for scientific research and education. The Sixth Army would continue to occupy up to 1.8 million square feet of building space. Housing would be used by military personnel and by park and tenant staff who provide support for park visitor services and programs. Legislation would be requested to obtain general leasing and fee retention authority. A boundary adjustment would be made to include the Public Health Service hospital complex and adjacent lots at Lobos Creek in the national recreation area.

ALTERNATIVE B: NO ACTION—PUBLIC SECTOR ENCLAVE
Under this alternative the National Park Service would be responsible for overall management of the Presidio, but the management of leases and use of the majority of buildings would become the responsibility of the General Services Administration. No buildings would be removed. Visitor services and programs would be concentrated in existing open space areas at Crissy Field, Fort Point, and the Presidio forest. No boundary adjustment would be made to include the Public Health Service hospital complex into the national recreation area.

ALTERNATIVE C: TRADITIONAL NPS MANAGEMENT
The National Park Service would be solely responsible for the management of the Presidio under this alternative. Most nonhistoric and some historic structures (356 buildings totaling 1.8 million square feet) would be removed. Cultural and natural resources protection, restoration, and interpretation would be emphasized. A visitor center would be located at the main post. Other buildings would be used for interpretive purposes and concessions. The Letterman complex (Letterman Army Medical Center and Letterman Army Institute of Research) would be excluded from the GGNRA boundary. A boundary adjustment would not be requested to include the Public Health Service hospital complex.

ALTERNATIVE D: MILITARY REUSE WITH PUBLIC/PRIVATE PARTNERSHIPS
Under this alternative the National Park Service would be responsible for managing most of the Presidio, but the Department of Defense would reuse and manage the Letterman complex and approximately 800 housing units. A total of 152 buildings (687,000 square feet) would be removed, primarily at Crissy Field and in the east housing area. In the areas not occupied by the military, park use and development would be similar to that of the proposed action (alternative A). A boundary adjustment would be requested to include the Public Health Service hospital complex.

Appendix C: Public Involvement Summary

PUBLIC INVOLVEMENT PROCESS

The public helped to shape the future of the Presidio through the National Park Service public involvement process. The NPS planning team sought public input throughout the planning process to help refine the planning process, to scope the issues to be addressed in the plan amendment and environmental impact statement, and to develop the proposed action and alternatives.

Presidio public involvement activities provided a means for response from people at both the local and the national level. Each phase of the planning process featured a variety of events and meetings (that provided forums for public expression and opportunities for dialogue between NPS and the public), as well as mechanisms for written input (to encourage comments from those unable to attend meetings). Two Presidio planning newsletters – *Reveille* and *Presidio Update* – extended information to and beyond the Bay Area public.

This extensive and multifaceted public involvement program involved the cooperative efforts of the Presidio planning team, GGNRA communications staff, and the following entities:

- GGNRA Citizens' Advisory Commission (CAC). The commission conducted all formal public hearings and advised on planning issues throughout the process. Commission members are Bay Area residents appointed by the secretary of the interior. A Presidio subcommittee regularly meets to review and comment on the project's process, progress, and accomplishments.
- City and County of San Francisco. Through a memorandum of understanding with the city and county of San Francisco, the National Park Service provided funding support for a planning team member within the San Francisco Department of City Planning. She coordinated input from all city departments relevant to the Presidio conversion process and helped address key issues affecting San Francisco government and residents. In addition, the planning commission sponsored public hearings, both separately and jointly with the citizens' advisory commission.
- Presidio District interpretive staff. Interpretive rangers provided myriad programs and operated a Presidio resource center that helped the public understand the significance of Presidio resources and made them more aware of the Presidio planning process.
- Golden Gate National Park Association (GGNPA). The Golden Gate National Park Association is a nonprofit cooperating association for the park. At the request of the GGNRA superintendent, the association established the Presidio Council to bring specialized expertise and a national perspective to the planning process. The Presidio Council increased national outreach and conducted a community consultation initiative locally to ensure that planning process participants represented a diversity of backgrounds. The association produced the Presidio planning newsletters and publications.

SCOPING AND PLANNING GUIDELINES

Potential closure of the Presidio as an army post had made Bay Area newspaper headlines and several civic organizations had held conferences about the Presidio even before the general management plan amendment process started. The planning process officially began with a *Federal Register* notice of intent to prepare an EIS for the Presidio general management plan amendment (vol. 55, no. 74, of April 18, 1990, p. 14486; and vol. 55, no. 95, of May 16, 1990, p. 20314). Five public scoping meetings were held between May 15 and June 2,1990; specific times and locations of scoping sessions were announced in *Federal Register*. Statements of issues and concerns were accepted through July 18, 1990.

During the scoping meetings, the public commented on draft Presidio planning guidelines; information on obtaining these was included in the Federal Register notice. The GGNRA Advisory Commission reviewed and revised the guidelines before the Park Service adopted them. The adopted planning guidelines set a framework that included preserving historic elements and open space, protecting natural features, finding uses that will support the Presidio's operating costs and are in keeping with national park purposes, and ensuring that the Presidio remains open to the public.

VISIONS WORKSHOPS

More than 500 people participated in eight "visions" workshops held throughout the Bay Area in January and February of 1991 (four in San Francisco, one each in Marin, Alameda, Contra Costa, and San Mateo counties). With the aid of professional facilitators and innovative large-scale graphics, participants worked in small groups to map out ideas for various areas of the Presidio, while noting the qualities and resources of the Presidio that they hoped would remain unchanged. In the style of a town meeting, each workshop concluded with groups sharing their visions with each other and combining their ideas to create one large, inclusive planning map.

A "visions kit" was distributed as an insert in the winter of 1991 issue of *Reveille*. It provided a worksheet for written response by March 15, 1991, to the following questions: What do you value about the Presidio? What new purpose or purposes should the Presidio serve as an urban national park site? What programs and activities would be compatible with that purpose? What qualities most describe certain Presidio areas and what programs/uses do you envision for each area? What kind of community should the Presidio be? What groups should be served? What services should be provided? What issues or problems need to be solved before your vision of the Presidio can be fulfilled? The Park Service received 175 completed visions kits.

PRESIDIO FORUM

To organize the hundreds of ideas received from the public, NPS staff and invited subject experts participated in technical work sessions in May 1991. They produced summaries of ideas about resource significance, interpretive themes, visions, visitor use, and community context. The summaries from the technical work sessions were translated into large graphic displays and shared with the public at a two-day event, the Presidio Forum, held in June 1991. The graphic summaries were photographed, reduced, and made available to the public in a booklet entitled *The Presidio Forum Displays*.

CONCEPTS WORKBOOK

In December 1991 the Park Service released the *Presidio Concepts Workbook* to summarize the ideas received from the public and to help the public visualize and contrast various options for the Presidio. The workbook organized potential uses and themes under four preliminary concepts entitled preservation and exploration, cultural crossroads, environmental living and learning, and recreation and renewal. During December and January, the Park Service held two informational workshops attended by 300 people and a public hearing on the workbook at which over 60 people gave testimony. In addition, the workbook included a response form for written comments. Two hundred seventy-seven written responses were received.

PLANNING INFORMATION CENTER

In April 1992 NPS staff set up a Presidio Planning Information Center as an aid to interested organizations and citizens. Along with staff knowledgeable about the Presidio and the planning process, the center contained documents developed during assessment of existing conditions at the Presidio, ideas developed during the planning process, and relevant historic preservation and legal requirements affecting the Presidio transition. In addition to using the reserve library, the public could also order copies of many technical analyses, maps, meeting summaries, and other documents related to the Presidio conversion. Informal presentations provided opportunities for dialogue between the public and NPS planners on key topics such as cultural resource management, transportation planning, and native plant/forest issues, and public safety. This information center now provides information regarding visitor opportunities and all aspects of Presidio conversion.

