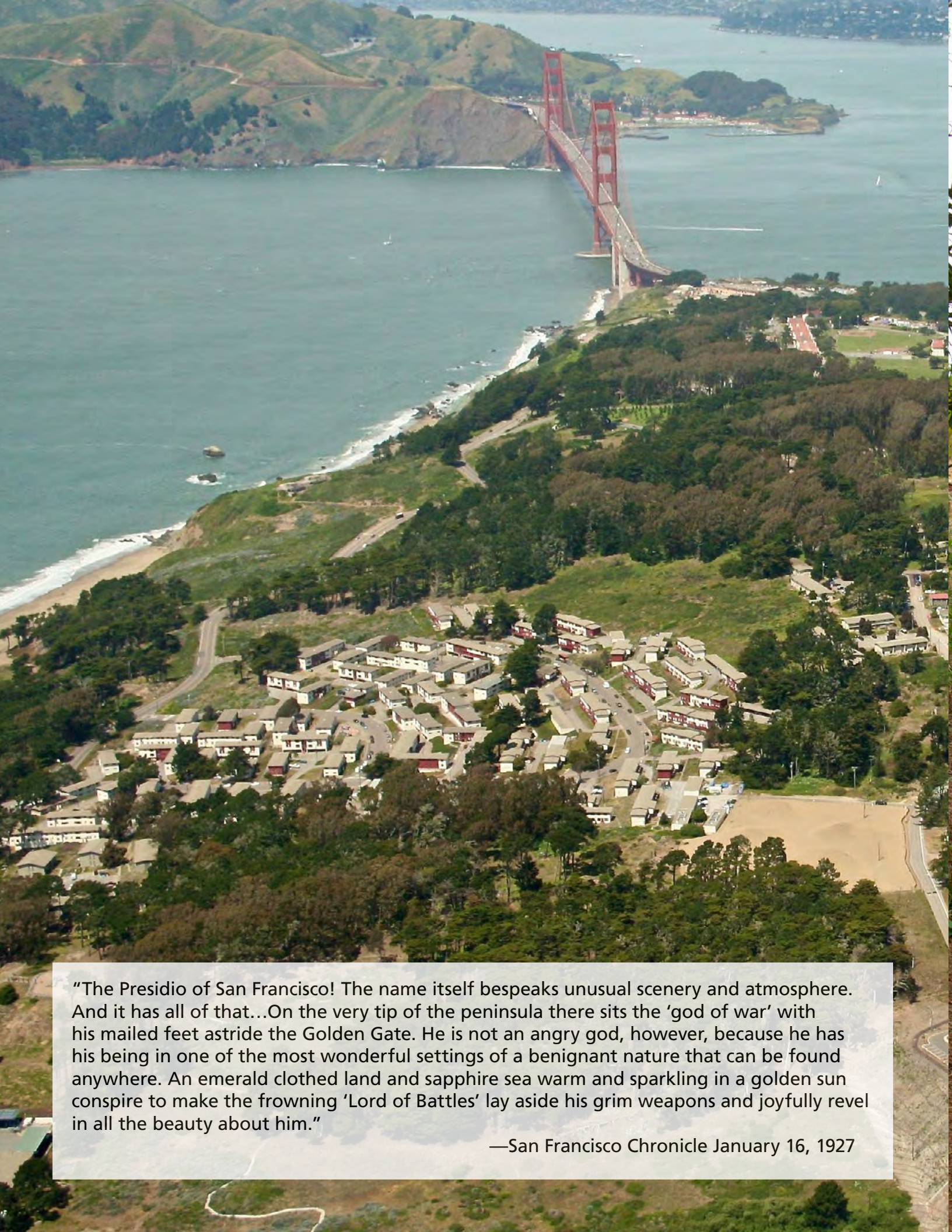
Presidio of San Francisco
Interpretive Plan











"The Presidio of San Francisco! The name itself bespeaks unusual scenery and atmosphere. And it has all of that…On the very tip of the peninsula there sits the 'god of war' with his mailed feet astride the Golden Gate. He is not an angry god, however, because he has his being in one of the most wonderful settings of a benignant nature that can be found anywhere. An emerald clothed land and sapphire sea warm and sparkling in a golden sun conspire to make the frowning 'Lord of Battles' lay aside his grim weapons and joyfully revel in all the beauty about him."

—San Francisco Chronicle January 16, 1927



THE PRESIDIO contains a multi-layered story of people, culture, and landscape. Situated in a dynamic and diverse region, it reflects millennia of human activity from pre-European peoples to the present occupants. It is a window into a military history that shaped the West and served the world under the flags of three nations for over two centuries. It contains an extraordinary tapestry of natural ecosystems, plants and wildlife of exceptional variety and number. And now—today—the Presidio represents a hugely successful model of the transformation of a military post to a national park.

While containing exceptional resources, the Presidio can be a daunting place for visitors looking to experience all it has to offer. The Presidio Interpretive Plan provides a framework for a visitor's exploration and experience of the Presidio. It describes the themes in which the Presidio's stories can be understood, and where these themes are expressed. It addresses strategies to help visitors from around the globe feel welcome and empowered to learn about the dynamic cultural and natural resources of the Presidio. It suggests how we will make the park's stories more accessible and relevant to the diverse communities that reside in the Bay Area. It describes a mix of programs to help both casual visitors and those with specific interests achieve their goals in a Presidio visit. It describes programs to engage students in fun and relevant learning. It suggests ways in which all who come to the Presidio can actively participate in stewarding the resources for the future, while learning about important elements of the Presidio's history and natural heritage.

As partners in management of the Presidio, the National Park Service and Presidio Trust worked together during the development of this section of the park's Long Range Interpretive Plan. It was shaped by the knowledge gained from years of management of the Presidio, by the generous and meaningful input of hundreds of creative individuals and organizations, and by the steady support and guidance of the third partner in the management of the Presidio—the Golden Gate National Parks Conservancy.

We offer this plan in the hope that it will serve as a blueprint for our agencies and our partners in our collective efforts to provide visitors with opportunities for transformative experiences at the Presidio.





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Introduction

The Presidio Interpretive Plan developed in 2013 is an element of the Golden Gate National Recreation Area's (GGNRA) Comprehensive Interpretive Plan (CIP). As defined by the National Park Service's Director's Order #6, a CIP is the basic planning document for interpretation in a national park. CIPs are composed of specific elements such as the Long Range Interpretive Plan (LRIP) and Annual Implementation Plan. Although GGNRA has a LRIP that contains an overall vision for interpretation and education, visitor experience goals, themes, and recommendations and strategies for implementation, there is a need for some site specific plans. The Presidio Interpretive Plan is one such site specific plan that addresses the Presidio's unique circumstances such as the different management structure, partnerships, community needs, and varied resources.

Presidio Administrative Background

The Presidio of San Francisco, is a unique 1491-acre portion of the Golden Gate National Recreation Area. It is the keystone in the arc of coastal lands now protected within the GGNRA and encompasses a complex range of natural and cultural resources. It has colonial history and a long military history under three powers. Many wonder what happened here—as the Presidio is not recognized for any battles or great political events. What happened here is often not so obvious but it is nonetheless significant. In 1962, the Presidio was protected as a National Historic Landmark District under the National Historic Preservation Act.

In 1972, the GGNRA was authorized by Congress (P.L. 92-589). The establishment of the GGNRA 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." The national recreation area was to "preserve for public use and enjoyment of certain areas… possessing outstanding natural, historic, scenic, and recreational values, and…to provide for the maintenance of needed recreational open space…". The legislation included a unique provision for the Presidio stating that the post was to be transferred to the national recreation area when the Army determined it to be excess to its needs. In 1972, the Presidio was an active Army post but by 1989, as a result of the Base Realignment and Closure Act, the Army announced that the post would be closed by 1995.

On September 30, 1994, the U.S. Army ended its mission at the Presidio and transferred the post to the National Park Service. The NPS adopted the General Management Plan Amendment for the entire Presidio which set forth concepts for managing the Presidio's resources. The GMPA recognized the need for a new management structure to oversee building leasing, operation, and maintenance and to work cooperatively with the NPS.

In 1996, in recognition of the Presidio's uniqueness and of the challenges and expense for its preservation, Congress created the Presidio Trust (Trust), a wholly-owned federal corporation, to manage the Presidio's interior lands (Area B) while the NPS retained jurisdiction over the remaining lands (Area A) which encompass the coastal areas and a few other sites. Congress reasoned that "an innovative public/private partnership that minimizes costs to the US Treasury" was necessary to oversee the majority of the Presidio and required that the Presidio Trust be financially self-sufficient by 2013. The Trust was authorized by Congress to generate and retain revenue and borrow money, up to a limited amount, to finance the Presidio's capital and operational needs and thereby limiting the exposure of the American taxpayers. The Presidio Trust Act (P.L.90-544) directs the Presidio Trust to manage the property under its jurisdiction in accordance with (1) the purposes of the Act establishing the GGNRA, and (2) the "general objectives" of the GMPA.





The Trust assumed administrative jurisdiction over Area B in July 1998. Pursuant to the Trust Act, the NPS manages Area A and, in cooperation with the Trust, provides visitor services and interpretive and educational programs throughout the Presidio. The Trust and NPS also work cooperatively in areas of joint concern and interest for the overall management of the Presidio, including planning efforts that overlap between Areas A and B.

The Presidio Trust Act describes the collaborative relationship between the Trust and NPS. It assumes a sharing of responsibilities with understood goals and provides direction with regard to interpretation as follows:

Presidio Trust Act SEC.102 (b)

- "The Secretary shall be responsible, in cooperation with the Presidio Trust, for providing public interpretive services, visitor orientation and educational programs on all lands within the Presidio."

Presidio Trust Act SEC. 103- (b)

- "The Secretary shall retain jurisdiction over those portions of the building identified as number 102 as the Secretary deems essential for use as a visitor center. The Building shall be named the "William Penn Mott Visitor Center." (After passage of the Trust Act, Building 102 was deemed insufficient, and Building 210 has been chosen to replace it.)

The 1994 GMPA remains unaltered as the plan for the NPS's management for Area A of the Presidio and will continue to guide the NPS interpretive services, visitor orientation and educational programs throughout the Presidio. Although the Presidio Trust Act gives the Secretary the responsibility for development and implementation of interpretation, education and visitor orientation in the Presidio, the NPS and the Trust embrace the idea that strong partnership and true collaboration will be the only effective means of providing high quality visitor experiences. The 2002 Presidio Trust Management Plan (a land use plan for Area B of the Presidio) states a commitment "to collaborating effectively with the National Park Service, and to seeking other partners that can bring the capacity and expertise needed to provide a consistently high standard of programming suitable to a national park in an urban area."

The Presidio Trust Legislation is based upon the enabling legislation for the GGNRA. Its purpose is stated in Section 101 of P.L.104-333:

The Congress finds that—

- **(1) the Presidio, located amidst the incomparable scenic splendor of the Golden Gate, is one of America's great natural and historic sites;**
- **(2) the Presidio was the oldest continuously operating military post in the Nation dating from 1776, and was designated a National Historic Landmark in 1962;**
- **(3) preservation of the cultural and historic integrity of the Presidio for public use recognizes its significant role in the history of the United States;**
- **(4) the Presidio, in its entirety, is a part of the Golden Gate National Recreation Area, in accordance with Public Law 92-589;**
- **(5) as part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources;**
- **(6) removal and/or replacement of some structures within the Presidio must be considered as a management option in the administration of the Presidio; and**
- **(7) the Presidio will be managed through an innovative public/private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources.**

Site Significance

The Presidio today is a reflection of the interaction of people and their environment, as technology has advanced and social values have evolved. This landmark site is a window through which we can view events that have shaped the nation and the world. The passages below are a reflection of the 1994 General Management Plan Amendment and 2002 Presidio Trust Management Plan and provide a foundation for Presidio interpretation and education.

Cultural Resources

Native Americans of the Ohlone tribe lived for at least 10,000 years on the lands of the Presidio before Europeans came to the Golden Gate and began to fortify it. 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 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 the 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 over 100 years ago as an Army beautification project and now covers over 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 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 Presidio's historic significance. These Important relationships include the City of San Francisco with Native American, African-American, and Asian-American communities. Long before Europeans arrived, the Ohlone people (Yelamu) 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, referred to as Buffalo Soldiers, 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.

