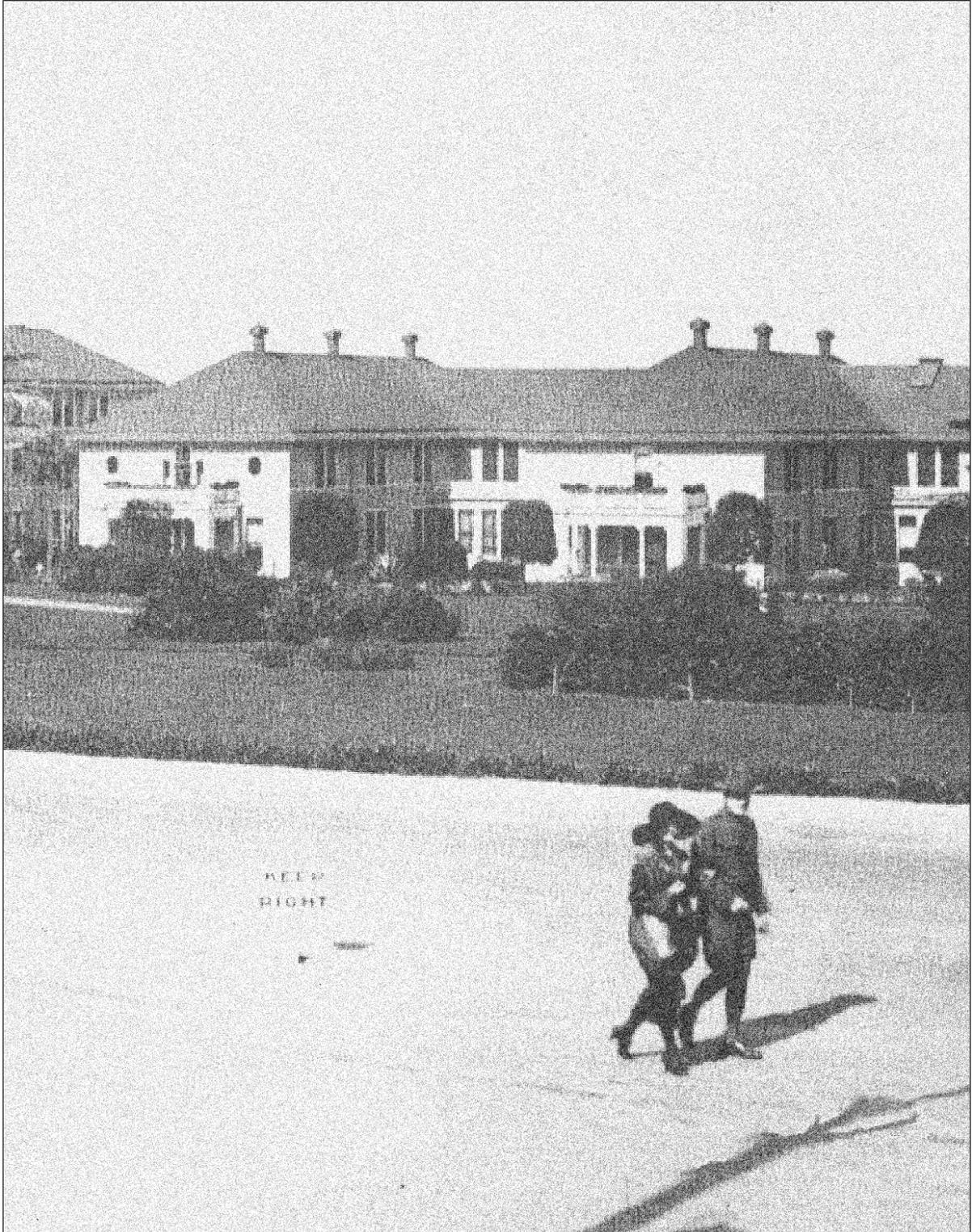

3. AFFECTED ENVIRONMENT



This section describes the environment of the area to be affected by the alternatives under consideration. A more complete description of the 23-acre site, the Presidio's Letterman Complex, and the historical character and underpinnings of both is set forth in Section 1.1, Background, and should be read together with the more summary information provided below in Sections 3.1 and 3.2.

3.1 The Presidio

The 1,480-acre Presidio of San Francisco is at the northern tip of the San Francisco peninsula on the south side of the Golden Gate. On its southern and eastern boundaries is the city of San Francisco, on the west the Pacific Ocean, and on the north San Francisco Bay. Designated a National Historic Landmark in 1962, the Presidio represents over 200 years of military history under three nations' flags. Until its closure, the post played a logistical role in every U.S. military engagement since the Mexican-American War and supported America's global efforts during the Spanish-American War and World Wars I and II. The park is a showcase of military architectural styles dating from before the Civil War; it contains 780 buildings, 470 of which have historic and cultural significance.

The Presidio is a place of unparalleled scenic beauty, with spectacular views of the Pacific Ocean, the coastline, the Golden Gate, and the city of San Francisco. It has more than 800 acres of undeveloped open space, including native plant communities that support rare and endangered plant species and provide valuable wildlife habitat. The Presidio's coastal landscape and dunes offer extraordinary natural integrity and diversity.

The Presidio was designated part of the GGNRA in 1972. Selected for closure as a military base in 1989, its jurisdiction transferred to the NPS in 1994. Between 1990 and 1994, the NPS conducted a public planning process to develop a plan for the Presidio. Approved in 1994, the Presidio GMPA outlines a vision for the preservation and enhancement of the park, including guidance for its management, use and development. Congress created the Presidio Trust with the passage of the Presidio Trust Act in 1996. Administrative jurisdiction over most of the Presidio (including all of the Letterman Complex) transferred from the NPS to the Presidio Trust in 1998.

The Presidio is bordered by the Marina, Cow Hollow, and Pacific Heights planning districts on the east and the Presidio Heights, Richmond, and Seacliff planning districts on the south. These neighborhoods are primarily residential, although land uses in the Richmond and Marina districts tend to become more commercial toward the city center. The housing bordering the Presidio is some of the most expensive in San Francisco.

3.2 Letterman Complex

The Letterman Complex occupies an area in the Presidio's northeast corner and for more than a century has served as an active and urbanized building and activity core within the Presidio. Lyon Street, Lombard Street, Presidio and Lincoln boulevards, the Tennessee Hollow riparian corridor, and Richardson Avenue border the site to the east, south, southwest, northwest and north, respectively. Access to the complex is provided by the Lombard Street Gate to the east, and by the eastbound lane of Doyle Drive (U.S. Highway 101) and Lincoln Boulevard to the north and west.



The Letterman Complex contains 44 buildings, dominated by two non-historic multi-story structures, the 451,000-square-foot LAMC and the 356,000-square-foot LAIR (Figure 10). Of these buildings, 35 are historic and contribute to the National Historic Landmark district. This is the most urbanized area of the Presidio with another approximately 493,000 gross square feet of built space in a range of historic low-rise buildings. The original hospital complex, which has been significantly altered over time, includes the former hospital wards, clinics, offices, warehouses, and ancillary buildings, including the Gorgas Avenue warehouses. Non-historic buildings include the former nurses' dormitories to the west and the shopette. The historic buildings reflect a variety of architectural styles from Colonial Revival buildings to Mediterranean Revival structures dating from 1899 to the 1940s. The 154,000-square-foot Thoreau Center for Sustainability exists within buildings recently rehabilitated in the historic complex. The site also contains surface parking lots, landscaped areas and approximately two miles of roadways.

The original hospital was established in 1898 as a result of the Spanish-American War. Letterman Hospital served as the U.S. Army's largest hospital at the time of World War I. Later, the hospital helped pioneer the use of female Army nurses and led in the development of physical therapy techniques. The complex provided medical services to soldiers for almost a century, becoming the nation's busiest hospital in World War II. The complex evolved into a major teaching and research facility with construction of the LAMC and LAIR on its eastern end in the late 1960s and early 1970s.

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

3.3 Consistency with Approved Plans and Policies

This section discusses the relationship of the project alternatives with the Trust Act and approved land use plans for the area surrounding the Letterman Complex. Formally adopted documents for land use planning that bear on the project alternatives include the *Presidio General Management Plan Amendment* and the *General Plan of the City and County of San Francisco*.

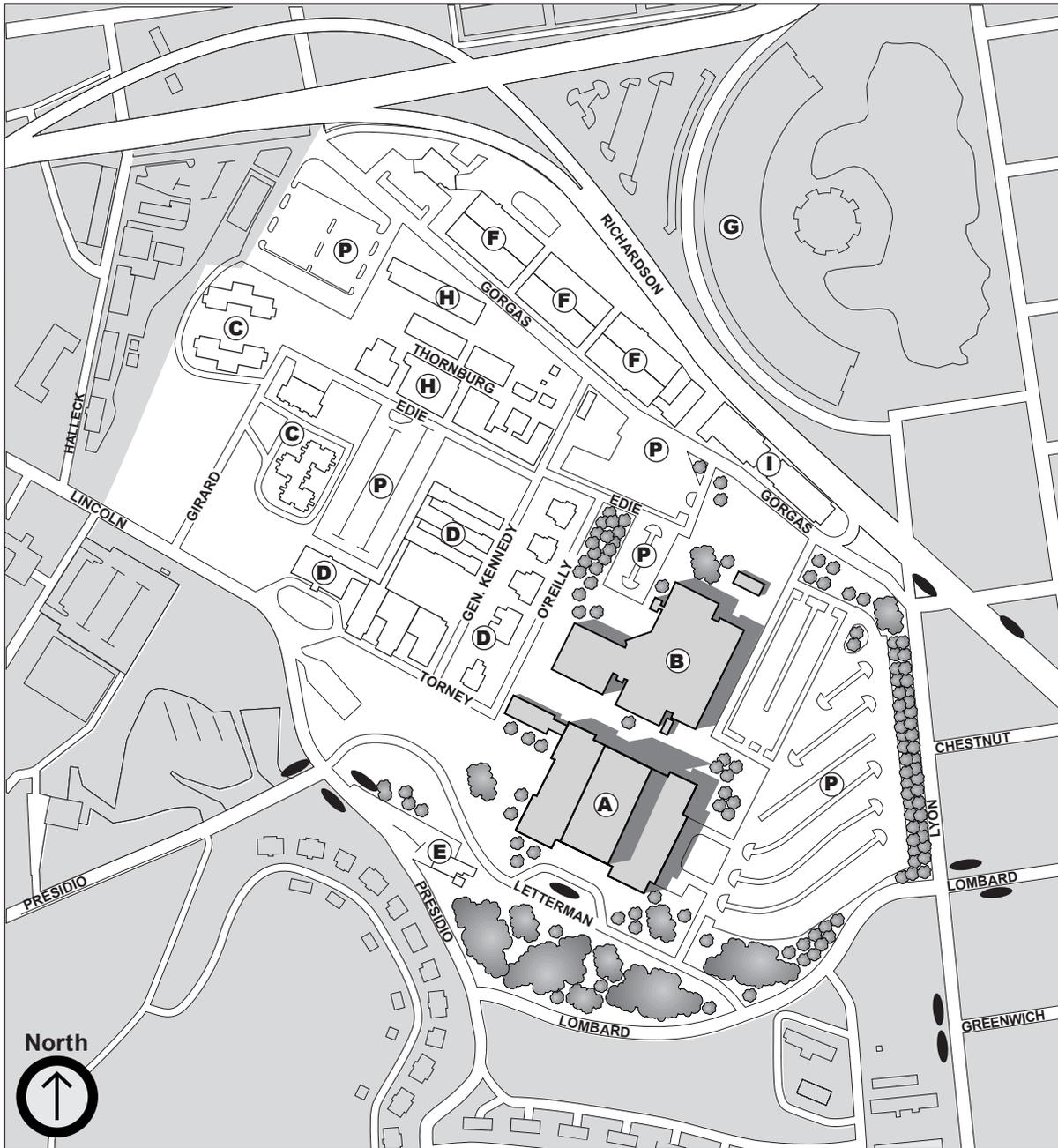
3.3.1 PRESIDIO GENERAL MANAGEMENT PLAN AMENDMENT

The final Presidio GMPA (NPS 1994a) is an amendment to the 1980 *General Management Plan* for the GGNRA (NPS 1980). In 1994, the NPS adopted the GMPA to guide planning for the Presidio. The GMPA is contained in the 150-page document entitled *Creating a Park for the 21st Century: From Military Post to National Park; Final General Management Plan Amendment*, Presidio of San Francisco, Golden Gate National Recreation Area, California, dated July 1994, and prepared by the NPS.

General Objectives of the GMPA – Initial drafts of the legislation that eventually became the Trust Act required the Trust to manage the Presidio in accordance with the GMPA (U.S. Congress 1993, 1995). In the final legislation, however, the term “general objectives” was added in recognition of both the Trust's need for flexibility in light of changing circumstances and the need to meet the year 2013 deadline for financial self-sufficiency.



3. AFFECTED ENVIRONMENT



- Bus Stop
- Ⓟ Parking
- Ⓐ Hospital (LAMC)
- Ⓑ Research Facility (LAIR)
- Ⓒ Dormitories
- Ⓓ Thoreau Center for Sustainability

- Ⓔ Buildings 558/559
- Ⓕ Warehouses
- Ⓖ Palace of Fine Arts (Exploratorium)
- Ⓗ Historic Letterman Hospital Buildings
- Ⓘ YMCA Gym and Pool

Figure 10.
Existing
Conditions



In this regard, the U.S. House of Representatives' Resources Committee noted that the cost of the plan for the Presidio as completed by the NPS is unrealistic.¹ Congress, therefore, explicitly did not accept the GMPA as a governing document in all its particulars because of conflicts with the economic requirements and the changing user environment already evident in 1996 when the Trust Act passed. Therefore, as a matter of law, the Presidio Trust is required to manage the Presidio in accordance with the General Objectives of the GMPA, which are identified in Section 1.1.5. Nevertheless, as a matter of policy, the Trust uses the GMPA as its principal plan for all Presidio activities, from establishing planning priorities to managing resources.

