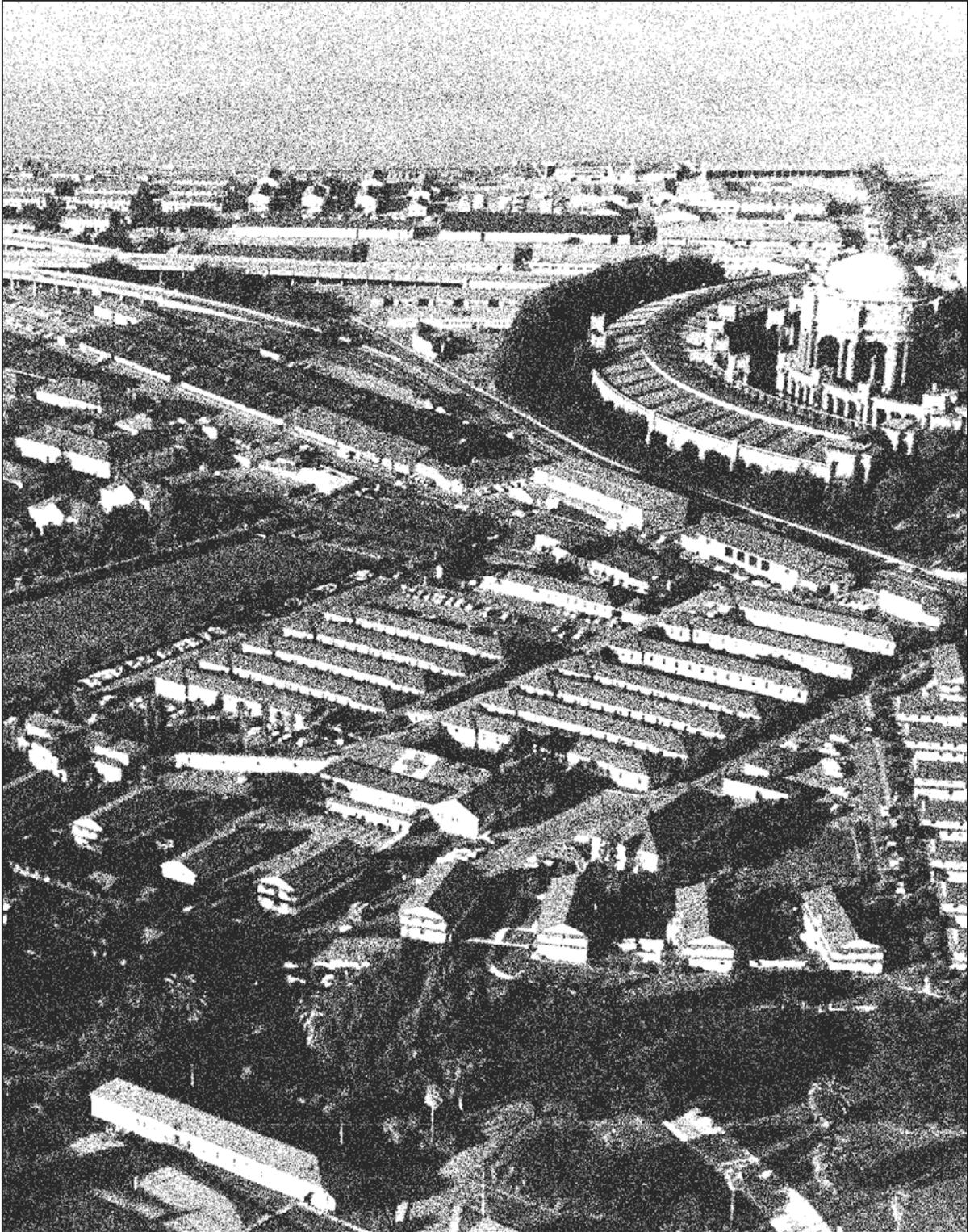

2. ALTERNATIVES



The financial forecasts of the FMP required by Congress built on the Army's use of and the NPS's projections for the Letterman Complex (as reflected in the GMPA and the NPS Letterman RFQ) (see Section 1.2.2). These forecasts further delineated the necessary financial parameters of the proposed project and helped to shape the eventual range of alternatives now under consideration. This section describes the range of alternatives that are presently being considered for new development and uses on a 23-acre site within the Letterman Complex, and describes how these alternatives have been developed. Since the Letterman Complex planning process began more than ten years ago, many other alternatives have been proposed but are not included here. This section, therefore, also briefly reviews and discusses some of these other alternatives that have been considered but rejected as part of the analysis under this EIS.

For the purposes of this analysis, six alternatives have been formulated for new development within the Letterman Complex, and are considered in comparable detail:

- Alternative 1: Science and Education Center (Updated Presidio GMPA Alternative)
- Alternative 2: Sustainable Urban Village
- Alternative 3: Mixed-Use Development
- Alternative 4: Live/Work Village
- Alternative 5: Digital Arts Center (Preferred Alternative)
- Alternative 6: Minimum Management (No Action)

2.1 Development of Alternatives

A summary of the six alternatives is provided in Table 1. Alternative 6, Minimum Management, has been included in the analysis to evaluate the impacts of a "no action" alternative as required by NEPA. Similarly, the Trust has included Alternative 1, the Science and Education Center, to provide a useful baseline study of the impacts of implementing the GMPA alternative, as updated by current circumstances. Alternatives 2, 3, 4, and 5 present a range of real-world alternatives based upon proposals submitted in response to a 1998 *Request for Qualifications* (Presidio Trust 1998a).

In response to the unique financial, planning, and tenant selection mandates of the Trust Act (see Section 1.2.1), of key importance to the Trust's process was to identify alternatives based upon proposals that the marketplace could actually offer. Building the process of alternative identification around this criterion was intended to avoid the result of having studied and selected a prospective use for a particular site for which no tenant could ultimately be found, as was the case when UCSF and others failed to lease the Letterman facilities following the GMPA EIS (see Sections 1.1.7 and 1.2.2). Therefore, the Trust, through an RFQ and later Request for Proposals (RFP) for the Letterman Complex, solicited market-based proposals seeking submitters capable of ground leasing and developing 900,000 square feet of new construction on a 23-acre site within the Letterman Complex (Presidio Trust 1998a and 1998k). A project of 900,000 square feet was necessary to achieve the financial expectations of the FMP, and the 23-acre site approximated the density that already existed and was proposed as a possibility by NPS's Letterman RFQ under the GMPA at this developed site (see Section 1.2.2).



Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Concept	<p>60-acre Letterman Complex used as a center for research and learning with programs and uses in:</p> <ul style="list-style-type: none"> • Research • Education • Office 	<p>23-acre site within Letterman Complex used for a sustainable, live-work village around a public commons. Uses include:</p> <ul style="list-style-type: none"> • Health Care • Education • Office • Housing • Inn/Retreat • Urban Agriculture and Aquaculture 	<p>23-acre site within Letterman Complex used for a mixed-use complex centered around a village commons. Uses include:</p> <ul style="list-style-type: none"> • Office • Conferencing/Lodge • Education • Assisted Senior Living 	<p>23-acre site within Letterman Complex used as a mixed-use village, with an anchor tenant and smaller organizations, around a public green. Uses include:</p> <ul style="list-style-type: none"> • Office • Institution/Education • Housing • Support Services 	<p>23-acre site within Letterman Complex used as a single institutional campus for research, development and production of digital arts and technology, surrounding a public park. Uses include:</p> <ul style="list-style-type: none"> • Office • Archive related to the digital arts • Education • Support Services 	<p>60-acre Letterman Complex used as a limited center for scientific research and education. Uses include:</p> <ul style="list-style-type: none"> • Office • Research

Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Building Removal/Site Improvements	<p>Reuse of LAIR; possible demolition of LAMC to restore open space.</p> <p>Up to 503,000 sf of infill construction within 60-acre Letterman Complex.</p> <p>Office/Research = 503,000 sf</p>	<p>Demolition of LAMC and LAIR, with reuse of basements for parking.</p> <p>900,000 sf of replacement construction within 23-acre site.</p> <p>Inn/Retreat = 180,000 sf</p> <p>Education/Institution = 233,000 sf</p> <p>Office = 187,000 sf</p> <p>Residential = 300,000 sf (300 to 400 units; 870 residents)</p> <p>Water feature for urban agriculture/aquaculture and gardens.</p>	<p>Demolition of LAMC and LAIR. Possible reuse of basements.</p> <p>900,000 sf of replacement construction within 23-acre site.</p> <p>Conferencing/Lodge = 315,000 sf</p> <p>Senior Residential = 100,000 sf (135 residents)</p> <p>Education = 120,000 sf</p> <p>Office = 365,000 sf</p> <p>Waterway</p>	<p>Demolition of LAMC and LAIR.</p> <p>900,000 sf of replacement construction within 23-acre site.</p> <p>Office/Institution = 530,000 sf</p> <p>Residential = 370,000 sf (400 to 450 units; 500 to 670 residents)</p>	<p>Demolition of LAMC and LAIR; partial reuse of basements.</p> <p>900,000 sf of replacement construction within 23-acre site.</p> <p>Office = 840,000 sf</p> <p>Archive = 10,000 sf</p> <p>Support Services = 50,000 sf</p> <p>Lagoon</p>	<p>LAMC would be "mothballed."</p> <p>LAIR would be permitted/leased (503,000 sf).</p>

Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Activities and Programs	<p>Scientific research and education focusing on human health, preventive medicine, and nutrition;</p> <p>Health concerns related to the environment;</p> <p>Single research/ educational institute, or multi-tenant facilities.</p>	<p>A culinary institute with two restaurants;</p> <p>An institute on aging, elder health research and day care;</p> <p>An institute and museum for eastern medicine;</p> <p>Inn/retreat for visitors;</p> <p>For-profit high-technology businesses;</p> <p>Other businesses/non-profit organizations;</p> <p>Visitor information center;</p> <p>Demonstration gardens, greenhouses, marketplace for produce.</p>	<p>Lodge and conference center;</p> <p>Assisted senior living services with educational and care programs;</p> <p>Culinary institute; restaurants open to the public;</p> <p>For-profit/non-profit organizations and businesses.</p>	<p>Anchor tenant devoted to Internet media, communications and education/job training and skills development;</p> <p>Organizations focussed on themes of environmental conservation, national parks;</p> <p>Small-business incubator;</p> <p>Branch library for history and genealogy; open to the public;</p> <p>Historical society, museum and cultural center;</p> <p>Public pavilion with market hall.</p>	<p>A digital arts and entertainment company that would include:</p> <p>A visual effects and digital animation company; an interactive entertainment provider; an educational software provider; a movie screen and home-theater visual and sound technology provider; a developer of websites and content provider related to the parent company; a non-profit educational foundation; an institute offering a digital arts training program; and an archive related to the digital arts.</p>	<p>Same as Alternative 1</p>

Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Community and Support Services	<p>970 Employees</p> <p>Housing for staff would be elsewhere in the Presidio.</p> <p>Small-scale food and visitor services.</p>	<p>1,500 Employees</p> <p>250 Inn Guests</p> <p>720 Students (400 would live on site)</p> <p>870 Residents</p> <p>300 to 400 housing units, to establish live-work community.</p> <p>Restaurants open to the public.</p> <p>Central commons for public programs and activities.</p>	<p>2,000 Employees</p> <p>350-room lodge</p> <p>135 senior residents</p> <p>Accommodations for 135 senior citizens would be “assisted living” with nursing facility.</p> <p>Culinary institute would contain restaurants open to the public.</p> <p>Lodge/conference center would provide job training, welfare-to-work program, and recruiting programs.</p> <p>Small-scale retail, food and other services to support employees and onsite community and visitors.</p> <p>Village commons as a community gathering place.</p>	<p>1,400 to 1,700 Employees</p> <p>500 to 670 Residents</p> <p>Includes 400 to 450 housing units. Would include some loft-type units for live/work situations.</p> <p>Limited retail and support services for residents and employees.</p> <p>Meeting facilities for community use.</p> <p>Public green with open pavilion would serve as an activity center.</p>	<p>2,500 Employees</p> <p>Housing for staff would be elsewhere in the Presidio.</p> <p>Campus-like setting to include onsite food services, physical fitness and childcare services for staff.</p> <p>Café, coffee bar and restrooms open to public.</p> <p>7-acre “Great Lawn” public park with lagoon.</p>	<p>690 to 700 Employees</p> <p>Housing for some staff would be elsewhere in the Presidio.</p> <p>No additional support facilities or concession services would be provided.</p>

Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Access, Circulation, and Parking	<p>1,150 parking spaces. Parking would be in structured or surface parking lots.</p> <p>Lombard Street Gate would be primary entrance.</p> <p>Gorgas Avenue Gate would be reconfigured as secondary entrance.</p> <p>Transportation Demand Management (TDM) program implemented.</p>	<p>1,020 parking spaces: 750 underground and 270 surface spaces.</p> <p>Main vehicular entry from Gorgas Avenue; Letterman Drive redesigned with Torney Avenue extension for visitor entrance.</p> <p>Gorgas Avenue Gate entrance reconfigured; new access from Gorgas Avenue to Richardson Avenue provided.</p> <p>Pedestrian gate at Chestnut Street.</p> <p>TDM program implemented.</p>	<p>1,670 parking spaces: 1,320 underground and 350 spaces in surface lots.</p> <p>Main vehicular entry would be Gorgas Avenue with vehicular circulation along site's perimeter. Lodge entry would be from Letterman Drive.</p> <p>Gorgas Avenue Gate entrance reconfigured; new access from Gorgas Avenue to Richardson Avenue would be provided.</p> <p>Pedestrian gates at Chestnut and Francisco streets; pedestrian link from Lombard Street Gate to Torney Avenue.</p> <p>TDM program implemented.</p>	<p>1,390 parking spaces: 1,290 underground and 100 on-street spaces.</p> <p>Main vehicular entry would be from Gorgas Avenue. Perimeter and internal roads around site.</p> <p>Gorgas Avenue Gate entrance reconfigured; new access from Gorgas Avenue to Richardson Avenue would be provided.</p> <p>TDM program implemented.</p>	<p>1,530 parking spaces: 1,500 underground and 30 on-street spaces.</p> <p>Main vehicular entry to access garage would be from Gorgas Avenue. Letterman Drive serves as visitor entrance.</p> <p>Pedestrian gate at Chestnut.</p> <p>Gorgas Avenue Gate entrance reconfigured; new access from Gorgas Avenue to Richardson Avenue provided.</p> <p>TDM program implemented.</p>	<p>770 parking spaces in existing surface parking lots.</p> <p>Lombard Street Gate would be primary entrance, and Gorgas Avenue Gate would be secondary.</p> <p>No modifications to road or pedestrian circulation.</p> <p>TDM program implemented.</p>

Table 1
Summary of Alternatives

ALTERNATIVE	ALTERNATIVE 1: SCIENCE AND EDUCATION CENTER (UPDATED PRESIDIO GMPA ALTERNATIVE)	ALTERNATIVE 2: SUSTAINABLE URBAN VILLAGE	ALTERNATIVE 3: MIXED-USE DEVELOPMENT	ALTERNATIVE 4: LIVE/WORK VILLAGE	ALTERNATIVE 5: DIGITAL ARTS CENTER	ALTERNATIVE 6: MINIMUM MANAGEMENT (NO ACTION)
Environmentally Sustainable Practices	Sustainable design principles used for new construction.	Sustainability theme throughout development. Sustainable design principles used for new construction. Recycle onsite gray water for irrigation. Onsite agriculture and aquaculture. Demonstration gardens/greenhouses with marketplace for produce.	Sustainable design principles used for new construction. Water feature used for stormwater management. Aggressive waste reduction and recycling program. Use of gray water onsite.	Sustainable design principles used for new construction. Use of gray water for irrigation.	Sustainable design principles used for new construction. Use of storm water from cistern and lagoon for irrigation.	Sustainable practices for administrative and facility management programs incorporated as possible.
Proposed Schedule	LAIR occupied by 1999.	Completion by 2002.	Residential construction completion by 2003.	Residential component completed by 2001; offices completed by 2003.	Completion by 2004.	Completion by 2004.