CALL FOR INTEREST

In the spring of 1992 the Park Service issued a *Call for Interest* to seek expressions of interest from nonprofit organizations, academic institutions, government agencies, and for-profit enterprises wishing to occupy and maintain facilities at the Presidio. Sent to over 5,000 organizations worldwide, the *Call for Interest* elicited over 350 responses covering the themes of international understanding, education, youth, environment, art and culture, community services, recreation, conference and visitor services, and medical and biotech research. The Park Service analyzed the responses to test the feasibility of various program concepts envisioned for the Presidio and to begin to assess which organizations are seriously interested in becoming tenants at the post when the Army departs.

COMMUNITY OUTREACH

Although the public involvement activities in the visioning and concept workbook phases of the planning process were widely advertised, the participants did not reflect the diversity of the San Francisco Bay Area. To reach out to groups of people who had been underrepresented in the process to date, the Park Service and the Presidio Council launched a program in June 1992 known as the community consultation initiative. More than 20 of the Bay Area's leaders of urban neighborhood associations and community organizations attended the initial meeting. Meetings will continue throughout the Presidio conversion process to establish a forum for community concerns, facilitate responses to the *Call for Interest* and begin planning for community-based program development at the Presidio.

The Park Service consulted with representatives from San Francisco Bay Area Native American organizations and communities to discuss their interests and concerns about the future of the Presidio of San Francisco. Representatives were invited from the Muwekma-Ohlone Tribe, California Native American Heritage Commission, Navajo Nation, Aboriginal Public Policy Institute, Coastal Miwok, Ione-Band Miwok, National Indian Justice Center, American Indian Legal Training Program, Ya-Ka-Ma Indian Education and Development Foundation, American Indian Historical Society, and the International Indian Treaty Council. The initial meeting, held August 4, 1992, included representatives from the Muwekma-Ohlone Tribe, Kashaya Pomo Rancheria, Cache Creek

Rancheria, and the Potrero Hill Community Council. The group agreed to continue to meet throughout the Presidio conversion process.

PUBLIC COMMENT PERIOD FOR THE DRAFT PLAN AND DEIS

On October 21, 1993, the Park Service released for public review and comment the Presidio draft plan and the DEIS. The draft plan identifies the Park Service's proposed action (the proposal) for the Presidio. The DEIS describes four alternatives, including the proposed action, and analyzes the environmental consequences of implementing these alternatives. Approximately 5,000 copies of the draft plan and DEIS were distributed to city, state and federal government agencies, public interest groups and individuals. Additional documents were also released to supplement the draft plan and DEIS, including the *Presidio Building Leasing and Financing Implementation Strategy* (Keyser Marston & Associates 1993), the *Presidio Planning Socioeconomic Analysis Technical Report* (Jones & Jones, Inc. 1993a), the *Presidio Public Safety Analysis* (Jones & Jones, Inc. 1993b), the *Presidio Transportation Planning and Analysis Technical Report* (Peccia & Associates 1993a) and the *Presidio Transportation Planning Summary* (Peccia & Associates 1993b). *From Post to Park* (NPS 1993c), a citizens summary highlighting major themes of the plan, was also published. In accordance with the National Environmental Policy Act (NEPA), the public comment period continued for 60 days, until December 21, during which time the public was encouraged to submit written or oral comments on the draft plan and DEIS through public meetings.

Notice of public hearings was included with each copy of the document and by publication in local newspapers. Prior to the hearings, 210 people attended three informal meetings, held to familiarize the public with the highlights and fundamental principles of the Presidio plan and to provide an opportunity to ask questions. A total of 706 people attended five formal GGNRA Citizen's Advisory Council meetings, held throughout the Bay Area, where their comments were officially transcribed. In addition, to complement the formal meetings, over 60 draft plan briefings were provided by the Park Service for local, state and federal agencies and other interested groups and organizations and 171 people participated in eight Presidio tours.

By the close of the public comment period, the NPS received a total of 423 written comments and 185 oral testimonies from governing bodies, government agencies, organized interest groups and individuals. In writing the final plan and FEIS, all oral and written comments were considered by the Park Service according to the requirements of 40 CFR 1503. The FEIS document includes three supplemental volumes containing the Park Service's responses to letters and testimony on the draft documents.

The Park Service responded to all substantive comments. Some comments called for clarification of information in the draft plan and DEIS. Other comments required text modifications, which have been made in the final plan and FEIS and have been identified in the Park Service's responses. No responses are provided to comments that only expressed opinions and did not identify a question or a needed text clarification, correction or modification. Although responses are not required on comments that simply expressed support for the Park Service's proposed action or for one of the other alternatives, all comments have been taken into account in revising the plan and preparing the FEIS, and will be considered by the agency in reaching its final decision.

Appendix D: Interpretive Themes and Stories

As one of the oldest, almost continually used military bases in the United States, the Presidio is of rare historical significance.

Occupied since 1776 by Spain, Mexico, and the United States consecutively, the Presidio embodies an unparalleled record of the exploration and development of America. Interpretation will place the evolution of the Presidio, and activities that occurred there, in historical context to events affecting the three occupying nations. As evidenced by Fort Point, and its Spanish predecessor, Castillo de San Joaquin, these nations placed a great deal of importance in controlling the entrance to San Francisco Bay. The many stories told at the Presidio can explain why defending the Golden Gate strait was so important.

As an important military post and, at various times, command headquarters for the western states, the Presidio played a significant role in America's westward expansion and foreign wars: the Indian campaigns, Mexican-American War, Civil War, Spanish-American War, World War I, World War II, Korea Conflict, Vietnam Conflict, and Operation Desert Storm. Interpretive efforts will examine the perceived roles of the military and its use in resolving conflict. Highlighted will be the roles of the Presidio and the military as a consequence of America's concept of national defense and changing world view.

An outgrowth of America's wars was the establishment of the first Army general hospital, which grew into the medically pioneering Letterman Army Medical Center complex.

The development of the U.S. Army from a 19th century frontier force to a world power is reflected in the growth of the Presidio, resulting in the nation's best "museum" of military architecture. An important story – the evolution of harbor and coastal defenses from the 1770s to the 1970s – is represented by many archeological and still-standing features. The dawn of military air power is still evident at Crissy Field.

In addition to its national roles, the Presidio had an important interactive relationship with the local community. Important stories include the security of the Bay Area, the 1906 earthquake disaster relief, Presidio-based recreation, and the "open post" concept of citizen access.

The story of the people of the Presidio is equally important. The community has historically consisted of many different types of people, from enlisted soldier to four star general; each one has contributed to the Presidio's history. Cultural differences and similarities of people who lived here will be examined, including different perspectives on war and peace. The study of community life on the post under different nations, including the effects of rank and regimentation on families, is important for understanding military society. Equally illuminating are the policies and roles that affected women and minority troops, as well as other local inhabitants.

The Presidio's cultural landscape represents an evolution of physical development influenced by the site's geography, local and national historical events, changing social values, and technological advances.

The human-made changes in the Presidio's landforms constitute a mosaic of many stories. The result of these changes is a confusing, often overlapping historical record, requiring clarification and interpretation to reveal the total picture.

The Golden Gate's geology and geography had a great effect on the Presidio's cultural development. The location of the post and its fortifications are directly related to the features of the gateway to San Francisco Bay, testifying to its role as guardian of the Gate. The dominant feature of the post, the Golden Gate Bridge, will be interpreted in relation to its impact on the landscape and the Army's role during its planning and construction.