Natural Resources

Geological formations, favorable climate, water resources, and open space have contributed to the site's rich biological diversity. The Presidio hosts an unusual blend of geologic formations (ranging from sand dunes to serpentine soils, derived from the California state rock) and water resources (ranging from wetlands to creeks to Mountain Lake, the only lake in the GGNRA). Over a millennia this diverse environment has resulted in more than a dozen distinctive ecological habitats. Remnants of the Presidio's native plant communities exist throughout the park, amidst the designed landscapes and historic forest. As the adjacent city lands were developed, the Presidio provided critical refuge for plants and wildlife. There are 13 different ecological habitats in the Presidio supporting 300 native plant species from the California poppy, the state flower, to the tiniest wildflowers like the red maids, whose fully bloomed flowers are no bigger than a fingernail. Sixteen of the Presidio's native plant species are rare plants, including five endangered species. Two of these endangered species, the Presidio clarkia (named for the Presidio and William Clark, of Lewis and Clark fame) and the San Francisco Lessingia, are found in only two spots in the world, with the Presidio being the type locality, or the first place a species was identified by the scientific world. A third plant wonder of the Presidio, the Franciscan Manzanita, thought to be extinct in the wild, was only recently discovered to exist in 2009.

Native plants are also an important part of the cultural history of San Francisco. The city was originally named Yerba Buena after a native mint that still grows in the Presidio. Members of the Ohlone and Miwok tribes, who were among the first to populate the pre-urban Bay Area, would have eaten native plants every day and regularly utilized their medicinal properties. When the Gold Rush came to San Francisco, many pioneers turned to miner's lettuce for sustenance. Today, native plant communities tucked amongst the cityscape offer visitors a sense of place, a connection to the past, and a glimpse into what their backyard may have originally looked like.

These remnant native plant communities preserve rare and endangered plant species and provide valuable wildlife habitat. There are more than 600 hundred species of wildlife, including 200 species of birds that find refuge in the park's open space. More than 85% of the animals regularly seen in the Presidio are birds. Because it is one of largest naturalized open spaces in San Francisco, with plentiful sources of food and water, the Presidio is a haven for many species of birds seeking either a permanent home and nesting site, or a safe resting place on a migratory journey. This group includes more than 65 species that live and nest in the park. "Neotropical migrants" are migratory birds, residents of different regions across North and South America, stop off at the Presidio during their annual trips from their nesting grounds to the tropics where they spend the winter, and northward again in the spring.

The Presidio was the site of the Xerces blue butterfly extinction in the 1940s but today butterfly and other insect diversity has been sustained by the park's and Trust's habitat restoration efforts. The Presidio has become



a hot spot for scientific research, in partnership with institutions, universities, and environmental organizations, to increase understanding of the Presidio's urban ecological systems and how best to care for them. They include the serpentine grasslands, where wildflower and native grass species flourish, the largest remnants of dune communities that once covered almost half of what is now San Francisco; and riparian and wetland communities including Lobos Creek, the last year-round free-flowing creek in San Francisco and early source for the nascent city of San Francisco (Lobos Creek still provides most of the Presidio's water supply). Other important natural resources include Mountain Lake, Tennessee Hollow, and Crissy Field. These sites offer an extraordinary watershed experience in the city: one can follow springs to creeks to marshes to the San Francisco Bay to the Pacific Ocean.





Recreational Resources

The Presidio is an exceptional recreational resource within a major metropolitan area. It offers opportunities for a wide range of active pursuits and millions of visitors bike, run, walk, sight-see bird watch, surf, sail, fly kites, walk their dogs, fish and learn about the magnificent cultural and natural history of the area. Visitors can hike, bike, and tour 24 miles of scenic trails, many of which have received recent upgrades that include accessible pathways, boardwalks and overlooks. The spectacular vistas of the Pacific Ocean, Golden Gate, Marin Headlands, San Francisco Bay, and skyline of San Francisco are unmatched anywhere else.

A recently renovated Rob Hill Campground provides thousands of visitors the only opportunity to legitimately camp under the stars in San Francisco. The campground can accommodate up to four groups of 30 and provides special access to underserved schools and community organizations through the Camping At the Presidio program. In addition, the Presidio is home to numerous ball fields, tennis courts, an 18-hole golf course, the Julius Kahn playground, a gymnasium and historic swimming pool (managed by the Presidio YMCA).

The Presidio also serves as a place for solitude, retreat, and discovery. A growing body of evidence supports spending time in nature and the outdoors as a way to improve both physical and mental health and well-being. With the advantage of being located in San Francisco and in the center of the GGNRA, the Presidio has the unique opportunity to partner with the health care community and be seen as a important resource in the battle against chronic disease such as obesity and Type 2 diabetes as well as mental illness such as depression and isolation.

Presidio Interpretive Themes

Through interpretation, the meanings and relationships of the Presidio's resources will be revealed and explored, thereby increasing visitor understanding, appreciation and involvement in stewardship. Five themes together tell the rich stories of the Presidio's natural and human history, its transformation from a military post to a national park, and its future as a model of sustainability. They are consistent with park wide interpretive themes but provide more specific insight to the Presidio. These five themes are rooted in an understanding of the Presidio's significant resources and are adapted from the July 1994 General Management Plan Amendment. These themes have been vetted and over the years by numerous people including historians, scientists, interpretive rangers, and others who discussed and analyzed them and then updated them. The themes are not mutually exclusive and there is overlap in associated stories under each theme. Many of the stories are interlinked and complementary—a logical result of telling multiple stories about a place whose people, events, resources and ideas are so interrelated. As time moves on, these themes may evolve to include newly discovered significant sites and stories and fresh perspectives.

GUARDIANS OF THE GATE

As one of the oldest continually used military posts in the United States, the Presidio is of rare historical significance. Recognizing the strategic importance of the great harbor named St. Francis, Spanish colonial officials ordered a new presidio, or fortified garrison, be established on the northern California Frontier. In 1776, Juan Batista de Anza led the expedition from Mexico to the San Francisco Bay and established the northernmost permanent frontier of Spain's New World Empire. Since then, Spain, Mexico, and the United States consecutively, the Presidio has embodied an unparalleled record of the exploration and development of America. 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. Interpretative programming will place the evolution of the Presidio, and activities that occurred there, in historical context to events affecting the three occupying nations and how they help shape our country.

How can the Presidio's military legacy inform our national intentions?

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, Korean War, Vietnam War, and Operation Desert Storm. An outgrowth of America's wars was the establishment of the first army general hospital, which grew into the medical Letterman Army Medical Center complex, pioneering the Army's use of women and nurses and its application of physical therapy to rehabilitate the wounded.

Interpretive efforts will examine the perceived roles of the military including its role 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 a changing world view.

The development of the U.S. Army from the 19th century frontier force to a world power is reflected in the growth of the Presidio, resulting in the nation's best "outdoor museum" of military architecture. An important story—evolution of harbor and

coastal defenses from the 1770's to the 1970's—is represented by the remnant coastal defense structures and associated archeological features. The dawn of military air power and transcontinental flight is still evident at Crissy Field.

In addition to its national roles, the Presidio has 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.







CULTURAL CROSSROADS

The Golden Gate, anchored by the Presidio, became a cultural crossroads and a 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 role in the exploration and settlement of the American West, the rise of San Francisco, and the cultural growth 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". From 1848-1850 California was governed by the US Army. It influenced, and in turn was impacted by, the developing region and its diverse peoples. Beyond its geography and proximity to the strait and Bay, the presence of fresh water was vital to sustaining the needs of El Presidio and subsequent human chapter to this day.

Interpretative programming will examine the origins and aspects of the various cultures recast by passage through the Golden Gate. It begins with the life ways 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 the Presidio itself, and persist in the cultural expressions of present-day California. In addition, the Presidio bore witness to the valuable contributions from groups such as the Ohlone Indians, Mexicans, African-Americans, Chinese-Americans, and Japanese-American soldiers whose descendants still live in the Bay Area and whose stories remain relevant today. Interpretation at the Presidio provides an opportunity to examine concepts related to colonization, racism, resistance and struggle and American identity.

> How can examining the cultural mosaic of people living in and around what is now known as the Presidio shape our understanding of the nation?

The U.S. Army's takeover of the Presidio preceded the discovery of gold in California. The gold fever attracted a cultural mélange, 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 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 for their emigrants. The meeting of East and West was celebrated in the 1915 Panama Pacific International Exposition, partially held on Presidio land and today's San Francisco features a rich composite of Pacific Rim cultures. Yet, many cultures, especially those perceived as a threat to our economy, national security, and *our way of life,* have not always been embraced by American citizens and the government. The U.S. Army stationed at the Presidio, under the authority of the U.S. government, at times played a destructive role when it came to intercultural exchange. The Modoc War and the Southwest Apache campaigns against American Indians and internment of Japanese-Americans during World War II represent low points in American history.

How are the scientific values of the Presidio's natural systems inherently valuable and how do they impact surrounding communities?

ISLAND OF REFUGE

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 Presidio's protection afforded by its long-term use as a military post.

Varied topography, a Mediterranean climate, and fresh water resources have produced landscapes with extraordinary biodiversity at the Presidio. Many significant natural resources persist at the Presidio and these, and other natural features, will become ever more valuable as they diminish elsewhere. The post is a critical stop for migrating neo-tropical birds. The Presidio is also home to federally and state listed rare, threatened, and endangered plant and animal species. The post is notable as the site of the earliest discoveries of a number of west coast native species by the scientific world. Interpretation will explore the myriad impacts of humans on these ecosystems, from prehistory to present, and draw lessons from the spectrum of values exhibited by the various cultures that resided here.

Since 1816 the Presidio has been a place of many important scientific discoveries and over the centuries has been used to collect and record the native flora and fauna of San Francisco by many prominent people. Since becoming a national park, many scientists and university researchers have been impressed by their studies of the enduring flora and fauna in the park today.

The Presidio also plays an important role in the international conservation story as it is a distinctive segment of the Central California Coast International Biosphere Reserve. Through inclusion in the international biosphere reserves program (a United Nations designation), Presidio ecosystems are tied to a family of internationally significant examples of the world's natural regions. Its natural and human systems serve as a laboratory for learning about the planet's environmental challenges and solutions.

The Presidio offers an outdoor classroom to interpret natural systems, biological diversity, habitat protection and restoration. Interpretation and educational programs will be critical in the protection and enhancement of these resources.

Presidio interpretive programs can increase public awareness of the values of biodiversity, ecosystem protection, ecological restoration, and personal stewardship of the natural world. Visitors can learn lessons about large scale restoration projects such as wetlands dunes, the historic forest's replanting and regeneration, and environmental remediation techniques. Interpretive programs can be complemented by hands-on opportunities. People should not just learn about natural systems, they should also have the opportunity to participate in protecting them through volunteer involvement. In the tradition of youth like Ansel Adams and Peter Raven who explored the Presidio as youth, young people in the 21st Century might be sufficiently inspired by their Presidio-based experiences to pursue related professional paths.





A CHANGING LANDSCAPE

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 Presidio's landscape manifests the complex interaction of people and place, a dynamic influenced by geography, hydrology, history, technology, architecture, landscape architecture, demography, and changing social values. The human-made changes to the Presidio's landscape constitute a mosaic of many stories, requiring some clarification and interpretation to reveal the complete picture.

Beginning at least 1500 years ago this land provided Ohlone Indians with ample food and fresh water, as well as a village site. Their most intensive form of ecological management was deliberate burning of the landscape that stimulated growth of seed producing plants and stem growth of basketry plants, and opened land for easier hunting.

How does the Presidio's changing landscape offer insights into the complex interaction of people and place?

The Golden Gate's geology and geography had a great effect on the Presidio's 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 is 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, the US Army's plantings and diverse architectural styles resulted in the Presidio becoming a highly desirable community in which to live and work. Because of this adaptation of the natural and built environment, the Presidio's design evolved differently from other military bases in the country and the buildings and landscapes that remain today illustrate this.