GMPA Goals and Planning Principles – The GMPA establishes management direction and implementation strategies for converting the Presidio from a military post to a national park. Rather than providing an exact blueprint for the Presidio, the GMPA proposes overall concepts for change, including treatments and uses of the varied resources, and new programs and activities that are appropriate in the national park setting. The GMPA acknowledges that detailed site plans and specific programs will be developed in the future based on the directions established in the GMPA.² The GMPA also establishes program themes and suggests the kinds of park partners that would provide programs and services, occupy and maintain facilities, and contribute to park goals in other ways.³

The concept for the Letterman Complex proposed in the GMPA is continued use as a center for scientific, research or educational activities. Because it was not known whether the use identified could be satisfied or a specific user found, the GMPA left open the possibility of new replacement construction, subject to further environmental analysis. With new construction being limited to developed areas and significant constraints on the amount of new construction allowed in other planning areas, Letterman had by far the largest potential for new replacement construction. In total, however, any new construction within the Letterman Complex is constrained by the GMPA's identification of 1.3 million square feet as the maximum allowable gross square footage for the complex.

With respect to the GMPA's site-specific proposal for LAMC and LAIR, the GMPA assumed that LAIR had significant reuse potential and specified use of the LAIR for research purposes by a single tenant or collaborative group of institutions. The reuse potential of LAMC at the time of the GMPA was not as clear. Therefore, if LAMC cannot be reused, the GMPA envisions partially or entirely removing the functionally obsolete LAMC building and several other buildings, both historic and non-historic, to enhance open space. To accommodate a change in use, the GMPA permits new construction if existing buildings and improvements do not meet essential program and management needs, so long as new construction is compatible with the historic buildings and setting. As a substitute for existing buildings designated for potential demolition, specifically the potential removal of LAMC, up to 503,000 gross square feet of replacement construction is permitted under the GMPA. The GMPA also encourages infill construction that reinforces the historic hospital complex's courtyard

¹ The House Resources Committee noted: "The Committee finds that the cost of the plan for the Presidio as completed by the NPS is unrealistic. While the Committee does endorse the "general objectives" of the [GMPA], the Committee recognizes that development of a reasonable program is essential to ensure the success of the Presidio Trust and the long-term preservation of the historical and other resources of the Presidio." (U.S. Congress 1994: see H.R. Rep. No. 104-234 (August 4, 1995)).

² The planning concept and direction for the Letterman Complex is described under Alternative 1 in Section 2.3 of this document.

³ Programs that would be consistent with the General Objectives of the GMPA and tenant or user enhancements that would achieve Presidio goals are discussed in Section 1.3 of this document.



and campus-like setting, and specifies the height of new construction not to exceed the height of the LAIR building (60 feet).

3.3.2 GENERAL PLAN OF THE CITY AND COUNTY OF SAN FRANCISCO

The Presidio is under exclusive federal jurisdiction and therefore is not subject to state and local land use plans and policies. The Presidio Trust seeks to reduce possible conflicts between Trust activities and city policies and consults with the city to achieve consistency wherever possible. Lacking any jurisdiction, the city has not developed any site-specific plans for Presidio property. The *San Francisco General Plan* (City and County of San Francisco n.d.) contains general land use policies and objectives for San Francisco. It includes housing, transportation and commercial policies, and a recreation and open space element that specifically mentions the Presidio. Generally, the plan supports the preservation of San Francisco's relatively dense mixed-use neighborhoods. There is an emphasis on public transit and pedestrian use rather than on the automobile.

3.4 Solid Waste

3.4.1 REGULATIONS

The State of California authorizes a local enforcement agency (a city or county) to permit, inspect, and enforce solid waste handling and disposal activities in its jurisdiction. A variety of types of disposal sites are permitted, including municipal solid waste facilities which receive domestic solid waste as well as a various other waste types. For example, construction and demolition debris disposal sites specialize in the disposal of construction and demolition debris as well as its diversion from the waste stream through various recycling techniques. Other waste sites accept strictly regulated types of waste. Some solid waste facilities are permitted to accept a broad range of the waste types described above. A federal agency disposing of waste at one of these permitted sites must comply with all appropriate state and local laws.

3.4.2 SOLID WASTE GENERATION

The Presidio Trust handles solid waste disposal through contracts with private haulers. According to the latest available estimates, approximately 22,000 tons of solid waste are generated at the Presidio every year and disposed of in Contra Costa County waste disposal sites (U.S. Army Corps of Engineers 1991). These estimates are conservative, because the Presidio Trust is developing a comprehensive waste management system to minimize the park's impact on the solid waste stream. In 1999, the Presidio Trust diverted at least 30 percent of the materials from the Presidio's waste stream through programs in waste reduction, recycling, composting, salvage and reuse. The Presidio Trust will pilot a composting program that eventually will include every residential and non-residential building in the park. The Presidio Trust is also developing a community recycling and waste reduction education center and offering educational and training programs related to solid waste management.

There are 21 solid waste landfill sites in the nine-county Bay Area (California Integrated Waste Management Board and State Board of Equalization 1997). The number of solid waste disposal sites available for the disposal of waste from the Presidio increases to 27 when adjacent counties, such as San Joaquin and San Benito, are included.



3.5 Water Supply and Distribution

3.5.1 PRESIDIO WATER SUPPLY

The Presidio Trust has water resource management responsibilities and authorities to provide water to Presidio users, including those located within the Letterman Complex. The City and County of San Francisco (CCSF) historically supplied up to one-third of the Presidio's water demand, and several points of interconnection are currently maintained between the CCSF water supply system and the Presidio. Because the Presidio is now only partially occupied, Presidio water has been supplied primarily from Lobos Creek. Lobos Creek is a 1.3-mile free-flowing stream that drains an approximately 3.2-square-mile drainage basin. Lobos Creek is the last remaining urban coastal stream in San Francisco that drains into the Pacific Ocean. Diversions from this water resource are limited by natural stream flow volumes and by resource protection policies and objectives established in the Presidio GMPA. Lobos Creek is in Area A, the coastal area of the Presidio under NPS jurisdiction and management.

The main source of water for Lobos Creek is the Lobos groundwater drainage basin, a 3.2-square-mile underground aquifer extending from under the southwest quarter of the Presidio south to Golden Gate Park and west to the Palace of the Legion of Honor. The aquifer is recharged directly by rainwater and indirectly by flows that leak under the paved streets of San Francisco. The outfall from the aquifer flows both on the surface via Lobos Creek and underground via permeation below sea level at roughly equal rates. The aquifer is also the source of water for Mountain Lake on the Presidio and several wells in the vicinity. Mountain Lake apparently does not have any direct surface connection to Lobos Creek.

The surface of the groundwater recharge area is primarily sand dune geology. The ground consists of sand blown into layers over thousands of years from beaches along the Pacific Ocean. The shape of the creek bed follows the clay Colma Formation several meters below the stream. The steep drop of the Colma Formation at Baker Beach results in a one-way outfall from Lobos Creek to the Pacific Ocean.

The Lobos Creek drainage basin captures an average annual rainfall of 23 inches per year. Rainfall has the potential to contribute to creek flows, but because most of the unpaved land north of Lobos Creek is composed of northern dune sands, rainfall is readily absorbed into the ground to recharge the aquifer. Thus, little surface runoff collects in the Lobos Creek bed for immediate downstream flow.

Daily flow in Lobos Creek ranges from 1.2 million gallons per day (mgd) in dry years to 2.1 mgd in wet years and minimum stream flow of 500,000 gallons per day, or 0.5 mgd, has been estimated to be the basic in-stream flow necessary to ensure resource preservation.

3.5.2 PRESIDIO WATER DEMAND

At full occupancy of the Presidio, average daily demand for water (both domestic and irrigation) is estimated to range from 1.1 mgd under low use assumptions to 1.69 mgd under high use (Bay Area Economics 1998a). An estimate of the baseline level of both domestic and irrigation water consumption was prepared for the Letterman Complex, using the same land use and consumption assumptions employed for the Presidio-wide analysis under high water use assumptions. Assumptions for this estimate include: office use of Letterman Complex (250 square feet per employee), consumption of 30 gallons of water per day per office employee, and 7.8 acres of irrigated landscaping using an average of 1,359 gallons per day per acre based on recent irrigation consumption



trends at the Presidio golf course. Given these assumptions, the baseline water consumption for the 23-acre site is estimated to be 89,000 gallons per day.

When domestic and irrigation water needs are combined with requirements for Lobos Creek instream flow, it is apparent that Lobos Creek will be unable to meet the Presidio demand of 1.69 mgd under high use assumptions, or the reduced demand of 1.1 mgd under low use assumptions and still maintain the 0.5 mgd minimum flow of water in Lobos Creek. The Presidio Trust is in the process of planning for contingency and access to additional sources of water (such as reclaimed water for irrigation water use within the park) as well as implementing domestic and irrigation water conservation measures to reduce the overall consumption of water at the Presidio to fit within available supply.

3.5.3 EXISTING PRESIDIO FIRE FLOW

The Presidio water supply and distribution system provides water for domestic and irrigation purposes as well as internal building sprinkler systems and fire hydrants for purposes of fire suppression. In addition, approximately 3.0 million gallons of the total 6.0 million gallons of water storage at the Presidio is reserved for fire flow. Fire flow is defined as the rate of the flow of water combined with the duration of flow or the supply of water reserved for fire emergencies. The Uniform Fire Code establishes the required volume and duration of fire flow that must be present within a certain distance of a structure according to the type of construction, size of the building, and other site layout conditions.

A report prepared for the GMPA EIS (Nolte and Associates 1991) identified deficiencies in the water distribution system that resulted in inadequate fire flow to the Letterman Complex. Since issuance of the report, improvements have been made to the water distribution system that have increased the fire flow available to the Letterman Complex. The Letterman Complex historically was served with water via an 8-inch line from the main reservoir. A second 10-inch line from the main reservoir was installed by the U.S. Army to address water system deficiencies. The combination of these two water lines provides adequate fire flow to the Letterman Complex in its current configuration (EQE Engineering and Design and Lee Engineering Enterprises 1992 and personal conversations with Chief Bill Oswald, Presidio Fire Department and Mr. Richard Hansen, Presidio Trust). Improvements to the water distribution system would be required to ensure adequate fire flow to new development with the Letterman Complex to meet the Uniform Fire Code.

3.6 Schools

According to the San Francisco Unified School District (SFUSD), 63,165 students were enrolled in city schools for the 1998-1999 school year (Table 3). As of March 1999, 18 schoolchildren resided in Presidio housing directly leased by the Presidio Trust; this figure does not include schoolchildren residing in Presidio housing occupied by Department of Defense personnel (this information was not available). According to the U.S. Department of Education, 844 dependants of Presidio military and civilian staff were enrolled in SFUSD schools in the 1990-1991 school year during U.S. Army occupancy of the Presidio. There were 63,624 students enrolled in SFUSD schools in 1991-1992 (a school year that is representative of U.S. Army occupancy of the Presidio for which data was readily available to the SFUSD), compared to the 1998-1999 enrollment of 63,165. The 1998-1999 figure represents a decrease of 459 students.



*Table 3
1991–1992 and 1998–1999
Selected School Site Enrollment*

SCHOOL ^a	ENROLLMENT 1991-1992	ENROLLMENT 1998-1999	CHANGE 1992 TO 1999
Alamo Elementary	681	700	19
Argonne Year Round Elementary	340	386	46
Cabrillo Elementary	392	350	-42
Golden Gate Elementary	505	386	-119
Lafayette Elementary	593	498	-95
Sherman Elementary	478	470	-8
Marina Middle	929	820	-109
Presidio Middle	1,136	1,141	5
Roosevelt Middle	836	824	-12
Galileo High	1,646	1,814	168
George Washington High	2,648	2,410	-238
John Swett Alternative	341	309	-32
Total	10,525	10,108	-417

Source: SFUSD; Bay Area Economics (BAE)

Note:

^a SFUSD identified these school sites as ones that Presidio schoolchildren would likely attend.

Children living at the Presidio and enrolled in SFUSD schools primarily attend schools in the neighborhoods surrounding the Presidio, including the Richmond, Marina and Western Addition neighborhoods of San Francisco. In the past, many Presidio schoolchildren have attended private schools or attended certain SFUSD schools in other areas of San Francisco at the request of their parents. Schools in the city of San Francisco neighborhoods surrounding the Presidio have experienced a significant decline in enrollment in recent years, especially in the lower grades (personal communication with Margaret Wells, Program Director, Education Placement Center, SFUSD). Table 3 shows the schools in the neighborhoods of San Francisco that have traditionally accommodated Presidio schoolchildren. Enrollment in these schools has decreased by 417 students since 1991–1992.



The SFUSD operates the Presidio Child Development Center in building 387 in the Presidio Main Post. The center, one of 45 such centers operated by SFUSD city-wide, provides programs for infants and toddlers as well as pre-kindergarten programs for children ages 3 to 5. The Presidio Child Development Center also provides before- and after-school programs for kindergarten to fourth-grade children enrolled in Argonne, Cabrillo, Marina, John Swett and Sherman elementary schools. The Presidio Child Development Center does not provide elementary school classroom programs.

3.7 Housing

3.7.1 PRESIDIO RESIDENTIAL LEASING PROGRAM

The Presidio currently has 1,304 housing units (1,116 single-family and multi-family units and 188 units in buildings that formerly served as barracks). Under the Presidio Trust's residential leasing policy, rents for these housing units reflect market conditions. The Presidio Trust is working to have available units at a full range of rent levels so that a cross section of people who work at the Presidio can afford to live on the Presidio. Although some of the units have been rented temporarily to the general public, it is anticipated that Presidio-based employees and their families eventually will occupy all Presidio housing. The Presidio interim residential leasing program is intended to provide residences for up to 50 percent of the workers at tenant businesses and organizations. Achieving this goal would establish an important balance between jobs and housing, reduce automobile travel to and from the park, and help create a thriving community at the Presidio. Available housing also provides an incentive for organizations to locate at the Presidio, especially given the scarcity of housing in the Bay Area.