2 . A L T E R N A T I V E S

2.1.1 THE REQUEST FOR QUALIFICATIONS

The Presidio Trust designed its process for identifying alternatives to cast a wide net. Initially, the Trust sent its notice of the availability of the RFQ for Letterman to about 4,000 prospective users. The RFQ itself was sent to 2,400 organizations based on the response to the initial mailing and targeted user groups. Among the targeted user groups, the Trust included biotechnology and medical research institutions and companies. The Trust identified prospective tenants using Dun and Bradstreet national listings for tenants in specific industries and San Francisco Bay Area listings of the largest companies in specific industries. Industries targeted from the national database included Scientific Research and Development Services and pharmaceutical and medicine manufacturing. Locally, the largest employers in the following areas were contacted: biotechnology/biopharmaceutical companies, medical devices companies, and hospitals. Finally, the Presidio Trust made an extensive outreach to the real estate brokerage community in an effort to reach users actively seeking space. In sum, to ensure the fullest possible range of alternatives within the financial and planning parameters, the Trust advertised the RFQ locally and nationally through a direct mailing to a list of approximately 5,000 brokers, business and community organizations, and prospective tenants in a range of occupational categories, including medical research, science, technology, education, environmental science, and biotechnology.

The Trust received 18 responses to the RFQ. Ten responses were from master tenants (i.e., respondents who proposed to develop the full 23-acre site), and eight responses were from prospective subtenants (i.e., respondents who had smaller space needs, were only interested in being part of a larger project, or did not demonstrate the financial capability and/or development experience to develop the 23 acres). The Trust focused its evaluation on the master tenant/developer responses, with the understanding that prospective subtenants would be referred to master tenants for potential inclusion in more evolved proposals. The ten master tenant responses included various land use proposals: three all-office alternatives, one office/housing/retail/restaurant alternative, three office/housing alternatives, two office/housing/lodging alternatives, and one office/housing/public building alternative.

The evaluation criteria for the RFQ included financial capacity to perform, proposed development concept, and proposed public outreach contributions. Given the import of the Trust's financial mandate and the complexity of the project, the threshold focus of the RFQ evaluation was to identify respondents with the required experience and financial capacity to complete the project. Later, more detailed proposals from respondents who met threshold criteria would provide further information to assess the compatibility of the proposal with programmatic goals.

The RFQ evaluation included a review and recommendation of the ten master tenant responses by a real estate consulting firm, including financial and public sector reference checks. After consideration and discussion of this evaluation, three respondents were eliminated from further consideration at this stage because they had not demonstrated a competitive level of financial strength or development experience to complete the project (two office/housing alternatives and an all-office alternative). The Board of Directors' Real Estate Committee then invited the seven remaining respondents for an interview and further consideration.



2 . A L T E R N A T I V E S

Of the seven RFQ respondents invited to interview, one dropped out, two opted to submit a joint proposal, and one (an all-office alternative) was not invited to proceed based on their relative standing after the interview, leaving four qualified respondents. The four remaining respondents had experience developing high-quality projects and strong financial and organizational capacity. They proposed a range of projects that allowed the Trust to consider various combinations of office, research, education, housing, lodging, and institutional uses; and they identified potential tenants, programs, and activities, rather than proposing purely speculative projects.

2.1.2 THE REQUEST FOR PROPOSALS

In December 1998, the Trust invited the four remaining qualified respondents who had met the threshold selection criteria to submit more detailed proposals. The RFP identified detailed submittal requirements and the Trust's selection criteria: compatibility of tenants with the General Objectives of the GMPA; compatibility with Presidio goals; development concept, design, and timing; overall strength of development team; financial proposal; sustainable design and traffic management plan; and outreach plan.

On March 1, 1999, the Trust received detailed proposals from the four teams invited to respond to the RFP (proposals are available for public review in the Presidio Trust library). These proposals are the basis for Alternatives 2, 3, 4, and 5. Together, Alternatives 1 through 6 present a rational and realistic range of alternatives for analysis. The alternatives differ primarily as to their development concept (type of project); proposed activities, programs and occupants; community support services and housing opportunities; and parking, access and circulation demands. These differences are summarized below and set forth in detail in Table 1, Summary of Alternatives.

Alternatives 1 and 5 would use the 23-acre site for research purposes by a single tenant or a collaborative group of institutions, while Alternatives 2, 3, 4, and possibly 6 would offer an array of programs offered by a number of public and private organizations. Alternatives 2 and 3 would provide lodging and conference centers as a major focus of activities. Alternatives 2 and 4 would provide a substantial housing component for employees or to the general public. Alternatives 2, 3, and 4 would be designed as mixed-use villages with central open spaces in a traditional urban pattern, while Alternative 5 would feature a series of linked buildings set around an open park (Great Lawn) that reflect an earlier pattern of development at the complex. Alternatives 1 and 6 would retain the 356,000-square-foot LAIR which, under Alternatives 2 through 5, would be demolished. Alternative 1 would provide for infill construction throughout the 60-acre complex while Alternatives 2 through 5 would limit construction to a 23-acre site. Alternatives 1 and 6 would retain the existing 8-acre parking lot, which under Alternatives 2 through 5 would be removed and replaced primarily with underground parking.

For all alternatives, maximum allowable square footage for buildings within the entire 60-acre Letterman Complex would not exceed 1.3 million square feet. Demolition of buildings in the Letterman Complex outside of the 23-acre site would occur (per the GMPA); and rehabilitation of the balance of buildings in the 60-acre complex would occur as identified in the GMPA. No additional actions involving new construction within the Letterman Complex beyond those provided in Alternatives 1 through 6 are expected.

2.1.3 IDENTIFICATION OF A PREFERRED ALTERNATIVE

Under applicable regulations governing NEPA, a preferred alternative is always identified by the proponent agency at either the Draft EIS or Final EIS stage. In order to identify a preferred alternative for NEPA



purposes, the Presidio Trust Board of Directors considered not only the NEPA analysis of alternatives as presented in the Draft EIS, but also the RFP selection criteria, public input, and the results of interviews and correspondence with project proponents. All four market-based proposals, corresponding to Alternatives 2, 3, 4, and 5, demonstrated sufficient financial capability consistent with financial projections. Furthermore, the four proposals offer comparable commitments to sustainable design and transportation demand management, and all four site plans and architectural designs would be subject to application of planning and design guidelines, design review by the Trust, and review by historic preservation agencies to ensure compatibility with the national park and National Historic Landmark setting.

In addition to considering distinguishing characteristics based upon these criteria, to identify a preferred alternative, the Trust looked at other possible distinguishing factors: compatibility of tenants with the general objectives of the GMPA; compatibility with Presidio Trust goals; overall strength of the development team; financing capability; and the proponent's public outreach plan.

Based on a comparative analysis of these factors, the Trust identified the Digital Arts Center (Alternative 5) as the preferred alternative because it meets the project purpose and need and offers other strengths:

Compatibility of Proposed Programs with Presidio Goals and Approved Plans – The preferred alternative meets the Trust goals outlined in Section 1, Purpose and Need, including the General Objectives of the GMPA (see also Sections 4.5.1.1 and 4.5.1.2). Furthermore, it offers innovative development of technology for entertainment, business, and education, and commitment to building and strengthening the Presidio as a park. Consistent with the General Objectives of the GMPA, Alternative 5 would provide a focus on learning and education, high-tech innovation, arts education, scientific discovery, creative arts, and public outreach. As envisioned in the specific recommendations of the GMPA, the 23-acre site would have a single user concentrating on research, education, and 21st-century uses. A unique strength of the proposal is that the complete tenancy is known; the proposal is the only one of the four market-based proposals that has a single user and no speculative space with undefined uses or tenants.

Development Team Strength – The Digital Arts Center proponent has managed the development of a master-planned campus that demonstrates a commitment to high quality, sustainable, and sensitive design, and the proposal is the only one of the four market-based proposals with a user as developer. All the others have developer proponents who would lease space to others, creating the possibility of uncertain uses.

Financing Capability – While all four market-based alternatives are backed by financially capable proponents and would meet the threshold financial return projected in the FMP, the Digital Arts Center alternative is distinguished as the only plan which would be 100 percent pre-leased and financed internally.

