

*Presidio Trust
Management Plan*

Land Use Policies for Area B of the Presidio of San Francisco

Executive Summary

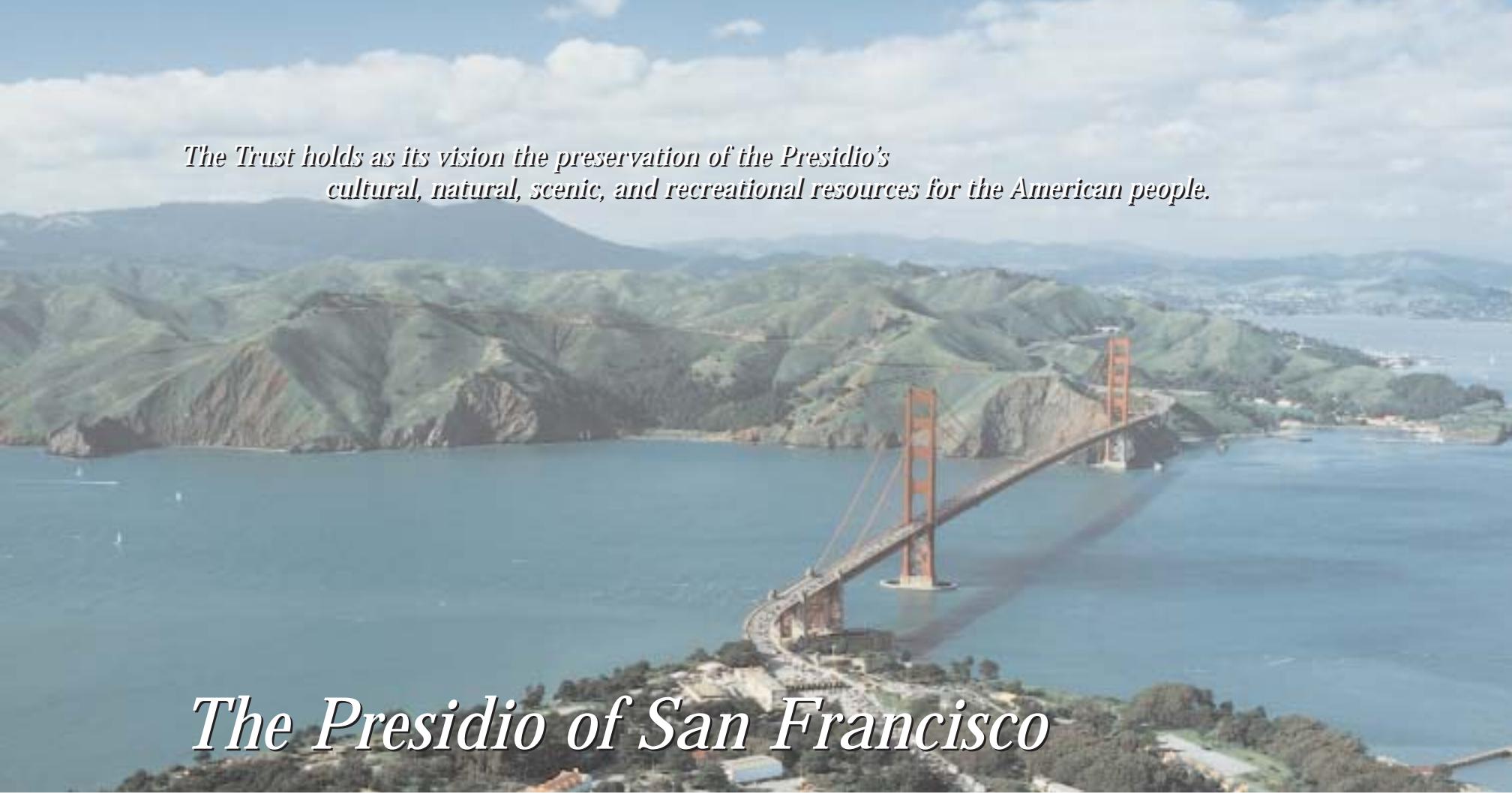
MAY 2002

*Presidio Trust Management Plan
Land Use Policies for Area B of the Presidio of San Francisco*

P L A N S U M M A R Y

- The Presidio will remain an open space haven with its natural, historic, scenic, cultural, and recreational resources preserved for public use and enjoyment.
- Open space and natural habitats will be preserved, enhanced, and increased.
- Over time, the Presidio Trust will reduce the total building area in the park by 360,000 square feet or more, from the 5.96 million square feet that exist today, to 5.6 million square feet or less.
- The historic forest will be rehabilitated, wetlands enhanced, and native plant and wildlife species protected.
- The Presidio's National Historic Landmark status will be preserved; any changes within the landmark district will comply with the National Historic Preservation Act and be compatible with the park's setting.
- Public uses will invite and engage visitors to the park; employee housing will perpetuate the historic sense of community.
- Construction will be limited to developed areas, and will be compatible with existing structures.
- The Presidio Trust will apply sustainable design practices and promote energy and water conservation, waste reduction and recycling, and clean technologies.
- The Presidio Trust will discourage automobile use by promoting walking, biking, public transit, and internal shuttle use.
- Presidio tenants will be selected according to their ability to enhance the Presidio's financial viability, their contribution to implementation of the general objectives of the GMPA, and their conformance with PTMP planning principles.
- Public input will continue to be valued in ongoing planning for the Presidio's future.

*The Presidio Trust wishes to thank the members of the public
who contributed their time, knowledge, and energy to
developing the Presidio Trust Management Plan.*

An aerial photograph of the Golden Gate Bridge in San Francisco, California. The bridge's two massive orange-red towers are prominent, with the suspension cables fanning out to support the roadway. The bridge spans across the blue waters of the Golden Gate Strait. In the foreground, the Presidio of San Francisco is visible, a large, green, hilly area with some buildings and roads. The background shows rolling green hills and a clear blue sky with some light clouds.

The Trust holds as its vision the preservation of the Presidio's cultural, natural, scenic, and recreational resources for the American people.

The Presidio of San Francisco

THE PRESIDIO OF SAN FRANCISCO, once the oldest military post in the nation and one of San Francisco's most cherished places, is distinguished by its many historic buildings, cultural landscapes, and urban location. These distinctions also make it expensive to preserve and operate. In 1996, in recognition of the Presidio's singular nature and of the challenges attending its preservation, the United States Congress established the Presidio Trust.

The Presidio Trust was created by Congress to preserve the interior 1,168 acres of the Presidio within the boundaries of the Golden Gate National Recreation Area (GGNRA) yet distinct from it.¹ The Trust's mission is to preserve the Presidio in perpetuity for the public benefit. Congress decided to limit taxpayer liability for the Presidio, however, by establishing the Trust as a government corporation that would create "innovative

public/private partnerships that minimize costs to the United States Treasury."