There is a shortage of housing for low- and moderate-income groups in the city of San Francisco. To increase the supply of affordable housing in the region, the Presidio Trust offers reduced rental rates to Presidio employee and tenant households with gross household incomes of less than \$45,000.

3.7.2 PRESIDIO HOUSING REHABILITATION

The Presidio Trust is implementing a program to rehabilitate or repair, as necessary, a large number of housing units to be leased. Since this effort was initiated in the summer of 1998, more than 400 units have been made available for rent. These newly leased units, combined with units leased by NPS prior to Trust efforts, result in 590 occupied units under Trust management. Additionally, 180 units are under contract to the Department of Defense and are occupied by military personnel. Thus, as of early December 1999, 770 units were occupied at the Presidio.

3.7.3 BAY AREA VACANCY RATES AND HOUSING CONSTRUCTION

Vacancy rates within the Bay Area range from approximately 3.9 percent in Santa Clara County to 7.5 percent in San Francisco County (California Department of Finance 1998).⁴ The total number of housing units in the Bay Area that were vacant in 1998 is estimated to be approximately 124,000.

⁴ Note: The Department of Finance bases estimates of vacancy rate on the 1990 Census and other recent records such as utility billing records. Because Department of Finance estimates can include seasonal residences and boarded-up residences, they may overstate vacancy rates.



It is estimated that approximately 226,000 new housing units will be constructed in the San Francisco Bay Area between 2000 and 2010 (ABAG 1998). This represents an approximately 9 percent increase of new housing units over the existing supply. The distribution of these new housing units by Bay Area sub-region is as follows: 13,320 new units in San Francisco; 36,390 units in the North Bay; 106,820 new units in the East Bay; and 69,340 new units on the Peninsula.

3.8 Medical Research

Although the San Francisco Bay Area is home to a large number of bioscience⁵ and medical research companies, relatively few are concentrated in San Francisco itself. As of 1998, approximately 500 bioscience companies were located in the Bay Area. Fifty-five percent of these companies are located in San Mateo and Santa Clara counties, 34 percent are located in the East Bay, and 11 percent are in the North Bay (which includes San Francisco) (Bay Area Bioscience Center 1998). Bioscience companies employ over 52,000 people in the Bay Area.

The presence of numerous research-focused universities has led to a regular exchange of technology between the public and private sector and the seeds for new start-up firms.

In San Francisco, the primary medical research employer UCSF. UCSF is developing its 43-acre Mission Bay Campus in San Francisco's southeast quadrant as a world center for biomedical/molecular research that could contain 25 buildings, with 2.65 million square feet of space for 9,000 scientists, graduate students, and staff. Following Regents' approval, UCSF broke ground in October 1999 and intends to occupy its first building in 2002. The large campuses of Chiron in Emeryville employ nearly 2,000 people and Genentech in South San Francisco employs more than 3,200 people. These two companies serve as the nuclei for the growing bioscience industry in the Bay Area. Competition between small bioscience companies for laboratory space is strong, with the vacancy rate for research and development space in South San Francisco below one percent.

At the Presidio, the U.S. Department of Agriculture (USDA) operated a human nutrition research facility in building 1110 in the Letterman Complex. In April 1999, the USDA vacated building 1110 and relocated its operations to a new facility in Davis, California.

The LAIR and LAMC recently have been used for medical care and research. Both buildings have been well maintained and are in generally good physical condition. However, the LAMC and LAIR are too large for small and start-up firms to occupy in an "as-is" condition, and both structures would be impractical to retrofit for modern medical research due to the unique layout and functional obsolescence of these structures. The NPS commissioned a study (Backen, Arrigone & Ross 1993) which identified possible deficiencies, including:

- A lack of suitable light and air within the laboratory and office spaces (LAIR);
- Complete separation of laboratory from office space into separate structures connected by a breezeway (LAIR);

⁵ Bioscience is defined by the Bay Area Bioscience Center (BABC) as "encompass[ing] biotechnology and other advances in the life sciences, their commercial application, and related instrumentation, medical devices and software."



- Existing casework that does not meet current laboratory standards (LAIR);
- Non-compliance of structural system and interior architectural components to current seismic code requirements (LAMC);
- Deficient emergency exiting systems (LAMC);
- Lack of safety systems in high-rise structures (LAMC);
- Insufficient standard and emergency power systems (LAMC and LAIR);
- Limited capacity air conditioning systems that might be below code requirements (LAMC); and
- Inadequate bracing of mechanical equipment (LAMC).

Both the NPS and Presidio Trust have made good faith efforts to solicit proposals for the reuse of Letterman Complex facilities for medical research. In 1994, the NPS issued an RFQ for interested organizations that could demonstrate a capability to undertake all or a portion of the Letterman Complex buildings and grounds (all of LAIR or LAMC, or at least 50,000 square feet of other Letterman Complex facilities). A total of 16 responses was received by the NPS, two of which were selected for negotiations to lease space. Only one of the two finalists, UCSF, proposed to use the Letterman Complex for medical research–related activities. Due to an inability of the two parties to reach agreement on assumptions relating to project value and phasing, UCSF did not complete negotiations for the Letterman Complex with the NPS (see Section 1.1.7).

The Presidio Trust issued an RFQ in 1998 for a 23-acre site within the Letterman Complex that is the subject of this analysis. There were 18 responses to this RFQ, only one of which proposed to use a minor portion of the site for medical research-related activities (Goldman Institute). The USDA did not choose to participate in the Presidio Trust RFP process (see Section 2.1.1) for the purposes of maintaining its human nutrition research facility at the Letterman Complex.

Through its recent RFQ process and marketing efforts, the Presidio Trust encouraged creative proposals to provide modern medical research facilities at the site in furtherance of the GMPA’s stated objective to “promote life and earth science research, emphasizing systems and methods to improve human health and the quality of the environment for future generations.” No qualified medical research companies capable of undertaking a long-term lease expressed an interest in moving to the site, however. Thus, it appears that current market conditions do not indicate significant demand for medical research facilities at the Letterman Complex, regardless of whether existing structures or opportunities for new construction are offered.

3.9 Traffic and Transportation Systems

The existing transportation setting and conditions in the vicinity of the Letterman Complex are described below. Information for the description was obtained from the *Letterman Complex Transportation Technical Report* (Wilbur Smith Associates 1999).



3.9.1 REGIONAL AND LOCAL HIGHWAYS

The roadway network near the Letterman Complex consists of several main routes that connect to the rest of San Francisco. Intersections within the Presidio are controlled by either two-way or four-way stop signs. The key roadways in the vicinity of the Letterman Complex are described below.

U.S. Highway 101 becomes Doyle Drive, Richardson Avenue, and Lombard Street near the Presidio. Doyle Drive generally runs east-west through the northern portion of the Presidio before becoming Richardson Avenue in the eastern portion of the Presidio. Richardson Avenue runs diagonally from Doyle Drive until it merges with Lombard Street about two blocks east of the Presidio's eastern border. U.S. Highway 101 carries the majority of San Francisco's east-west through-traffic crossing the Presidio. Although it connects with most intersecting streets in the city, the only direct connections to Presidio roadways within the park are at the Golden Gate viewing area near the Golden Gate Bridge and at Gorgas Avenue (eastbound traffic only) near the intersection of Lyon Street and Richardson Avenue.

Lincoln Boulevard runs generally east-west near the vicinity of the Letterman Complex. It connects to Lombard Street and Presidio Boulevard at its eastern terminus and extends north-south along the west edge of the park. Lincoln Boulevard is generally 44 feet in width and contains one travel lane in each direction south of Letterman Drive and two lanes in each direction north of Letterman Drive to the Main Post, and then one lane in each direction west to El Camino Del Mar.

Presidio Boulevard connects to Lincoln Boulevard/Lombard Street near the Letterman Complex and continues north-south along the park's easterly edge. In the vicinity of the Letterman Complex, Presidio Boulevard is 33 feet in width, and contains one lane in each direction.

Gorgas Avenue provides east-west access on the north side of the Letterman Complex. It connects with U.S. Highway 101 and Lyon Street at an eastern gateway, and provides access to Crissy Field. West of General Kennedy Avenue, Gorgas Avenue is 50 feet wide, with one lane in each direction. Gorgas Avenue narrows to a width of 31 feet east of General Kennedy Avenue, with two eastbound lanes and one westbound lane.

Lombard Street runs east-west from its intersection with Lincoln Boulevard/Presidio Boulevard near the Letterman Complex and extends into San Francisco to the east. In the vicinity of the Letterman Complex, Lombard Street is generally 36 feet wide, with one lane in each direction.

Mason/Old Mason Streets provide east-west access through the Crissy Field area through the Marina Gate along the Presidio's north coast. Mason Street connects to Marina Boulevard and Doyle Drive at the Presidio's northwest gateway. At their western termini, these routes indirectly connect to Lincoln Boulevard by way of three minor roadways (Crissy Field Avenue, McDowell Avenue, and Cowles Street). Mason Street at the northeast gate is 58 feet in width, with two eastbound lanes and one westbound lane. This street is currently being reconstructed as part of restoration of Crissy Field.

3.9.2 CURRENT TRAFFIC CONDITIONS

Traffic enters and exits the Presidio through nine gates. Average daily traffic volumes (1998 conditions) are approximately 65,000 vehicles per day, with 20 percent of the traffic entering and exiting the Presidio via the Lombard Street Gate. A substantial portion of the existing traffic could be attributed to pass-through trips,



particularly between the Lombard Street and Presidio Boulevard gates. On weekdays, 40 to 50 percent of traffic volumes at the Lombard Street and Presidio Boulevard gates are pass-through trips. Weekday traffic volumes do not vary substantially by season, unlike weekend traffic, which is primarily recreational traffic.

Traffic counts conducted in 1998 at the Presidio gates indicate weekday traffic volumes ranging between 63,000 and 67,000 vehicles per day throughout the year, while weekend traffic ranged from 58,000 in the fall to 75,000 in the summer. Figures 11a through 11f present the p.m. peak-hour turning movement volumes for key intersections within the vicinity of the Letterman Complex. Intersection level of service (LOS) was calculated at five intersections using the methodology described in the *1994 Highway Capacity Manual* (Transportation Research Board 1994). The *Highway Capacity Manual* methodology calculates the average delay experienced by a vehicle traveling through an intersection, and assigns a corresponding LOS. The levels of service range from LOS A, indicating volumes below capacity with vehicles experiencing little or no delay, to LOS F, indicating volumes near capacity with vehicles experiencing extremely long delays. Table 4 presents the existing (1998) delay per vehicle and LOS for the key intersections for p.m. peak-hour conditions. All intersections operate at acceptable levels of service (above LOS D) during the p.m. peak hour.

3.9.3 PUBLIC TRANSPORTATION

Public transit systems serving the Presidio include the San Francisco Municipal Railway (MUNI) and Golden Gate Bridge, Highway and Transportation District (Golden Gate Transit). These services provide access to other regional carriers such as Bay Area Rapid Transit (BART), San Mateo Transit (SamTrans), and the regional ferries. In addition, private carriers accommodate specific needs not provided by the public systems.

MUNI provides scheduled service within or adjacent to the Presidio on seven lines (Figure 12). The 28-19th Avenue, 29-Sunset, 43-Masonic, and 82X-Levi Plaza Express lines provide service directly into/through the Presidio, while the 41-Union and 45-Union-Stockton lines provide service to the corner of Greenwich and Lyon streets just outside the Lombard Street Gate. In addition to these weekday services, the 76-Marin Headlands line is a Sunday- and holiday-only service that runs from downtown, stops at the intersection of Richardson Avenue and Francisco Street and the Golden Gate Bridge Toll Plaza, and then continues north to the Marin Headlands. The 30-Stockton and 30X-Marina Express lines travel on Chestnut Street, but do not extend west of Broderick Street. The Letterman Complex has the most extensive transit service in the park with convenient stops for the 29-Sunset, 43-Masonic, and 82X-Levi Plaza Express lines on Letterman Drive, the 28-19th Avenue line at Richardson Avenue and Francisco Street, at the northeastern edge of the Letterman Complex, and stops for the 41-Union and 45-Union-Stockton lines at the corner of Greenwich and Lyon streets just outside the Lombard Street Gate.