Public Outreach – Alternative 5 includes an archive of visual effects open to historians and scholars that would enhance the Presidio community by bringing artists, technicians, crafts people, engineers, researchers and business people to the Presidio. It includes an Advanced Digital Training Institute that would offer advanced study in computer graphics. An internship program would provide educational opportunities to college students, and the Vision Quest Program would bring local school children to the site to learn about career opportunities. A public cafe and coffee bar would serve park visitors, and the 7-acre park (Great Lawn) would



become a public amenity by increasing the open-space component of the site. The proponent organizations offered to continue a tradition of community service, and provide a strong interpretive program using their own innovative technology and techniques to enhance the national park visitor experience.

2.2 Alternatives Considered but Rejected

Although the analysis in this EIS has been narrowed to review of six alternatives, a myriad of proposals have been previously considered and most rejected during the more than ten years since the planning process for the future of the Letterman Complex began. Begun in 1990, when it was clear that the Presidio would be transformed from a military post to a national park, the planning process involved extensive input from the public based on meetings, workshops and special events, and responses to written and oral comments during development of the GMPA and its Draft EIS. This process produced the 150-page Presidio GMPA, as well as a 394-page EIS on the Presidio GMPA. The General Objectives of the GMPA guide the discretion of the Presidio Trust. This process, combined with the Presidio Trust's RFQ, scoping process,¹ and RFP for the Letterman Complex, has culminated to date in this document. The result has been to focus the reasonable alternatives for the Letterman Complex to those considered in detail in Sections 2.3 through 2.8 of this document.

The following briefly summarizes the full range of alternatives that have been considered by the Presidio Trust or its predecessor, the NPS, but that have been rejected and are not being evaluated in detail in this document. Each of these alternatives was initially thought to be viable and/or was suggested by the public, but following either detailed analysis by the NPS in the Presidio GMPA EIS or initial review by the Presidio Trust, each was determined not to merit detailed analysis in this document. In general, none of the following alternatives sufficiently resolves the underlying purpose and need or fulfills the stated objectives to a significant degree (refer to Section 1, Purpose and Need). This section briefly explains the reasons for their elimination from detailed analysis in this document.

2.2.1 ALTERNATIVE SITES

Although alternative sites at the Presidio for new replacement construction for LAMC and LAIR have been proposed, locations other than the 23-acre site do not have the essential characteristics for success as stated in Section 1.2.2, Underlying Purpose and Need. First, the GMPA currently sets forth the long-range plan for areas of the Presidio other than the Letterman Complex. Looking to alternative sites could conflict with the GMPA's stated planning goals to concentrate developed areas of the Presidio in the north (including program, residential, community and commercial facilities) and to remove residential areas in the south and expand open space there. Second, the GMPA identified the Letterman Complex as an area where change could occur, specifically leaving open the possibility of significant replacement construction at the Letterman Complex if existing buildings and improvements do not meet essential program and management needs. It would, therefore, be inconsistent with

¹ On September 2, 1998, the Trust conducted a pre-submittal conference for prospective RFQ respondents at which the Trust outlined goals and objectives, including minimum annual ground rent, for leasing at the Letterman Complex. At public meetings on August 25 and September 3, 1998, the public provided input regarding appropriate uses at the Letterman Complex. At a later public meeting on January 27, 1999, the Trust presented and discussed proposed EIS alternatives and analysis topics.



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the GMPA to look elsewhere on the Presidio to locate the scale of development and intensity of use generally contemplated for the Letterman Complex in the GMPA. Third, sites for new construction within the Presidio are limited to the previously developed areas of the park, including the Public Health Service Hospital, Fort Scott and other sites within the Letterman Complex. Because of the GMPA's limits on new construction, these other sites do not provide the development opportunity to build and occupy approximately 900,000 square feet of building space and therefore generate sufficient revenue to allow the Presidio Trust to achieve financial self-sufficiency by fiscal year 2013. In sum, other Presidio sites do not have the development flexibility, the history of intensive use, or the revenue-generating potential needed to contribute to the Presidio's self-sufficiency goal as required by the Trust Act and as planned in the FMP, and alternatives that would impede the satisfaction of this goal have not been considered to be reasonable or viable.

Proposals for a smaller-scale development at the 23-acre site have also been made and rejected. Under these proposals, developers would demolish both LAIR and LAMC and build new buildings at a total scale of less than the 900,000 square feet analyzed in this EIS. As provided in the FMP, the Letterman Complex must be managed to become the single largest revenue-generating source for the Presidio. Smaller-scale development alternatives were rejected, as they would not generate sufficient income to the Presidio Trust to achieve financial self-sufficiency (see Section 1.2). Because the costs of development are not proportional but instead are fixed for any amount of development, land rent decreases by more than a proportionate reduction in the scale of development. For this reason, a smaller-scale development on the 23-acre site would reduce the revenue-generating potential of the project and impede the project goal of providing sufficient revenue to achieve the self-sufficiency mandate as specified in the FMP. A smaller-scale project would not be able to overcome significant cost hurdles of demolition, site-work/infrastructure improvements, and high-quality development desired to enhance the park.

2 . 2 . 2 A L T E R N A T I V E U S E S

During the course of public workshops and the RFQ process for the Letterman Complex, many alternative uses were identified for the Letterman Complex. Alternative uses included affordable housing, a performing arts academy, a residential extended stay facility and a visitor center. Although many of these uses were seen as desirable, several of the prospective users did not have the financial capability or qualifications to meet revenue generation objectives or ensure development and full occupancy within a limited timeframe as specified in the FMP (see Section 1.2). A discussion of the evaluation criteria applied to eliminate respondents from consideration during the alternatives development process is set forth in Section 2.1. Copies of the proposals received by the Presidio Trust in response to the RFQ for the Letterman Complex are on file and available for review at the Presidio Trust library.

2 . 2 . 3 R E M O V E L A M C A N D L A I R B U I L D I N G S A N D R E S T O R E T O N A T U R A L C O N D I T I O N S

Restoration of the 23-acre site to its natural conditions was considered but rejected because it would not be responsive to the financial needs for the Presidio or contribute to implementation of the GMPA. Restoring the 23-acre site to its natural condition forecloses the possibility of building reuse or construction at a Presidio site that has historically been used for such purposes, and may therefore effectively preclude a project at the



Table 2
Summary of Presidio Trust RFQ Responses That are not Being Examined Further for the Letterman Complex

ALTERNATIVE USE	SIZE
Master Development Teams or Tenants	
Office campus	Office: 900,000 sf
Office and residential	Office/research and development: 500,000 sf Housing: 400,000 sf
Education, museum, theater, and research	900,000 sf
Office and multi-family housing	Total: 900,000 sf Office: 20 acres Residential: 3 acres
Office, multi-family residential, and supporting retail	Office: 400,000 sf Housing: 220-300 units Retail/restaurant: 100,000 sf
Subtenants	
Assisted living units	200 units/3 acres
Assisted living facility to include Alzheimer special care	135 units/95,000 sf
College classrooms, libraries, labs and offices	300,000 sf
Education, training, research and clinical care	60,000 sf
Education, training, research, wellness center	45,000-60,000 sf
80-bed skilled nursing facility	44,000 sf
Private, non-sectarian preschool and elementary school	25,000 sf
Educational/planning alliance/global think-tank	Not available



2 . A L T E R N A T I V E S

Presidio with similar revenue-generation potential (see Section 2.2.1). Therefore, this alternative would contribute little, if anything, to the Presidio's financial viability because buildings would be unavailable for reuse there.²

This alternative is also contrary to the Trust Act's self-sufficiency and other financial requirements. This alternative, unlike any being studied in this EIS, does not generate ongoing revenue to cover the additional costs of Trust operations. It, therefore, fails to implement the FMP required by Congress, and would seriously jeopardize the Presidio Trust's ability to become a self-sufficient operation by 2013. Key to eliminating the need for ongoing federal appropriations are revenues from tenant use of Presidio buildings, and this Letterman Complex project is planned as the single largest source of non-residential revenue (see Section 1.2). Restoration to natural conditions would preclude generation of revenue from the Letterman Complex while adding to the capital costs of the Presidio-wide project the costs of demolition and restoration and to the ongoing operating costs associated with maintaining the area. Under the alternatives analyzed, the reuse of the site would generate ongoing revenue without adding additional costs to the Presidio Trust's operations.