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. Imposing Fort Point reflects the value the nation places 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 1890's. 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 the tale of muscle giving way to motor. Deserted seacoast batteries offer mute testimony of the supremacy of air power over cannon. The pioneering Crissy Army Airfield is but a short distance from the headquarters of San Francisco's Nike missile sites, two stages in the evolutions of coastal defense now abandoned for more advanced weaponry.

Interpretative programming can give the public the opportunity to peel back the Presidio's many rich layers. It can also address the challenges park managers face today in resource preservation, building rehabilitation, and ecological restoration in the face of changing needs and uses, particularly the shift from an active army post to a civilian community and national park.

What is a national park and what lessons can we learn from the Presidio's transformation from post to park?



FROM POST TO PARK

The Presidio's transformation from military post to a viable, vibrant national park site has yielded new models and innovative practices which can provide lessons for other communities. Though the Presidio has long been under federal jurisdiction, there are many challenges to transforming it from a military post to a national park. The conversion of the Presidio's role as the "defender of the Golden Gate" to a welcoming and inclusive public place is still underway. The Presidio's infrastructure and facilities—once critical to our nation's defense—are being called to a new kind of public use that stands for history, environment, community and service at the Presidio. Like other parts of the GGNRA, the Presidio provides opportunities for a meaningful national park experience in an urban environment and can serve as a gateway to the larger national park system.

The Presidio is expanding the definition of what a national park can be and the role it can play in our communities. With its proximity to a large urban population, the Presidio is a refuge to people in the city, offering a wealth of recreational opportunities, educational and cultural programs and great place to volunteer. Presidio tenants, residents, neighbors, and communities that may have never visited the Presidio or a national park site is important for its long-term vitality and stewardship. The NPS and Presidio Trust's efforts to engage these communities in the planning for the future of, the maintaining and enjoyment of the Presidio is critical. Current site stewardship and youth leadership programs such as I-YEL are prime examples of how to connect and make the park a part of the community they care about.

Through public outreach and community participation, many voices and views are influencing the plans and programs the Presidio Trust and NPS are developing. Interpretation provides a platform for discussing all of the social and physical changes present in the process of converting a military base to civilian purposes. The Presidio is recognized by organizations and agencies for successful sustainability and historic preservation projects. The Presidio has hosted visitors from across the US as well as representatives from other countries who face similar challenges in their own countries for transforming military bases to new uses. As the world becomes increasingly urbanized, many are looking to the Presidio to learn by example.







"The Presidio's location at the Golden Gate has produced an unprecedented concentration of natural, scenic, cultural, and recreational resources—unique ecological systems, inviting parklands, spectacular views and vistas, and distinctive architecture."

—(General Management Plan Amendment, NPS, 1994)

Current Programs & Activities

Since its transformation to a national park site, the NPS has provided interpretive programs and activities at the Presidio, complemented more recently by those presented by the Presidio Trust. The following is a list of current interpretive and educational programming that supports the vast array of natural, cultural and recreational opportunities on the Presidio. Many of these programs are led by the National Park Service while others are led by The Presidio Trust or the Golden Gate National Parks Conservancy, the GGNRA's cooperating association. A majority of programs are developed and led in partnership with one or all of the above agencies as well as a variety of community-based organizations.

Outreach & Community Engagement—Crissy Field Center

The Golden Gate National Recreation Area continues its strong commitment to reach out to communities that traditionally have not visited or valued national parks. The Crissy Field Center, a partnership of the National Park Service, Parks Conservancy and the Presidio Trust, is a dynamic hub of youth engagement serving those that traditionally have had little access to their national parks. The Center's mission is to encourage new generations to become bold leaders for thriving parks, healthy communities and a more environmentally just society. The center serves over 25,000 participants annually and is the primary avenue for outreaching and serving under-represented communities. The following is a list of current program offered by the Crissy Field Center.

Outreach & Special Events

In order to widen reach to communities that traditionally have not visited the park, park staff provide information and host activities at fairs and festivals such as Cinco de Mayo, Fiesta on the Hill, Sanchez Adobe's Rancho Days, SF Juneteenth, and others. In addition, the Center hosts special events such as annual Earth Stroll spring event to focus on a "healthy people and healthy parks" initiative and the newly-launched Mission: Presidio! which celebrates the historical and geographical connections between the Presidio of San Francisco and Mission Dolores with a walk from the Mission to the Presidio. The Goldman Environmental Prize Youth Reception provides the opportunity for approximately 150 youth each year to learn about that year's winners and meet them up close and personal.

Community Programs

Single-experience programs include Community Campfire Program (off-site visit) and Crissy Field Past and Present (on-site trip). Multi-experience programs combine off-site visits with on-site field trips; these include Watershed Through Time, Seaside Senses, Cultural Encounters (Ohlone and the Anza Expedition), Growing Your Roots: Juana Briones, , and Buffalo Soldiers. In addition, People To Park Stewards offers a customized program option—involving multiple visits/field trips—where students initiate their own neighborhood project. This program area serves over 7500 individuals annually.

Camping at the Presidio (CAP)

Designed for community organizations and schools that ordinarily lack the resources to bring their group on an overnight outdoor experience, CAP provides a meaningful gateway camping experience for children and youth from around the Bay Area. The program provides transportation, training, gear, and a guided program to roughly 4000 underserved youth a year at the Rob Hill campground in the Presidio. Camping at the Presidio is also a partnership with Bay Area Wilderness Training.

Youth Leadership

Inspiring Young Emerging Leaders (I-YEL) provides leadership experience for 24 high school students annually. Students provide service to the park, participate in leadership and career development workshops, and implement their own project every year to address an environmental and social problem in their community. In the summer, many are placed in individual internships throughout the Center and park. The program is entirely youth initiated, planned and run and hosts a robust alumni program.



Service Learning

Middle school students in the intensive Urban Trailblazers program get their first experience in job skills while working as a team providing service, learning about environment and health, and participating in overnight trips to Rob Hill, Alcatraz, and Yosemite. At James Lick Middle School, students enrolled in the afterschool program are led by Crissy Field Instructors.

Day Camps

In Things with Wings, Seaside Sleuths, Junior Rangers, and other park-based camps, elementary school-aged youth combine outdoor investigation and field outings with fun hands-on projects. Youth entering grades 9 through 12 can continue their camp experience by leading and mentoring children as Counselors in Training. Driven by the belief that all youth deserve an enriching and memorable summer experience, the Crissy Field Center distributes 40–50% of camper scholarships each year.

Education Programs

Curriculm-based field trips are offered to grades K–12. They include Flyin'High, My Favorite Marsh, It's Electric, Garbology 101, and Project Wise and outlined in more detail below. 80% of children attend public schools in San Francisco, Alameda or Marin counties and a majority school serve a large population of students on free or reduced lunch.

Education Programs

Education programs are those that serve school children at the K-12 level, as well as pre-service and in-service teachers. They include formal place-based learning programs held in the park and in schools, guided and self-guided programs for school classes visiting the park, and informal school field trips and visits to schools and communities. The following programs are currently offered:

K-12 Curriculum-Based Field Trips—Park Staff Facilitated

Sensible Habitats	**Grades: K–1**
Students become nature detectives on an intriguing investigation near the Golden Gate to uncover the rich diversity of human, plant, and animal life.	
Flyin' High	**Grades: K–1**
Students learn what makes a good habitat for birds and how human activity can have an impact on that habitat.	
Thingamajigs & Whatchamacalits	**Grades: 1–2**
Students are introduced to the field of archaeology and are provided with the opportunity to explore the Presidio's past cultures by comparing and contrasting artifacts.	
My Favorite Marsh	**Grades: 2–3**
Students learn about the various roles that wetlands play in our urban environment and why wetlands are important.	
Petal Pushers	**Grade: 3**
Students become knee-high naturalists at the Presidio Plant Nursery as they have an A-Z indigenous plant adventure.	
Point of Inquiry	**Grade: 4**
Students are transported to Gold Rush era Fort Point to discover and imagine another time and place.	
Excavate History	**Grade: 4**
Students focus on the Spanish colonial era and how archaeology is used to learn more about the people who once lived at El Presidio de San Francisco.	



It's Electric	Grades: 5–8
Students build a foundation for under¬standing how climate change can affect our environment and the resources in our national parks and learn simple and practical ways that they can reduce energy use.	
Garbology 101	**Grades: 4–6**
Students learn how Presidio archeologists uncover the past by studying artifacts from Native Americans, Spaniards, Mexicans, and Americans who lived and worked in the Presidio.	
Budding Botanists	**Grades: 4–6**
Students learn the names and functions of plant parts through hands-on investigation in the science lab and in the field.	
Project WISE	**Grades: 9–12**
Students from Galileo Academy of Science and Technology spend one afternoon a week throughout the school year conducting field studies in the Presidio.	

K-12 Curriculum-Based Field Trips—Teacher facilitated

Crabs & Quackers	Grades: K–1
Students explore the waterfront of the Presidio and learn about the diverse plant and animal life there.	
Artillery, Bricks & Co.	**Grades: 4–5**
Students become crafty time travelers in search of everyday life in a Civil War Era fort.	

Service Learning

Service at the Presidio Plant Nursery	Grades: K–12
Students work side-by-side with NPS, Parks Conservancy, and Presidio Trust staff, growing and caring for native plants that will eventually be used to restore habitat throughout the Golden Gate National Parks.	
Habitat Heroes	**Grades: 3–12**
Students participate in taking care of their National Park lands in the Presidio and emerge with a deeper sense of place. Working with park staff, they learn about San Francisco's natural history, investigate resource management issues in the field, and gain a wider understanding of urban ecology as they apply their knowledge and skills to a habitat restoration project.	

Citizen Science in a National Park

Citizen science provides students with a sense of how science informs the management of natural resources in the Presidio. Programs include:

Presidio Plant Phenology Project	Grades: 6–12

The Golden Gate National Recreation Area, in which the Presidio resides, is one of six pilot national parks sites chosen to participate in the California Phenology Project. Phenology is the study of the seasonal biological changes that appear in flora and fauna, such as flowers blooming in spring, leaves changing color in autumn, and birds migrating throughout the year. Students act as citizen scientists while observing and collecting data on the midlife at sites such as Moutain Lake.

Bird Sleuthing	Grades: 2–12

Did you know that the Presidio is a birding hotspot in the Bay Area? Following a short "binocular bootcamp and birding basics" orientation, students will follow a designated bird monitoring route in the park. After counting observed bird life, groups can record their data using a national internet database called eBird.



Summer Day Camps

In addition to camps offered by the Crissy Field Center the Presidio Trust offers a number of week long summer camps for elementary and middle school-aged youth.

Experimental Archaeology Camp	Grades: 4–5

Students learn about the past cultures of the Presidio by attempting to replicate some of the daily activities of the Ohlone, Spanish, and Mexican colonists.

Ceramics Camp	Grades: 6–8

Students work with a ceramic artist to make a variety of ceramic vessels using traditional manufacturing techniques and different decorative styles to learn some of the traditions the Spanish colonists would have brought with them to San Francisco.



Educator Workshops & Events

Dissonant Voices	In-Service Teachers
This annual teacher institute offers practical approaches to using primary sources to help educators provoke students to pose meaningful questions, apply critical thinking skills, and build historic interpretations. Approximately one day of this four day workshop focuses on Presidio History.	
Presidio Teachers' Night	**In-Service & Pre-Service Teachers**
At this annual event, educators enjoy a reception, attend presentations, collect educational materials, network with other educators, and learn about opportunities and resources available outside the classroom.	
Nature in Your Neighborhood*	**In-Service Teachers & Non-Formal Educators**
This 2-day workshop utilizes "Finding Urban Nature: An Educators' Guide to Exploring San Francisco Natural History." Participants learn site specific, natural and cultural history content and activities to help them create relevant and powerful outdoor experiences that meet science and history standards. The program is offered through the Crissy Field Center in partnership with the Golden Gate National Parks Conservancy, the Presidio Trust, San Francisco Recreation and Park Department, Literacy for Environmental Justice and San Francisco Unified School District.	