3 . A F F E C T E D E N V I R O N M E N T

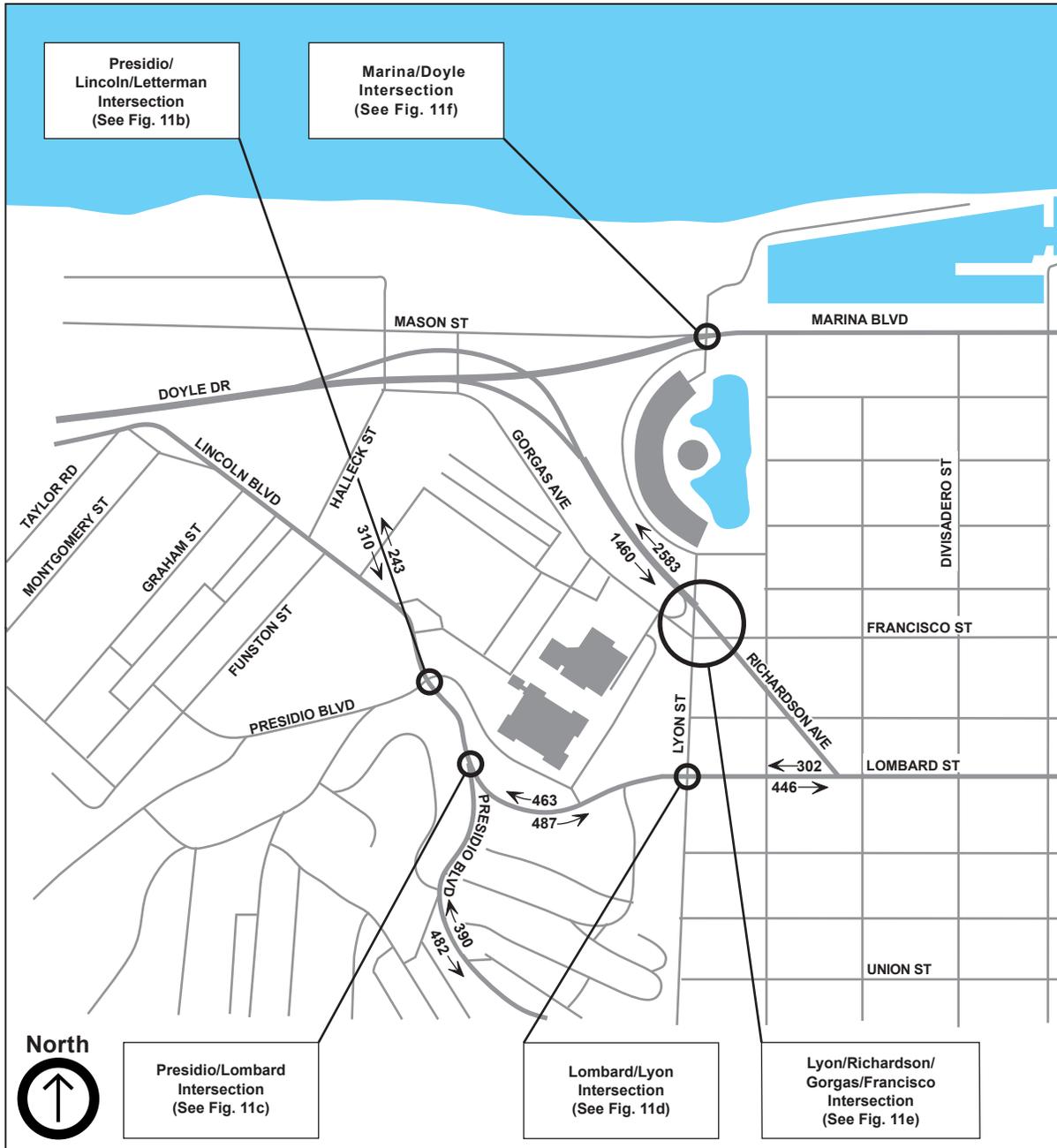


Figure 11a.
Weekday PM Peak-Hour
Existing Roadway Segment and
Intersection Volumes

○ See Figures 11b-11f



3 . A F F E C T E D E N V I R O N M E N T

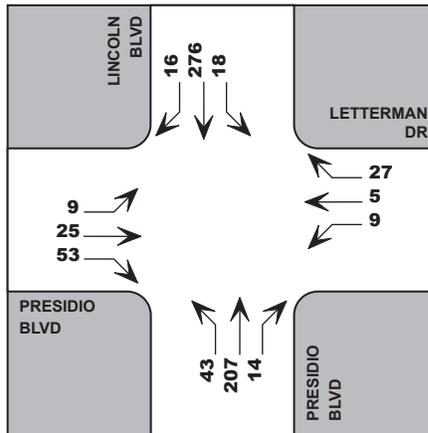


Figure 11b.
Presidio/Lincoln/Letterman Intersection

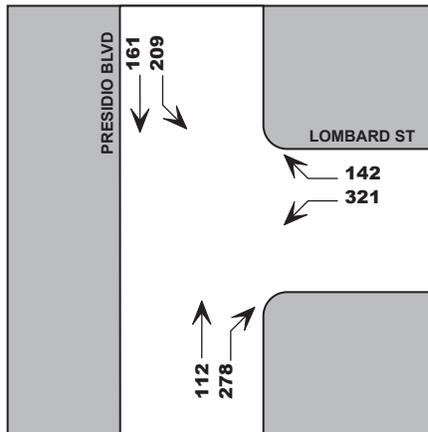


Figure 11c.
Presidio/Lombard Intersection

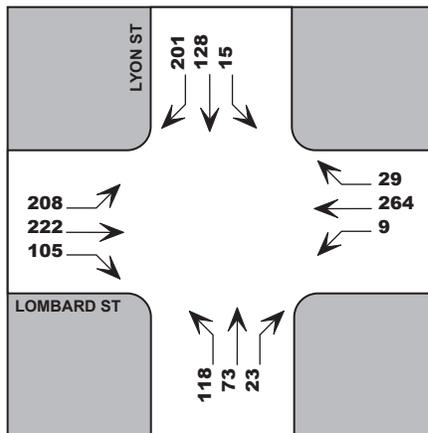


Figure 11d.
Lombard/Lyon Intersection



3 . A F F E C T E D E N V I R O N M E N T

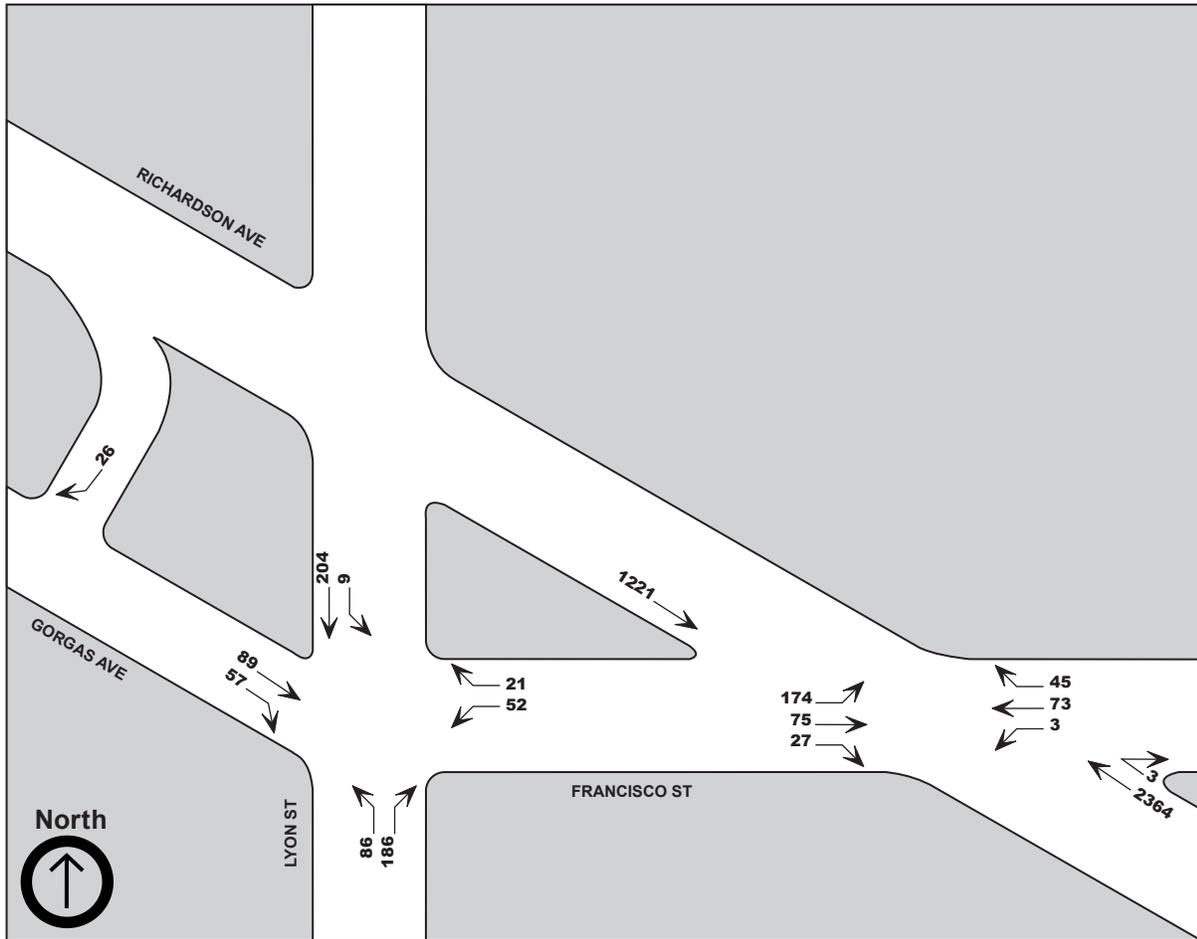


Figure 11e.
Lyon/Richardson/Gorgas/Francisco Intersection



3. AFFECTED ENVIRONMENT

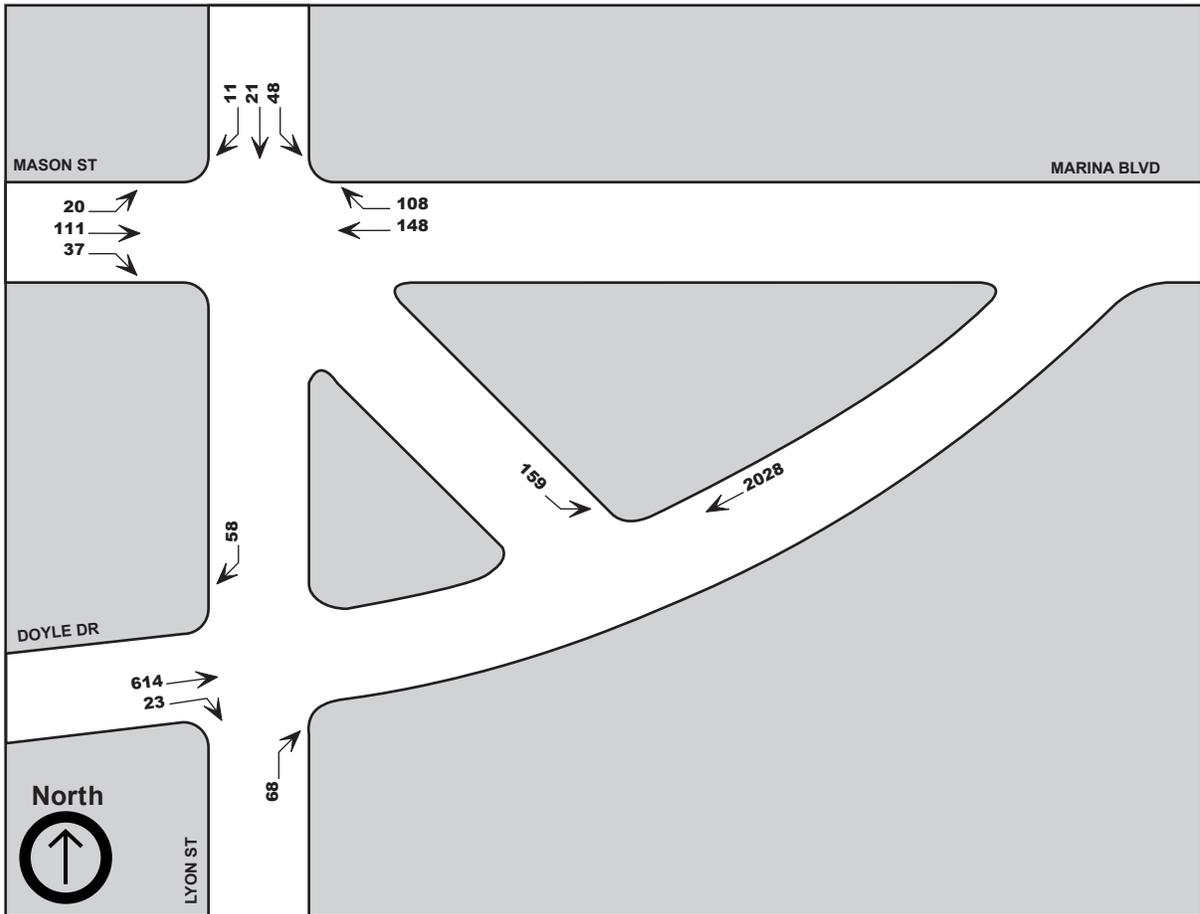


Figure 11f.
Marina Boulevard/Doyle Drive Intersection



Table 4
Intersection Level of Service Operating Conditions:
Existing p.m. Peak-Hour Conditions

INTERSECTION	CONTROL DEVICE	AVERAGE INTERSECTION DELAY (SECONDS PER VEHICLE)	LOS ^a OF WORST APPROACH	CRITICAL VOLUME/CAPACITY
Francisco/Gorgas/Lyon	3-way STOP ^b	3.5	B	NA
Richardson/Francisco	Signal	9.2	B	0.84
Lombard/Lyon	All-way STOP	20.0	C	0.98
Presidio/Lombard	All-way STOP	12.5	C	1.26
Presidio/Letterman/Lincoln	All-way STOP	3.6	A	1.06
Mason/Marina/Lyon	One-way STOP ^c	1.0	B	NA
Doyle/Marina/Lyon	signal	5.8	B	0.94

Source: Wilbur Smith Associates

Notes:

For unsignalized intersections, average delay per vehicle is presented for overall intersection operations; however, LOS is presented for the approach which operates with the greatest average delay per vehicle.

^a LOS A: Insignificant Delays. Progression is extremely favorable, and most vehicles arrive during the green phase. Most vehicles do not stop at all.

LOS B: Minimal Delays. Generally good progression, short cycle lengths, or both. More vehicles stop than with LOS A, causing higher levels of average delay. Drivers begin to feel restricted.

LOS C: Acceptable Delays. Fair progression, longer cycle lengths, or both. Individual cycle failures may begin to appear, though many still pass through the intersection without stopping. Most drivers feel somewhat restricted.

^b Three of four approaches stop. The Lyon Street approach does not stop.

^c Of the three approaches, only the Lyon Street approach stops.

Golden Gate Transit operates bus lines and ferry routes between San Francisco and counties in the Golden Gate corridor of Marin and Sonoma counties. Twenty-six of their bus lines pass through the Presidio, stopping at the Golden Gate Bridge Toll Plaza. All lines but one proceed into San Francisco on U.S. Highway 101, with a stop at the corner of Richardson Avenue and Francisco Street (just northeast of the Letterman Complex).