Congress gave the Trust the authority to lease property and generate revenues, and required the Presidio to be financially self-sufficient by 2013. Once appropriations cease, the Trust must use the park's building assets to fund its rehabilitation and to pay for its ongoing operation. No other area within the national park system is managed in the same way or operates under the same financial requirement.

¹ The 1,491-acre Presidio of San Francisco is at the center of the Golden Gate National Recreation Area, which was created by Congress in 1972. The GGNRA legislation ensured that if the military could no longer use the Presidio, jurisdiction over it would be transferred to the National Park Service (NPS). In 1989, the U.S. Army announced that the Presidio of San Francisco military post would close; in 1994 the U.S. Army transferred the Presidio to the NPS. In 1996, the Presidio Trust Act gave jurisdiction over the 1,168-acre inland area of the Presidio known as Area B to the Presidio Trust; the NPS continues to manage the shoreline, or Area A.



Vision

THE ACTIVITIES OF LEASING AND real estate management lie at the crux of the passionate debate over how the Presidio should be preserved and for what purpose. That debate has been articulated in various ways throughout the planning process for the Presidio, which is now nearly a decade long. In 1994, the National Park Service (NPS), recognizing that the Presidio would be a “park unlike any other,” presented a vision in its *General Management Plan Amendment* (GMPA) that resolved the question for many. The GMPA proposed that the former military post should not simply be preserved, but should become a “global center dedicated to addressing the world’s most critical environmental, social, and cultural challenges.”

The GMPA vision required that the Presidio’s buildings be leased to “a network of national and international organizations devoted to improving human and natural environments and addressing our common future.”² This vision gave the Presidio a noble purpose and captured the imagination of the local public. However, because it relied on ongoing taxpayer support, the GMPA was ultimately deemed by Congress to be “unrealistic.”³

The Presidio Trust Management Plan: Land Use Policies for Area B of the Presidio of San Francisco (PTMP or Plan), owes much to the GMPA, but proposes a more focused and realistic vision: the preservation of the Presidio’s cultural, natural, scenic, and recreational resources for the American people. This vision is a formidable one and addresses the critical challenge of preserving public open space in the midst of a densely populated urban area.

Fulfilling this vision demands that preservation and financial goals be balanced and integrated. The Trust could achieve financial self-sufficiency in any number of ways, but if it does so without establishing a financial base that is strong enough to ensure the rehabilitation of the Presidio’s historic buildings and landscapes, the restoration of its natural resources, and the preservation of its historic character into the indefinite future, the Trust will not have accomplished its mandated purpose.

The Presidio is the legacy of the generations who lived here and cared for this post. That legacy will be carried forward with the same spirit. The Trust envisions the Presidio as home to an enduring community, where people from the public, private, and non-profit sectors come together and share their ideas and resources; where educators and students explore the world around them; where artists, scientists, and storytellers pursue their passions; where families play together; where visitors deepen their understanding of this nation’s social history and of the connections between human and natural history; and perhaps most important, where an individual, alone or in concert with others, can find peace of mind and personal inspiration.

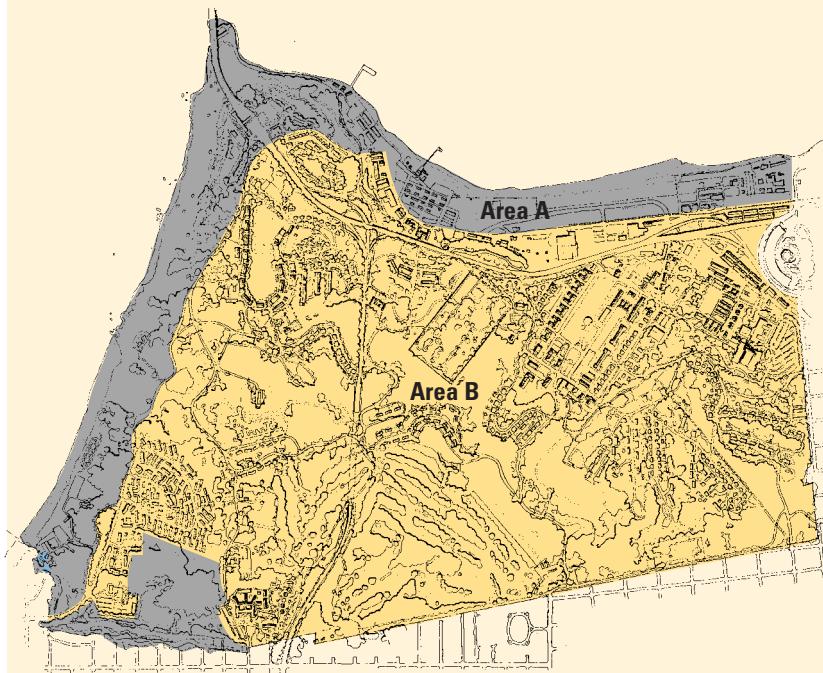
² “Creating a Park for the 21st Century: from Military Post to National Park,” Final General Management Plan Amendment, Presidio of San Francisco, July 1994, page v.

³ H.R. Rep No. 234 at 10, 104th Cong., 1st Session (1995)

MAIN PRINCIPLES

Presidio Trust Management Plan

The Plan makes it clear that the Presidio will not change that much, and emphasizes preservation and enhancement of the Presidio's cultural, natural, scenic, and recreational resources for public use. The Trust will seize opportunities to replace pavement with green space, improve and enlarge the park's trail system, restore stream corridors and natural habitats, and reuse historic structures for the public, as well as for residential and office use. Long-term preservation of the park will be supported by a community of park residents and tenants.



The Presidio Trust Act of 1996 divided the park into two management areas. **Area A**, the coastal lands, remains under the jurisdiction of the National Park Service. **Area B**, which holds the majority of the Presidio's built resources, is managed by the Presidio Trust, and is the subject of this plan.

More Open Space – The Plan increases open space by 100 acres. Approximately 75 percent of the Presidio (Areas A and B) will be open space, providing both valuable natural habitat and recreational opportunities.

Less Building Space – The Plan eliminates 360,000 or more square feet of building space over time.

Balanced Use of Building Space – Buildings contribute to the Presidio's National Historic Landmark District and their rehabilitation will generate revenues that support the park. One-third of the Presidio's building space is residential. The Plan balances the remainder with one-third identified as office use and one-third for public uses, including cultural and educational use, recreation, small-scale lodging, and visitor amenities.

Sustainable Transportation and Infrastructure Systems – The Presidio Trust will adhere to sustainable practices and environmentally sound technologies. The Plan includes strategies to minimize automobile use, such as more options for public transit and pedestrian and bicycle travel, parking management, and housing in the park for Presidio-based employees.

Opportunities for Public Participation – In conformance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA), the Presidio Trust is committed to ongoing public participation.