Public Programs & Personal Services



Formal Programs

Formal programs include traditional ranger led programs such as those found in many national parks across the country. In the Presidio, rangers and volunteers lead weekly programs on many topics as broad as the ones covered in a Shuttle through Time where the ranger will take visitors through pre-colonization to Civil War to conversion of post to park. Other programs help visitors understand specific sites, events, or groups of people such as the Buffalo soldiers or Nisei soldiers and their impact on American history. Yet others offer visitors the opportunity to explore the beauty and wonder of their national park by searching for shorebirds, admiring the blooming wildlife, or exercising on their bicycle. Select programs are also given in Spanish. The Presidio Trust facilitates a number of family programs that include Create With Nature, Presidio Story Makers: Exploring with Ansel Adams, night hikes and seasonal family birding and habitat restoration programs.

In addition, the GGNPC recently started offering fee-based guided tours of the Golden Gate Bridge to mark the anniversary of the Golden Gate Bridge's 75th anniversary.

Special events include Pasados del Presidio hosted by the Presidio Trust, in partnership with the Golden Gate National Parks Conservancy, National Park Service, and in collaboration with dozens of other community organizations. Approximately 500 participate in this annual event each year. The Presidio Trust also host an array of workshops, lectures, exhibits, and events such as Contemporary Historians, Archaeology Month, Preservation in Practice, and Film in the Fog

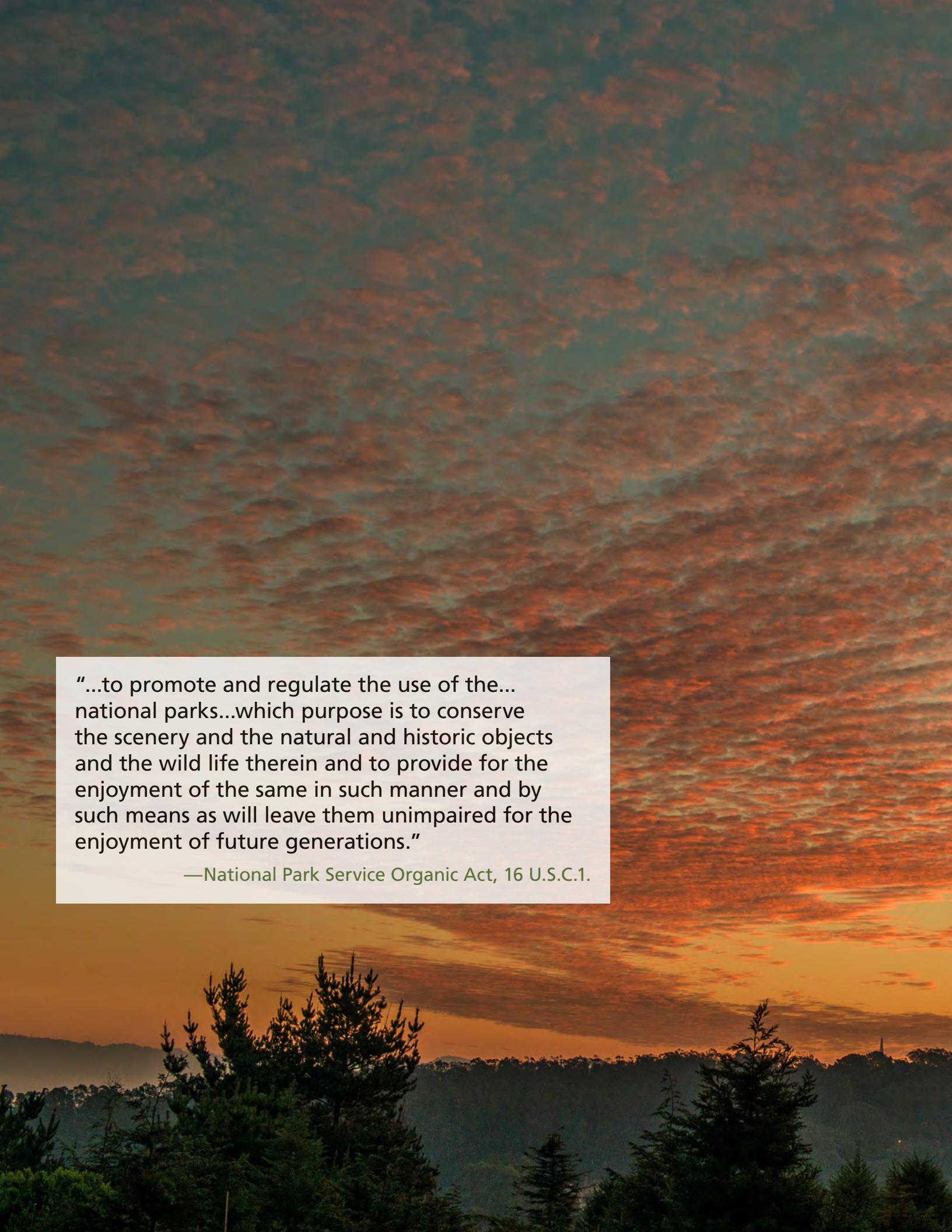
Informal Personal Services

Informal interpretation includes roving rangers at high-use areas such as Crissy Field where visitors can interact with rangers and receive smaller interpretative talks and feel free to ask questions or comment on their park experience. In addition, visitors may receive interpretive services from volunteers, interns, or rangers at places such as Battery Godfrey, Battery Chamberlin, or Fort Point as rangers on hand greet visitors and provide more information about the site.

Visitor Centers

The temporary Presidio Visitor Center is located in building 105 at the Main Post. The modest visitor center houses several exhibits, mini-theater for a variety of films, and information desk staffed with volunteers, interns and rangers. Current plans are being developed with the Presidio Trust to move the visitor center to its permanent location in Building 210 at the north end of the Main Post, with an anticipated opening in 2015.

In Spring of 2012, the Parks Conservancy, Golden Gate Bridge District and National Parks Service opened the Golden Gate Bridge Pavilion, a visitor center and retail space at the Golden Gate Bridge overlook on the south side of the Bridge. Already an international destination, the increased amenities offer visitors unique memorabilia and for the first time, a visitor information desk. Many visitors ask for directions to Fort Point National Historic Landmark, located under the south pillar of the bridge, which also hosts a visitor center and small retail space.



"...to promote and regulate the use of the... national parks...which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

—National Park Service Organic Act, 16 U.S.C.1.



Interpretive Media

Interpretive media include a broad array of non-personnel ways of providing information to visitors—before, during, and after their visit. The following are examples of this type of media already in use at the Presidio.

Outdoor Waysides & Exhibits

Outdoor waysides and kiosks can be found all over the Presidio and are designed to facilitate visitors in obtaining basic way-finding information and understanding the history and significance of a specific site. Clusters of waysides can be found in such areas as Crissy Field, the Main Post, El Polin Springs, Mountain Lake and Lobos Dunes. Site specific signage includes plant identification, wildlife awareness, habitat restoration project and seasonal phenomena.

Temporary outdoors exhibits and art installations also provide a means for information sharing and interpretation of park resources. Examples at the Presidio have included a collection of installations such as Cool Globes on Crissy Field to Presidio Habitats. Currently, visitors can see two of the Presidio Trust's enduring art installations set in the landscape—Andy Goldsworthy's Spire and Wood Line inspired by the Presidio's historic forests.

Indoor Exhibits

The National Park Service's Buffalo Soldier exhibit, formerly housed in the Cavalry Building was recently moved to the temporary Visitor Center. Visitors can learn about the bravery of the soldiers, hardships they endured, and discrimination they faced on a regular basis while serving this country. Also located in the temporary visitor center is an interactive kiosk installed by the National Japanese American Historical Society. Secrets Revealed: The Presidio Project reveals untold stories of Nisei former camp internees, including military enlistees, at the historic site of the US Army's first Military Intelligence Service (MIS) Language school at the Presidio of San Francisco. This is a special "sneak preview" of more exciting exhibits and programs coming to the new MIS Historic Learning Center (Bldg. 640).

Temporary exhibits will continue to be housed in the Presidio Trust's newest exhibit space located on the first floor of Building 103, one of the Montgomery Street Barracks. The first exhibit presented and currently up is Before the Bridge: Sight and Sound of the Golden Gate, where visitors can view photographs, maps, charts, and paintings while hearing the natural, nautical, and military sounds of the Bay.

Multimedia Programs

Several audio tours are available in the Presidio. Produced by the Presidio Trust and Antenna Audio, the Main Post Walking Audio Tour can be experienced via cell phone or MP3 player at 18 special destinations on the Main Post. In addition, a Self-Guided Walk through Time on Lovers' Lane can be downloaded as a podcast. Visitors experience a cast of characters including the missionary, the soldier, the military wife, the translator, the dreamer, the hawk and the dove, the wayward trees, and the springs of the Tennessee Hollow Watershed on their journey down the oldest foot trail in the Presidio.

The Presidio is participating in the National Wildlife Federation's "Ranger Rick's Geocache Trails," a family friendly, wildlife-themed, outdoor treasure hunt happening in parks nation-wide. Using GPS-enabled devices, adventurers seek and find hidden boxes on trails at Mountain Lake, Dunes & Hospital Cemetery Vista, and Lobos Dunes Boardwalk. For those without GPS device, the Presidio Geocache Passport, map and clues, can be downloaded from the geocaching.com website.

Three information videos have been produced and include:

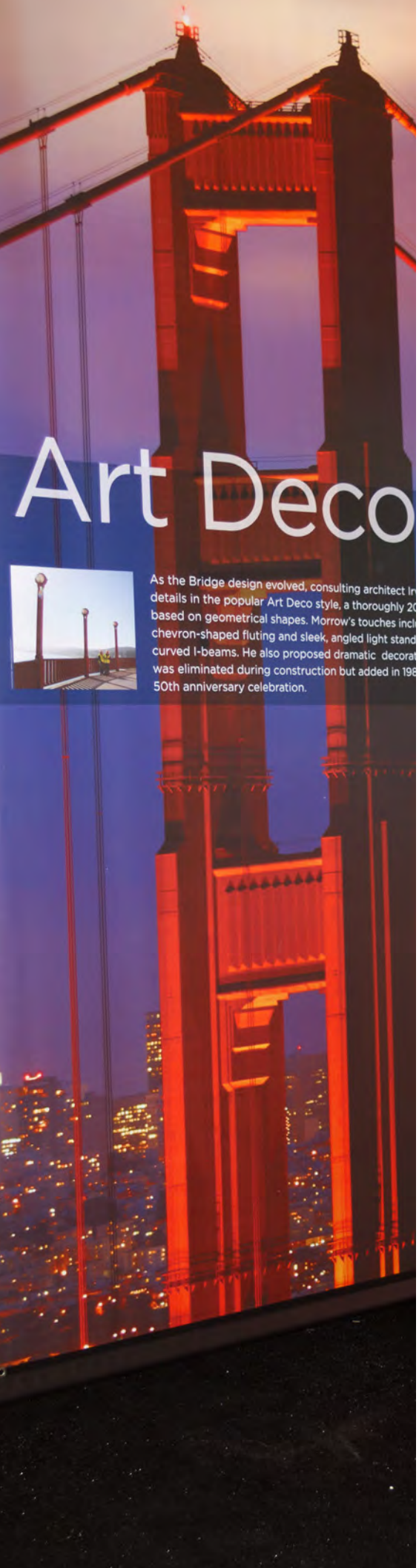
- Butterflies of the Presidio Oasis: Discovering and Measuring Nature in the Presidio (DVD)
- Back from the Brink: The Franciscan Manzanita (DVD)
- Daylighting Thompson Reach (DVD)

Websites

Visitors can find information about the Presidio at multiple websites including:

- www.nps.gov/presidio
- www.presidio.gov
- www.parksconservancy.org

While all three websites are maintained by perspective organizations, links do take visitor's to each other's website when appropriate and greater collaboration will be needed in the future to help visitors understand the complexity and breath of services offered.