In response to the often harsh environment, various planners used plantings and diverse architectural styles to create a highly desirable community in which to live and work. Because of this adaptation of the natural and built environment, the Presidio's unique design evolved differently from other military bases in the country.

Evolving site plans, building materials, and architectural styles reflect local, regional and national influences on the Presidio landscape. The boundary wall, orientation of the Funston Avenue houses, and Julius Kahn Playground attest to impacts of the growth of San Francisco. The use of the Spanish-derived Mission Revival architectural style at Fort Scott denotes an interest in California's Spanish heritage. The imposing Fort Point reflects the value the nation placed on San Francisco and its harbor. The

strength and size of the main post brick barracks suggest the confidence of an expanding nation in the 1890s. The world made its imprint on the Presidio with the 1915 Panama Pacific International Exposition.

The evidence of the inexorable impacts of technology abounds. The last brick stables constructed by the Army tell a tale of muscle giving way to motor. Deserted seacoast batteries offer mute testimony to the supremacy of air power over cannon. The pioneering Crissy Army Airfield is but a short distance from the headquarters for San Francisco's Nike missile sites, two stages in the evolution of coastal defense now abandoned for more advanced weaponry.

Lastly, the abundant cultural resources of the Presidio present a marvelous opportunity to interpret the NPS mission of historic preservation, rehabilitation, and restoration.

In a world of diminishing biological diversity, the Presidio represents an island of refuge in an urban environment and provides an opportunity to foster awareness of the importance of species diversity and the value of open space.

This refuge for important remnants of dwindling local and global biotic communities is a result of complex natural systems and the protection afforded by long-term military occupation.

The story begins with San Francisco Bay area geography and early wild ecosystems. The Presidio is at the edge of the Oregon and California biological provinces. The post is notable as the site of the earliest discoveries of a number of west coast native species. Interpreters will explore the impacts of humans on these ecosystems, from prehistory to present, and draw lessons from the stewardship values of the various cultures that resided here.

Many significant natural resources persist at the Presidio. The post is home to federally and state listed rare, threatened, and endangered plant and animal species. Lobos Creek protects valuable remnants of dune and shoreline habitats. These and other natural riches will become ever more valuable as they diminish elsewhere due to continued urbanization.

The Presidio plays an important role in the international conservation story. The post is a critical stop for migrating Central and South American birds and butterflies. The Presidio is a distinctive segment of the Central California Coast International Biosphere Reserve. Through inclusion in the international biosphere reserve program (a United Nations Man and the Biosphere program), Presidio ecosystems are tied to a family of internationally significant examples of the world's natural regions. Its natural and human systems will serve as a laboratory for learning about the planet's environmental crises and solutions.

Interpretive and educational programs will be critical in the protection of the post's endangered resources. The themes of biological diversity, and habitat protection and restoration will be the pillars of this programming. Natural resources management interpretation will encourage public involvement in the park's conservation mission.

The Presidio is an oasis in the heart of a great metropolis – a refuge for plants and animals stressed by urbanization, and humans contemplating our dependency on nature and the impacts of our species on the planet.

The Golden Gate, anchored by the Presidio, became a crossroads of cultures and gateway to immigration and settlement of the west coast.

From its prominent position guarding the Golden Gate, the Presidio has witnessed and played an integral part in the exploration and settlement of the American West, the rise of San Francisco, and the cultural evolution of central California.

Examination of the geography of the Golden Gate and San Francisco Bay makes evident the significance of this geological gateway as a funnel for exploration, immigration, and commerce. A military post at this location was of vital importance to the expansionist designs of the nations controlling the region. Yet the Presidio did not simply "guard the gate." It influenced, and in turn was impacted by, the developing region and its diverse peoples.

Interpretation will examine the origins and aspects of the various cultures recast by passage through the Golden Gate. It begins with the lifeways of the native peoples and their interaction with, and eventual displacement by Europeans. Spanish and Mexican cultures profoundly influenced the development of San Francisco and of the Presidio itself, and persist in the cultural expressions of present-day California.

The American takeover of the Presidio preceded by months the discovery of gold in California. The gold fever attracted a cultural melange, transforming San Francisco into a regional commercial center and gateway to the mines. The city's rapid growth spurred the government to establish a formal military reservation at the Presidio and build the massive Fort Point to protect the harbor

entrance. The post itself temporarily lost record numbers of soldiers to the gold fields.

San Francisco has long been America's window to the other Pacific nations and gateway to their emigrants. The meeting of East and West was celebrated in the Panama Pacific International Exposition, partially held on Presidio land. Today's San Francisco features a rich composite of Pacific Rim cultures. Yet, as a military post, the Presidio's role in intercultural exchange was often of a destructive nature. The Modoc War and the Southwest Apache campaigns against American Indians; and, more recently, the Vietnam War are examples of the most devastating form of culture clash. The Presidio's role in the internment of Japanese-Americans during World War II represents a low point in relations between caucasian and oriental cultures.

Interpretation at the Presidio provides an excellent opportunity to examine the lessons of cultural and racial prejudices and the potential rewards of global interdependence. It will highlight Pacific Rim cultures and their changing relationships with America. Closer to home, the Presidio will open a new window on the cultural richness of the San Francisco Bay Area.

The Presidio has a long history managing parks and recreational settings, from the Post's forested reserve conceived in the 1880s to its conversion into a national park unit.

The activities of the Presidio's troops, and development and use of the post's landscape affirm a strong relationship to the National Park System and identification with the national park concept. Beginning in 1891 and lasting until 1914, the Presidio-based cavalry managed and protected Sequoia, General Grant, and Yosemite national parks. The Army was so strongly associated with the role of guarding the national parks that the first ranger uniforms of the new National Park Service were adapted directly from the cavalry uniform.

The traditional association with the national park system will continue into the future with the conversion of the military post to a national park – the capstone of Golden Gate National Recreation Area. The transformation will be a model in the event of future base conversions.

Interpretation at the Presidio will provide opportunities for a meaningful national park experience in an urban environment and serve as a window into the park system. National park concepts such as resource preservation, heritage education, and biological diversity will be interpreted in the context of Presidio resources.

The Presidio's publicly owned resources have long provided an aesthetically meaningful, parklike setting for the use of Bay Area residents. From the campers in its tree-crowned ridges, to the golfers along its manicured greens, from the children playing in Julius Kahn Playground to adults jogging on Crissy Field, the Presidio is already viewed by many as a functioning public park.

The forestation of the Presidio represented the first large-scale landscaping effort of its type by the Army. Undertaken with a clear understanding of its public relations value, the parklike development served to beautify the entire city. The concept owed much to Andrew Jackson Downing and Frederick Law Olmsted, landscape architects already firmly linked to units of the national park system. Traditional and projected recreational and educational uses of "Presidio Park" will comply with the highest aims of the national parks – the preservation, appreciation, and enjoyment of our natural and cultural heritage.