Restoration of the site to its natural conditions also fails to implement the GMPA or the Trust Act. The GMPA calls for perpetuating the Letterman Complex as part of a building and activity core. This alternative would conflict with the GMPA's stated planning goals to concentrate developed areas of the Presidio in the north (including program, residential, community and commercial facilities) and to remove residential areas in the south and expand open space there. It may also conflict with the Presidio Trust Act's provision on new construction in Section 104(c)(3) by foreclosing the future use of the 23-acre site as a building and activity center.

In addition, implementation of this alternative would result in a marginally successful project from a natural values standpoint, since an island of open space and natural habitats would be created in an intensively used area. Wildlife values would be limited due to the site's isolation from other native plant communities, ease of access, and difficulties in controlling foot traffic. Thus, it may be more prudent to undertake restoration projects identified as appropriate in the GMPA and having a higher likelihood of success, including Inspiration Point, the Tennessee Hollow drainage, Mountain Lake and Lobos Creek.

2.2.4 GENERAL SERVICES ADMINISTRATION MANAGEMENT

The GMPA EIS considered this alternative as part of Alternative B (Public Sector Enclave). Under this alternative, uses of the Letterman Complex would be determined by the General Services Administration and would not necessarily be related to the park's purpose. Instead, the buildings in the Letterman Complex would most likely be occupied by federal government agencies. LAMC and LAIR might be used as a hospital or research complex. Historic buildings would be rehabilitated to support new uses. No site improvements would be made, but limited new development would be allowed if compatible with the historic setting and structures.

² It should be noted that Alternative 1, which allows for removal of the LAMC to enhance open space, partially satisfies the objectives of this alternative and has been analyzed under this EIS.



The NPS rejected this alternative, and it continues to be inappropriate today in light of the provisions of the Presidio Trust Act, such as the requirement of financial self-sufficiency and tenant selection criteria giving emphasis to those that enhance the financial viability of the Presidio. No government entities responded to the RFQ. This alternative does not allow revenue from tenants at the 23-acre site to support the Presidio; instead, monies would be deposited to the Federal Treasury for general use. Further, given the forecasts set forth in the FMP, government tenants are unlikely to have the financial capability to satisfy the financial parameters of the FMP for the 23-acre site.

2.2.5 BOUNDARY REVISION

The GMPA EIS considered this alternative as part of Alternative C (Expanded Open Space/Restoration/ Interpretation—Traditional Management). It would deauthorize LAMC and LAIR and exclude them from the Presidio’s boundary, presumably relinquishing federal jurisdiction over them and selling them to private interests in accordance with the Federal Surplus Property Act.

This alternative was rejected by the NPS, and it continues to be inappropriate today in light of the preservation and enhancement purposes of the Presidio Trust Act and the fact that uses of the Letterman Complex once revised out of the Presidio boundary could be inconsistent with the General Objectives of the GMPA. This alternative would also not contribute to implementation of the GMPA. The GMPA calls for perpetuating the LAMC/LAIR site as part of a building and activity core; revising the site out of the Presidio boundary is therefore inconsistent with the GMPA. In addition, excluding the Letterman Complex from the Presidio does not implement the financial provisions of the Trust Act or the FMP. Because there could be no possibility of new construction and no revenue-generating capacity from a site or buildings defined out of the Presidio’s bounds, removing the LAMC/LAIR site from the Presidio boundaries would not enhance the financial viability of the Presidio or contribute to its financial self-sufficiency.

2.2.6 PARTIAL MILITARY REUSE

The GMPA EIS considered this alternative as its Alternative D (Partial Military Reuse – Public/Private Partnerships). Under this alternative, LAMC would be used for acute health care for military staff, dependents, and retirees, while LAIR would be used to support military research. The Department of Defense would also use the historic buildings in the complex.

This alternative was rejected by the NPS. It continues to be inappropriate and unreasonable today in light of changed circumstances and the current lack of demand for use of these facilities by the military, as evidenced by the military’s departure from the Presidio in 1994. The Base Closure and Realignment Act of 1989 required that the Presidio’s use as a military installation be terminated and that the Presidio’s military functions and personnel be transferred to other military bases. Since then, with the exception of some housing temporarily permitted to the Department of Defense, the military has entirely left the Presidio. This alternative would also be likely to conflict with purposes of the Presidio Trust Act and the requirement that the Presidio Trust become financially self-sufficient by 2013.



2.3 Alternative 1: Science and Education Center (Updated Presidio GMPA Alternative)

2.3.1 CONCEPT

Under this alternative (Figure 4), the 60-acre Letterman Complex would continue to be used to nurture ideas and support research and actions to improve human and environmental health. Life and earth science programs would be explored to better understand and manage the interdependence of health and the environment. Through programs encouraging public participation, as well as lectures, displays and interactive exhibits, visitors would learn about the scientific research that is underway and its contribution to society.

2.3.2 BUILDING REMOVAL/SITE IMPROVEMENTS

The LAIR would be rehabilitated and leased for reuse as a research/office facility. The LAMC could be rehabilitated or partly or entirely removed. The LAMC auditorium would be retained for use as a public space. Up to 503,000 gross square feet of replacement construction could substitute for LAMC and other buildings identified for demolition. New construction would occur if existing buildings and improvements could not meet essential program and management needs.

For this alternative, replacement construction could take place inside the 23-acre site. Infill construction could also occur outside the 23 acres, but within the adjacent historic hospital complex. Development would be sited on former building sites to reestablish and reinforce historic patterns of development and a campus-like setting. Excess pavement would be removed throughout the historic hospital complex and the central hospital courtyard would be reestablished. Significant landscape features and spaces, such as the O'Reilly Avenue and Gorgas Avenue streetscapes, would be retained and rehabilitated. Replacement construction within the 23-acre site and other site improvements within the 60-acre complex would conform with the Planning Guidelines provided in Appendix B. New infill construction elsewhere in the 60-acre Letterman Complex would be subject to future design guidelines developed specifically to address infill construction in the historic complex.