Print Media

An array of printed material exist including newsletters, brochures, pad maps, trail maps, event postcards and books that allow visitors to take information with them and read at their leisure. Many of these publications are isolated to Presidio resources, while other are about the whole Golden Gate National Recreation Area and include information relevant to the Presidio. The National Park Service, Presidio Trust, and Park Conservancy all publish print material. Below is a list of Presidio based media:

- The Natural Presidio
- Presidio Insects and their Plant Hosts
- Pioneers of Flight
- The Buffalo Soldiers
- Under Three Flags
- The 1915 World's Fair
- Battery Chamberlin
- The 1906 Earthquake: The Army's Role
- Patriotism and Prejudice: Japanese Americans and World War II

The Presidio Trust has produced a number of self-guided booklets designed to help children explore the natural areas around them. Two Kids on Trail guides are available in English, Spanish and Chinese. The Ecology Trail and Anza Trail is designed for children 5-10 years old and accompanied by an adult. A growing family of quest adventures, sense of place treasure hunts for children and youth of varying ages, explore a variety of sites: Tennessee Hollow Watershed, Lobos Creek Valley and Fort Scott.

Volunteers-in-Parks Program

Volunteerism in the Presidio offers dynamic, meaningful interaction with the enduring hidden and living histories of the park. Volunteer experiences are potential the most impacting of all forms of community engagement for visitors of all ages. As they become a part of its life, park becomes a part of their lives. Service to the park cultivates a relationship that grows and deepens with time, over a lifetime.

The Presidio Trust, National Park Service and Parks Conservancy manage a robust volunteer and internship program serving almost 8,250 individual volunteers and groups in the Presidio, who contribute more than 100,000 hours yearly. Volunteer opportunities range from giving public programs to stewardship of natural and cultural resources. Programs include:

- Interpretation/Education: Presidio School Program Interns, Visitor Center Volunteers, Public Program Docents, Costumed Interpretation
- Crissy Center Outreach: School Program Interns, IYEL youth program, Event and Center Volunteers
- Cultural Resources: Archeology Lab interns and volunteers, Park Archives volunteers and interns
- Weekly Drop In Programs: Presidio Park Stewards, Presidio Nursery, Presidio Park Stewards, Presidio Nursery

As a benefit, dorm style housing is available for a limited number of full-time interns. A Park Academy is offers free on-going workshops and trainings throughout the year to all volunteers.

Mission for Interpretation & Education

The mission of the Division of Interpretation and Education at GGNRA is to provide leadership in conceiving, implementing, and evaluating high quality and innovative programs and materials that engage communities in the full meaning and contemporary relevance of resources in order to provide visitors with opportunities for a transformative and inspiring national park experience. Although the mission welcomes everyone, the park emphasizes work with those that traditionally have little, if any access to national parks. This includes supporting youth on the path to becoming successful, contributing adults who value and protect their communities' natural and cultural resources. For more specific information about park-wide management goal and visitor experience goals please refer to the GGNRA LRIP.

Partnership & Collaboration

In order to successfully realize the mission of interpretation and education at GGNRA in the Presidio, powerful and effective partnerships must occur between many organizations, especially the Presidio Trust which is the land manager for Area B of the Presidio and the Golden Gate National Parks Conservancy, the principal nonprofit partner and cooperating association of the GGNRA. Collaboration on specific projects and programs such as Trails Forever, Presidio Park Stewards and Camping at the Presidio (CAP) demonstrate that by working together and leveraging partner strengths and experiences, the overall effectiveness, reach and impact on visitors will increase. It is with this intent that these partners move into the next century as a collaborative effort in interpreting the Presidio. The broad interpretive team includes interpretive rangers and docents as well as natural and cultural resources staff and other park-based employees who interface with the public in different ways.

To find common ground and improve coordination, the Presidio Trust, National Park Service, and the Parks Conservancy hold regular meetings and planning sessions to promote healthy collaboration and discussion of overall agency roles, resources, and recognition. Meetings involve equal representation and are jointly facilitated and managed. These meetings examine the overall visitor experience, looking at Interpretive Media (brochures and bulletins, maps, websites, newsletters and interpretive signage), Education Programs (curriculum-based and other school programs and afterschool programs), Public Programs and Personal Services (Visitor Center, Heritage Centers and related programs), and Volunteer Engagement (interns and volunteers).

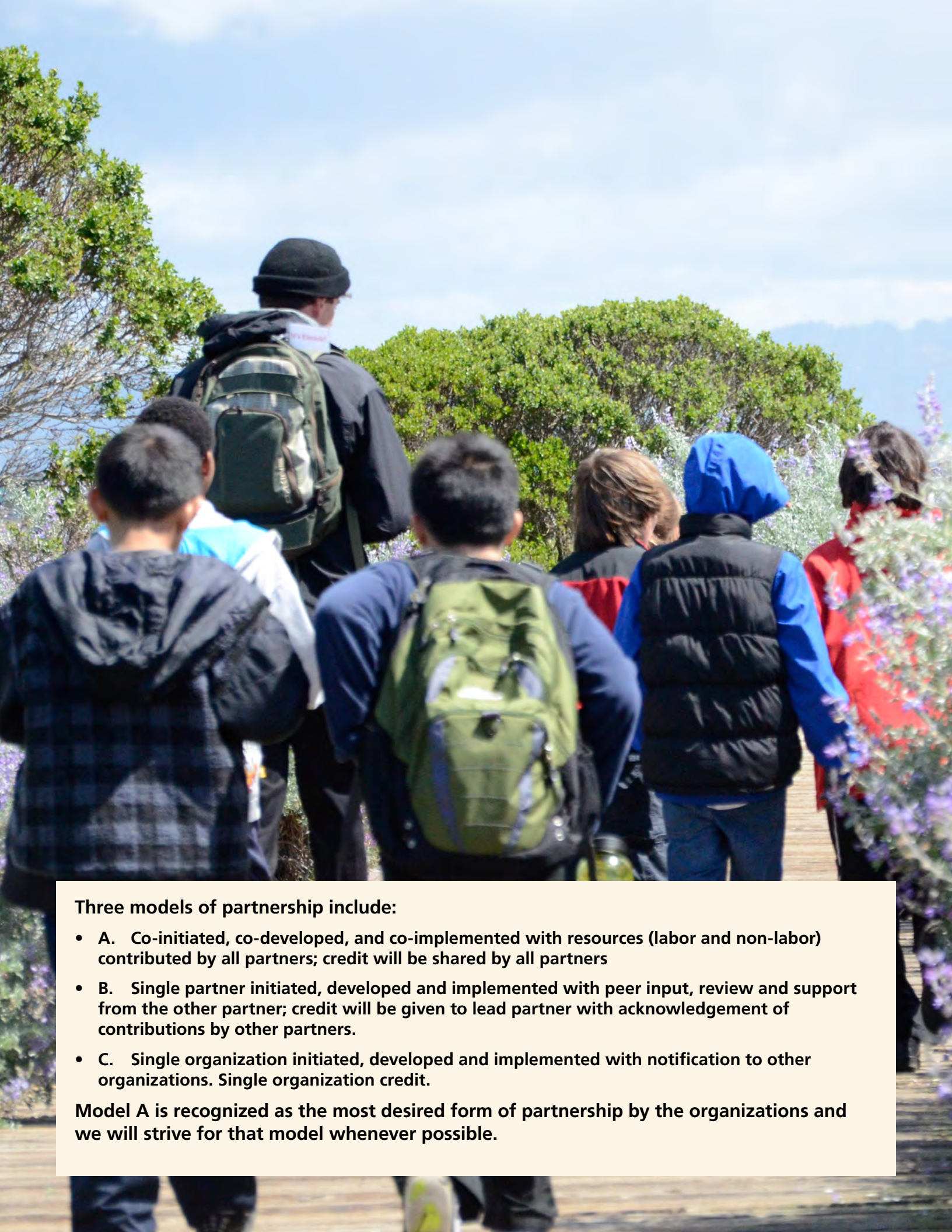
A yearly review of themes, projects and programs will occur in order to create a seamless visitor experience and avoid redundancy or confusion by the public of the various services offered.

Although agencies will work collaboratively to plan and implement an interpretation strategy at the Presidio, the group recognizes the need for various degrees of partnership within individual projects.

To formalize the collaborative relationship between the NPS and the Presidio Trust, a Letter of Agreement for Presidio Interpretive Framework and Visitor Center Planning (2010) and Memorandum of Agreement for Presidio of San Francisco Area A/Area B Boundary Adjustments and Joint Operations (2012) was signed. These agreements outline building use and ownership and make an effort to define roles and responsibilities between the agencies, clarify purpose and goals, and layout financial obligations for collaborative projects. Future Agreements may be developed to outline implementation and operational strategies for the Presidio Visitor Center and other areas of joint collaboration.

Park Youth Collaborative

In 2012 the Presidio Trust, the NPS, and the Golden Gate National Parks Conservancy established the Park Youth Collaborative in an effort to better partner and to better serve young people at the Presidio. Engaging in a year-long study with the consulting group Bridgespan, representatives from all three agencies met to collectively



Three models of partnership include:

- **A. Co-initiated, co-developed, and co-implemented with resources (labor and non-labor) contributed by all partners; credit will be shared by all partners**
- **B. Single partner initiated, developed and implemented with peer input, review and support from the other partner; credit will be given to lead partner with acknowledgement of contributions by other partners.**
- **C. Single organization initiated, developed and implemented with notification to other organizations. Single organization credit.**

Model A is recognized as the most desired form of partnership by the organizations and we will strive for that model whenever possible.



inventory, evaluate, envision and decide on a partnership model that would most effectively ensure that all youth from the San Francisco Bay Area have the opportunity to be exposed to the cultural and natural resources of the Presidio, and that we collaboratively invest in youth from underrepresented communities so that they are able to participate in park programs. The Park Youth Collaborative, comprised of staff from all three organizations and board members of the Presidio Trust and the Parks Conservancy, meet regularly to advance our common goals and actions. Leveraging the good work of the Presidio Education Committee and the Crissy Field Center, both tri-agency projects, the Park Youth Collaborative will establish common quality standards among all youth programs on the Presidio, share training opportunities, implement shared measurement systems, create linkages between programs to provide clear pathways for youth, develop comprehensive transportation strategy, and seek to expand youth programming opportunities in the Presidio and beyond.

During the tri-agency Bridgespan work, a set of core principles was developed to encourage a spirit of collaboration across our organizations and to guide the work of the three organizations. Although the core principles were designed specifically for the Park Youth Collaborative, these principles can be applied to more general collaboration between agencies.

As the Presidio continues to evolve in its strategies to better serve and engage visitors and as competition for resources grows and visitor expectations increase, the need to develop healthy and productive partnerships is not only a desire but a necessity. Although this area of collaboration focuses on the relationship between the Presidio Trust and the Parks Conservancy, each partner is additionally committed to long-term and enduring partnerships with non-profit and community-based organizations to provide opportunities for transformative visitor experiences at the Presidio and throughout the GGNRA.

The Presidio Comjunity YMCA, National Japanese American Historical Society, San Francisco Unified School District and Bay Area Wilderness Training are examples of some of the most valued partners in the Division of interpretation and Education.



Park Youth Collaborative Core Principles:

1. **Put collective agenda first (be audience-focused, not organizationally-focused)**
2. **Celebrate joint accomplishments and share credit generously**
3. **Presume good faith**
4. **Acknowledge and leverage our differences as strengths; create an authentic partnership with defined roles and expectations**
5. **Keep communication channels open and seek informal and formal opportunities to stay connected**
6. **Have a bias toward finding shared solutions when we disagree, and empower individuals to resolve disagreements themselves**
7. **Acknowledge and reward collaboration within and across organizations**

Direction for the Next Decade

In order to meet the mission for interpretation and education and accomplish management goals and visitor experience goals over the next ten years, the GGNRA must cultivate park audiences and stewards of the future, and more effectively serve current park audiences. As stated in the Golden Gate National Recreation Area's Long Range Interpretative Plan, the Division of Interpretation and Education will place strong emphasis on the following eight areas and related actions. From these eight areas of emphasis, subsequent biennial Presidio work plans will be created by the park partners (National Park Service, Presidio Trust, and Parks Conservancy) with their community partners.