Appendix E: Historic Building Treatments

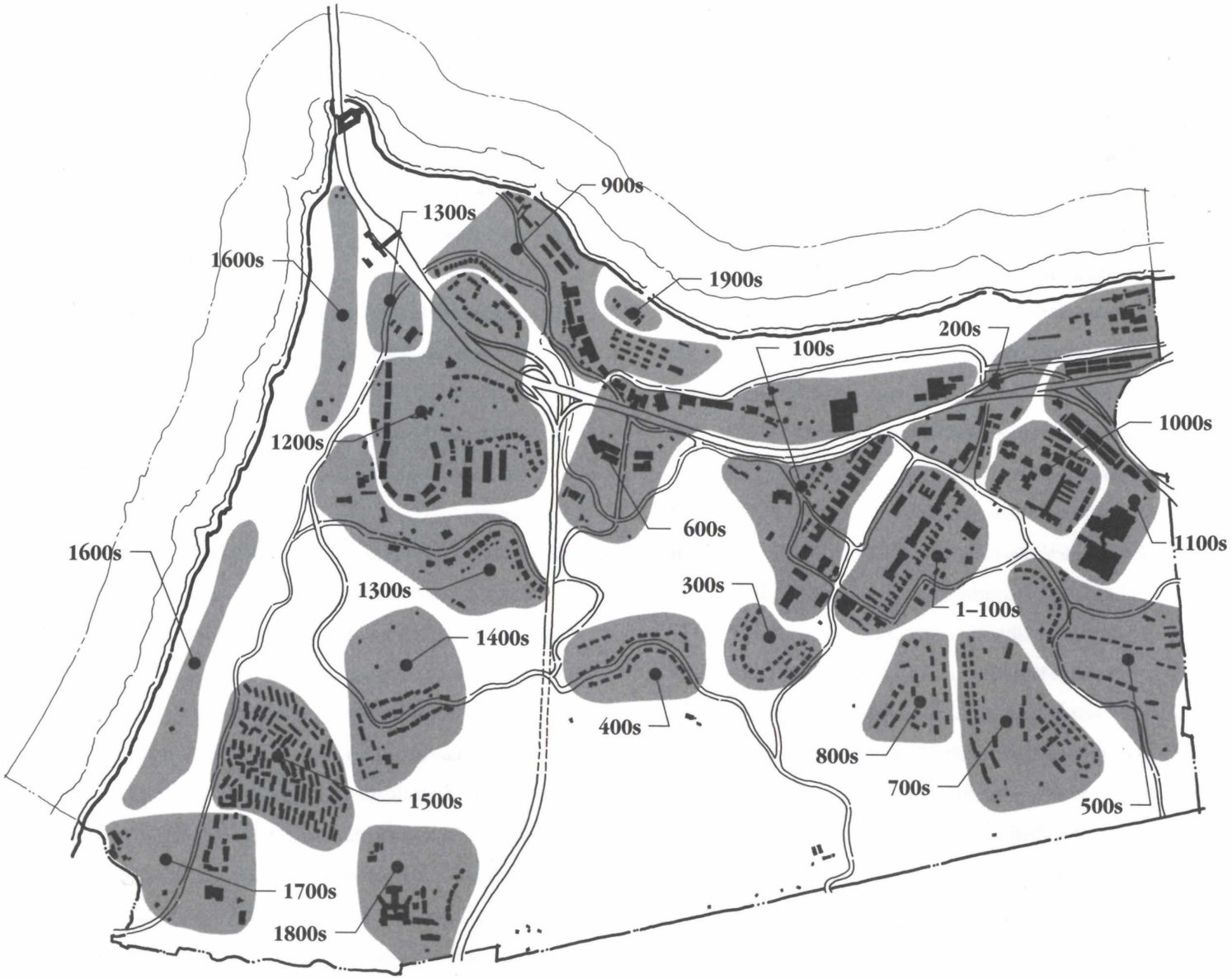
The following is a list of the 510 historic buildings that contribute to the significance of the Presidio as a national historic landmark and their proposed treatments for future management. The plan calls for eventual rehabilitation of 344 buildings, stabilization of 114 buildings, demolition of 48 buildings, and period restoration of 4 buildings.

LEGEND
ST = STABILIZE AND PRESERVE IN EXISTING FORM
RH = REHABILITATE AND REUSE
RR = RESTORE TO A HISTORIC TIME PERIOD
RM = DEMOLISH

NO.	BUILDING NAME	TREATMENT
1	Commanding General's Quarters	RH
2	Presidio Museum	RH
3	Barracks	RH
4	Officer Family Housing	RH
5	Officer Family Housing	RH
6	Officer Family Housing	RH
7	Officer Family Housing	RH
8	Officer Family Housing	RH
9	Officer Family Housing	RH
10	Officer Family Housing	RH
11	Officer Family Housing	RR
12	Officer Family Housing	RH
13	Officer Family Housing	RH
14	Officer Family Housing	RH
15	Officer Family Housing	RH
16	Officer Family Housing	RH
35	Enlisted Men's Barracks/Office	RH
36	Military Police Office	RH
37	Administration Building	RH
38	Sixth Army Headquarters	RH
39	Sixth Army Headquarters	RH
40	Bachelor Officers' Quarters	RH
41	Bachelor Officers' Quarters	RH
42	Pershing Hall Guest House	RH
44	Garage	ST
45	Chapel of Our Lady	RH
46	Storage Shed	ST
47	Garage	ST
48	Garage	ST
49	Officers' Club Administration	RH
50	Officers' Club	RH
51	Officer Family Housing	RH
53	Water Pressure Reducing Station	ST
56	Officer Family Housing	RH
57	Officer Family Housing	RH
58	Officer Family Housing	RH
59	Officer Family Housing	RH
64	Officer Family Housing	RH
65	Officer Family Housing	RH
67	Main Telephone Exchange	RH
85	Day Room	RH
86	Enlisted Men's Barracks/Office	RH
87	Enlisted Men's Barracks/Office	RH
95	Ammunition Magazine	ST

NO.	BUILDING NAME	TREATMENT
97	Red Cross Building	RH
99	Main Post Theater	RH
100	Montgomery Street Barracks	RH
101	Montgomery Street Barracks	RH
102	Montgomery Street Barracks	RH
103	Montgomery Street Barracks	RH
104	Montgomery Street Barracks	RH
105	Montgomery Street Barracks	RH
106	Montgomery Street Barracks	RH
107	Switching Station	RH
108	Storage	RH
113	Garage	RM
116	Sutler's Store	RH
118	Garage	RM
122	Community Center	RH
123	Garage	ST
124	Enlisted Family Housing	RH
125	Enlisted Family Housing	RH
126	Enlisted Family Housing	RH
127	Enlisted Family Housing	RH
128	Enlisted Family Housing	RH
129	Enlisted Family Housing	RH
130	Post Chapel	RH
135	Noncommissioned Officers' Club	RH
150	Cemetery Administration Building	RH
151	Cemetery Caretakers' Residence	RH
152	Cemetery Restroom	RH
153	Cemetery Garage	ST
154	Cemetery Service Maintenance Shed	ST
201	Exchange Store Administration Offices	RH
204	Exchange Store Administration Offices	RH
210	Post Office/Travel Agent	RH
218	Presidio Fire Station	RH
220	Garrison Headquarters	RH
222	Warehouse and Offices	RH
223	Warehouse and Offices	RH
224	Flammable Storage	ST
225	Storehouse	RH
227	Warehouse	RH
228	Dry Cleaners	RH
229	Bank	RH
230	Warehouse	RH
274	Storeroom and Orderly	RM
275	Mess Hall/Office	RM
277	Office	RM
280	Engineering Administration Building	RM
282	Maintenance Shop	RM
283	Warehouse/Engineering Offices	RM
284	Electrical Maintenance Shop	RM
285	Paint and Sign Maintenance Shops	RM
288	Carpenter Shop	RM
310	Valve House	ST
311	Pump House	ST
312	Radio Receiving Station and School	RH
314	MARS Station	RH
315	Water Pump House (City Pump)	ST