PLANNING DISTRICTS

Existing Areas of Development and Proposed Open Space

① Main Post

Heart of the Presidio



The Main Post will continue to be a focal point for visitor orientation as well as a community center. The district's historic buildings and landscapes will be preserved, the historic parade ground re-established, and other outdoor spaces rehabilitated.

② Crissy Field (Area B)

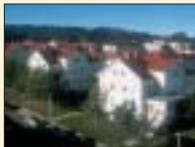
Bayfront Recreation and Cultural Destination



The Trust will accommodate public uses and visitor amenities in Crissy Field (Area B) that complement the spectacular bayfront park of Area A. Important open space will be retained, natural resources will be protected, and historic buildings rehabilitated. Some non-historic buildings may be retained and reused.

③ Letterman

Residential and Working Campus



The Letterman district will be home to the Letterman Digital Arts Center, occupied by one of the country's most creative and innovative enterprises. Blending new and old, the district will continue to offer a mix of office and residential uses. Rehabilitation of open spaces will reinforce the campus feeling.

④ Fort Scott

Contemplative Retreat



The Trust will preserve Fort Scott's rich collection of historic buildings and landscapes in a manner that retains the district's contemplative setting. Preferred

uses will include educational and conference facilities as well as lodging, housing, and support services.

⑤ Public Health Service Hospital

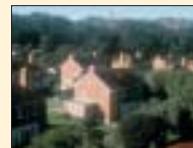
Residential and Educational Community



Residential and educational uses will be sought for historic buildings in the former Public Health Service Hospital district. Habitat for rare and unique plant and wildlife species will be protected and enhanced.

⑥ East Housing

Residential Neighborhood and Nature's Refuge



The East Housing planning district will continue to be primarily residential. The Tennessee Hollow riparian corridor will be restored, and some non-historic housing will be removed if necessary for the restoration of natural systems. Open space and forested areas will be preserved to provide wildlife habitat and a refuge for visitors.

⑦ South Hills

Outdoor Recreation and Woodland Retreat



A significant amount of non-historic housing and associated streets in this district will eventually be removed to restore open space and natural systems, and to improve the quality of the visitor experience. The district will be a setting for contemplation, education, research, and recreation. A limited amount of housing will remain.



Presidio Trust Management Plan

and the 1994 General Management Plan Amendment

THE GMPA ASSUMED ONGOING congressional appropriations, the presence of the U.S. Sixth Army, which occupied and maintained 1.8 million square feet, and use of the Letterman Hospital site by the University of California at San Francisco. Even if modified to address changes in circumstances, the GMPA remains less realistic about the Presidio's preservation and financial challenges. PTMP maintains the GMPA's emphasis on resource preservation and the productive reuse of historic buildings, but differs from the GMPA in the following ways:

- PTMP does not prescribe building uses or tenant missions. It identifies preferred uses, providing more leasing flexibility over the life of the Plan.

- PTMP recognizes housing as essential to the character of the Presidio and to its fiscal well-being, and maintains the supply of housing that the GMPA would have dramatically reduced.
- PTMP assumes less demolition and would allow more replacement construction than the GMPA. This is financially prudent and will require careful thought and additional public input.
- PTMP envisions an array of programs developed through the collaborative efforts of the Trust, the NPS, tenants, and other partners with program expertise. PTMP recognizes that relying solely on tenants to bring people to the park, as assumed by the GMPA, may not provide the consistency, quality, or coherence that visitors to a national park should expect.



A T A G L A N C E

PTMP and GMPA

	PTMP	GMPA 2000*
Vision & Tenant Mission	The Presidio Trust holds preservation of the park's resources for public use as its primary vision; finds tenant diversity fiscally more prudent.	The GMPA envisions the park as a "global center" where tenants would be devoted to solving the world's most critical problems.
Housing, Estimated Population & Employment	<ul style="list-style-type: none"> • 1,654 residential units (same as today) • 3,770 residents (1,520 more than today—930 less than 1990) • 6,890 jobs (4,870 more than today—1,340 more than 1990) 	<ul style="list-style-type: none"> • 770 residential units (880 fewer than today) • 1,660 residents (590 less than today—3,040 less than 1990) • 6,460 jobs (4,440 more than today—910 more than 1990)
Public Programs & Visitor Services	Commits to supporting high quality public programs delivered by the Trust, NPS, tenants, and other partners with program expertise. Programs will explore the Presidio's cultural and natural resources.	Assumes tenants will provide public programs beyond traditional NPS interpretation.
Open Space	<ul style="list-style-type: none"> • 99 additional acres of open space 	<ul style="list-style-type: none"> • 99 additional acres of open space
Flexibility & Fiscal Strength	Articulates "preferred" uses, but maintains flexibility to allow for inevitable changes in the marketplace; would achieve self-sufficiency even if revenues are low or costs are high.	Limits potential tenant pool and assigns specific uses to buildings without assessing feasibility; would jeopardize self-sufficiency if revenues are less than expected or costs are higher.
New Construction & Total Building Space	<ul style="list-style-type: none"> • 5.6 million square feet of building space (360,000 less than today) • Up to 400,000 square feet of residential construction in already developed areas to replace demolished housing. • Up to 310,000 square feet of non-residential construction, primarily to support rehabilitation of historic buildings. 	<ul style="list-style-type: none"> • 5.0 million square feet of building space (950,000 less than today). • No residential construction to replace demolished housing. • Up to 170,000 square feet of non-residential construction.

*1994 GMPA updated to reflect changes in circumstances



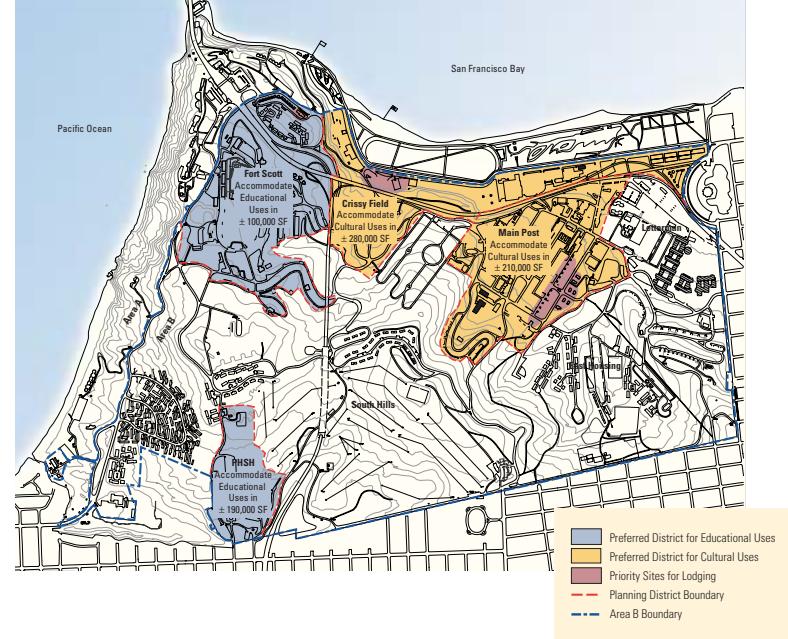
Public Use of the Park

THE PRESIDIO IS A PLACE FOR THE public. The Trust has a responsibility to make the park accessible to the many, not the few. Robust and varied programming, including special events and volunteer opportunities, in combination with well-planned visitor amenities, will engage the broad public in caring for the park.