I. Diversify Audiences

Park programs and experiences will reflect and engage audiences of all ages, ethnicities, languages, and socio-economic status and reflect that of those living in and around the Bay Area and invest in engaging those that traditionally have not visited their national parks.

Rationale: Currently, demographics of park visitors do not reflect the people who live in the surrounding Bay Area communities. The GGNRA is a national park in an urban setting, founded on the idea that parks can come to the people and that parks should be equally shared and utilized by local community members. Increasing diverse involvement enhances park ownership and is essential in the longevity, relevancy, stewardship and success of the parks.

Actions

1. **Actively seek out opportunities to connect with our underserved audiences and work with them to identify and reduce barriers to connecting with them in meaningful ways.**
2. **Increase outreach and experiences that can be enjoyed by a multicultural population by creating multi-lingual websites, phone lines, print materials, and programs.**
3. **Encourage and provide opportunities and forums for community feedback to enhance outreach and park experiences.**

II. Diversify Worforce & Develop Pathways to Employment

Diversify park staff within the Division of Interpretation and in terms of ages, ethnicities, languages spoken, abilities and background in order to reflect and enhance engagement of surrounding community residents. Developing pathways to employment utilizes the ladders of learning approach which provides job trainings and internships at early ages and continues to offer advanced opportunities through high school, college, and post-graduate degrees.

Rationale: A diverse workforce that mirrors the diversity of its communities and encourages multiple viewpoints leads to greater creativity and vibrancy. In addition, developing a staff that is reflective of visitor demographics, speaks multiple languages, and comes from diverse backgrounds will be more capable of meeting the needs and interests of multicultural and multigenerational audiences. Building multiple pathways to park employment ensures that the park's workforce has the skills, knowledge and experience to succeed as exceptional park employees.

Actions

1. **Increase opportunities and provide resources for high school students that participated in intensive park programs to continue a career path with the national parks after graduation.**
2. **Strategically design internships and entry level job opportunities that encourage diversity and partner with local colleges and universities to offer academic internships and Pathway positions in the park.**
3. **Develop staff and supervisors to effectively recruit, train, mentor, and support a more diverse workforce and those involved in a Pathway program.**

III. Expand Opportunities & Deepen Impact on Youth

Deepen impact and expand opportunities for youth in grades kindergarten through 12th grade to engage in their national park through school field trips, after school and summer programs, online activities, family outings, and individual initiatives by offering relevant standards-based programming, working strategically with partners, establishing new collaborations with schools and community-based organizations and providing professional development for educators, park partners, volunteers and staff.

Rationale: Ultimately, the fate of Golden Gate National Recreation Area and the entire National Park System is in the hands of the next generation. However, children are increasingly more isolated from nature, and they are choosing to stay inside rather than experience the outdoors, giving impetus to the Children and Nature movement. This has serious implications for both public health and environmental preservation. Additionally, there is a decreasing emphasis on place-based history in schools, which contributes to a diminishing understanding by children of their own communities and relationships to the nation's history. It is critical that Golden Gate National Recreation Area works to engage the next generation of park stewards through programs and activities designed specifically for early childhood audiences, families, and the millennial generation, with an eye to succeeding generations.

Actions

1. **Foster more meaningful experiences by working with park partners to develop set of standards based on youth development principles for any and all park programs.**
2. **Continue, create, and evaluate in-depth, authentic, and relevant K-12 curriculum based learning experiences with an ongoing commitment to professional development for educators, park partners, volunteers and staff.**
3. **Identify gaps in services by grade level, communities, and type of programming and invest in expanding opportunities for youth in those areas.**

IV. Improve Park Accessibility

Improve park access for audiences of all physical (mobility, hearing and sight-impaired) and learning abilities by including multiple strategies such as verbal, written, visual, and tactile methods into park experiences.

Rationale: Making every park program meaningfully accessible provides a chance for all people of varying abilities to experience the programs and resources of the parks. Whether a person visits the park in person or through online technology, the goal of the park is to provide universal access to the widest possible range of programs and activities.

Actions

1. **Examine all elements of the division's work through the lens of universal accessibility and apply holistic solutions in implementing the park's Accessibility Plan.**
2. **Work with partner organizations to train staff in how to create and deliver accessible programs.**
3. **Include the use of emerging technologies to enhance and aid park participation for everyone of all abilities.**



V. Advance Community Partnerships

In addition to working collaboratively with the Golden Gate National Parks Conservancy, The Presidio Trust, and the numerous organizations housed on the GGNRA, the division of Interpretation and Education will work with community organizations that share core values of community, stewardship, education, and equity and who are interested in connecting a diverse range of people with their national parks.

Rationale: By developing long term and durable partnerships, the GGNRA can accomplish management goals and objectives that it might not be able to accomplish alone. Through collaboration, the GGNRA will better understand the needs and interests of the communities, better engage diverse stakeholders, and better serve as a community space and resource.

Actions

1. **Leverage the resources of the GGNRA and other community organizations to foster widespread investment in stewardship of the nation's resources.**
2. **Identify, establish and evaluate new opportunities for dialogue on key issues related to the meaning of park resources, and model and apply dialogue methodologies in all endeavors of the division.**
3. **Adopt the principles of collective impact in order to work with other organizations in a more efficient, productive, and collaborative nature.**



VI. Examine & Increase Park Relevancy

In the upcoming years, GGNRA will play an active role in the effort to increase relevancy of national parks and work to engage the community in development of visitor services, interpretation and education of the park. In addition, park operations will be analyzed for inclusion of diverse populations and staff and volunteers will receive training on inclusion and equity, working with diverse populations, and multicultural education.

Rationale: In an increasingly diverse and changing America, national parks must examine its place in society in order to remain meaningful and relevant. With increased pressure on students to balance school and work, the introduction of personal gadgets and social networking sites, and more choices in how one chooses leisure activities, people and families must make tough choices about how they spend their time. If national parks cannot show people their value, create connections to people's everyday lives, and cultivate advocates and stewards in the next generations, park visitation will continue to decline and the importance of national parks could become an outdated concept to Americans. It is therefore a necessity that GGNRA be a leader in the movement that links key park values: health and wellness, civic engagement, youth development and public education.

Actions

1. **Reformat themes to be inquiry-based and ensure themes are universally relevant and connect to modern day Americans. Review stories and ensure representation of a diversity of people and perspectives. Relate and address current topics/issues of interest to communities.**
2. **Develop mechanism that includes stakeholders such as youth, staff and partners to continually examine relevancy both in content, but also delivery of programs and site operations.**
3. **Work with committees both regionally and nationally that have been established to examine relevancy, engage in initiatives and projects such as Healthy Parks, Healthy People that make parks meaningful to a broader audience, and share best practices within and between parks.**



VII. Interpret & Promote Global Issues Such As Sustainability & Climate Change

To help ourselves and others understand the negative impacts humans can have on the people, the park and greater environment, the GGNRA will incorporate global issues and consequences of unsustainable practices into interpretive, educational and stewardship programs in addition to its interpretive media.

Rationale: The GGNRA and the public need to better under¬stand climate change and mitigate its effects on Golden Gate's marine and terrestrial resources. As part of the GGNRA's goal to become climate neutral, the role of the Division of Interpretation and Education is to share those successes and challenges with the public and promote long lasting and sustainable practices.

Actions

1. **Work directly with cultural and natural resources in monitoring climate change and to obtain accurate and up-to-date information and reports on climate change.**
2. **Use sustainable and zero-emission practices wherever possible in our operations, services and programs and inform the public of this park's (and the NPS) efforts to minimize carbon emissions and promote green practices. The park should lead by example.**
3. **Capitalize on existing volunteer programs such as ocean stewardship, collaborate with partners and stakeholders and incorporate pressing global issues into Junior Rangers and other programs.**

VIII. Use New & Emerging Technologies

Expand the use of technology to advance the division's communications strategies, allowing for easier distribution and sharing of information and offering the park a way to establish and maintain long-term relationships with the public through multiple park experiences.

Rationale: The use of new and emerging technologies such as smartphones, tablet computers, and social networking applications (Twitter, Facebook, Instagram, etc.) is continually expanding to a wider field of people and has become an essential and wide-reaching outreach tool that can be used to expand our connections to visitors and enhance park experiences. Through social media, visitors have the power to share their personal park experiences with thousands of networked individuals at the touch of a button. Additionally, the use of technology to convey information reduces the need for printed material and helps the park reach sustainability goals.

Actions

1. **Develop multimedia strategy to help inventory, prioritize, and evaluate communications strategies using new and emerging technologies.**
2. **Incorporate multimedia devices (e.g. smartphones, tablet computers, assisted-learning devices, etc.) for a range of audiences such as youth, parents, commuters, hearing-impaired people, and others.**
3. **Review and evaluate website as primary tool for communicating information to the visitor and its ability to link to new and emerging technology.**

Conclusion

The intent of the Presidio Interpretive Plan is to provide a framework and guiding document for GGNRA Interpretation and Education staff, working in partnership with The Presidio Trust and the Golden Gate National Parks Conservancy, to develop and implement programs and activities. The Directions for the Next Decade section of this plan does not include Presidio-specific actions, as the three partners have committed to developing a tri-agency interpretation and education work plan that will be added when completed. Biennial work plans will include comprehensive lists of all projects currently under development, how each agency is involved, how they intersect with one another and meet desired outcomes, as well as address evaluation and how we can work together to continually improve the experience of our visitors. This coordinated approach to interpreting the Presidio will encourage the partners to pool resources, collaborate to target underserved audiences, fill gaps in programming and provide park users with a seamless and high-quality visitor experience showcasing the unprecedented concentration of natural, scenic, cultural, and recreational resources of the Presidio.





Appendix A: Presidio Site Interpretation Themes Matrix

This matrix represents the park's current interpretation of the Presidio, but as with time and history, the ideas, concepts, and stories associated with each theme are in constant evolution. New stories

THEME: GUARDIANS OF THE GATE

Essential Question & Statement: How can the Presidio's military legacy inform our national intentions?

IDEAS & CONCEPTS INCLUDED IN THE THEME

WESTWARD EXPANSION
The Presidio played a role in subduing American Indians, who were seen to be in conflict with settlers from other parts of the country.

- How did the notion of "Manifest Destiny" shape the development of our nation?

REPUBLIC TO EMPIRE
The Presidio was involved in every major U.S. conflict outside its borders from 1898 to 1994.

- How has the United States projected its power around the world?

SEACOAST FORTIFICATIONS
Seacoast fortifications at the Presidio showcase the importance of San Francisco Bay to the nations that have occupied it.

- How do we protect our borders and our ideals?

MILITARY CULTURE
Officers, enlisted men and civilians came and went and reflect an evolving history and culture of almost 220 years.

- What impact did the military's use of segregation have on the men and women that served?
- What was the role of women and minorities in the military and how were they recognized?

TANGIBLES: TOPICS, STORIES, & PEOPLE

SPANISH & MEXICAN MILITARY & COLONIALISM
El Presidio was the northernmost extension of the Spanish empire in California. Spanish and Mexican roots are evident in archeological finds, place names and architecture.

- Juan Bautista de Anza, Pedro Font, Joaquin Moraga

INDIAN WARS
The U.S. Army carried out campaigns from the Presidio to subdue American Indians in the West.

- Modoc War, Gen. Edward Canby, Captain Jack

CIVIL WAR
California, particularly the Presidio, played a role in what is usually considered an "east of the Mississippi" conflict.

- Gen. Albert Sidney Johnston

MILITARY CULTURE
The U.S. Army exemplified changes later evident in the larger society in hierarchy, tradition, desegregation and other class, race, and gender issues.

- John J. Pershing, WACs, Army Nurse Corps

JAPANESE-AMERICAN EXPERIENCE
The 4th Army Intelligence (Japanese Language) School and the U.S.'s internment of Japanese-Americans after the attack on Pearl Harbor were concurrent events of ironic counterpoint centered at the Presidio.

- Gen. John L. DeWitt

BUFFALO SOLDIERS
The Presidio was garrison for black troops of the Buffalo Soldiers in 1903-04, when they participated in the local African American community and rode out to protect Yosemite and Sequoia National Parks.