NO.	BUILDING NAME	TREATMENT
316	Nonpotable Water Pump	ST
325	Officer Family Housing	RH
326	Officer Family Housing	RH
327	Officer Family Housing	RH
328	Officer Family Housing	RH
329	Officer Family Housing	RH
330	Officer Family Housing	RH
331	Officer Family Housing	RH
332	Officer Family Housing	RH
333	Officer Family Housing	RH
334	Officer Family Housing	RH
335	Officer Family Housing	RH
336	Officer Family Housing	RH
337	Officer Family Housing	RH
338	Officer Family Housing	RH
339	Officer Family Housing	RH
340	Officer Family Housing	RH
341	Officer Family Housing	RH
342	Officer Family Housing	RH
343	Officer Family Housing	RH
344	Officer Family Housing	RH
345	Officer Family Housing	RH
375	Detached Garage	ST
376	Detached Garage	ST
377	Detached Garage	ST
378	Detached Garage	ST
379	Detached Garage	ST
380	Detached Garage	ST
381	Detached Garage	ST
382	Detached Garage	ST
383	Detached Garage	ST
510	Officer Family Housing	RH
511	Officer Family Housing	RH
512	Officer Family Housing	RH
513	Officer Family Housing	RH
514	Officer Family Housing	RH
517	Garage	ST
530	Officer Family Housing	RH
531	Officer Family Housing	RH
532	Officer Family Housing	RH
533	Officer Family Housing	RH
534	Officer Family Housing	RH
535	Officer Family Housing	RH
536	Officer Family Housing	RH
537	Officer Family Housing	RH
538	Officer Family Housing	RH
539	Officer Family Housing	RH
540	Officer Family Housing	RH
541	Officer Family Housing	RH
542	Officer Family Housing	RH
543	Officer Family Housing	RH
544	Officer Family Housing	RH
545	Officer Family Housing	RH
546	Officer Family Housing	RH
547	Officer Family Housing	RH
548	Officer Family Housing	RH



Presidio Building Numbers

0 1500' 3000'

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641 | 20182A | DSC | July 1994

NO.	BUILDING NAME	TREATMENT
549	Officer Family Housing	RH
550	Officer Family Housing	RH
551	Officer Family Housing	RH
552	Detached Garage	ST
553	Detached Garage	ST
554	Detached Garage	ST
555	Detached Garage	ST
556	Detached Garage	ST
557	Detached Garage	ST
558	Administrative Building	RH
559	Public Toilet	ST
563	Enlisted Men's Barracks/Clubhouse	RH
565	Electric Substation	ST
567	Enlisted Men's Barracks	RH
569	Enlisted Men's Barracks	RH
572	Enlisted Men's Barracks	RH
603	Photo Lab and Library	RH
631	Ammunition Magazine	ST
632	Ammunition Magazine	ST
633	Ammunition Magazine	ST
635	Battery Blaney	ST
636	Battery Sherwood	ST
640	Aircraft Hangar	RH
641	Latrine	RH
643	Aircraft Hangar	RH
650	Stillwell Hall	RH
651	Administration Building	RH
652	Transformer Vault	ST

NO.	BUILDING NAME	TREATMENT
654	Guard House	RH
661	Cavalry Stable	RH
662	Cavalry Stable	RH
663	Cavalry Stable	RH
667	Cavalry Stable	RH
668	Cavalry Stables	RH
669	Post Incinerator	RH
670	Cable House	ST
671	Inflammable Material Storage Shed	ST
680	Electrical Substation	RH
681	Day Room	RM
682	Community Center	RH
683	Day Room	RM
705	Garage	ST
715	Enlisted Family Housing	RH
716	Enlisted Family Housing	RH
717	Enlisted Family Housing	RH
718	Enlisted Family Housing	RH
719	Enlisted Family Housing	RH
720	Enlisted Family Housing	RH
721	Enlisted Family Housing	RH
722	Enlisted Family Housing	RH
723	Enlisted Family Housing	RH
724	Enlisted Family Housing	RH
725	Enlisted Family Housing	RH
726	Enlisted Family Housing	RH
727	Enlisted Family Housing	RH
728	Enlisted Family Housing	RH

NO.	BUILDING NAME	TREATMENT
729	Enlisted Family Housing	RH
730	Enlisted Family Housing	RH
731	Enlisted Family Housing	RH
732	Enlisted Family Housing	RH
733	Enlisted Family Housing	RH
734	Detached Garage	ST
735	Detached Garage	ST
736	Detached Garage	ST
737	Detached Garage	ST
742	Enlisted Family Housing	RH
743	Enlisted Family Housing	RH
744	Enlisted Family Housing	RH
745	Enlisted Family Housing	RH
746	Enlisted Family Housing	RH
747	Enlisted Family Housing	RH
748	Enlisted Family Housing	RH
749	Enlisted Family Housing	RH
750	Enlisted Family Housing	RH
751	Enlisted Family Housing	RH
752	Enlisted Family Housing	RH
753	Enlisted Family Housing	RH
754	Enlisted Family Housing	RH
755	Enlisted Family Housing	RH
756	Enlisted Family Housing	RH
757	Enlisted Family Housing	RH
758	Enlisted Family Housing	RH
759	Enlisted Family Housing	RH
760	Enlisted Family Housing	RH

NO.	BUILDING NAME	TREATMENT
761	Detached Garage	ST
762	Detached Garage	ST
763	Detached Garage	ST
901	Warehouse	RM
902	WWII Barracks	RM
903	WWII Barracks	RM
904	WWII, Administration Building	RM
905	WWII Barracks	RM
906	WWII Barracks	RM
907	WWII Dayroom	RM
908	WWII Barracks	RM
909	WWII Barracks	RM
910	WWII Barracks	RM
911	WWII Day Room	RM
912	WWII Post Restaurant/Day Room	RM
913	WWII Barracks	RM
914	WWII Barracks	RM
915	WWII Dayroom	RM
916	WWII Barracks/Office	RM
917	WWII Barracks/Administration Building	RM
918	WWII Barracks/Administration Building	RM
919	WWII Dayroom	RM
920	Parachute Shop	RH
922	Transformer Vault	ST
923	Transformer Vault	ST
926	Aircraft Hangar	RH
929	Pump House	ST
931	Inflammable Materials Storage	ST

NO.	BUILDING NAME	TREATMENT
933	Dopeshop & Boiler Houses	RH
934	Motor Test Building	RH
935	Aero Storehouse	RH
936	Transformer Vault	ST
937	Aircraft Hangar	RH
946	Signal Cable Hut	ST
949	Vehicle Storage Shed	RM
950	Vehicle Storage Shed	RM
951	Scott Hall Guest House	RH
952	Officer Family Housing	RH
953	Officer Family Housing	RH
954	Officer Family Housing	RH
955	Officer Family Housing	RH
956	Officer Family Housing	RH
957	Officer Family Housing	RH
958	Officer Family Housing	RH
959	Officer Family Housing	RH
960	Officer Family Housing	RH
961	Officer Family Housing	RH
962	Officer Family Housing	RH
963	Officer Family Housing	RH
964	Officer Family Housing	RH
966	Officer Family Housing	RH
967	Detached Storage Shed	ST
968	Garage	ST
969	Garage	ST
973	Vehicle Storage Shed	RM
974	Vehicle Storage Shed	RM