On a typical summer weekday, 180 non-MUNI tour buses carry visitors to and from Presidio attractions such as the Golden Gate Bridge Toll Plaza, Fort Point and the Presidio Army Museum on the Main Post. They also stop at several scenic overlooks along the 49-mile drive (Presidio Trust 1998f).



In addition to regular bus service and ferry service, the Golden Gate Transit also operates a Club Bus service between UCSF's Parnassus Heights campus and Marin County, between Sonoma County and downtown San Francisco, and between Napa Valley and downtown San Francisco. The UCSF Club Bus service includes six routes, each with one daily round trip, serving Ignacio, Santa Rosa, San Rafael, Fairfax, Tiburon, and Rohnert Park. The Valley of the Moon commute service for Sonoma County includes three routes, each with one daily round trip. All three of the Valley of the Moon routes stop at the existing bus stop at the intersection of Richardson Avenue and Francisco Street during both the a.m. and p.m. peak periods. The Napa Valley Commute Club operates two routes, each with one daily round trip.

3.9.4 BICYCLE AND PEDESTRIAN TRAILS

The Presidio, including the Letterman Complex, does not have a continuous system of sidewalks, designated bicycle trails, and designated bicycle lanes. Sidewalks and marked pedestrian crossings are sporadic throughout the Presidio. In many cases within the Letterman Complex, pedestrians and bicyclists must mix with vehicles on the street system to move from one area to another.

Within the Letterman Complex, sidewalks are provided adjacent to buildings such as the LAMC, the YMCA pool and gym, and the Thoreau Center for Sustainability. Most intersections within the Letterman Complex do not have marked pedestrian crossings. The unsignalized intersection of Lombard Street/Presidio Boulevard, which provides a connection to the rest of the Presidio, has pedestrian crosswalks on all four approaches. Sidewalks are provided along Lincoln Boulevard and Lombard Street.

Because the Letterman Complex is only partly occupied, relatively few pedestrians are present within the area throughout the day. At the intersection of Presidio Boulevard/Letterman Drive/Lincoln Boulevard, a total of 55 pedestrian movements were observed on the four crosswalks (note that more than one movement could be attributed to a single pedestrian) during the p.m. peak hour. However, pedestrian activity is greater near the YMCA pool and gym.

In the vicinity of the Letterman Complex, Lombard Street, Presidio Boulevard, Halleck Street and Old Mason Street are part of the city's Bicycle Program (bicycle routes 4, 55, and 2). These routes are Class III facilities (signed route only; bicyclists share roadway with vehicles), with the exception of bike route 4 on Lyon Street between Francisco and Lombard streets. In addition, a bicycle lane is provided along the west curb of Halleck Street, between Young Street and Lincoln Boulevard.

The Presidio is a popular location for recreational bicycling, particularly on weekends. At the intersection of Presidio Boulevard/Letterman Drive/Lincoln Boulevard, 20 bicyclists were observed during the weekday p.m. peak hour (it should be noted that these counts were taken in January and would be much higher during non-winter seasons). The Letterman Complex is easily accessed from bicycle routes. The San Francisco Bicycle Plan (Wilbur Smith and Associates 1997) includes routes within the Presidio on Lombard Street, Presidio Boulevard, Halleck Street, Old Mason Street, and Lincoln Boulevard, and adjacent to the Presidio on Lyon Street and Marina Boulevard. All of the routes in the immediate vicinity of the Letterman Complex within the Presidio are signed routes without delineated bike lanes.



3.9.5 PARKING FACILITIES

There are 1,465 off-street and 88 on-street parking spaces within the 60-acre Letterman Complex. Parking is available in surface lots, unpaved open areas, and along the curbs. No parking structures are located within the complex. Currently 578 off-street parking spaces and 11 on-street parking spaces are within the 23-acre site, which comprises 38 percent of the total parking supply in the 60-acre Letterman Complex.

3.10 Cultural Resources

3.10.1 NATIONAL HISTORIC LANDMARK DISTRICT

The Presidio of San Francisco was designated a National Historic Landmark in 1962. It was recognized as a significant Spanish colonial military settlement and as a major U.S. Army post from 1846 to 1994. The only historic property identified in 1962 was the officers' club (building 50); no inventory of contributing properties was prepared. In 1970, the Sixth Army and the NPS agreed that the entire military reservation was within the landmark boundary. The Presidio was seen as a district of sites, buildings, structures, and objects.

In 1985, the NPS and the Department of the Army conducted an Historic American Building Survey Inventory of the Presidio of San Francisco. The goal of the project was "to provide technical assistance to the Army facilities engineers who are responsible for maintaining and protecting this landmark property."

In 1993, an update of the initial 1962 landmark form was completed by the NPS (1993b). The updated form established the boundaries of the landmark district as coinciding with the boundaries of the Presidio of San Francisco. It identified 662 building sites, structures and objects related to the full spectrum of military history as contributing to the National Historic Landmark district. As contributing properties to a National Historic Landmark district, these properties were also listed on the National Register of Historic Places. Many of these structures, such as the Presidio Gate and wall, contribute to the cultural landscapes of the Presidio.

Section 106 of the National Historic Preservation Act (NHPA) requires federal agencies to "take into account the effect" of a project like new construction at the Letterman Complex, and to provide the Advisory Council on Historic Preservation (ACHP) a "reasonable opportunity to comment with regard to" such a project. The ACHP has issued regulations appearing in 36 CFR Part 800 that detail how an agency such as the Trust may comply with the mandate of Section 106. Under Section 800.14 of the regulations, the Trust has initiated the consultation process through a Programmatic Agreement that envisions involvement of the State Historic Preservation Office, ACHP and NPS throughout the process of developing design guidelines, conceptual design documents and schematic design documents. Also provided for in the Programmatic Agreement are significant roles for these entities in the construction monitoring and the change order process. The Programmatic Agreement additionally contains, among other things, opportunity for public input, methodologies for addressing archeological properties, discoveries and unforeseen effects, and a requirement of mandatory notification to the Secretary of the Interior and invitation for the Secretary to participate in consultation where there may be an adverse effect on historic properties.

Section 110 of the NHPA sets out the broad historic preservation responsibilities of federal agencies to ensure that historic preservation is fully integrated into ongoing programs. Under Section 110(f), special protection is to be afforded to National Historic Landmarks. Under that provision a federal agency must, "to the maximum



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extent possible, undertake such planning and actions as may be necessary to minimize harm” to a National Historic Landmark that may be directly and adversely affected by an undertaking such as the proposed project.

3.10.2 CONTRIBUTING HISTORIC PROPERTIES

Both contributing historic buildings and non-contributing buildings to the National Historic Landmark are located within the 60-acre Letterman Complex. The complex also includes historic site features, such as the two tennis courts on Gorgas Avenue, archeological sites, and historic road corridors. No historic buildings are located within the 23-acre site. Tables 5 and 6 list the contributing historic features within the Letterman Complex.

*Table 5
Contributing Historic Buildings*

BUILDING NUMBER	DATE CONSTRUCTED	BUILDING NUMBER	DATE CONSTRUCTED
558 leasing office/information center	1920	*1055 garage	1938
559 comfort station	1940	1056 storage building	1910
1000 office	1902	1059 combustibles storage building	1915
1001 office	1902	1060 medical supply warehouse	1916
1002 office	1908	1061 storage shed	1938
1003 office	1908	1062 medical supply warehouse	1922
1004 office	1908	1063 medical supply warehouse	1941
1007 office	1901	1076 garage	1938
1008 office	1931	1151 indoor swimming pool	1945
1009 office	1930	1152 gymnasium	1945
1012 office	1931	1160 warehouse	1940
1013 office	1933	1161 warehouse	1919
1014 office	1924	1162 warehouse	1919
1016 office	1899	1163 warehouse with office	1919
1040 powerhouse	1900	1167 warehouse	1919
1047 laundry	1914	1169 warehouse	1919
1050 psychiatric ward	1918	1170 warehouse	1919
1051 detention ward	1909		

*Building 1055 was extensively damaged by fire in 1999 and is slated to be demolished.



Table 6
Contributing Historic Site Features

FEATURE	DATE CONSTRUCTED	FEATURE	DATE CONSTRUCTED
1052 tennis court (structure)	1941	2063 Girard Road corridor	1902
1147 tennis court (structure)	1945	2086 Kendall Street corridor	1941
2024 Birmingham Road corridor	1941	2132 O'Reilly Avenue corridor	1912
2049 Edie Road corridor	1902	2179 Thornburg Road corridor	1912
2059 General Kennedy Avenue corridor	1902	2180 Torney Avenue corridor	1911
2064 Gorgas Avenue corridor	1920		

Source: NPS 1993a

The adjacent Palace of Fine Arts is a local San Francisco landmark (Landmark 88) but has a 2s2 listing in the California Historical Resources computerized inventory of properties statewide. According to the California State Historic Preservation Officer, the building has been determined ineligible for listing on the National Register of Historic Places because it is a 1967 reconstruction of the original Panama Pacific International Exposition structure. The Area of Potential Effects (APE) for the proposed project is defined as the entire 60-acre Letterman Complex in addition to the adjacent Palace of Fine Arts.

The following structures are not located within the Letterman Complex but are adjacent contributing historic structures to the National Historic Landmark district within the APE:

- Structure 575 Lombard Street Gate (c. 1896)
- Presidio wall (c. 1896)

3.10.3 NON-CONTRIBUTING PROPERTIES

The existing LAMC, constructed in 1969 and the LAIR, constructed in 1974 were constructed outside of the period of significance for the Presidio, and are considered non-contributing to the National Historic Landmark. They were designed and sited in such a way as to be insensitive to the adjacent historic hospital complex. In scale, massing, and materials, these facilities do not relate to the adjacent complex or to previous building layouts on the site; but instead, are an independent group of buildings that relate only to each other. The designers of LAMC and LAIR employed a modernist sensibility toward site planning and architectural design, resulting in buildings that contrast strongly with the surrounding Presidio buildings and landscapes. By grouping the buildings at the center of the 23-acre site and allocating so much of the site to paved parking lots (the parking lot east of LAMC/LAIR occupies more than 8 acres), the structures were separated from the



surrounding residential neighborhood and the rest of the Letterman Complex. LAMC, a seven-story tower sitting atop a wide three-story base, is the tallest building on the Presidio at 130 feet. In both height and bulk, this building is out of scale with the historic structures in the Letterman Complex and elsewhere in the Presidio.

3.10.4 CULTURAL LANDSCAPE

The interaction of people and place over time creates a cultural landscape, which is made up of components such as topography, vegetation, structures, circulation networks, land use patterns, building clusters, and small-scale features. Cultural values are reflected through development. The Letterman Complex's cultural landscape provides a means for understanding individual features, such as buildings and roads, within a larger context or setting, and for determining a level of sensitivity to change for that area. The cultural landscape analysis for the Letterman Complex is provided in Appendix B, Planning Guidelines. Very few features of the historic cultural landscape remain today on the 23-acre site, because considerable changes were made to the site at the time of the realignment of Lombard Street in the 1950s and the construction of LAMC, and later, LAIR. The remaining features from the historic cultural landscape area are:

- The Presidio wall, including the gate at Lombard Street.
- The planted windrow at the Lyon Street border, consisting primarily of eucalyptus trees.
- The gradual slope of the topography from south to north.
- A group of trees north of Lombard Street and east of Letterman Drive, which is a remnant of the original layout of Lombard Street prior to its realignment, consisting of palms and eucalyptus.
- The tennis courts located near Gorgas Avenue (structures 1052 and 1147).
- The scenic views to the north which focus on the Palace of Fine Arts, and east/west view corridors from Thornburg, Edie and Torney streets (features 2179, 2059, and 2180), which provide scenic views of San Francisco neighborhoods.

The following feature is not part of the 23-acre site, but is directly related to it and within the APE:

- The section of road in front of building 558 which connects to Presidio Boulevard. This is a remnant of the original alignment of Lombard Street.

3.10.5 ARCHEOLOGICAL RESOURCES

An initial Archeological Management Assessment has been conducted for the 60-acre Letterman Complex (NPS 1999b). The Archeological Management Assessment identified four archeologically sensitive zones that may contain features or sites which would either contribute to the National Historic Landmark district or be individually eligible for listing on the National Register of Historic Places. These zones are:

- PAS-2. *Presidio Marsh Archeological Sensitivity Area* – This is an area identified as potentially containing prehistoric sites along the edge of the bluff and the shoreline of the old marshland extending along the bay front of the Presidio and sweeping southward into the northern portions of the Letterman Complex. Historic refuse features may also exist in this zone.



- PAF-30. *The Presidio House* – The Presidio House was a public hostelry on the eastern boundary of the Presidio just inside and to the north of the Lombard Street Gate vicinity. The site may have existed in this area of the Letterman Complex between 1866 and 1915.
- PAF-51. *Earthquake Relief Camp 1 and Hot Meal Kitchen* – One of four relief camps established in the Presidio following the earthquake of April 18, 1906, Camp 1 contained up to 1,400 people along with a central hot meal kitchen area.
- PAF-56. *Spring Valley Water Company Flume/Pipeline* – In operation roughly between 1857 and 1890, this water system provided water to San Francisco from Lobos Creek along the Baker Beach Bluffs through Fort Point and along the Presidio Marsh Bluffs through the Letterman Complex area.