The GMPA assumed that tenants would provide public programs. Although PTMP includes the possibility of tenants providing programs, it recognizes that tenants have their own missions and priorities that change, and that tenants themselves come and go. If programs are to be consistent year after year, dynamic and diverse, responsive to the interests of the broad public yet specific to this place, the Trust and the NPS must be the primary coordinators of public programs. The Presidio's own rich and varied resources – cultural, natural, scenic, and recreational – will be the cornerstone for the park's public programs.

The Trust Act mandates that the NPS and the Trust cooperatively provide public interpretive services, visitor orientation, and educational programs. The Trust is committed to working with the NPS, as well as with park tenants and others, to develop programs that demonstrate both why the Presidio is being preserved and how that is being done. Coordination with the NPS will be focused on those areas where both NPS expertise and available resources can be optimized. The services that the NPS provides are a strong foundation for Presidio programs, and cooperation between the two agencies will enhance the quality and breadth of public programs.

The Plan proposes many ways for the public to use the park, and roughly one-third of the Presidio's building space, or 1.58 million square feet, is anticipated for public use, including cultural and educational uses, recreation, small scale lodging, and other visitor



amenities. Cultural use could include artists' studios, exhibition space, performance venues, public gathering spaces, and other visitor amenities. Approximately 100,000 square feet of building space are already dedicated to cultural uses, including the Herbst Exhibition Hall, the Park Archives, the Crissy Field Center, the Officers' Club, and the vacant Presidio Theater.⁴ The Commissary at Crissy Field, which has 100,000 square feet, would be the preferred location for a museum, if an appropriate program were proposed and a source of funding were found. The Main Post and Crissy Field planning districts are the preferred districts for public activity and could accommodate 430,000 square feet of additional cultural uses to complement what is already there.

Education is the preferred use for approximately 390,000 square feet of building space, predominantly in the Public Health

⁴ The NPS William Penn Mott, Jr. Visitor Center is part of Area A, and is therefore not accounted for in the total Area B square footage.

Building Use	Targeted Square Footage	Percent of Total
Public Uses	1.58 million	28%
Housing	1.96 million	35%
Office	1.82 million	33%
Other	0.24 million	4%
Total	5.60 million	100%

Note: All figures are rounded. "Other Uses" include industrial, warehouses, and park infrastructure facilities.

PRESIDIO'S HOUSING AND POPULATION

Existing Conditions

Existing dwelling units: **1,116**
(80 percent occupied)

Existing dorm units: **538**
(25 percent occupied)

Total existing residences: **1,654**

30-Year Plan

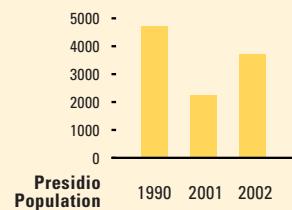
Non-historic dwelling units
demolished for open space
expansion: **565**

Additional dwellings removed or
converted to non-residential use:
between **50 and 380**

New units within existing buildings:
between **270 and 570**

New units within new buildings:
between **200 and 400**

Maximum residences:
between **1,400 and 1,654**



Service Hospital and Fort Scott planning districts. Educational use could comprise both curriculum-based and less formal programs, workshops, and research institutions, and could include public as well as private institutions. Priority would be given to those programs that use the Presidio as an educational tool (e.g., as an “outdoor classroom”), those that provide services to the park, and those with broad constituencies.

National Parks have traditionally provided lodging, and visitors to the Presidio should have the opportunity to stay overnight in an historic building. It is a qualitatively different way to experience the park and is not comparable to accommodations offered outside the park’s gates. The Plan anticipates a modest amount of different kinds of lodging, about 200,000 – 260,000 square feet, or between 180 and 250 rooms, in multiple locations, and identifies preferred locations, including Stilwell Hall at Crissy Field and Pershing Hall at the Main Post. The Funston Avenue houses could also be adapted for bed and breakfast inns, and small-scale lodging at Fort Scott would be appropriate to support conference and educational activities. Other visitor-serving amenities will include recreational uses and retail services.

Housing

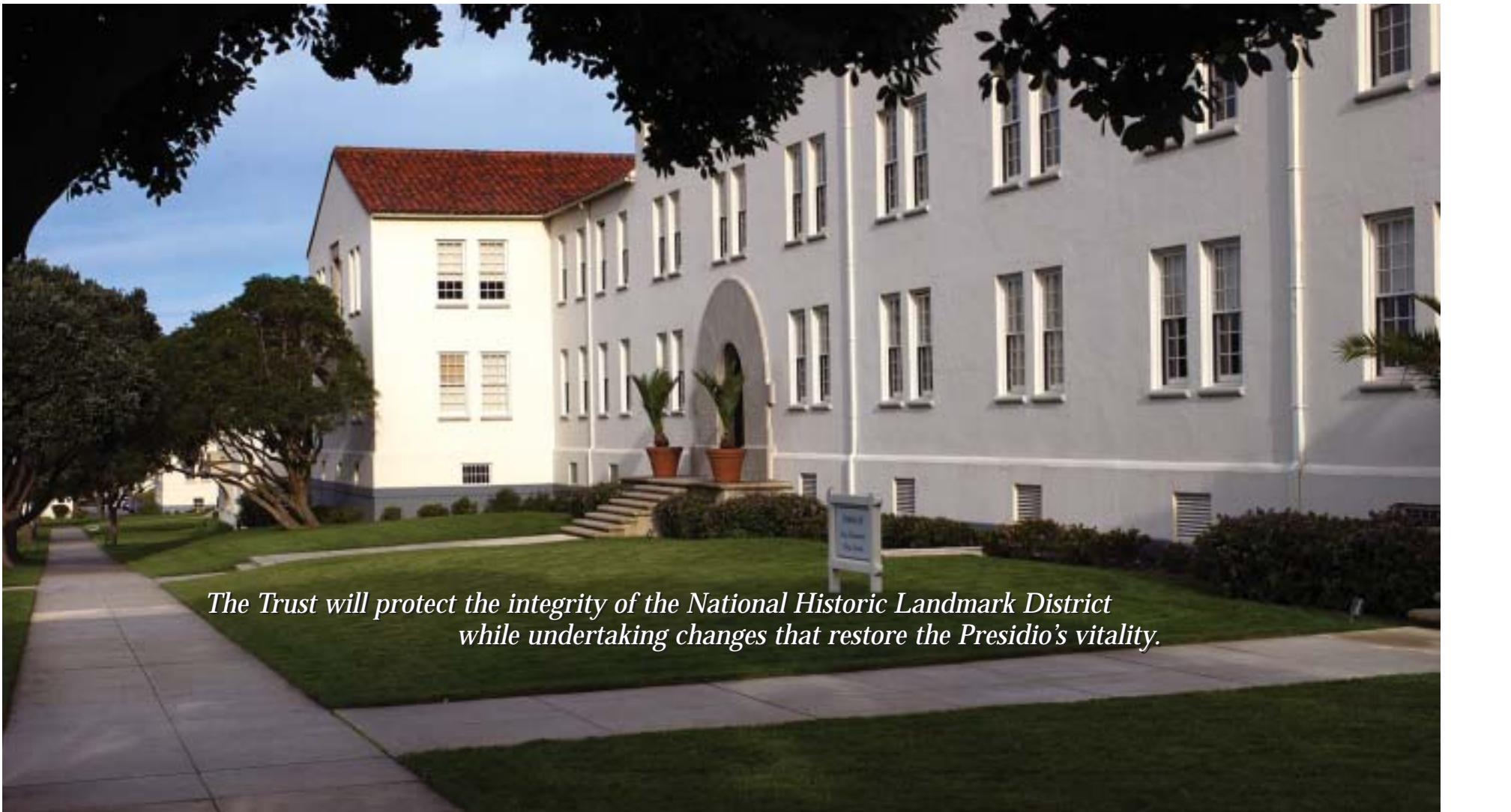
PEOPLE HAVE ALWAYS LIVED at the Presidio and the park’s homes are an essential feature of its landscape and critical to its character. Residential use is also a cost-effective way to preserve historic buildings and is the most reliable source of funds over the long term, in good economic times and bad. Residents add to the vitality, safety, and security of the Presidio, and housing people who work in the park can help to minimize automobile use.