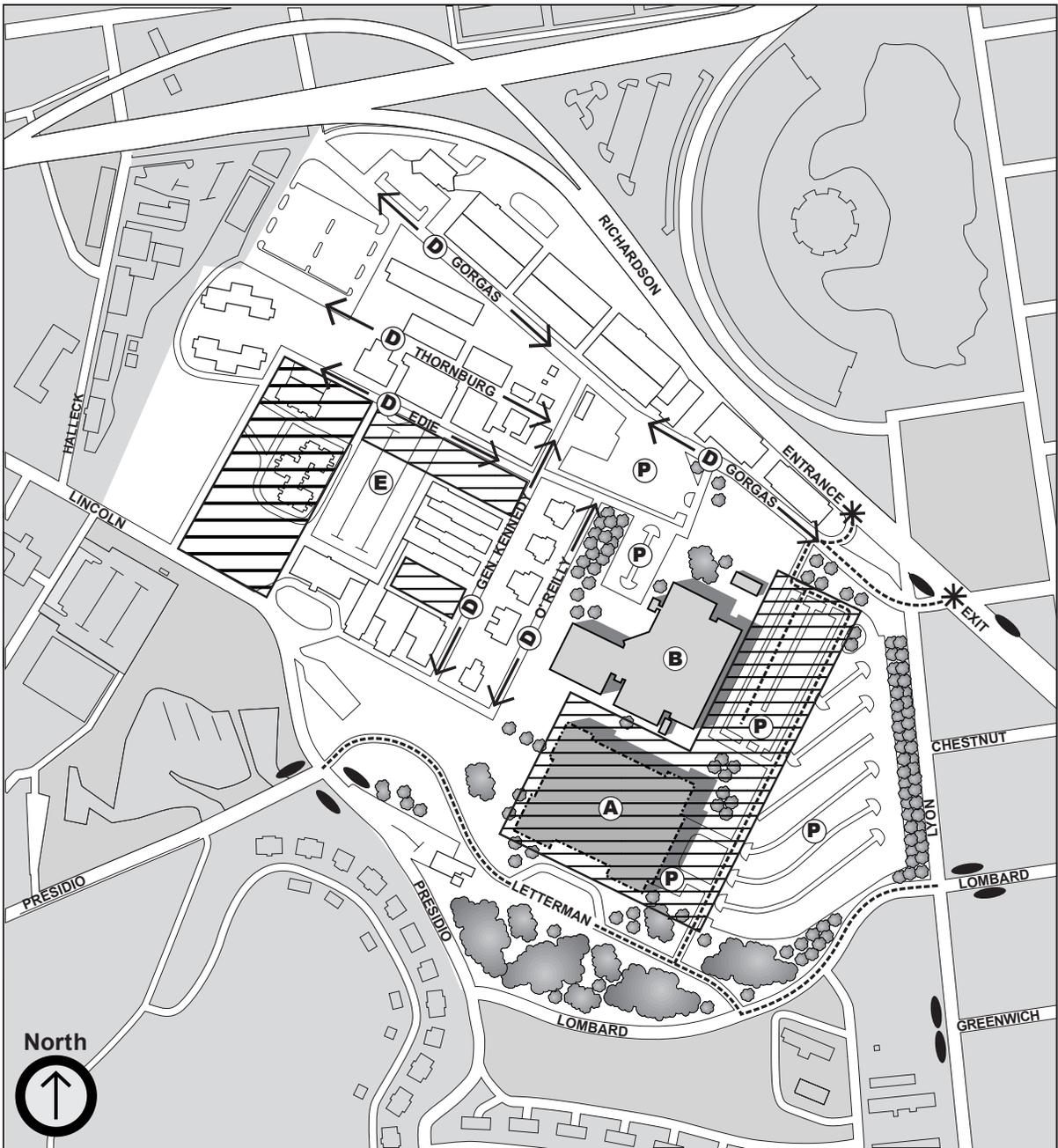
2.3.3 ACTIVITIES AND PROGRAMS

In keeping with the GMPA vision for the Presidio, new development within the complex would be dedicated to scientific research and education focusing on issues of human health, including preventive medicine, nutrition, collaborative eastern/western medicine and health concerns related to the environment. The use of the LAMC auditorium would continue for visitor programs. The LAIR would be retained and used for multi-purpose research by a single tenant or a collaborative group of institutions. Laboratory-based research could continue. If conducted, any research would comply with all federal and state standards for the treatment of laboratory animals. The facilities would be used predominantly by staff, visiting researchers and other special program participants.

Public participation, information and education about ongoing activities would be an important component of all research programs. Through changing exhibits, visitors would learn about current research activities. Seminars, classes and lectures would attract local, regional, national and international participants. Science discovery programs may be provided for different age groups on various facets of biological and physical sciences.



2. ALTERNATIVES



- * Main Vehicular Entrance/Exit to Site
- Primary Traffic Circulation
- (P) On-Grade Parking
- Bus Stop
- (A) LAMC: Rehabilitated or Removed
- (B) LAIR
- (D) Significant Streetscapes to be Retained

- (E) Excess Pavement to be Removed; Area Re-landscaped
- [Hatched Box] Potential Sites for New Construction (as identified in NPS 1994c)

Note 1: Parallel parking occurs on streets within project boundaries

Note 2: See Table C-1 for Proposed Building Treatments

Figure 4.
Alternative 1:
Science and Education Center



2 . A L T E R N A T I V E S

The 23-acre site, as well as the remainder of the Letterman Complex, would be incorporated into a Presidio-wide interpretive program and visitor tour. Because of the site's location adjacent to the Lombard Street Gate, it is expected that many first-time visitors would wander into the site first rather than proceeding directly to the visitor center at the Main Post. Hence, information and orientation kiosks (currently under development as part of a Presidio-wide interpretive program) would be centrally located. These kiosks would offer information about the Presidio and GGNRA, points of interest within the Presidio, and maps for orientation around the Presidio (including transit access), and would direct visitors to the Main Post area for more information.

Within buildings, interpretive displays would be located in public spaces as well as the landscape to convey information specific to the history of the Letterman Hospital, its context within the Presidio and related events, such as the Panama Pacific International Exposition. Building lobbies and public meeting spaces would be open to visitors and would provide venues for interpretive panels or displays of historic photographs and information. A system of wayside exhibits being developed for the Presidio would include panels at key locations within the site's open spaces and along major pedestrian routes.

2.3.4 COMMUNITY AND SUPPORT SERVICES

Housing for staff may be available elsewhere in the Presidio. Small-scale food and convenience shops to support staff and visitor needs would be provided nearby. The total employee population of this alternative would be approximately 970 persons (NPS 1994a) and the alternative would attract approximately 75 visitors daily.

2.3.5 ACCESS, CIRCULATION AND PARKING

Lombard Street Gate would continue to be a primary entrance. Once inside the gate, visitors would be directed to all principal destinations within the complex. In general, circulation patterns around the Letterman Complex would be maintained. However, several minor circulation changes would be made to improve safety and aid visitors in finding their way. Changes to the Gorgas Avenue/Lyon Street intersection to eliminate a dangerous crossing would be made in coordination with the California Department of Transportation (Caltrans) and the city of San Francisco. Improvements to the pedestrian and bicycle network would be made to simplify circulation within the complex and establish better connections between the site and other areas. Excess pavement throughout the complex would be removed and the area would be relandscaped and improved for pedestrians. Tenants would be required to manage parking to discourage unnecessary automobile use and the potential for overflow parking in adjacent neighborhoods and areas of the Presidio. The existing parking lot, currently under permit to the Exploratorium/Palace of Fine Arts, would be retained. The total acreage devoted to parking would not increase and would not exceed 1,150 spaces within the Letterman Complex. Parking would be screened from view from Lombard and Lyon streets.

2.3.6 ENVIRONMENTALLY SUSTAINABLE PRACTICES

Per the GMPA and the General Objectives of the GMPA, the Letterman Complex would become a model of environmental protection and sustainable design. Public and private organizations would demonstrate technologies and practices that reduce environmental impacts or produce environmental benefits in energy conservation, solid waste management, transportation, water conservation and reclamation, and waste management. Facilities would be constructed, retrofitted, and operated to minimize adverse effects on natural and cultural resources, be responsive to their setting, and maintain and encourage biological diversity. Energy-



efficient materials and building techniques would be employed, and facilities would be maintained to ensure their sustainability. Conservation principles and practices would be illustrated through design and ecologically sensitive techniques, in accordance with the NPS's *Guiding Principles of Sustainable Design* (NPS 1993a) and the *Secretary of the Interior's Standards for the Treatment of Historic Properties* (NPS 1992a).

2.3.7 PROPOSED SCHEDULE

The GMPA assumed that between 1997 and 1999 an anchor tenant would occupy the LAIR research building, and an anchor tenant or the Trust would begin rehabilitation of the LAMC building or begin new construction if rehabilitation is not economically justified.

2.4 *Alternative 2: Sustainable Urban Village*

2.4.1 CONCEPT

This alternative would create a sustainable village campus on the 23 acres for health care, education, office, residential uses, and an inn, organized around a "commons" (Figure 5). Institutional facilities would focus on issues related to seniors' health. Educational facilities under this alternative would include a culinary institute and a professional graduate institution for eastern medicine. For-profit, high-tech companies and non-profit organizations would occupy office space. Housing would be leased to students enrolled at the educational facilities, other persons working in the Letterman Complex, and the general public. The inn would provide lodging for Presidio visitors, as well as a conference and retreat facility for adjacent institutional and health research tenants. Integral to this concept would be open space for urban agriculture and aquaculture, with a market place for selling produce grown on the 23-acre site.