3.10.6 VISITOR EXPERIENCE

As a unit of the national park system, the Presidio receives millions of visitors annually. As provided in the Presidio Trust Act, the NPS is responsible for providing interpretive services, visitor orientation, and educational programs at the Presidio in cooperation with the Presidio Trust. The interpretive program and several visitor facilities are currently in place at the Presidio. The William Penn Mott Jr. Visitor Center, located in building 102 at the Main Post, is the principal location within the Presidio for visitor orientation and information and will include exhibits about the history of the Presidio and its many resources. Satellite facilities, such as the Crissy Field Environmental Center, and the interpretive display at the U.S. Park Police stables, will provide additional interpretive and educational opportunities for visitors. The GMPA identifies five interpretive themes as guiding principles for developing exhibits, waysides, and visitor programs. These themes are:

1. As one of the oldest continually used military posts in the United States, the Presidio is of rare historical significance.
2. The Presidio's cultural landscape represents an evolution of physical development influenced by the site's geography, local and national events, changing social values, and technological advances.
3. In a world of diminishing biological diversity, the Presidio represents an island of refuge in an urban environment and provides an opportunity to foster awareness of the importance of species diversity and the value of open space.
4. The Golden Gate, anchored by the Presidio, became a cultural crossroads and a gateway to immigration and settlement of the West Coast.
5. The Presidio has a long history of managed park and recreational settings, from the post's forested reserve conceived in the 1880s to its conversion into a national park unit.

The theme of technological advances would be featured prominently at the Letterman Complex as its history of medical research and technological innovations are interpreted for visitors.

3.10.7 VISUAL RESOURCES

The 23-acre site within the Letterman Complex has very low scenic quality and contains little evidence of its historic appearance. For the Letterman Complex, World War II was its busiest, most important historical period and a time when the hospital building complex reached its maximum site coverage. Both east and west portions



of the Letterman Complex contained buildings of similar scale and materials. The Letterman Complex was a well-integrated ensemble of buildings which included circulation elements and view corridors that tied the 60-acre complex together. When LAMC and LAIR were constructed on the site of the former East Hospital, they blocked or compromised existing historic view corridors and effectively cut the site into two portions. In terms of height, scale, massing and materials, they contrast sharply with the surrounding historic setting.

The existing 10-story LAMC building and the three-story LAIR facility are located in the middle of the eastern portion, a 23-acre site surrounded by parking lots on the east and north sides. The eastern parking lot consists of approximately 8 acres of paved parking surface. One's view west into the site from the Lombard Street Gate or from the Presidio wall consists of a foreground of parking lot terminated by LAMC and LAIR, with the 10-story LAMC tower dominating views from most directions. Views into the site from the Gorgas Avenue Gate also consist of parking lot views terminated by the blank east elevation of the LAIR facility. North-facing views toward the Palace of Fine Arts, which forms a significant visual resource for this part of the Presidio, are possible from the eastern parking lot, but are blocked by the 10-story LAMC building when one is on Letterman Drive or Lombard Street. Views from the historic structures on O'Reilly Avenue, which forms the edge of the historic hospital complex, are dominated by the LAMC and LAIR facilities and do not continue into the center of the 23-acre site. Two historic view corridors are present on the existing site at Edie and Thornburg roads. Refer to Figure 13 for images of the views described at the existing site. These two buildings are also visible from the residential neighborhoods outside the Presidio boundary, with the LAMC tower forming a highly visible object on the local area's skyline.

3.11 Air Quality

3.11.1 AMBIENT AIR QUALITY STANDARDS

Based on the authority of the federal Clean Air Act as amended, and the California Clean Air Act as amended, federal and state regulatory agencies set upper limits on the airborne concentrations of six criteria pollutants: ozone, carbon monoxide (CO), nitrogen dioxide (NO₂), sulfur dioxide (SO₂), particulate matter, and lead. Particulate matter is regulated as inhalable particulate matter less than 10 microns in diameter (PM₁₀), and fine particulate matter less than 2.5 microns in diameter (PM_{2.5}). Ozone is a secondary pollutant formed by the reactions of nitrogen oxides (NO_x) and reactive organic gases (ROG).

The federal and state standards for these pollutants are summarized in Table 7. Such upper limits or "ambient air quality standards" are designed to protect all segments of the population including those most susceptible to the pollutants' adverse effects (e.g., the very young, the elderly, people weak from illness or disease or persons doing heavy work or exercise).

Both the federal Clean Air Act and the California Clean Air Act require designation of nonattainment status for areas of the state where federal or state ambient air quality standards are not met. The nine-county San Francisco Bay Area Air Basin has a history of recorded violations of federal and state ambient air quality standards for ozone, CO and PM₁₀. Since the early 1970s, substantial progress has been made toward controlling these pollutants and the area has attained all state and federal standards except those for ozone and



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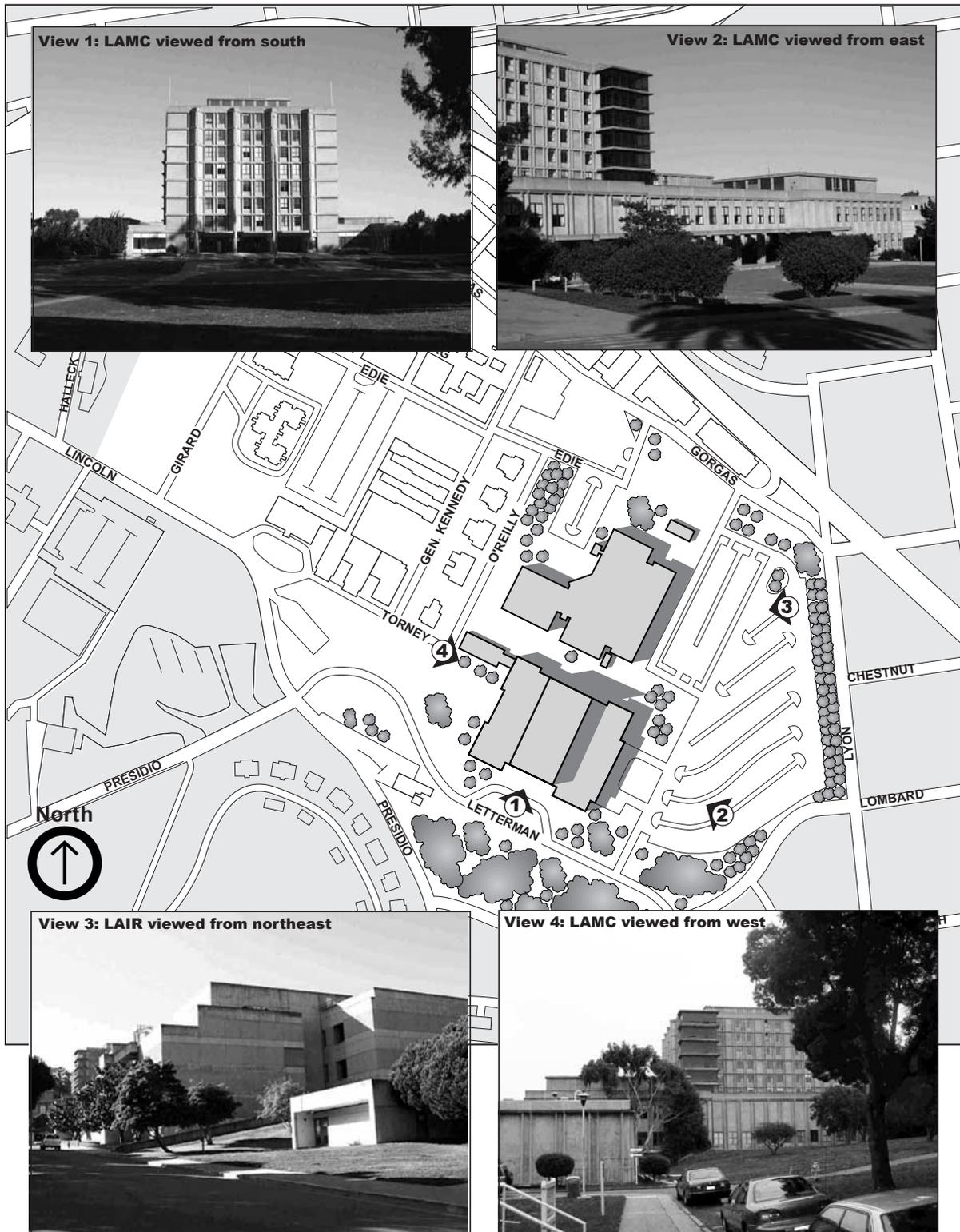


Figure 13.
Views of Existing LAMC/LAIR



Table 7
Federal and State Air Quality Standards

POLLUTANT	AVERAGING TIME	CALIFORNIA STANDARD ^a	FEDERAL STANDARD ^b
Ozone	1-hour	0.09 ppm	0.12 ppm
	8-hour	X	0.08 ppm
Carbon Monoxide (CO)	1-hour	20.00 ppm	35.00 ppm
	8-hour	9.00 ppm	9.00 ppm
Nitrogen Dioxide (NO ₂)	1-hour	0.25 ppm	X
	Annual Average	X	0.053 ppm
Sulfur Dioxide (SO ₂)	1-hour	0.25 ppm	X
	3-hour	X	0.5 ppm
	24-hour	0.04 ppm	0.14 ppm
	Annual Average	X	0.03 ppm
Particulate Matter (PM ₁₀)	24-hour	50 µg/m ³	150 µg/m ³
	Annual Geometric Mean	30 µg/m ³	X
	Annual Arithmetic Mean	X	50 µg/m ³
Fine Particulate Matter (PM _{2.5})	24-hour	X	65 µg/m ³
	Annual Arithmetic Mean	X	15 µg/m ³
Lead	30-day Average	1.5 µg/m ³	X
	Calendar Quarter	X	1.5 µg/m ³

Source: California Air Resources Board 1997

Notes:

- µg/m³ = micrograms per cubic meter
- ppm = parts per million by volume
- X = No standard exists for this category

^a California standards for ozone, carbon monoxide, sulfur dioxide, nitrogen dioxide, and particulate matter (PM₁₀) are values that are not to be exceeded.

^b The form of the federal standards (i.e., how the standard is applied) varies from pollutant to pollutant. 40 CFR Part 50 includes the relevant form for each federal standard.

PM₁₀. For ozone, the Bay Area is a federal (moderate) nonattainment area and a state-level nonattainment area. For PM₁₀, the Bay Area does not meet the state standard, but does meet the federal standard. The area meets all standards for CO.

Toxic air contaminants, which may have the potential to cause cancer or may pose a present or potential hazard to human health, are also regulated through federal, state, and local programs. Unlike criteria pollutants, there are no regional ambient standards for toxic air contaminants. This is primarily due to the localized nature of the adverse health impacts caused by toxic air contaminant emissions. Mobile sources are not directly regulated as



sources of toxic air contaminants, except for lead. Indirect control of toxic air contaminants from mobile sources, including lead, is generally achieved through fuel efficiency standards and reformulation of fuels. Stationary source categories are typically regulated by toxic air contaminant emission standards found in either federal or district-level rules.

3.11.2 AIR QUALITY MANAGEMENT PLANS

State Implementation Plan and the Clean Air Plan – The federal Clean Air Act, as amended, and the California Clean Air Act are the primary drivers for attaining and maintaining ambient air standards. The federal act contains conformity provisions that help to ensure that specific plans and projects throughout the region do not produce more emissions than are allowed by local air quality plans. These laws also provide the basis for implementing agencies to develop mobile and stationary source performance standards.

The Bay Area Air Quality Management District (BAAQMD) is the primary agency responsible for planning, implementing, and enforcing the federal and state ambient standards in the Bay Area. The BAAQMD’s planning efforts to attain and maintain the standards are contained within two basic plans. The State Implementation Plan (SIP) and the Clean Air Plan specify the means of maintaining the federal and state standards, respectively.

The federally required SIP was revised during 1999 because of recent exceedances of the federal ozone standard. The SIP is a compilation of plans and regulations that govern how the region and state will comply with the federal Clean Air Act requirements to attain and maintain the ozone standard. Along with the BAAQMD, the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments will also contribute to the SIP.

Under Section 176(c) of the federal Clean Air Act, federal actions in nonattainment areas or maintenance areas must conform to applicable implementation plans approved under the Clean Air Act. A formal conformity determination is required for federal actions when the total direct and indirect emissions of nonattainment pollutants from a proposed project exceed specified thresholds. The BAAQMD is currently required to comply with the federal requirements associated with ozone “unclassifiable” nonattainment areas and CO maintenance areas. The emission thresholds for general (non-transportation-related) federal actions are set forth in 40 CFR 51.853. The thresholds for general federal actions in the Bay Area are 100 tons per year of ROG, 100 tons per year of NO_x and 100 tons per year of CO. Federal actions with emission levels below these thresholds are presumed to conform with the SIP (see discussion in Section 5.4.2).

Because the Presidio is part of the GGNRA, the area is designated as a Class II area within the federal Clean Air Act and amendments. As compared to a Class III designation, the federal Class II designation provides additional protection by reducing the allowable increases in pollutant concentrations that may occur. The Clean Air Act requires federal land managers to protect a park’s air quality values from adverse impacts. Section 118 of the Clean Air Act requires that federal facilities comply with existing federal, state, and local air pollution control laws and regulations. The Presidio Trust must ensure that activities within its administrative jurisdiction meet existing laws and regulations and that external sources of air pollution are controlled or mitigated to the extent possible to protect air quality and resource values.



The Clean Air Plan is a state-level requirement of the California Clean Air Act. The BAAQMD's 1997 Clean Air Plan specifies the means of how the region will meet the state ozone standard. This plan is required to be updated and reevaluated every three years, with the next update due in 2000. The state PM₁₀ standards are also exceeded in the region. However, no state plan is required to meet state PM₁₀ standards.

Clean Transportation Zone – A “Clean Transportation Zone” resolution was established in 1994 between the Departments of the Interior, Energy, Army and Transportation, as well as the General Services Administration. The resolution formalized a collaboration among these departments to “showcase current and advanced, energy-efficient/renewable transportation technologies . . . , to reduce petroleum-based fuel use . . . , and to establish an environment for the growth and use of alternative fuels and alternative fueled vehicles.”

San Francisco General Plan – Local environmental plans and policies also recognize community goals for air quality. The *San Francisco General Plan* (City and County of San Francisco n.d.) includes the 1997 Air Quality Element. Objectives include reducing traffic-related emissions, coordinating land use, and reducing road and construction-related dust. Because the Presidio is under exclusive federal jurisdiction, it is not subject to state and local land use plans and policies. However, it is the policy of the Presidio Trust to consult with the city to achieve consistency wherever possible.