NO.	BUILDING NAME	TREATMENT
983	Warehouse	RH
985	Mine Loading House	RH
986	Mine Loading House	RH
988	Guard Station/Office	RH
989	Plumbing Shop Building/Office	RH
990	Inflammable Materials Storage	RM
998	Battery Lancaster	ST
999	Fort Point	ST
1000	Officer Family Housing	RH
1001	Officer Family Housing	RH
1002	Officer Family Housing	RH
1003	Officer Family Housing	RH
1004	Officer Family Housing	RH
1006	Laboratory	RM
1007	Letterman Ward	RH
1008	Letterman Ward	RH
1009	Letterman Ward	RH
1012	Letterman Clinic	RH
1013	Letterman Clinic	RH
1014	Letterman Clinic	RH
1016	Letterman Administration Building	RH
1040	Powerhouse & Steam Plant	RH
1047	Laundry Building	RH
1049	Letterman Ward	RM
1050	Letterman Psychiatric Ward	RH
1051	Letterman Ward Annex	RH
1055	Garage	ST
1056	Storage Building	RH

NO.	BUILDING NAME	TREATMENT
1059	Combustibles Storage Building	RH
1060	Medical Supply Warehouse/Offices	RH
1061	Storage Shed	ST
1062	Medical Supply Warehouse	RH
1063	Medical Supply Warehouse	RH
1065	Maintainance Shop	RM
1076	Garage	ST
1151	Indoor Swimming Pool	RH
1152	Gymnasium	RH
1160	Warehouse	RH
1161	Warehouse	RH
1162	Warehouse	RH
1163	Warehouse	RH
1167	Warehouse	RH
1168	Inflammable Material Storage	RM
1169	Warehouse	RH
1170	Warehouse	RH
1182	Warehouse	RH
1183	Warehouse	RH
1184	Warehouse	RH
1185	Warehouse	RH
1186	Warehouse	RH
1187	Warehouse	RH
1188	Warehouse	RH
1201	Fort Winfield Scott Headquarters	RH
1202	Enlisted Men's Barracks	RH
1203	Enlisted Men's Barracks	RH
1204	Enlisted Men's Barracks	RH
1205	Enlisted Men's Barracks	RH
1206	Enlisted Men's Barracks	RH
1207	Enlisted Men's Barracks	RH
1208	Enlisted Men's Barracks	RH
1213	Stockade	RH
1214	Band Barracks	RH
1216	Enlisted Men's Barracks	RH
1217	Enlisted Men's Barracks	RH
1218	Enlisted Men's Barracks with Mess	RH
1219	Quartermaster's Storehouse	RH
1220	Quartermaster's Office	RH
1221	Storage Shed	RM
1221A	Storage Shed	RM
1224	Infirmary	RH
1225	Post Exchange Storehouse	RH
1226	Gymnasium	RH
1227	Quartermaster's Shop	RH
1230	Warehouse	RH
1231	Blacksmith Shop	RH
1233	Post Paint Storehouse	RH
1237	Day Room	RH
1239	Offices	RH
1240	Enlisted Family Housing	RH
1241	Warehouse	RH
1242	Warehouse	RH
1243	Warehouse	RH
1245	Inflammable Storage Shed	ST
1246	Detached Garage	ST

NO.	BUILDING NAME	TREATMENT
1247	Detached Garage	ST
1248	Detached Garage	ST
1250	Detached Garage	ST
1261	Enlisted Family Housing	RH
1262	Enlisted Family Housing	RH
1263	Enlisted Family Housing	RH
1265	Enlisted Family Housing	RH
1266	Enlisted Family Housing	RH
1268	Enlisted Family Housing	RH
1270	Enlisted Family Housing	RH
1272	Enlisted Family Housing	RH
1273	Enlisted Family Housing	RH
1274	Enlisted Family Housing	RH
1275	Enlisted Family Housing	RH
1276	Enlisted Family Housing	RH
1277	Enlisted Family Housing	RH
1283	Fire Control for Battery Wagner	ST
1285	Garage	RM
1287	Battery Howe-Wagner	ST
1289	Enlisted Family Housing	RH
1290	Enlisted Family Housing	RH
1291	Officer Family Housing	RH
1293	Officer Family Housing	RH
1294	Enlisted Family Housing	RH
1295	Enlisted Family Housing	RH
1297	Enlisted Family Housing	RH
1298	Enlisted Family Housing	RH
1299	Log Cabin Community Center	RH
1300	Officer Family Housing	RH
1301	Detached Garage	ST
1302	Officer Family Housing	RH
1303	Detached Garage	ST
1304	Officer Family Housing	RH
1305	Detached Garage	ST
1307	Detached Garage	ST
1308	Officer Family Housing	RH
1309	Detached Garage	ST
1310	Officer Family Housing	RH
1311	Detached Garage	ST
1313	Detached Garage	ST
1314	Officer Family Housing	RH
1315	Detached Garage	ST
1317	Detached Garage	ST
1319	Detached Garage	ST
1320	Officer Family Housing	RH
1321	Detached Garage	ST
1322	Officer Family Housing	RH
1323	Detached Garage	ST
1324	Officer Family Housing	RH
1325	Detached Garage	ST
1326	Officer Family Housing	RH
1327	Detached Garage	ST
1328	Officer Family Housing	RH
1330	Barnard Hall (Officers' Quarters)	RH
1331	Fort Winfield Scott Recreation Center	RH
1332	Officer Family Housing	RH

NO.	BUILDING NAME	TREATMENT
1334	Officer Family Housing	RH
1335	Detached Garage	ST
1337	Officer Family Housing	RH
1338	Materials Storage	RH
1339	Ordnance Repair Shop	ST
1340	Ordnance Storage	RH
1341	Garage	ST
1344	Command Fire Control Station	ST
1347	Bachelor Officers' Quarters	RH
1353	Searchlight Repair Shop	RH
1354	Battery Saffold	ST
1355	Ordnance Repair Shop	RH
1359	Compressed Air Plant	ST
1363	Ordnance Shop	RH
1365	Machine Shop Storage Shed	RH
1369	Indoor Shooting/Firing Range	RM
1387	Theater/Bowling Center	RM
1389	Fort Winfield Scott Chapel	RH
1390	Day Room	RM
1398	Battery Dynamite Powerhouse	RH
1399	Battery Dynamite	RR
1430	Battery McKinnon-Stotsenberg	ST
1444	Radio Station and Transmitter	ST
1450	Radio Transmitter Headquarters	RH
1451	Power Plant and Generator	RH
1470	Central Magazine	ST
1471	Central Magazine	ST
1600	Old Mine Casement	ST
1601	New Mine Casement	ST
1621	Battery Chamberlin	RR
1622	Fire Control for Battery Chamberlin	ST
1625	Flammable Storage, Battery Chamberlin	ST
1630	Battery Crosby	ST
1640	Battery West Magazine	ST
1643	Battery West Magazine	ST
1644	Old Fire Control Station	ST
1646	Battery Godfrey Magazine	ST
1647	Battery Godfrey	ST
1651	Battery Boutelle	ST
1658	Battery Marcus Miller (South)	ST
1659	Ordnance Storehouse	RH
1660	Battery Marcus Miller	RR
1661	Battery Cranston	ST
1662	Fire Control Station	ST
1663	Fire Control Station	ST
1664	Fire Control Station	ST
1665	Searchlight Shelter	ST
1771	Water Valve House	ST
1773	Water Filter Building	RH
1776	Water Treatment Chemical Storage	ST
1779	Water Treatment Plant Headhouse	RM
1781	Family Housing	RH
1801	Public Health Service Hospital	RH
1802	Engineering Maintenance Shop	RH
1805	Recreation Center	RH
1806	Senior Enlisted Quarters	RH