Throughout the Presidio today, there are 1,116 conventional dwellings and 538 group quarters (i.e., barracks and dormitories). Approximately 80 percent of the dwellings and 25 percent of the group quarters have been occupied within the last year. All of these accommodations were occupied by the Army, and are reflected in the 1990 Census, which reported a Presidio population of 4,700 just after the base closure was announced.

Over time, some residential units will be lost either for open space expansion or through conversion to other uses. The Plan proposes to eliminate approximately 565 non-historic housing units to restore critical natural habitats. Also, historic houses, such as those on Funston Avenue, may best be reused as lodging or even as offices. The Plan anticipates maintaining 1,400 to 1,654 residential units. Units that are removed may be replaced by dividing larger residential units to smaller ones, by converting non-residential buildings to housing, and by constructing approximately 200 to 400 units of new housing. The Trust would not undertake new construction, however, without public notice, further planning, environmental review, and public input.





The Trust will protect the integrity of the National Historic Landmark District while undertaking changes that restore the Presidio's vitality.

Office Use

THE BEST WAY TO PRESERVE HISTORIC buildings is to reuse them. The Plan anticipates that one-third of the building space, or about 1.8 million square feet, would be used for office space.

Approximately 1.5 million square feet of office space are already occupied or obligated, including the 840,000 square feet that will be occupied by the Presidio's largest tenant, Letterman Digital Arts, Ltd., a Lucasfilm affiliate. The plan estimates that 330,000 square feet remain for office use, predominantly in the Main Post, Letterman, and Fort Scott planning districts. Most of this space is in historic buildings and may pose leasing challenges due to the complexities associated with its rehabilitation.

The kind of space the Presidio has to offer will command various levels of rent. Very little of this space is competitive with "class A" downtown space and no single office tenant can be expected to fill it. Nor does the space appeal to the kind of commercial enterprises that typically inhabit suburban business parks. A variety of office uses will be sought – public-purpose tenants as well as private ones. The Trust's openness to tenant diversity is financially prudent, more encompassing, and more likely to succeed than a vision of a "global center." Tenant diversity expands the pool of prospective tenants willing to locate at the Presidio and able to rehabilitate the Presidio's buildings and landscapes. The Trust's Plan assumes a mix of organizations and people with the qualities necessary for a community of common interests to take shape and make essential commitments to the park, as well as to the general good.

Building Rehabilitation & New Construction

THE TRUST WILL PROTECT THE integrity of the National Historic Landmark District while undertaking changes that restore the Presidio's vitality. The Trust will make every reasonable effort to reuse historic buildings. Both the Trust and park tenants will adhere to the *Secretary of the Interior's Standards for the Treatment of Historic Properties* and the *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*. Where there is adequate documentation, historic buildings may be partially restored by removing later additions and recreating documented features. In some cases, new construction will be necessary to adapt old buildings for new uses.

At this time, there are no specific plans for new construction. The Plan does establish, however, quantitative, qualitative, and procedural constraints on new construction which may occur in the future. New construction would have to be balanced by open space expansion, would be limited in scale, and would be commensurate with the character of the Presidio, much of which is defined by its buildings. New construction that would threaten the status of the National Historic Landmark District would not be permitted. Except for minor building additions, new construction would be subject to further planning, environmental analysis, and public input.

Both demolition and new construction will be used strategically to accomplish planning objectives. The Plan proposes demolition to expand and enhance open space, reducing building space by 360,000 square feet or more.

Examples of Possible New Construction

- An addition to the back of historic Pershing Hall (Building 42) to make reuse as lodging or apartments feasible
- An annex to historic Stilwell Hall (Building 650) in place of the non-historic buildings to the east along Mason Street, to facilitate rehabilitation and reuse as lodging
- A new building on the site of non-historic Buildings 1027 and 1028, west of the Thoreau Center, both to replace housing removed in the southern part of the park, and to improve the aesthetic and historic context of the area

Constraints on New Construction

- New construction would only be undertaken in already developed areas to replace square footage that has been removed
- Square footage thresholds, expressed in terms of new construction and total building space, are established for each planning district
- Planning district guidelines ensure that new construction will not jeopardize the integrity and status of the National Historic Landmark District
- New construction, other than minor building additions, is subject to further planning, environmental analysis, and public input



- Preserving the Presidio will be expensive. Preliminary estimates indicate that required capital improvements, including rehabilitation of buildings and landscapes, will exceed \$588 million.
- Projected annual operating expenses are expected to range between \$38 and \$51 million. Nearly 50 percent of operating expenditures are non-discretionary, such as public safety, utilities, and maintenance. The Trust is committed to reducing other operating costs, and will shrink its operating budget by 12.4 percent between FY 2002 and 2003.
- Federal appropriations are an essential source of annual operating funds, but are uncertain from year to year, and will cease entirely in FY 2013. If Congress continues to decrease appropriations at its current rate, the Trust will receive approximately \$65 million less in overall appropriations than originally projected.
- Residential revenues increased from \$7.30 million in FY 1999 to \$21.3 million in FY 2001. However, the planned removal of housing for open space expansion will substantially reduce residential revenues over the long term.
- Total leasing revenues have grown to \$32.3 million in FY 2001, more than half of the Trust's annual cash flow, and will increase again when Letterman Digital Arts, Ltd., begins operation in 2007. Substantial additional non-residential revenues, however, will be necessary to make up for diminishing appropriations and declining residential revenues.