- Charles Young

TANGIBLES: SITE RELATED TO THEME

MAIN POST
Heart of the Presidio with examples of military architecture spanning the its growth from the Civil War, Indian Wars, Spanish American War and World Wars I & II.

THE FORMER OFFICERS' CLUB
Oldest and most revered building on the Presidio, stands near the southwest corner of the Plaza de Armas, the original Spanish presidio of 1776. Club adobe walls were probably constructed 1812-1815.

FORT POINT NATIONAL HISTORIC SITE
Civil War era coastal defense fort at the base of the south tower of the Golden Gate Bridge.

FORT WINFIELD SCOTT
Headquarters of the San Francisco coastal defense system from 1912 to the 1950s. Contains early examples of Spanish revival style architecture on a military post.

COASTAL BATTERIES
Record the post–Civil War, Endicott and Taft eras of Coast defenses. Including Battery Chamberlin—built in 1904 near Baker Beach which holds the last 6-inch "disappearing gun" of its type on the West Coast and Battery Godfrey, which housed 12-inch guns overlooking the Golden Gate.

CRISSY AIRFIELD & HANGARS
1920s airfield that was active during the pioneering years of aviation and saw many aviation firsts.

are discovered, significant sites revealed, and people's perspectives change and it is with this in mind that this matrix will be revisited and updated on a regular basis.

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

- How has the military adapted to cultural diversity?

CIVIC AFFAIRS
The civilian population of San Francisco and the soldiers of the Presidio have interacted with one another over the centuries.

- What was the role of the army in the Presidio during the 1906 earthquake and how did it change the relationship between military and civilian population?

The Old Army was the first guardians of California's national parks.

- How did the Army role on the Western frontier position it to become effective stewards of the finest remaining natural and scenic landscapes?

MILITARY MEDICINE
Medical facilities at the Presidio were on the leading edge of military medical research, technology & treatment.

- What role has military medicine played in new medical discoveries?

AVIATION
Crissy Field was the site of many pioneering feats in the early years of aviation.

- How did the aviation milestones at Crissy Field help make the world a smaller and more interconnected place?

WAGING WAR OVERSEAS
From the Spanish-American War through Desert Storm, the Presidio played a role in training and administering the U.S. Army fighting machine.

- Spanish American War, Philippine American War, WWI, WWII, Korean Conflict, Vietnam War

AVIATION
Crissy Field played an important role in the rise of military and civilian aviation.

- Maj. Dana Crissy, Gen. Henry H. Arnold

CIVIC AFFAIRS
City dwellers came to see soldiers drill and parade.

- PPIE, Lincoln Beechey, Abram "Jug" Wood, Charles Young

1906 EARTHQUAKE
After the 1906, the army kept order in San Francisco, helped fight fires, and provided medical and humanitarian aid.

- Gen. Frederick Funston, Gen. Adolphus Greely

MILITARY MEDICINE
The Presidio was on the leading edge of military medical research, technology and treatment.

- Maj. Jonathan Letterman, Gen. George H. Torney, Army Nurse Corps, Dora Thompson

SEACOAST FORTIFICATIONS
The Presidio's seacoast fortifications exemplify the evolution of military technology from the cannonball era to the age of guided missiles.

- William Endicott, William Taft

LETTERMAN GENERAL HOSPITAL
Built during the Philippine American War, Letterman pioneered many types of military medicine and cared for soldiers up through the Vietnam War.

PRESIDIO STABLES
Built in 1914, the stables housed the last generation of cavalry horses and are now home for the US Park Police's mounted patrol.

WWII MEMORIAL
Commemorates soldiers lost at sea off the Pacific coast during World War II.

NATIONAL CEMETERY
Final resting place for over 30,000 veterans and family members, including 35 Medal of Honor recipients. Contains graves of over 450 Buffalo Soldiers and other minorities in the military.

MIS LANGUAGE SCHOOL – site where Nisei soldiers learned Japanese needed for military intelligence, while their families were placed in internment camps during World War II.

Appendix A: Presidio Site Interpretation Themes Matrix

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THEME: CULTURAL CROSSROADS

Essential Question & Statement: How can examining the cultural mosaic of people living in and around the Presidio shape our understanding of the nation?

IDEAS & CONCEPTS INCLUDED IN THE THEME

THE PRESIDIO'S FIRST PEOPLE
Before this land became the Presidio, it was the homeland of the Yelamu, one of 50 or so tribes affiliated with the Ohlone language group.

- What can we learn from the first caretakers of this land that we can apply to our lives today?

DECIMATION OF NATIVE PEOPLE
Ohlone and other Native American cultures were forever changed and ultimately shattered by Spanish colonists, and Mexican and U.S. actions.

- What interactions occurred between the Native Americans and colonists?

EXPLORATION & COLONIZATION

- How did competition between colonial powers affect the development of California?

EXPANSION & EMPIRE BUILDING
Foreign wars brought the opportunity for cultural mixing as soldiers returned with wives from overseas, and acquired territories facilitated immigration.

TANGIBLES: TOPICS, STORIES, & PEOPLE

NATIVE PEOPLE
Ohlone-Yelamu lived a subsistence lifestyle at the Presidio for millennia before Europeans arrived. They were the first land managers.

EXPLORATION & COLONIZATION
Spanish exploration and colonization had a profound influence on the Presidio and San Francisco's development. Early Russian exploration also had an influence.

The interaction between the Native peoples and European arrivals is still reflected in the cultural expressions of modern California.

- Juan Batista De Anza, John C. Fremont, Juana Briones, Mariano Vallejo, María Concepción Argüello and Nikolai Rezanov, Chief Marin, Estanislau, Campaign Against, American Indians, Modoc War, Southwest Apache Campaigns

EXPANSION & EMPIRE BUILDING
Soldiers returned with wives from overseas, and acquired territories facilitated immigration.

TANGIBLES: SITE RELATED TO THEME

CRISSY FIELD MIDDEN SITES
Evidence of Ohlone habitation prior to Spanish colonization.

TENNESSE HOLLOW & LOBOS CREEK VALLEY
Natural areas that provided water and food to ingenious people.

EL PRESIDIO ENTRANCE AT BUILDING 39
Mixed Spanish and Yelamu artifacts indicate interaction between cultures here.

FORMER OFFICERS' CLUB
Represents Spanish and Mexican influence in the Bay Area.

EL POLIN SPRINGS
First Spanish home sites on the Presidio reflect family life at that time.

CASTILLO DE SAN JOAQUIN (FORT POINT)
Site of Spanish seacoast fortification that guarded the Golden Gate.

are discovered, significant sites revealed, and people's perspectives change and it is with this in mind that this matrix will be revisited and updated on a regular basis.

The Golden Gate, anchored by the Presidio, became a cultural crossroads and a gateway to immigration and settlement of the West Coast.

- How did military campaigns that the Presidio took part in influence cultural diversity in San Francisco and the nation?

IMMIGRATION, MIGRATION & OPPORTUNITY
The Golden Gate has epitomized opportunity, survival and a gateway to a better life.

- How does the mixing of cultures shape our American identity?

- What dilemmas did many recent immigrants and African Americans face in taking advantage of opportunities offered by Army that may not have been available in the outside world?

IMMIGRATION, MIGRATION & OPPORTUNITY
Whether leaving Russia to seek a fortune in trade, crossing the Pacific to escape political turmoil in China or coming from the eastern U.S. in search of gold, People from around the world have dreamed of the Golden Gate.

- Gold Rush, Operation Baby Lift, Filipino immigration and War in the Philippines

RACISM & FEAR
In a response to fear of other races and cultures the US created government policy to that openly discriminated against a specific group of people.

- Chinese Exclusion Act
- Executive Order 9066
- U.S. Public Health Service

GOLDEN GATE BRIDGE
Icon for American ingenuity and opportunity for immigrants from around the world.

PUBLIC HEALTH SERVICE HOSPITAL
Ran medical facilities at Angel Islands immigration station, provided health services to Native Americans.

LOVER'S LANE
Over 200 years old, it is the Presidio's oldest foot trail.

ORDONEZ CANNON
Building 35 (Western Defense Command Headquarters during the Internment of Japanese Americans. Location of General DeWitt's Office.

- Building 640 MIS Language School, Montgomery Street Barracks

JUAN BAUTISTA DE ANZA NATIONAL HISTORIC TRAIL
Part of the 1200 mile trail, runs through the Presidio marking the route of the Anza Expedition.

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THEME: ISLAND OF REFUGE

Essential Question & Statement: How are the scientific values of the Presidio's natural systems inherently valuable and how do they impact surrounding communities?

IDEAS & CONCEPTS INCLUDED IN THE THEME

PRESERVING BIODIVERSITY
Varied topography and a Mediterranean climate have produced a mosaic of landscapes with extraordinary biodiversity on the Presidio.

- Is maintaining biodiversity more important than urban development?

WATER AS LIFE
Without the presence of fresh water, settlement at this strategic site could not have occurred.

INFLUENCE OF GEOLOGY & CLIMATE
Active tectonics and changing climates of the glacial period have shaped the land and the ways people have used it.

- How do geology, geography and climate interact to control biodiversity?

RESTORATION & ECOLOGICAL VALUES
Thousands of volunteers, both youth and adults, from local communities and from afar, have helped restore and continue to sustain native habitat at the Presidio.

TANGIBLES: TOPICS, STORIES, & PEOPLE

PRESERVING BIODIVERSITY
The Presidio harbors over 250 species of native plants, fourteen of which are rare or endangered, and over 200 recorded species of birds. A host of mammals, reptiles and amphibians also make their home in the Presidio.

- Rare & Endangered Species, Flyways, Migration, Ecosystems, Plant Communities

WATER AS LIFE
Water systems in the Presidio have supported a succession of human settlements.

- Hydrology, Groundwater aquifers, Watersheds, Riparian Systems, Water rights

GEOLOGY & CLIMATE
The Presidio bluffs display the region's best exposure of serpentinite, the California state rock. Remnants of sand dunes that once covered most of what is now San Francisco are also prominent.

- Natural landscape, Serpentine soils

TANGIBLES: SITE RELATED TO THEME

INSPIRATION POINT
Serpentine grassland habitat home to Presidio clarkia and other endangered serpentine specific plant species.

TENNESSEE HOLLOW
Self contained watershed in the Presidio with spring-fed water supply at El Polin. Sustains diverse plant and bird species.

COASTAL BLUFFS
Windblown bluffs containing diverse species and serpentinite and sand dune substrates with rare plant communities.

LOBOS CREEK VALLEY
Has last free flowing creek in San Francisco and contains sand dunes with endangered plants.

are discovered, significant sites revealed, and people's perspectives change and it is with this in mind that this matrix will be revisited and updated on a regular basis.

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.

- What role does stewardship play in restoring and maintaining diverse ecosystems?
- How do wild areas influence the human psyche?
- Can natural systems be restored in the modern urban context?

VALUES OF SCIENTIFIC RESEARCH & DISCOVERY

Scientific exploration and plant collection in the Presidio, both past an present.

- How has the ecosystem evolved compared to when it was systematically identified in the 1800s?
- How has the ecological diversity of the coastal grassland changed in the past 200 years?
- How many of these species still exist today or have become endangered/threatened?
- How does this compare to the rest of the world?

Serpentine soils and dune habitats provide difficult growing conditions that have led to an unusually large number of rare plants.

- Adaptation, Nutrient supplies, Toxic metals, Struggle for life, Adelbert Von Chamisso, Johann Escholtz

RESTORATION & ECOLOGICAL VALUES

Ongoing stewardship of more than 150 acres at habitat restoration sites.

- Discovery of lost species Finding of Manzanita, Stewardship community, Youth stewards and leaders in the park AmeriCorps, I-YEL, and LINC

VALUES OF SCIENTIFIC RESEARCH & DISCOVERY

Scientific exploration and plant collection in the Presidio, both past an present.

- Adelbert Chamisso and Johann Friedrich Eschscholtz, Hans Herman Behr, the California Botanical Club and Katherine Brandegee, Alice Eastwood, and Peter Raven

CRISSY MARSH

Restored wetlands habitat with abundant bird and plant life. Reflects the many layers of land uses at the Presidio.