3.11.3 CLIMATE AND METEOROLOGY

The Bay Area's regional meteorological conditions are dominated by the semi-permanent high pressure area in the eastern Pacific Ocean, which is in large part responsible for the cool, dry summers and mild, moderately wet winters. This pressure system is also responsible for the daytime sea breeze that tends to provide fresh air to the Bay Area. The sea breeze is a prevailing wind from the west and northwest that is directly responsible for providing the Presidio area with superior-quality fresh air from the Pacific Ocean. These winds tend to provide the cool and windy climate and reduce pollution potential in San Francisco by carrying pollutants eastward towards the bay. Pollution potential is higher in the sheltered valleys throughout the region and in the climatological subregions that are not directly affected by the marine air entering through the Golden Gate (BAAQMD 1996).

Temperatures in San Francisco are moderated by marine air and proximity to the ocean and bay. Average summertime highs are generally in the 60s to mid-70s Fahrenheit, and in the winter, average lows are in the 40s (NOAA-CIRES 1990).

3.11.4 REGIONAL AIR QUALITY CONDITIONS

The California Air Resources Board compiles inventories and projections of emissions for the Bay Area. The projections show the planned reductions in emissions of ozone precursors expected to bring the area into attainment. Projected substantial reductions in CO emissions from 1996 to 2010 are attributed to the stringent emission controls that have been or will be imposed on motor vehicles and stationary sources. PM₁₀ emissions are forecast to increase, mostly due to the growth in motor vehicle travel in the Bay Area. SO₂ emissions are also forecast to increase throughout the region.

3.11.5 AIR QUALITY MONITORING

The BAAQMD operates two air quality monitoring stations in San Francisco, one near Potrero Hill and one downtown. Both stations are downwind of the Presidio. Therefore, neither station would provide a



representative indication of the superior air quality expected at the Presidio. No additional air quality monitoring is conducted within the GGNRA.

Although violations of the state and federal standard for ozone continue to persist, neither federal nor state ozone standards have recently been exceeded in the vicinity of the city of San Francisco. The only standards that have recently been exceeded are state standards for PM_{10} . Pollutants from San Francisco tend to be carried into the more sheltered areas of the region and cause violations of the standards there. The region will continue to benefit from further efforts to control emissions that originate in San Francisco.

3.11.6 LOCAL SOURCE INVENTORY

Traffic-related emissions are generated along the roadways throughout the Presidio, including Highways 1 and 101. Emissions due to traffic congestion in the Presidio or on the roadways and intersections nearby could cause localized CO concentrations to exceed the state or federal standards if congestion coincides with stagnant weather conditions.

Stationary sources at the 23-acre site include the LAIR pathological waste incinerator, which is currently permitted to operate but is not operational. Other small stationary sources that are present at the site are below the thresholds requiring permits.

3.12 Noise

3.12.1 REGULATIONS

Sound levels are audible intensities of air pressure vibrations and are most often measured with the logarithmic decibel scale (dB). To consider the human response to the pitch and loudness of a given sound in the context of environmental noise, the A-weighted frequency-dependent scale (dBA) is usually employed. The equivalent energy indicator, L_{eq} , is an average of noise over a stated time period, usually one-hour; the day-night average, L_{dn} , is a 24-hour average which accounts for the greater sensitivity of most people to nighttime noise. Generally, a 3-dB difference at any time is noticeable to most people, and a difference of 10 dB is perceived as a doubling of loudness.

Two fundamental guidelines are presented in the GMPA EIS (NPS 1994a) for evaluating the impacts of noise caused by new development. The Federal Highway Administration (FHWA) defines environmental noise thresholds for analysis of traffic noise impacts on sensitive land uses, and the American National Standards Institute (ANSI) provides guidance for yearly day-night average noise environment and land use compatibility. The FHWA Noise Abatement Criteria are contained in 23 CFR 772. The FHWA procedures state that noise impacts from traffic are serious enough to warrant consideration of abatement when noise levels for the project approach or exceed the noise abatement criteria or when they substantially exceed existing noise levels. The specified exterior noise abatement criterion for outdoor recreation areas is an hourly L_{eq} of 67 dBA and for developed areas is an hourly L_{eq} of 72 dBA. Residential uses can be held to the 67 dBA L_{eq} threshold. The ANSI guidelines take into consideration the day-night noise environment when illustrating land use compatibility.



Local noise control for the neighborhood surrounding the Presidio and the Letterman Complex is the San Francisco Noise Ordinance, Article 29 of the San Francisco Police Code. The noise ordinance regulates construction noise, fixed-source noise, and unnecessary, excessive, or offensive noise disturbances within the city. The construction noise regulations in Sections 2907 and 2908 of the San Francisco Police Code provide that:

- Construction noise is limited to 80 dBA at 100 feet from the equipment during daytime hours (7 a.m. to 8 p.m.). Impact tools are exempt from the dBA restrictions provided that they are equipped with intake and exhaust mufflers.
- Nighttime construction (8 p.m. to 7 a.m.) that would increase ambient noise levels by 5 dBA or more is prohibited.

The Presidio Trust is committed to complying with provisions equivalent to the standards in the San Francisco Noise Ordinance.

New construction of residential uses proposed in some of the alternatives would meet standards equivalent to Title 24 of the California Code of Regulations (California Noise Insulation Standards, California State Building Code [Part 2, Title 24, CCR], 1995). These standards would govern interior noise levels and apply to all new (post-1974) multi-family residential units (hotels, motels, apartments, condominiums and other attached dwellings) in California. These standards would also require that acoustical studies be performed prior to construction at residential building locations where the existing exterior L_{dn} exceeds 60 dBA. Such acoustical studies would be required to establish a design that will limit maximum L_{dn} noise levels to 45 dBA in any habitable room. The Presidio Trust would enforce the noise insulation requirements equivalent to the standards of Title 24 during the building design phase.

3.12.2 EXISTING NOISE CONDITIONS AND OBJECTIVES

The existing noise environment around the Letterman Complex is characterized by the existing traffic on internal and external roadways and natural noise sources. Although the Presidio in general is quieter than the surrounding urban environment, the areas within the Letterman Complex are bounded by traffic activity, and the proximity of the Letterman Complex to the Lombard Street and Gorgas Avenue gates makes it a location with a relatively high level of human activity.

Existing daytime noise levels in the areas surrounding the Letterman Complex are in the range of approximately 60 to 70 dBA L_{eq} , depending on the receptor's proximity to heavily traveled roadways. The results of a noise monitoring program for short-term noise levels between 11:00 a.m. and 1:00 p.m. are summarized in Table 8. Short-term (15-minute) measurements are suitable in active areas (where traffic is at or above 500 vehicles per hour) or in areas where it is unlikely that noisy vehicles would cause noise levels to fluctuate. The noise monitoring program documents existing hourly L_{eq} 's at two locations in the neighborhood adjacent to the Letterman Complex and two locations within the Presidio. The two locations on Lyon Street represent existing residences and homes which either face the traffic on Richardson Avenue (R1) or face the Presidio across Lyon Street (R2). The distance of these measurements to the centerline of Lyon Street is approximately 45 feet at each location. One location within the Presidio is used to represent Officers' Family Housing on Presidio Boulevard/Lincoln Boulevard near Lombard Street (R3), and another location within the Presidio is used to



characterize the developed space along Gorgas Avenue within the Letterman Complex area (R4). The distance of each of these measurements to the street centerline in each case is approximately 25 feet. At each of the monitoring locations, traffic noise dominates the existing daytime noise environment.

Existing traffic noise levels near U.S. Highway 101, or Richardson Avenue, have the potential to be above the 67-dBA threshold for noise abatement, but observations at locations away from U.S. Highway 101 show that noise levels are close to or within the threshold. Elevated noise levels along Presidio Boulevard/Lincoln Boulevard in the vicinity of Lombard Street are dominated by frequent passing of buses and heavy acceleration to move traffic up the hill.

Table 8
Summary of Short-Term Noise Measurements (Observed L_{eq})

SITE	DESCRIPTION	TIME	HOURLY TRAFFIC VOLUME	HOURLY L_{eq} (dBA)
R1	Lyon at Francisco (Richardson)	11:10 a.m.	356 vph	69.4
R2	Lyon at 3030 Lyon (Lombard Street Gate)	11:45 a.m.	496 vph	60.5
R3	Presidio at 545 Presidio (Lombard)	12:25 p.m.	548 vph	67.9
R4	Gorgas Avenue at Sternberg (Gymnasium)	12:55 p.m.	112 vph	61.4

Source: EIP Associates

Notes: All measurements were performed on February 23, 1999.
The duration of each noise test was 15 minutes.
vph = vehicles per hour

3.12.3 NOISE-SENSITIVE AREAS

Noise-sensitive areas are land uses that are sensitive to environmental noise. Examples of sensitive uses, or sensitive receptors, include residences, schools, day-care centers, parks, hospitals, convalescent centers, and recreational facilities. In the vicinity of the Letterman Complex, the existing and future noise sensitive uses would include:

- Recreational users at the Presidio.
- Residences within the city of San Francisco and within the Presidio.
- Proposed housing or senior housing uses within the 23-acre site that would be associated with several of the proposed alternatives.

Because the current land uses within the Letterman Complex are a developed mix of institutional and commercial/office uses, the complex is defined as a “Building/Activity Core” in the GMPA (p. 56), and the presence of recreational users within the Letterman Complex is limited. Recreational users within the Letterman Complex generally are people using the YMCA facilities or tennis courts. They would not be considered noise-sensitive receptors because these facilities are either indoors or are located in a built area more typical of the urban commercial/residential mixed-use areas in San Francisco.



3.13 Past, Present, and Reasonably Foreseeable Actions

The combined, incremental effects of human activity, referred to as cumulative impacts, may pose a serious threat to the environment. While they may be insignificant by themselves, cumulative impacts accumulate over time, from one or more sources, and may potentially result in degradation of important resources. Because new development and uses at the Letterman Complex could cause or be affected by cumulative impacts with other projects or proposals, this type of impact is being assessed in this EIS as required by the Council on Environmental Quality regulations (CEQ 1978).

The GMPA EIS (page 137) used the GGNRA and the greater San Francisco Bay Area⁶ as the geographic boundaries, or project impact zone⁷ for the cumulative effects analysis. These boundaries were sufficiently large given the spatial scope and significance of the proposed action at that time (the conversion of the Presidio from a military post to a park, including new uses at the Letterman Complex) and the contribution of the action to cumulative effects. To avoid extending data and analytical requirements beyond those relevant to decision-making, for the purposes of this analysis, the project impact zone is more restricted in scale and includes the entire Presidio and surrounding neighborhoods. This project impact zone was determined based on:

1. the resources of concern within the zone that could be affected by the proposed action;
2. actions that may contribute, along with project effects, to potentially significant cumulative impacts; and
3. an evaluation of public concerns and the regulatory interests of the agencies involved (including the NPS and the City and County of San Francisco).

Considering the past, present, and reasonably foreseeable future actions provides a needed context for assessing cumulative impacts. The future actions to be included in the cumulative effects analysis are listed in Table 9 and shown in Figure 14. These actions, which include activities occurring outside of the Presidio Trust's jurisdiction, were chosen based on their proximity to the Letterman Complex, their potential influence on the resources affected by new development and uses within the 23-acre site (i.e., whether the effects of these actions would be similar to those of the project), and their likelihood of occurring. The actions were identified based on consultations with all relevant federal, state, and local agencies with jurisdiction within the project impact zone and investigating their actions in the planning, budgeting, or execution phase. The plans included nine projects under the jurisdiction of the Presidio Trust (including all proposals/development plans in the RFQ or RFP stages), three from the City and County of San Francisco, two from the NPS, one from the Golden Gate Bridge, Highway and Transportation District, and one from the San Francisco County Transportation Authority.⁸ For additional information on the listed actions, refer to Appendix G.

⁶ Defined on page 88 of the Presidio GMPA EIS as the area within 50 miles of the Presidio and shown on the Regional Context map on page 89.

⁷ Defined as the area that would be affected by a proposed action.

⁸ It should be noted that none of the agencies consulted have developed planning documents that identify proposed future actions in the project impact zone to facilitate the cumulative effects analysis.