NO.	BUILDING NAME	TREATMENT
1807	Senior Enlisted Quarters	RH
1808	Nurses Quarters	RH
1809	Officer Family Housing	RH
1810	Officer Family Housing	RH
1811	Officer Family Housing	RH
1812	Officer Family Housing	RH
1813	Officer Family Housing	RH
1814	Officer Family Housing	RH
1815	Officer Family Housing	RH
1818	Laboratories	RH
1819	Laboratories	RH
1828	Transformers/Meter House	ST
1901	Officer Family Housing	RH
1902	Garage and Storage	RH
1903	Dormitory and Offices	RH
1905	Boathouse	RH
1906	Automatic Tide Gage	ST
1907	Garage	RH

Total number of buildings: **510**

Total square footage: **3,644,552**

Appendix F: Cost Estimate Summary

Costs (1993 Dollars)

Construction and Development Cost	Gross Construction Cost [1,2]		Advance & Project Planning Cost		TOTAL		TOTAL PROJECT COST
	NPS	Tenants [3]	NPS	Tenants	NPS	Tenants	
Main Post	33,230,000	71,650,000	6,240,000	13,680,000	39,470.000	85,330,000	124,800,000
Ft. Point/Golden Gate Overlook [4]	8,710,000	920,000	1,600,000	170,000	10,310,000	1,090,000	11,400,000
Fort Scott	8,940,000	79,660,000	1,630,000	15,200,000	10,570,000	94,860,000	105,430,000
Letterman Complex [5]	10,570,000	66,880,000	1,940,000	12,760,000	12,510,000	79,640,000	92,150,000
Cavalry Stables	2,940,000	6,860,000	550,000	1,310,000	3,490,000	8,170,000	11,660,000
Public Health Service Hospital	1,430,000	55,640,000	190,000	10,620,000	1,620,000	66,260,000	67,880,000
East Housing	4,670,000	11,140,000	820,000	2,130,000	5,490,000	13,270,000	18,760,000
Crissy Field	14,630,000	24,950,000	2,790,000	4,760,000	17,420,000	29,710,000	47,130,000
Presidio Hill	19,540,000	3,740,000	3,730,000	710,000	23,270,000	4,450,000	27,720,000
Cemetery	0	920,000	0	170,000	0	1,090,000	1,090,000
Presidio Forest	3,790,000	0	720,000	0	4,510,000	0	4,510,000
Lobos Creek	2,770,000	0	530,000	0	3,300,000	0	3,300,000
Coastal Bluffs	1,700,000	0	320,000	0	2,020,000	0	2,020,000
Presidiowide Actions/Studies [6]	47,050,000	0	8,750,000	0	55,800,000	0	55,800,000
Asbestos Abatement	19,640,000	12,420,000	3,750,000	2,370,000	23,390,000	14,790,000	38,180,000
Totals	179,610,000	334,780,000	33,560,000	63,880,000	213,170,000	398,660,000	611,830,000
Sixth U.S. Army Costs [7]	0	108,230,000	0	20,650,000	0	128,880,000	128,880,000

Footnotes:

1. Government prepared class C conceptual estimates.
2. Exhibits, interpretive media, and furnishings are not included in estimates.
3. Tenant = park partner, concessioner, or non-NPS user.
4. Rehabilitation costs for Fort Point National Historic Site and Golden Gate Bridge District relocation costs not included.
5. Rehabilitation costs for Letterman hospital not included; demolition cost included.
6. Overall site development, e.g., infrastructure, grounds improvements, roadways and park studies.
7. Army estimates include costs for building rehabilitation, and asbestos abatement.

Appendix G: Projected Presidio Staffing Needs

VISITOR SERVICES	12
VISITOR PROTECTION/PARK POLICE (officers and civilians)	63
FIRE AND EMERGENCY/RESCUE (firefighters and administration)	36*
RESOURCE MANAGEMENT AND PLANNING	18
MAINTENANCE	89**
PRESIDIO PROJECT OFFICE (program and project management)	54***
ADMINISTRATION	48
TOTAL:	**320**

* Seven of these fire management personnel are stationed at the Fort Cronkhite station, Marin headlands.

** Responsibilities include grounds, buildings, utilities, roads, and trails.

*** The focus unit will be larger and stronger in the beginning of the transition and then, as the park evolves, Golden Gate National Recreation Area will take greater responsibility; the varying staff figures depend on how much of the work will be contracted out or shared with other agencies; some of the staffing units include combinations of both NPS personnel and institution and/or private sector personnel.

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Preparers, Contributors, and Consultants

Preparers

PRESIDIO PLANNING TEAM

Don Neubacher,
Supervisory Planner and Team Captain, Denver Service Center
BS, Environmental Planning & Management; MA, Resource Management

Roger Kelley Brown,
Supervisory Planner and former Team Captain, Denver Service Center
BA, Anthropology

Dennis Piper,
Landscape Architect, Denver Service Center
BA, Labor-Management Relations; MRP, Regional Planning

Carey Feierabend,
Historical Architect, Denver Service Center
BS, Architecture; M. Arch., Architecture

Lauren McKean, AICP
Community Planner, Denver Service Center
BA, Human Ecology; MRP, Regional Planning

Aida Parkinson,
Natural Resource Specialist, Denver Service Center
BS, Zoology; MA, Zoology

Christopher Schillizzi,
Interpretive Specialist, Harpers Ferry Center
BS, Biological Science

Kate Nichol,
Public Involvement Specialist, Denver Service Center
BA, Landscape Architecture

Alison Kendall,
Presidio Planning Coordinator, City and County of San Francisco
AB, Architecture; MCP, City and Regional Planning; M. Arch., Architecture

Kristin Baron,
Historian, Golden Gate National Recreation Area
BA, History; MS, Historic Preservation

Kay Roush,
Writer/Editor, Denver Service Center
BA, History

Travis Culwell,
Architectural Technician, Golden Gate National Recreation Area
BA, Architecture

Mai-Liis Bartling,
Project Coordinator, Golden Gate National Recreation Area
BA, Urban Studies

Diane Nicholson,
Park Curator, Golden Gate National Recreation Area
BS, History; MA, Museum Science

Terri Thomas,
Natural Resource Specialist, Golden Gate National Recreation Area
BS, Forestry; MS, Ecology

Tom Gavin,
Regional Forest/Range Conservationist
BS, Forest Fire Management; MS, Range Management

Larry Gill,
Assistant, Denver Service Center
BA, Business Administration and Economics; JD, Doctor of Jurisprudence