Financial Challenges

CARING FOR THE PRESIDIO will be costly. How well the park can be cared for over the long term depends largely on how well the Trust manages a complex set of challenges in the near term, including changes in the level and sources of revenue, timing of cash flow, market conditions, leasing risks and incentives, and cost control.

Today, the Trust's principal sources of funds are annual appropriations and lease revenues. Two circumstances make near-term revenue generation imperative: the end of federal appropriations in 2013, and demolition of housing for open space expansion, which is planned to begin at approximately the same time appropriations cease. The quality and quantity of building space that is rehabilitated and leased between now and 2013, therefore, will determine how the Trust meets the initial threshold of financial self-sufficiency.

Total leasing revenues have grown to \$32.3 million in FY 2001. These funds, together with annual appropriations, Treasury borrowing, and third-party capital, have allowed the Trust to operate the Presidio and to invest \$45.9 million in rehabilitating 872 housing units and 446,000 square feet of non-residential space, and \$18 million in upgrading the Presidio's aging infrastructure. Revenues have also been used to restore and enhance natural resources and to provide public programs.

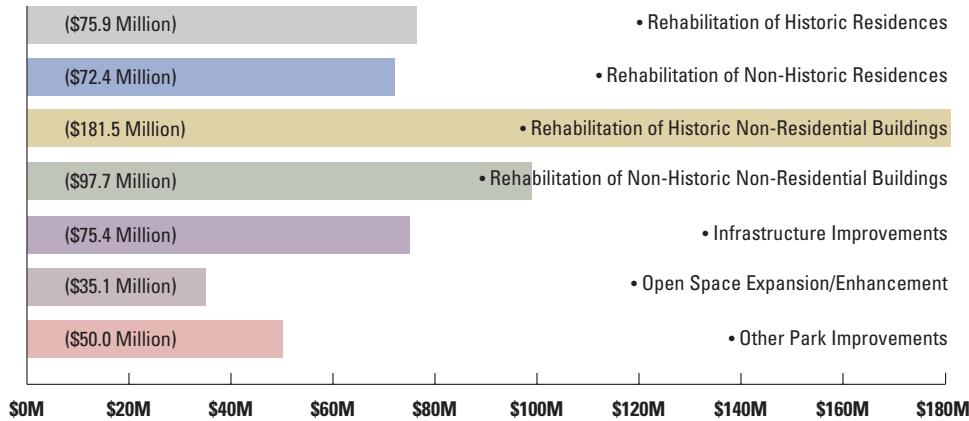


The development and lease agreement with Letterman Digital Arts, Ltd. will provide substantial ground rent to the Trust.

The Trust has built a strong financial foundation for long-term tenancy and resource improvement and is confident that it will meet both its preservation goals and financial requirement. The recent economic downturn has affected both residential and non-residential revenues in the Presidio, as it has throughout the Bay Area, demonstrating the cyclical nature of the real estate economy and the risks inherent in long-term financial forecasts. No one can predict the future, and the assumptions of any financial forecast drive its outcome. For these reasons, the Trust's Plan must be flexible enough to respond to changes, and must provide reasonable security that the park can be preserved even if projections turn out to be low on the revenue side or high on the cost side. The Trust believes that the *Presidio Trust Management Plan* provides this security.

FINANCIAL CHALLENGES

Capital Expenses



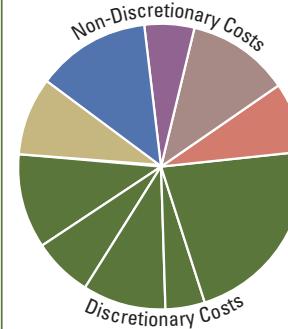
Notes/Observations:

- Total capital costs are estimated at \$589 million for planning purposes.
- Costs presented are order of magnitude estimates for planning purposes, and not inclusive. (For example, the initial estimated cost of Tennessee Hollow restoration is \$800,000, but the actual cost is likely to be higher once a detailed design is developed.)
- Higher costs or lower revenues would affect the timing of resource preservation and other park improvements.
- Third-party financing may reduce costs to the Trust, but would also reduce revenues available to fund park improvements.
- Costs of new construction are not included in this summary.

Operating Expenses

Non-Discretionary Costs:

- Building, Landscape & Infrastructure Maintenance (8.9%)
- Public Safety (13%)
- Leasing & Property Management (5.7%)
- Utilities (11.7%)
- Financing Costs (8%)



Discretionary Costs:

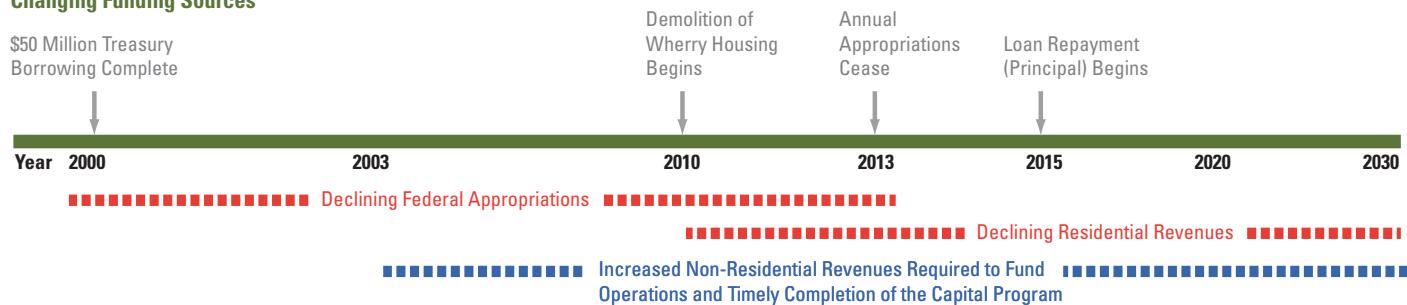
- Administration (21.9%)
- Legal (4.5%)
- Planning (9.5%)
- Programs (6.8%)
- Other (10.8%)

Notes/Observations:

- Percentages refer to estimated costs aggregated over 20 years. Projected annual costs range from \$37.3 to \$52.8 million.
- Fixed costs represent more than 45% of the total.
- Annual budgets will include periodic reductions in discretionary costs over time.