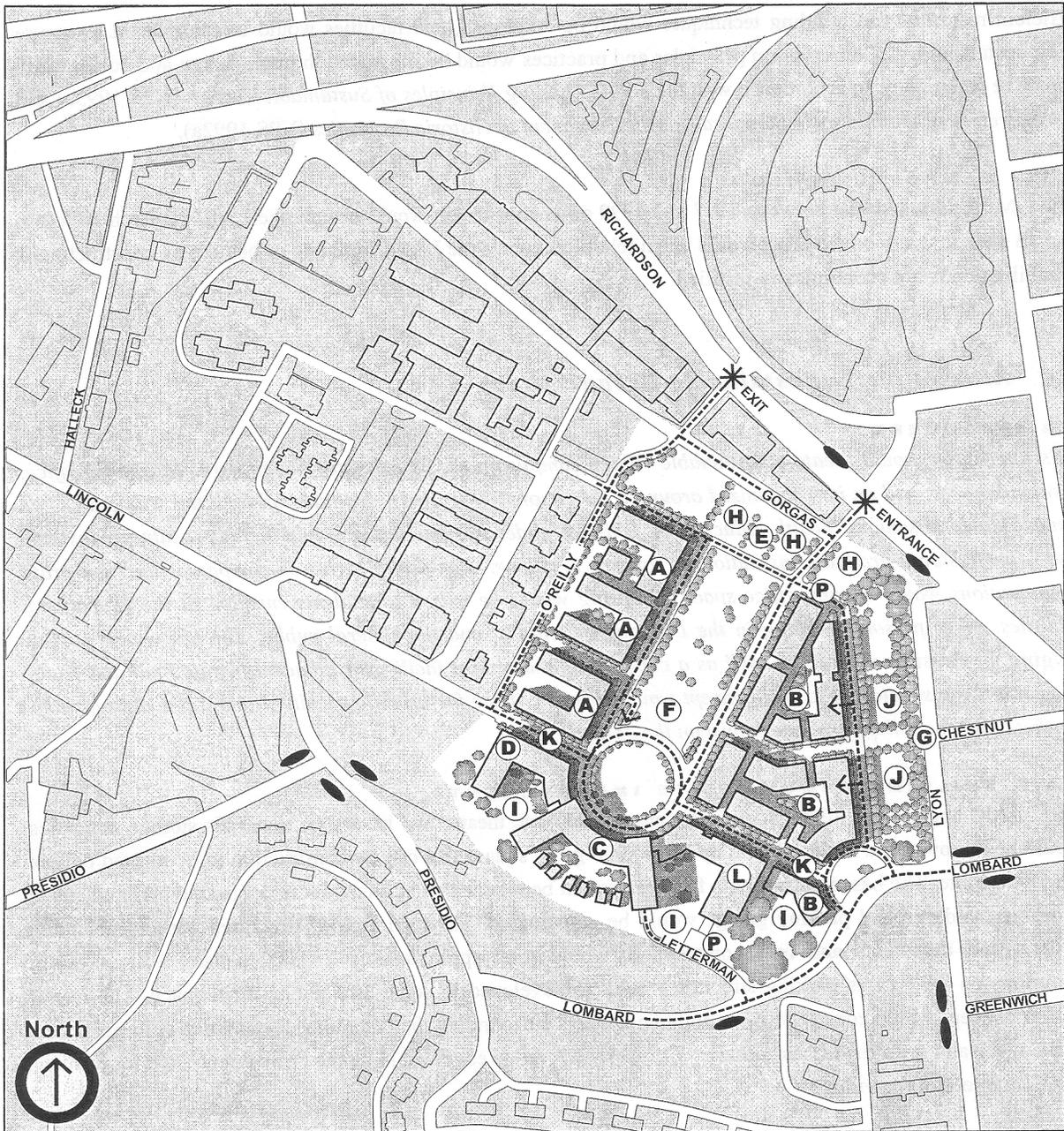
2.4.2 BUILDING REMOVAL/SITE IMPROVEMENTS

The LAMC and LAIR buildings, and adjacent non-historic theater and hazardous materials storage structures, would be removed and replaced with up to 900,000 gross square feet of new construction to be located only on the 23-acre site. The basements of both facilities would be retained and utilized for underground parking, and an additional underground parking garage would be constructed. The total area of structured parking, including both reused basements and new construction, would total approximately 280,000 square feet. A central commons on top of this parking structure would be developed to serve as a public open space. The overall design concept would consist of three building clusters surrounding the commons, rectangular in form, sloping to the north and open to Gorgas Avenue. The Gorgas Avenue edge would be the primary entrance for residents and employees of the village.

The inn/retreat would be on the southern edge of the site, on axis with the commons. The inn/retreat would be a four- to five-story structure that contains 180,000 square feet of space. On either side of the inn, the culinary institute and eastern medicine institute would be located in four-story buildings. Along the western edge of the site, office buildings ranging from three to four stories would contain approximately 187,000 square feet of space. Residential units would be located along the eastern edge of the site in two groupings of apartment buildings containing a total of 300,000 square feet, each organized around a central courtyard. These buildings would be a mix of two-, three-, and four-story structures with rental apartments, student housing, and extended-



2. ALTERNATIVES



- * Main Vehicular Entrance/Exit to Site
- > Entrance to Underground Parking
- Primary Traffic Circulation
- Bus Stop
- (A) Office
- (B) Residential
- (C) Inn/Retreat
- (D) Culinary Institute
- (E) Water Feature
- (F) Central Commons
- (G) New Pedestrian Entrance
- (H) Greenhouses
- (I) Demonstration Gardens
- (J) Recreational Areas
- (K) Extension of Torney Avenue
- (L) Institute on Aging/
Chinese Medicine Institute
- (P) On-Grade Parking

Figure 5.
Alternative 2:
Sustainable
Urban Village

Note: Street parking occurs within project boundaries, in addition to where lots are indicated.



stay units for inn guests. The 300 to 400 residential units would accommodate 870 people and would have one level of underground structured parking below them. A wide, open space would be created between the housing area and the Lyon Street wall, in which recreational activities would be located, such as a sports court and a children's playground.

Three greenhouse-like structures would be constructed nearby for the urban agriculture program and would include production and sales areas, and space for an active market place for produce. In addition, herb gardens and demonstration gardens would be placed in several locations throughout the site. A water feature, incorporating water filtration and other new technologies, would allow for commercially productive urban agriculture and aquaculture (subject to additional environmental analysis based on detailed information). Both of the existing tennis courts would be removed and relocated elsewhere in the complex.

2.4.3 ACTIVITIES AND PROGRAMS

This mixed-use development would seek to integrate different program elements and users. As an example, the culinary institute would offer a degree program in culinary arts and sciences and would operate two restaurants that would be open to the public. The senior health research activities would include research on aging, senior day care, and related group and individual programs. The eastern medicine institute would include a research institute and a museum. The inn/retreat would be open for Presidio visitors and would support adjacent educational and institutional tenants. Overall, this mix of education and health programs, with a residential population, high-tech office users and inn/retreat visitors, would offer a lively village atmosphere. An emphasis would be placed on the development as a model for sustainability, fostering the concept of a sustainable urban village.

A visitor center would allow visitors to learn about the history of the Letterman Hospital, as well as other relevant information. Within buildings, interpretive displays would be located in public spaces as well as the landscape to convey information specific to the history of the Letterman Hospital, its context within the Presidio, and related events, such as the Panama Pacific International Exposition. Building lobbies and public meeting spaces would be open to visitors and would provide venues for interpretive panels or displays of historic photographs and information.

The 23-acre site, along with the remainder of the Letterman Complex would be incorporated into a Presidio-wide interpretive program and visitor tour. Because of the site's location adjacent to the Lombard Street Gate, it is expected that many first-time visitors would wander into the site first rather than proceeding directly to the visitor center at the Main Post. Hence, information and orientation kiosks (currently under development as part of a Presidio-wide interpretive program) would be centrally located. These kiosks would offer information about the Presidio and GGNRA, points of interest within the Presidio, and maps for orientation around the Presidio (including transit access), and would direct visitors to the Main Post area for more information. A system of wayside exhibits being developed for the Presidio would include panels within the site's open spaces and along major pedestrian routes.

2.4.4 COMMUNITY AND SUPPORT SERVICES

The central commons would serve as a public open space. The inn/retreat would house approximately 250 guests. Restaurants associated with the culinary institute would be open to the public. A range of 300 to 400



2 . A L T E R N A T I V E S

units of housing would be provided for an estimated 870 residents on this site to foster a live-work community or sustainable village. Approximately 400 of the estimated 720 students at the culinary institute would reside onsite. The total employee population of this alternative would be approximately 1,500 persons.

2.4.5 ACCESS, CIRCULATION AND PARKING

Primary vehicular access for residents and tenants would be from Gorgas Avenue. The Lombard Street Gate would be used for visitors and inn guests. A new road would extend from Torney Avenue to intersect with Lombard Street; this would serve as the visitor entrance to the site and the main access to the inn. The existing Letterman Drive would be removed. Automobile circulation would include two-lane circulation through the residential areas and into several designated underground and surface parking areas. A total of 1,020 parking spaces would be provided: 750 spaces would be underground, and 270 spaces on the ground surface. A pedestrian gate in the Presidio wall would be added at Chestnut Street.