PRESIDIO NATIVE PLANT NURSERY

Center for restoration and stewardship activities at the Presidio.

MOUNTAIN LAKE

Only lake in the GGNRA and one of few remaining lakes in San Francisco.

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THEME: A CHANGING LANDSCAPE

Essential Question & Statement: How does the Presidio's changing landscape offer insights into the complex interaction of people and place?

IDEAS & CONCEPTS INCLUDED IN THE THEME

HUMAN HABITATION
The natural landscape and resources at the Presidio have supported human habitation here for millennia. Each of the cultures that have lived here has transformed this landscape in ways to meet their own societal needs and values.

- How have natural systems influenced cultural development and visa versa?

CHANGING TECHNOLOGIES
The Presidio's built environment gives material expression to evolving national policy and military mission.

- How does the Presidio's built environment give material expression to evolving national policy and military mission?

TANGIBLES: TOPICS, STORIES, & PEOPLE

HUMAN HABITATION
The Presidio's landscape reflects evolving land management practices from the Ohlone burning for a subsistence lifestyle to European livestock grazing, to the U.S. Army creating windbreaks, controlling sand dunes, and filling marshes, to today's habitat restoration in natural areas.

- Planting of Presidio forest, Filling of wetlands, Introduction non-native plants and invasive species, Burnham Plan, William Jones

CHANGING TECHNOLOGIES
The Presidio's landscape reflects evolving site plans, weaponry, architectural styles and building materials brought about by technological advances and national policy decisions.

- Industrial & Technological revolution, Coastal Defense technology

TANGIBLES: SITE RELATED TO THEME

CRISSY FIELD & MARSH
Restored marsh reflect the changing attitudes towards wetlands and time as well as the many layers of land uses at the Presidio including Native American, World War I and II barracks and 1915 PPIE.

MAIN POST
Spans the growth of the Presidio from small Spanish post to minor Civil War expansion, to explosive Spanish American War growth.

PLANTED FORESTS
Reflects interface of military needs and 1880s urban parks movement.

COASTAL BATTERIES
Records changing military technology from the post–Civil War, Endicott and Taft eras of Coast defenses.

EAST CANTONMENT
Many army units passed through here over the years including the Buffalo Soldiers.

are discovered, significant sites revealed, and people's perspectives change and it is with this in mind that this matrix will be revisited and updated on a regular basis.

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 GOLDEN GATE
Geography determined both the Presidio's site and its historic roles as garrison and guardian of San Francisco Bay.

- How did the geography of the Presidio determine the role of the Presidio?

TEMPORARY TALES
Temporary buildings were often needed to mobilize troops, provide emergency refuge or house special events.

- Why were so many temporary structures built on the Presidio?

THE GOLDEN GATE
The Presidio was developed because of the strategic defense benefits of its location at the Golden Gate, and the need to protect San Francisco Harbor and the natural and industrial resources that flowed through the harbor.

- Gold Rush, World War II, Cold War

TEMPORARY TALES
Tangible evidence of transitory buildings on the Presidio include Philippine American War, World War I and II wooden barracks, 1906 earthquake shacks, and buildings used for the 1915 Panama-Pacific International Exposition.

- 1906 Earthquake, PPIE, Quartermaster's buildings

EARTHQUAKE SHACKS & CAMP SITES SEACOAST FORTIFICATIONS
Technological changes over time and their evolving location in relation to the Golden Gate

Architectural styles around Presidio, the building materials used to reflect these changes (Main Post, Fort Scott)

FORT POINT'S LOCATION
Why this site selected, design intent, change is location and materials for subsequent generations of fortifications.

OFFICER'S CLUB
Materials used and architectural styles applied over time

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THEME: FROM POST TO PARK

Essential Question & Statement: What is a national park and what lessons can we learn from the Presidio's transformation from post to park?

IDEAS & CONCEPTS INCLUDED IN THE THEME

SUSTAINABILITY
As the transformation of the Presidio continues, it serves as a model of environmental, cultural and financial sustainability.

- How does the Presidio serve as a model for sustainability?

THE NEW PRESIDIO COMMUNITY
Presidio tenants, residents, and employees create a new Presidio community.

- Who are the Presidio community?

COMMUNITY PARTICIPATION IN PLANNING & STEWARDSHIP
Presidio tenants, residents, neighbors, and the wider community actively participate in planning, maintaining and enjoying the Presidio.

- How does the Presidio community steward the park?

TANGIBLES: TOPICS, STORIES, & PEOPLE

SUSTAINABILITY
Historic preservation endeavors, cultural programs and environmental sustainability projects, such as recycling and green building construction contribute to a sustainable future at the Presidio.

- Sustainability—LEED standards for Crissy Field Center and all new rehabilitation projects on historic buildings, wind turbines pilot, solar panels at Crissy Field, car charging stations, CNG shuttle fleet and Presidio's Native Plant Nursery / Seedlab

BUILDINGS LEASED FOR BUSINESSES & HOMES
Leasing of buildings provides financial sustainability that maintains and improves the park without expense to the American taxpayers.

PRESIDIO COMMUNITY
Tenants that lease buildings for their office, business or home form a community that offers diverse opportunities, programs and activities for Presidio visitors.

TANGIBLES: SITE RELATED TO THEME

MAIN POST
Center of sustainable rehabilitation of historic buildings and grounds used by commercial tenants. Place where visitor and community services occur and much public programming.

PRESIDIO TENANTS, NEIGHBORHOODS, & WORK
Where people live and work in rehabilitated homes, and offices.

- Disney Museum, Thoreau Center, George Lucas and Letterman Digital Arts Center, YMCA, Bay School, Arion Press, Presidio Heritage Program, Various recreational facilities, etc

are discovered, significant sites revealed, and people's perspectives change and it is with this in mind that this matrix will be revisited and updated on a regular basis.

The Presidio's transformation from military post to a viable, vibrant national park site will yield new models and innovative practices which can provide lessons for other communities.

- How is the Presidio's governance structure and approach to preservation is being looked at across the country for innovative public/private partnerships, conservation, transformation of public lands?
- How is the closure of military bases across the country a reflection of changes inationally recently?

FROM POST TO PARK
The ongoing physical transformation of the Presidio is also transforming the ways people use and enjoy this new national parkland.

- How has the physical transformation of the Presidio transformed the way people use and enjoy the park?

RECREATION / HEALTH & WELLNESS
The Presidio is used by several million people each year to rejuvenate body, mind and spirit.

- How does access to open space and parks serve to improve health and wellness and offer restoration for the soul?

COMMUNITY STEWARDSHIP
Habitat restoration and site stewardship programs could not happen without an army of dedicated volunteers and docents. NPS, Presidio Trust and Parks Conservancy are continuing to open new opportunities for people to contribute to park stewardship.

- Youth stewards and leaders in the park AmeriCorps, I-YEL LINC, Wide spectrum of volunteers

FROM POST TO PARK
With the rehabilitation and reuse of buildings, environmental remediation cleanup, restoration of native plant communities and expansion of visitor amenities, the Presidio is being enhanced and improved for public enjoyment.

RECREATION
People come from near and far to savor views of the Golden Gate, walk forest trails, stroll, jog or bicycle along the Crissy Field promenade, or windsurf the bay from Crissy Field. The landscape reflects the powerful allure of open spaces for urban dwellers.

HEALTH & WELLNESS
A place to rejuvenate, restore and recover from trauma.

- Swords to Plowshares

PRESIDIO NATIVE PLANT NURSERY
Center for stewardship of natural resources.

CRISSY FIELD
Place for all types of recreational activities

CRISSY FIELD CENTER
Environmental education and sustainability demonstration site.

TENNESSEE HOLLOW WATERSHED, EL POLIN
Site of remediation activities and watershed restoration

DRAGONFLY CREEK
Creek restoration site.

- Historic Forest's transformation

PRESIDIO LANDSMARK (Old Public Health Service Hospital)
Building reuse site

LETTERMAN DIGITAL ARTS CENTER
New construction for financial sustainability

Appendix B: Presidio of San Francisco Map

Recreation Map

Welcome to the Presidio of San Francisco

Whether you have an hour, a day, or a year, the Presidio offers endless attractions. With this map to guide you, explore on foot, by bicycle, or on the Presidigo shuttle bus system. Enjoy the Presidio!

Help Protect the Park's Resources

The Presidio is a national park because of its rich cultural and natural heritage. Please protect sensitive plant communities, waterbird protection areas, and fragile historic structures. Stay on established trails and out of fenced areas. Dog walkers must obey regulations and pick up after their pets.

Accessibility

The Main Post and the Golden Gate Promenade are wheelchair accessible, as are buildings open to the public.

Emergency

Call 911 or cell 561-5656 (U. S. Park Police)

Visitor Information

Presidio Visitor Center (415) 561-4323, call for open days or visit: www.nps.gov/prsf

Fort Point (415) 556-1693, call for open days or visit: www.nps.gov/fopo



National Park Service
Department of the Interior

Golden Gate
National Recreation Area



Appendix C: List of Contributing Documents & Contributors

Background documents and contributions to this interpretive plan include:

- 1994 NPS General Management Plan Amendment for the Presidio
- 1996 Presidio Trust Act
- 2002 Presidio Trust Management Plan
- Post and Park, A Brief Illustrated History of the Presidio of San Francisco written by Stephen A. Haller(GGNRA Historian) and published by The Golden Gate National Parks Conservancy (1997)
- 2010 Golden Gate National Recreation Area Long Range Interpretive Plan Executive Summary
- 2013 Draft Golden Gate National Recreation Area Long Range Interpretive Plan update
- Previous Presidio Interpretive Plans drafted by both The Presidio Trust and NPS from 2000-2002
- Input from hundreds of contributors, including participants of the Presidio Trust/NPS Interpretation workshop (1991 and 2000)
- Presidio Stories Symposium (April 2000)
- Annual Visitor Survey (1999- 2011)
- Series of six Presidio Visitor Experience Workshops (2011), which convened representatives from education, the arts, tourism, history, natural science as well as the general public to exchange ideas about what themes and experiences, are most pertinent to the Presidio.

Appendix D: Authors

Special thanks to the Presidio Trust and Golden Gate Parks Conservancy staff for their input and review of this plan.

National Park Service, GGNRA

The Golden Gate National Parks mission is to preserve and enhance the natural, historic and scenic resources of the lands north and south of the Golden Gate for the education, recreation and inspiration of people today and in the future.

- Frank Dean (Superintendent)
- Aaron Roth (Deputy Superintendent)
- Howard Levitt (Director of Communications & Partnerships)
- Michele Gee (Chief of Interpretation & Education)
- Steve Haller (Historian)
- Theresa Griggs (Presidio Interpretive Site Supervisor)
- Carey Feierabend (Chief of Project Planning)
- Lynn Fonfa (Education Specialist)
- Will Elder (Interpretive Ranger)
- Michael Chasse (Biologist)
- George Su (Multimedia Specialist / Park Web Administrator)

The Presidio Trust

The Presidio Trust's mission is to preserve the Presidio as an enduring resource for the American people.

- Craig Middleton (Executive Director)
- Michael Boland (Chief Planning, Projects and Programs Officer)
- Eric Blind (Director of Heritage Programs & Sites)
- Damien Raffa (Education & Volunteer Program Manager for Conservation, Stewardship & Research)
- Terri Thomas (Director of Conservation, Stewardship, & Research)

Golden Gate National Parks Conservancy

The mission of the Parks Conservancy is to preserve the Golden Gate National Parks, enhance the park visitor experience, and build a community dedicated to conserving the parks for the future.

- Doug Overman (Executive Vice President, Government & Community Relations)
- Christy Rocca (Crissy Field Center Director)
- Charity Maybury (Crissy Field Center Deputy Director),

Friends of the Presidio

- Amy Meyer (Convener)

Appendix D: Authors



Photo Courtesy

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- Alison Taggart-Barone
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National Park Service
U.S. Department of the Interior

Golden Gate National Recreation Area
Presidio of San Francisco