Changing Funding Sources

\$50 Million Treasury Borrowing Complete



Implementation and Public Involvement

THE PRESIDIO TRUST'S SUCCESS WILL be measured largely by the timely rehabilitation and reuse of the Presidio's historic buildings and landscapes, the quality and quantity of open spaces that are created or enhanced, and the extent to which the park is enjoyed by the public. Unlike parks characterized by tracts of wilderness, much of the Presidio is built and landscaped; preservation of its resources requires immediate intervention and ongoing maintenance. This intervention includes replacing trees in the aging Presidio forest, maintaining Presidio-wide utility systems, and restoring natural areas, as well as rehabilitating and maintaining the Presidio's buildings. The rate, therefore, at which the Trust moves to protect the park's resources is critical.

Like a city's general plan, the Trust's Plan assumes the inevitability of change over the next 20 years and is intended as a framework for future decision making. It articulates the park-wide policies, establishes the guidelines, and defines the procedures that the Trust will use going forward. Many implementation decisions will require further analysis and public input, such as significant new construction, major changes in circulation, and most demolition. Stewardship of the Presidio carries an implicit caveat: to honor what the Presidio has meant and come to mean to the many people who have enjoyed it as a refuge. This caveat will continue to influence how we move forward.

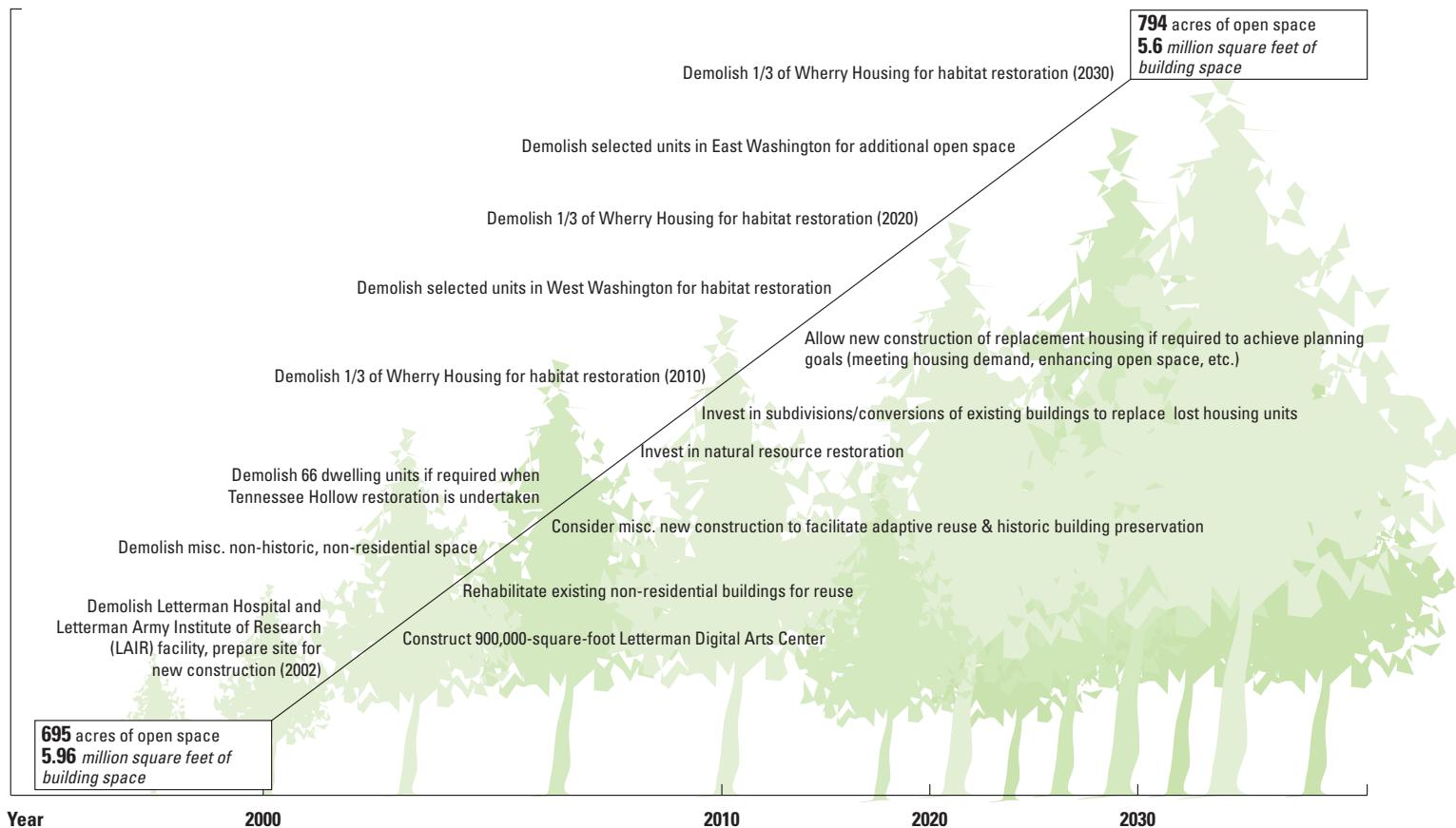
In addition to long-term leasing, other near-term activities that will follow Plan adoption are illustrated on page 16.

As the Trust takes the necessary next steps in the business of managing Area B of Presidio, it will involve the public, not only in the more specific planning that will follow adoption of PTMP, but also in the actual work of preserving the park. In this way, the magical qualities of this spectacular place and the excitement that accompanies its sustainable restoration will be truly shared with the American people.

Public Involvement in Implementation							
The Trust is committed to public participation during Plan implementation in compliance with NEPA and its implementing regulations. This table generalizes the opportunities for public involvement that will be available before important Plan decisions are made.							
Types of Public and Agency Involvement							
Public Notice Reporting	NPS Coordination	Public Meetings	Targeted Outreach	GNRA Advisory Commission	Agency Consultation	Public Scoping	Public Review
							Implementation Activities
	■		■				Rehabilitation and reuse of historic buildings consistent with the Secretary of the Interior's standards
■		■	■		■	■	Rehabilitation that deviates from the Secretary's standards
			■				Site improvements and landscape changes
■		■	■		■	■	Landscape changes that may adversely affect park resources
	■	■	■		■		Pilot projects that further the Vegetation Management Plan
■		■	■	■	■	■	Transportation and infrastructure changes with uncertain or potentially significant effects on the park or the surrounding neighborhoods
■		■	■	■	■	■	Area plans, topical plans, and sub-area implementation decisions
			■				Demolition of non-historic buildings
■		■	■	■	■	■	Demolition of historic buildings
■		■	■	■	■	■	Major building additions, large annexes, and freestanding buildings with uncertain or potentially significant effects
		■	■	■			Small additions to adapt historic buildings for reuse and that do not affect either the building or the district
■			■				Tenant selection consistent with the Plan
		■	■	■			Major events and celebrations

*Like a city's general plan, the Trust's Plan assumes
the inevitability of change over the next 20 years
and is intended as a framework for future implementation plans.*

Generalized Timeline



LONG-TERM IMPLEMENTATION

While near-term implementation activities can be predicted with some certainty, long-term implementation of Plan goals can best be articulated as a generalized timeline. As shown here, the amount of open space in the park will be increased by almost 100 acres, and the amount of building space in the park will be decreased by almost 400,000 square feet over time. How long it takes to achieve these goals depends on the timing of building removal, and the timing and amount of replacement construction, both of which are largely unknown at this time.