Traffic and safety improvements would be made at the Lyon Street/Richardson Avenue/Gorgas Avenue intersection as well as at the Lombard Street/Lyon Street intersection and Lombard Street/Presidio Boulevard intersection. In addition, a new one-way intersection at Gorgas Avenue and Richardson Avenue would be constructed adjacent to building 1160.

A Transportation Demand Management program would be put in place to minimize traffic impacts and encourage pedestrian and bicycle travel as well as transit access. Pedestrians and bicycle riders would be able to enter the complex and use a continuous loop path that connects to existing trails and sidewalks. This would include nature and recreational trails.

2.4.6 ENVIRONMENTALLY SUSTAINABLE PRACTICES

The overall design would incorporate sustainability principles. Specific “green” design elements such as daylighting, natural ventilation, passive solar design for domestic water, use of a thermal rock storage system for cooling, efficient building systems such as low-flow toilets, and use of recycled building products would be used. All buildings would be designed to maximize energy conservation. Specific management plans for each segment of the development and each building, including recycling programs, would be created. Computer controlled, low-flow irrigation systems would be installed and gray water would be used for irrigation (subject to additional environmental analysis based on detailed information). An onsite organic gardening program with a marketplace for produce would utilize composted landscape debris and produce food for onsite use, as well as being a demonstration program.

2.4.7 PROPOSED SCHEDULE

Demolition and deconstruction would commence at the end of 2000. Construction would be done in a single phase, and would begin in early 2001 and be completed in the summer of 2002. Occupancy of the buildings would occur in the summer of 2002.



2.5 *Alternative 3: Mixed-Use Development*

2.5.1 CONCEPT

This alternative is a mixed-use development on the 23 acres that includes a conference center with lodging, a senior living center, a culinary institute, and office space for non-profit and for-profit organizations (Figure 6). The conference facility would serve as a national and international learning and education center, providing a wide range of activities that include training programs available to the Presidio community. A 350-room lodge would support the conference center and be available for Presidio visitors and tenant needs. The senior living facility would consist of assisted living accommodations and nursing care. Onsite services would provide convenience shopping, food, and other services to Presidio visitors and residents.

2.5.2 BUILDING REMOVAL/SITE IMPROVEMENTS

The LAMC and LAIR buildings, and adjacent non-historic theater and hazardous materials storage structures, would be removed and replaced with up to 900,000 gross square feet of new construction to be located only on the 23-acre site. The basement of these facilities may be retained for reuse. This alternative would include three major building groups around a centralized, rectangular open space, free of cars, known as the “village commons.” The commons would slope to the north and open onto Gorgas Avenue. The conference center and lodge would be located at the south end of the site, in four five-story buildings arranged along a pedestrian street.

The 280,000-square-foot, 350-room lodge would include a 35,000-square-foot conference center located in the lodge along with limited retail services. Approximately 200,000 square feet of new, structured underground parking would be constructed under this alternative.

The senior living facility for 135 residents, located on the western side of the village commons in three interconnected buildings of one to three stories each, would contain both assisted living accommodations and nursing care, within 100,000 square feet of space. A covered pergola would be located at the edge of the commons and would extend its entire length.

The office and educational buildings, consisting of five four-story buildings, would be located on the eastern side of the village commons. The educational facility would be approximately 120,000 square feet and the general office space would be 365,000 square feet.

The village commons would feature a functional waterway along the eastern edge to channel storm-water runoff. Excess runoff would be stored in a cistern. This channel may discharge into the existing Palace of Fine Arts lagoon (subject to detailed site planning and further environmental analysis).

2.5.3 ACTIVITIES AND PROGRAMS

The lodge would primarily serve groups using the conference facility; however, it would also be open to other Presidio visitors. The conference center would offer both opportunities and resources for broad educational programs open to the public. Job training, “welfare to work,” and recruiting programs would be important aspects of the conference center’s overall personnel strategy. The assisted living accommodations would provide a range of educational, recreational, and care programs for participation by community residents. The



2. ALTERNATIVES

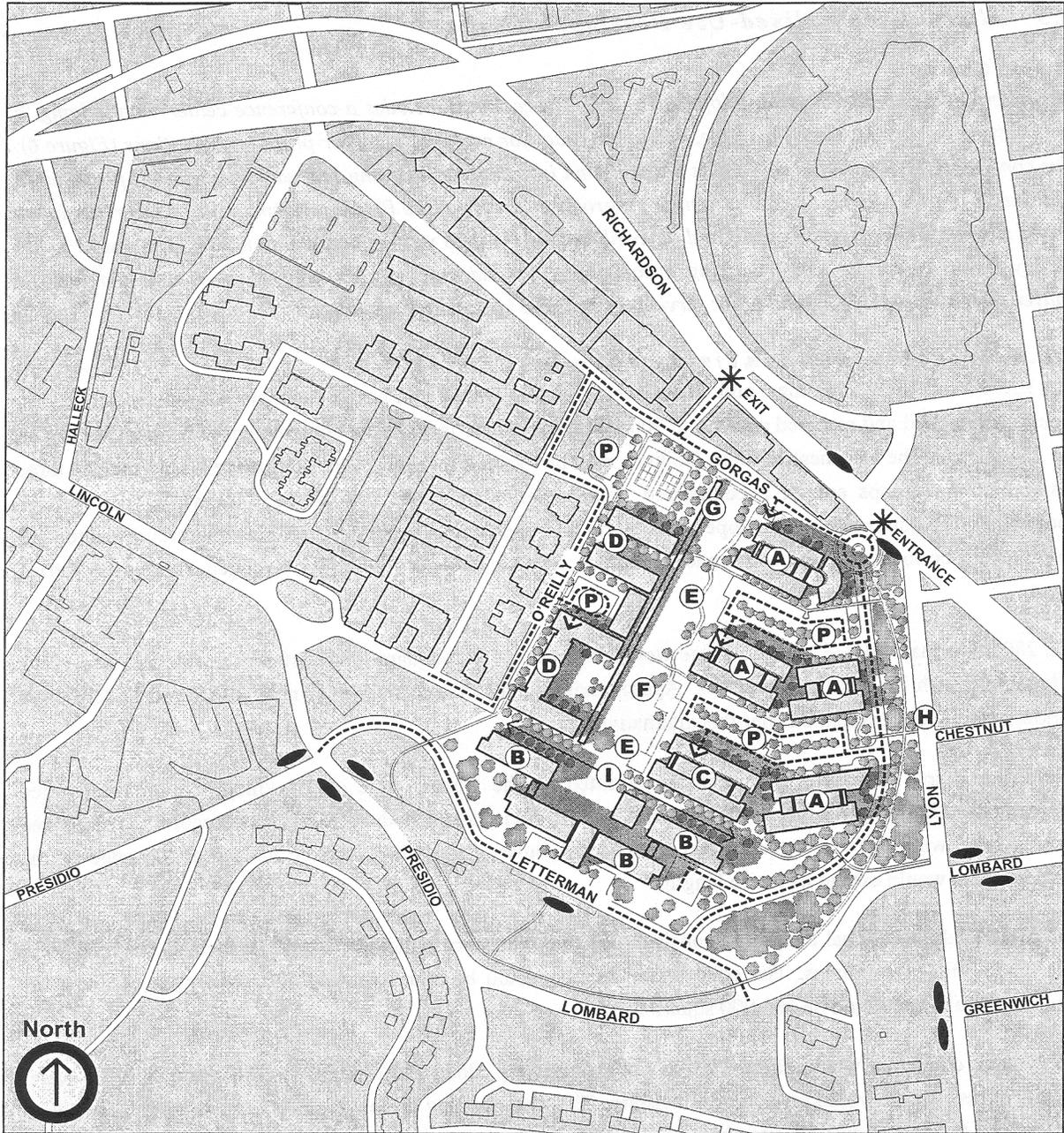


Figure 6.
Alternative 3:
Mixed-Use
Development

- | | |
|--|--|
| * Main Vehicular Entrance/Exit to Site | (D) Senior Living |
| --> Entrance to Underground Parking | (E) Waterway |
| --- Primary Traffic Circulation | (F) Village Common |
| (P) On-Grade Parking | (G) Covered Pergola |
| ● Bus Stop | (H) New Pedestrian Entrance |
| (A) Office | (I) Pedestrian Street with Retail & Services |
| (B) Conference Center & Lodge | |
| (C) Culinary Institute | |