Contributors

PRESIDIO PROJECT OFFICE

Robert Chandler, *General Manager*

Chuck Baerlin, *Assistant General Manager*

Mike Savidge, *Assistant General Manager for Partner and Program Delelopment*

John Amos, *Architectural Technician*

Linda Brotemarkle, *Administrative Assistant*

David Behler, *Program Analyst*

Lou Ferrari, *Space Manager*

Ron Golem, *Program Analyst*

David Jarrat, *Environmental Remediation Technician*

Steve Kasierski, *Financial Analyst*

Peter Kong, *Computer Specialist*

Marti Leicester, *Chief, Program Development*

Alex Macievich, *Environmental Engineer*

John Ozanich, *Management Analyst*

Virginia Phillips, *Real Estate Specialist*

Gabriele Rennie, *Secretary*

Michelle Rios, *Secretary*

Chuck Swanson, *Civil Engineer*

Robert Wallace, *Historical Architect*

Martha Walters, *Environmental Project Manager*

GOLDEN GATE NATIONAL RECREATION AREA

Brian O'Neill, *Superintendent*

Brett Bankie, *Park Ranger*

Ric Borjes, *Historical Architect*

Gary Coatney, *Chief of Business Management*

Curt Edlund, *Chief of Maintenance and Engineering*

Tracy Fortmann, *Management Assistant*

Theresa Griggs, *Park Ranger*

Nancy Hornor, *Environmental Specialist*

Major Hugh Irwin, *Commander, SF Field Office, US Park Police*

Howard Levitt, *Chief, Communications and Interpretation*

Jim MacDonald, *Administrative Assistant*

Doug Nadeau, *Chief, Resource Management & Planning*

Jane Sandsmark, *Computer Specialist*

Gil Soper, *Chief of Ranger Activities*

Nicholas Weeks, *Landscape Architect*

Rich Weideman, *Presidio Operations Supervisor*

DENVER SERVICE CENTER

David R. Laux, *Chief, Planning Branch, Western Team*

Sarah Bransom, *Chief, Compliance Section, Western Team*

Elizabeth Janes, *former Chief, Planning Branch, Western Team*

Gary Johnson, *Chief, Planning Section, Western Team*

Debra Campbell, *General Engineer/Project Manager*

Paul Cloyd, *Historical Architect*

C. Craig Frazier, *Architecture A/E Manager*

Michael Giller, *Architectural Engineer, A/E Manager*

Laura Soullière Harrison, *Architectural Historian*

Elmer Hernandez, *Transportation Engineer, A/E Manager*

Robert Hinson, *Chief, Estimating Branch*

Jack Lovell, *Project Manager*

Anne Shewell, *Visual Information Specialist*

Shelly Wells, *Engineering A/E Manager*

Frank Williss, *Historian*

Terry Wong, *Supervisory Structural Engineer*

WESTERN REGIONAL OFFICE

Stan Albright, *Regional Director*

Lew Albert, *Deputy Regional Director*

William Penn Mott, *Former NPS Director and Special Assistant to the Regional Director*

Paul Alley, *Architectural Historian, Division of National Register Programs*

Leo R. Barker, *Historical Archeologist*

Gordon Chappell, *Regional Historian*

Steve Crabtree, *Chief, Concessions Division*

Hank Florence, *Historical Architect*

Jim Huddlestun, *Regional Environmental Coordinator*

Roger Kelly, *Regional Archeologist*

Craig Kenkel, *Historical Architect*

Ray Murray, *Chief, Planning, Grants & Environmental Quality Division*

Patty Neubacher, *Associate Regional Director, Administration*

SOUTHWEST REGIONAL OFFICE

Jake Ivey, *Historical Archeologist*

WASHINGTON OFFICE

Deny Galvin, *Associate Director for Planning and Development*

Jake Hoogland, *Chief, Environmental Quality Division*

Alice Johns, *Hydrologist, Water Rights Branch*

Owen Williams, *Hydrologist, Water Rights Branch*

DEPARTMENT OF THE INTERIOR

Gary Cummins, *Office of Environmental Affairs*

Project Support

GOLDEN GATE NATIONAL PARK ASSOCIATION

Greg Moore, *Executive Director*

Michael Boland, *Landscape Architect*

PRESIDIO COUNCIL

Jim Harvey, *President*

PRESIDIO COUNCIL STAFF

Nan Stockholm, *Director*

Nancy Licht, *Assistant for Communications*

Martha Matsuoka, *Assistant for Planning*

Ann Seymour, *Assistant/Secretary*

PRESIDIO COUNCIL MEMBERS

Joan Abrahamson

Carl Anthony

Edward J. Blakely

Rodger J. Boyd

M. J. Brodie

Noel J. Brown

John Bryson

Adele Chatfield-Taylor

Richard Clarke

Francis Ford Coppola

Robert K. Dawson

Roy Eisenhardt *(Vice Chair)*

Patrick Foley

Tully M. Friedman

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John W. Gardner

Jewelle Taylor Gibbs

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Antonia Hernandez

Ira Michael Heyman

Roger Heyns

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Maya Lin

James Miscoll

Gyo Obata

Laurie Olin

Toby Rosenblatt *(Ex Officio Chair)*

Ellen Ramsey Sanger

John Sawhill

Lucy Shapiro

Mimi Silbert

Virginia Smith

Bruce Spivey

Richard A. Trudell

Robin Winks

Project Consultants

A. Block and Associates

Anshen and Allen

Architectural Resources Group

Arthur Andersen and Company

Backen Arrigoni & Ross, Inc.

Bay Area Economics

Bendix Environmental Research, Inc.

Dale Sartor

Dames & Moore

Daniel Quan Design

David M. Dornbusch Co., Inc.

Don Holyfield

Graphic Guides, Inc.

Glen Isaacson and Associates

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Keyser Marston Associates, Inc.

Land and Community Associates

Larry Dale Associates

Dean Macris

Mancini-Mills, Inc.

McKinsey and Company

Morrison and Foerester

Nolte Associates

R. Neihaus and Associates

Robert Peccia & Associates

Sextant Consultants

Urban Ecology

ILLUSTRATORS

Pete Hasselman

Susan McComb of *Backen Arrigoni & Ross, Inc.*

Presidio Design Charrette

For three days during June of 1992, a design workshop or charrette was held to elicit ideas from outstanding landscape architects, planners, and architects for developed areas of the Presidio.

CHARRETTE FACILITATORS

John Kriken – *Skidmore , Owings & Merrill*

Dean Macris – *formerly Department of City Planning, San Francisco*

CHARRETTE PARTICIPANTS

Richard Beard – *Backen Arrigoni & Ross, Inc.*

Richard Bender – *Department of City and Regional Planning, UC Berkeley*

Joseph Esherick – *Esherick, Homsey, Dodge & Davis*

Steve Farneth – *Architectural Resources Group*

Lawrence Halprin – *Lawrence Halprin Landscape Architect*

Asa Hanamoto – *Royston, Hanamoto, Alley & Abey*

George Hargreaves – *Hargreaves Associates*

Randy Hester – *Department of Landscape Architecture, UC Berkeley*

Hans Korve – *Korve Engineers, Inc.*

Keith Larson – *Jones & Jones, Inc.*

Donlyn Lyndon – *Lyndon Buchanan Architects*

Ann Moss – *Denver Service Center, National Park Service*

Herb McLaughlin – *Kaplan, McLaughlin & Diaz*

Roger Montgomery – *College of Environmental Design, UC Berkeley*

Patricia O'Brien – *Patricia O'Brien Landscape Architect*

Tito Patri – *Tito Patri & Associates*

Kathy Simon – *Simon, Martin–Vegue, Winkelstein, Moris*

Bob Welch – *Denver Service Center, National Park Service*

GOLDEN GATE NRA ADVISORY COMMISSION

Ernest Ayala

Richard Bartke (Chair)

Howard Cogswell

B. G. John Crowley

Margot Patterson Doss

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Daphne Greene

Steve Jeong

Mel Lane

Amy Meyer (Vice Chair)

Gimmy Park Li

Gary Pinkston

Merritt Robinson

R. H. Sciaroni

John Spring

Edgar Wayburn

Joseph Williams

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KAY ROUSH 1943-1994

This plan represents the tireless efforts of many individuals. Kay Roush was one in particular whose quiet competence made it very special. As the editor of several Presidio publications, Kay was the major force behind getting the Presidio plan documents to the public. The task could not have been accomplished without her patience, hard work, and good spirit. Losing Kay along the way has saddened us all. We recognize her for all that she contributed to us and to the project.





As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural and cultural resources. This includes fostering sound use of our land and water resources, protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historical places, and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interest of all our people, by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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