The timing of building removal and the timing and amount of replacement construction will also hinge on a variety of factors, including the cost of demolition, the need to generate revenues and the ability to do so, the desire to facilitate historic building

reuse (through building additions, annexes, etc.), and the desire to meet other planning objectives, such as demolition to facilitate habitat restoration.

New construction may take the form of building additions or freestanding structures. In conformance with the Presidio Trust Act, new construction will be limited to areas that have been previously developed. To build new structures the Trust must remove existing square footage as an offset so that building square footage in the park will not exceed today's 5.96 million square feet. In the instance of the Wherry Housing complex, however, it may be necessary to build replacement units before offsetting space is demolished, with the understanding and commitment that Wherry units would be removed once replacement units come on line.

WHAT COMES NEXT?

While the Plan was being prepared, the Trust voluntarily refrained from executing leases with terms that exceed five years, except in very few instances. Following Plan adoption, the Trust must accelerate long-term leasing to tenants who can undertake rehabilitation of Presidio buildings. Long-term leases allow tenants to amortize the cost of building rehabilitation and will be critical in order to generate the revenue both to offset declining appropriations and to fund capital improvements. In soliciting prospective tenants, the Trust is required to provide for “reasonable competition,” whether through formal requests for proposals (RFPs) or other means. Consistent with the Trust Act, tenants will be selected based on their ability to contribute to the financial viability of the Presidio and to rehabilitate and reuse historic buildings, as well as on their conformance to the general objectives of the GMPA, contribution to the visitor experience, and conformance with PTMP.

Residential Rehabilitation & Leasing



The Trust will complete rehabilitation of the Presidio's historic and non-historic housing by 2005. Following rehabilitation, units will be leased, with preference given to employees in the park. Affordability programs will ensure a mix of tenants. The potential for converting historic non-residential space such as the Public Health Service Hospital to residential use will be assessed.

Tennessee Hollow & Crissy Marsh



In conjunction with the National Park Service (NPS) and other partners, the Trust will undertake technical studies for the restoration of the Tennessee Hollow stream corridor and the long-term health of Crissy Marsh. Implementation actions will be analyzed, and a funding strategy developed.

Main Post Landscape, Parking, & Circulation Changes



The Trust will construct a “transit hub” at the foot of the Main Post to concentrate service, disseminate transit information, and facilitate transfers. The Trust will also propose modifications to streetscapes throughout the Main Post to improve mobility for all modes of transportation, and propose reorganization of off-street parking areas. The final design will enhance public open spaces.

Non-Residential Rehabilitation & Leasing



The Trust will continue to seek tenants for non-residential buildings. Rehabilitation and leasing activities will focus on the Main Post and on buildings

throughout the Presidio that are best suited for reuse and do not require substantial infrastructure changes. Long-term leases (greater than five years) will be offered to tenants who can help fund the rehabilitation of historic buildings, consistent with tenant selection criteria.

VMP Pilot Projects & Historic Forest Rehabilitation



The Trust will continue to test strategies to carry out the adopted Vegetation Management Plan (VMP) and continue successful site stewardship programs in collaboration with the NPS and the Golden Gate National Parks Association (GGNPA). An overall implementation and funding strategy will be developed for forest rehabilitation.

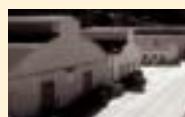
Letterman Digital Arts Center (LDAC)



The Trust will complete all Letterman site preparation requirements in 2002, in accordance with the LDAC development agreement.

Construction of the 840,000-square-foot digital arts campus will commence thereafter. The campus will provide approximately seven acres of public open space.

West Crissy Field Feasibility Study



The Trust will engage the public in discussions about appropriate uses for buildings at the west end of Crissy Field and will undertake financial feasibility studies related to building reuse and rehabilitation.

Environmental Site Remediation



The Trust will clean up hazardous materials left behind by the Army. Remedies will be developed in conjunction with regulators, the Restoration

Advisory Board, and the NPS. Twenty-four CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act) sites and numerous petroleum sites will be excavated, sealed in place, or otherwise addressed by 2006.

Recycled Water & Water Conservation



The Trust will develop a recycled water facility that will sanitize and recycle wastewater for landscape irrigation and non-potable water,

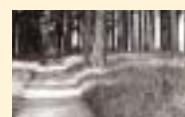
thereby decreasing demands on the potable supply and reducing the amount of sanitary sewage discharged to the City's combined sewer system. Water conservation measures, such as retrofitting buildings with water-efficient fixtures, will also be implemented.

West Letterman Buildings & Streetscapes



The Trust will consider ways to invigorate the historic industrial area just west of the Letterman Digital Arts Center campus, including rehabilitation of historic buildings, introduction of active public uses, streetscape and viewshed improvements, and landscape, circulation, and parking changes.

Trails & Bikeways



The Trust and the NPS will complete a Presidio-wide plan for improving pedestrian and bicycle access throughout the park. Priorities will be set for funding and implementation of suggested improvements.



Conceptual sketch showing opportunities for landscape and design improvements within the historic Letterman complex.

Photography/Illustration

*Front Cover: Vincent Versace; Page 1: Robert Campbell; Page 4: Brenda Tharp; Page 6: Brenda Tharp;
Page 9: Brenda Tharp; Page 10: Vincent Versace; Page 11: Presidio Trust; Page 12: Brenda Tharp;
Page 16: Brenda Tharp, GGNRA Archives, Letterman Digital Arts, Ltd., Presidio Trust;
Page 17: Art Zendarski; Back Cover: Brenda Tharp*



Row One, L to R: Bldg. 1016 (Historic Letterman Hospital), Bldg. 682 (Former Cavalry Barracks), Bldg. 1213 (Fort Scott Stockade)
 Row Two, L to R: Bldg. 103 (Montgomery St. Barracks), Bldg. 1163 (Letterman Warehouse), Bldg. 667 (Former Cavalry Stables)
 Row Three, L to R: Bldg. 650 (Stilwell Hall), Bldg. 10 (Funston Avenue Quarters), Bldg. 1217 (Fort Scott Barracks)
 Row Four, L to R: Bldg. 935 (Former Aero Storehouse), Bldg. 1304 (Kobbe Ave. Quarters), Bldg. 727 (Liggett Ave. Quarters)



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