Figure 14.
Past, Present, and
Reasonably Foreseeable
Future Actions

- ① Letterman Complex
- ② Main Post Historic Buildings
- ③ Public Health Service Hospital
- ④ Playing Fields
- ⑤ Presidio Housing
- ⑥ Water Reclamation Plant
- ⑦ Crissy Field
- ⑧ William Penn Mott Jr. Visitor Center
- ⑨ Exploratorium
- ⑩ 2361 Lombard Street
- ⑪ 1880 Lombard Street
- ⑫ Electronic Toll collection
- ⑬ Doyle Drive
- ⑭ Underground Parking Structure

Table 9
Past, Present, and Reasonably Foreseeable Future Actions

AGENCY/PROJECT/ LOCATION	PROJECT TYPE	SIZE	STATUS	ADDITIONAL INFORMATION
PRESIDIO TRUST				
Letterman Complex	Ground lease of 23-acre site/demolition of LAMC & LAIR/New construction	900,000 square feet (sf); 2,500 employees; 1,260 parking spaces (Alt. 5)	Final EIS available for public review	Final EIS for new development and uses within the Letterman Complex
15 historic buildings ^a (Main Post)	Renovation, Lease/Office space, movie theater, overnight lodging; Interdenominational worship, food service	327,000 sf; 900 employees; 960 parking spaces	1 building leased (building 39), 4 buildings on hold (buildings 8, 9, 10, & 50), negotiating terms on remaining buildings, including consideration of tenant proposal for potential addition of 35,000 sf to building 99 ^b	Refer to Appendix G and note c
Underground parking structure (Parade Grounds or French Court Site, Main Post)	Underground parking structure to minimize surface parking and maximize open space	Up to 706 parking spaces at parade grounds (2-level parking garage)/Up to 1,554 spaces at French Court (4 parking levels)	Early feasibility and planning stage	Refer to Appendix G and note d
Public Health Service Hospital Complex	Lease and rehabilitation of historic structures and new replacement construction/residential; Non-residential	412,000 sf; 375 employees; 270 parking spaces	Project on hold for 3 to 5 years	Refer to Appendix G and note e
Two playing fields: Morton Street (east housing area) and Paul Goode (north of Julius Kahn Playground)	Interim lease; renovation/school-related athletic programming, young athletic league play, adult league play	250 feet by 500 feet (20 parking spaces) and 400 feet by 420 feet (80 parking spaces), respectively	Leased	Refer to Appendix G and note f
Presidio housing (Presidio-wide)	Renovation/residential	1,304 units ^g ; 1,020 parking spaces	770 units completed and occupied (as of 12/2/99)	Refer to Appendix G and note h
Water reclamation plant (Letterman Complex)	Water reclamation from Presidio main sewer line to supply irrigation water for park use	200,000 gallons per day of treated domestic wastewater	Preparing procurement, construction, and environmental review documents	Refer to Appendix G and note i



Table 9
Past, Present, and Reasonably Foreseeable Future Actions

AGENCY/PROJECT/ LOCATION	PROJECT TYPE	SIZE	STATUS	ADDITIONAL INFORMATION
NATIONAL PARK SERVICE				
Crissy Field ^d	Waterfront park restoration/features include a 7,000-foot shoreline promenade, revitalized Native Dunes, a 29-acre grassy meadow, expanded beach, a restored 20-acre tidal marsh, scenic overlooks, family picnic areas, Torpedo Wharf “warming hut” concessions, and a community environmental center	100 acres, 25 volunteers; 1,032,000 visitors/year, 560 parking spaces	Under construction; scheduled for completion: mid- to late 2000 (except visitor services at Torpedo Wharf)	Refer to Appendix G and note k
William Penn Mott Jr. visitor center (building 102, Main Post)	Seismic retrofit and rehabilitation integrating Presidio museum with visitor center/staging area for most Presidio interpretive tours	Additional 4,500 sf for educational and interpretive programs on Presidio’s history; installation of new concrete shear walls	Construction to be completed in 2002 (dependent upon funding)	Refer to Appendix G and note l
CITY AND COUNTY OF SAN FRANCISCO (CCSF)				
Exploratorium (Palace of Fine Arts)	Renovation of part of the building exterior and enhancement and expansion of interior of museum of science, art, and human perception; development of outdoor exploration space, loading area, and café/food and beverage facility	Remodel of 107,000 sf of exhibit space, including 20,000 sf of new exhibit space, and new classrooms, store, temporary gallery, 250-seat theater, and third-level mezzanine for offices and workshops; parking spaces to increase from 398 to 520; annual visitors to increase from 537,800 to 609,600 (2009)	CCSF to complete environmental evaluation following submittal of revised concept and project description; construction to be completed at the end of 2002	Refer to Appendix G and note m
2361 Lombard Street 126-room hotel	Demolition of 24-Room Lanai Motel, 4,400 sf restaurant, auto repair shop, flower stand/construction of 4-story hotel	80,152 sf; 22 employees; 252 guests (full occupancy); 100 parking spaces	Preliminary negative declaration appealed/currently on hold	Refer to Appendix G and note n



Table 9
Past, Present, and Reasonably Foreseeable Future Actions

AGENCY/PROJECT/ LOCATION	PROJECT TYPE	SIZE	STATUS	ADDITIONAL INFORMATION
1880 Lombard Street residential building with 27 units plus 11,000 sf commercial (Marina District)	Demolition of 2,300 sf Jack-in-the-Box restaurant/construction of four-story residential and commercial building	60,600 sf including 11,000 sf of retail and 22,900 sf of residential (27 units); 54 to 60 residents; 31 employees; 50 parking spaces	Final negative declaration adopted	Refer to Appendix G and note o
GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT				
Electronic toll collection (Golden Gate Bridge)	FasTrak™ electronic toll collection system ^p	1,000+ vehicles/hour during peak hours	Expected launch in spring 2000	Refer to Appendix G and note q
SAN FRANCISCO COUNTY TRANSPORTATION AUTHORITY				
Doyle Drive (San Francisco approach to Golden Gate Bridge)	Installation of divider barrier; complete replacement of facility to improve traffic conditions, structural and seismic safety of roadway, and aesthetic quality of presidio	1.5 miles long; two San Francisco approach ramps; 144,000 weekday travelers, including public transit passengers	Consultant under contract; EIR/EIS process to begin early 2000	Refer to Appendix G and note r

Notes:

^a Includes Former Sixth Army Headquarters (building 39), Main Post Movie Theater (building 99), Presidio Officers' Club (building 50), Sixth Army Headquarters (building 38), Garrison Headquarters (building 220), former barracks and office (building 35), Victorian barracks (building 36), Victorian-style office (building 37), three connected Victorian buildings (buildings 85, 86, and 87), the Presidio Chapel (building 130), and three former officers' residences (buildings 8, 9, and 10).

^b Expansion would be for theater uses such as the exhibition of predominantly independent films and audio-visual presentations, performance art, live entertainment and conferences, and a restaurant, a retail museum and a library store.

^c *Request for Qualifications (RFQ) to Lease Building 39 at Historic Main Post* (Presidio Trust 1998g), *RFQ to Lease Building 99 at Historic Main Post* (Presidio Trust 1998h), *RFQ for Multi-Tenant Space and Buildings for Lease at the Historic Main Post* (Presidio Trust 1998i), *RFQ for a Unique Opportunity to Lease, Rehabilitate, and Operate the Presidio Officers' Club* (Presidio Trust 1998j).

^d *Conceptual Engineering and Cost Estimates for Presidio Underground Parking* (Dames & Moore 1999).

^e *RFQ for a Unique Opportunity to Lease and Rehabilitate the Historic Public Health Service Hospital Complex* (Presidio Trust 1999a).

^f *A RFQ to Lease Playing Fields* (Presidio Trust 1999b); *Revised Conditions of Approval: RFQ for Morton Street and Paul Goode Ballfields* (NPS 1999g).

^g Includes 1,116 single-family and multifamily units and 188 units in buildings that formerly served as barracks.

^h *Leasing Schedule: Fiscal Years 2000-2001* (Presidio Trust 1999c).

ⁱ *Water Reclamation Plant Planning Phase Drawing* (Presidio Trust 1999h).

^j Sponsored by Golden Gate National Parks Association.

^k *Environmental Assessment for Crissy Field Plan* (NPS 1996d); *Draft Master Plan for the Crissy Field Community Environmental Center* (Golden Gate National Parks Association 1999); Personal communication with Christy Rocca, Director of Programs, Crissy Field Center, Golden Gate National Parks Association, December 9, 1999.

^l *Building 102 Seismic - Project Description* (NPS 2000a); *William Penn Mott, Jr. Visitor Center and Museum Expansion Project* (NPS 2000b); Personal communication with Michelle Rios, Architect, NPS, December 20, 1999.

^m *Proposed Concepts for Renovation of Palace of Fine Arts and Additional Space in the Presidio* (Exploratorium 1998); *Project Description, Exploratorium Improvement Program, Palace of Fine Arts* (Exploratorium 2000).

ⁿ *Preliminary Negative Declaration for 98.599E - 2361 Lombard Street 126-Room Hotel* (CCSF 1999a); Personal communication with Diane Wong, Planner and Agency Contact Person, Major Environmental Analysis Section, Department of City Planning, CCSF, December 2, 1999.



3 . A F F E C T E D E N V I R O N M E N T

Table 9 Notes (continued)

^o *Negative Declaration for 98.523E: 1880 Lombard Street Residential Building with 27 Units plus 11,000 Square Feet Commercial* (CCSF 1999b); Personal communication with Alice Glasner, Planner and Agency Contact Person, Major Environmental Analysis Section, Department of City Planning, CCSF, December 8, 1999.

^p Modern, state-of-the-art use of computer technology to improve toll collection, provide better convenience for customers of the Golden Gate Bridge, reduce congestion, and enhance the collection of tolls.

^q *Golden Gate Bridge, Highway and Transportation District Electronic Toll Collection Project Revised Final Draft Strategic Plan* (Golden Gate Bridge, Highway and Transportation District 1999); Personal communication with Maurice Palumbo, Principal Planner, Golden Gate Bridge, Highway and Transportation District, December 14, 1999.

^r *Request for Qualifications for Preparation of the Doyle Drive Environmental and Design Study* (San Francisco County Transportation Authority 1999); *Doyle Drive Environmental and Design Study Initial Environmental Study* (San Francisco County Transportation Authority 2000).



Table 10 lists actions that are not being considered further in the cumulative impact analysis, and the criteria for excluding these actions. The listed actions would not incrementally contribute to the cumulative effects on resources affected by new uses and development at the Letterman Complex.

Table 10
Actions Considered but Excluded from Cumulative Impact Analysis

AGENCY/PROJECT/ LOCATION	PROJECT TYPE	SIZE	REASON FOR EXCLUSION
PRESIDIO TRUST/NATIONAL PARK SERVICE			
Tennessee Hollow (Various Planning Areas)	Drainage restoration	Drains a watershed of ~250 acres	Drainage would not be affected by cumulative impacts ^a and the action itself would not affect resources of concern ^b that are the subject of the cumulative impacts analysis
Vegetation Management Plan (Presidio-Wide)	Management of vegetation resources of natural and historical significance	Presidio-wide	Action would only have beneficial cumulative effects ^c and does not relate to the project under review
Presidio Trails and Bikeways Master Plan (Presidio-Wide)	Comprehensive trail plan for bicycle and pedestrian routes	Approximately 11 miles of hiking trails and 14 miles of bicycle routes; approximately 8,000 trips across Presidio boundaries each weekday, and over 14,000 trips each weekend day	Action is only likely to have beneficial cumulative effects ^d and does not relate to the project under review
NATIONAL PARK SERVICE			
Ferry Service to Torpedo Wharf (Crissy Field)	Recreation and commuter service as part of a future Bay Area high-speed water transit system	Not applicable	Insufficient information related to frequency of trips, size of boats, and other operational characteristics of potential ferry service to determine the potential for project-related or cumulative impacts ^e
Interpretive Planning for the Presidio (Presidio-Wide)	Personal and media-based services to provide educational opportunities for Presidio visitors to increase environmental and cultural awareness	Not applicable	Action has little relevance to the effects of the proposed action and therefore its inclusion would be unnecessary
Seismic Retrofit (Fort Point National Historic Site)	Structural reinforcement of south scarp wall and masonry preservation	Not applicable	Small-scale action that has minimal impacts of short-duration which would not likely contribute significantly to cumulative impacts ^f



Table 10
Actions Considered but Excluded from Cumulative Impact Analysis

AGENCY/PROJECT/ LOCATION	PROJECT TYPE	SIZE	REASON FOR EXCLUSION
GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT			
Seismic Retrofit (Golden Gate Bridge)	Seismic retrofit measures, including tuning and strengthening structures (includes structural steel of bridge and its approach viaducts, as well as reinforced concrete piers, pylons and anchorage housing)	1.7-mile span, 41 million vehicles per year, 3,100 construction jobs over 11.5 years	Action does not contribute significantly to cumulative impacts to any resources ^g
Toll Plaza Redesign	Minor realignment of on- and off-ramps, relocation of bus stops, changes to pedestrian circulation	Not applicable	Action on hold due to seismic retrofit (see above) and electronic toll collection ^h
CITY AND COUNTY OF SAN FRANCISCO (CCSF)			
2755 Lombard Street Travelodge at the Presidio	Expansion? ⁱ	Unknown	Action is not reasonably foreseeable and therefore project-specific and cumulative impacts would be speculative ^j

Notes:

^a All construction projects in Table 9 would include Storm Water Pollution Prevention Plans (SWPPP) that would prohibit the discharge of storm water that would cause or threaten pollution, contamination, or nuisance. The SWPPPs would comply with requirements in the statewide General Permit adopted to deal with the cumulative problem of all storm-water discharges associated with construction activity. Permit conditions would be consistent with the San Francisco Bay Regional Water Quality Control Board's erosion and sediment control policy (Resolution No. 80-5) and consistent with local agency ordinance and regulatory programs. The SWPPPs would also comply with the San Francisco Bay Region Basin Plan, the master policy document that contains descriptions of the legal, technical, and programmatic bases of water quality regulation in the San Francisco Bay region, which also establishes conditions (discharge prohibitions) that must be met at all times.

^b Includes solid waste, water supply and distribution, schools, housing, medical research, traffic and transportation systems, cultural resources, scenic viewing, air quality, and noise.

^c *Presidio of San Francisco Vegetation Management Plan and Environmental Assessment* (NPS 1999a).

^d *Scope of Services for the Presidio Trailways Master Plan and Environmental Assessment* (NPS 1999h).

^e *Fort Baker Plan Final Environmental Impact Statement, Volume I* (NPS 1999c). However, ferry service would potentially reduce the number of vehicle trips to the Letterman Complex. Ferry access would need to avoid shallow shoreline approaches which could impact resources not related to the project under review (i.e., Dungeness crab nesting areas and boardsailers) (Bay Area Council 1999).

^f *Administrative Project Review Conditions and Designation of Categorical Exclusion for Repair of Earthquake Damage and Miscellaneous Masonry Repairs – Fort Point* (NPS 1999d)

^g Including soil erosion during construction, surface water quality effects, temporary closure of construction areas to visitors, air quality/dust emissions during construction, potential archeological effects, and temporary traffic impacts. Traffic on the bridge would not be affected by the project, with the exception of some lane restrictions that may occur at night, when traffic is lightest, during the second phase of construction (Federal Highway Administration et al. 1995).

^h Personal communication with Maurice Palumbo, Principal Planner, Golden Gate Bridge, Highway and Transportation District, December 28, 1999.

ⁱ Electronic mail correspondence from Wendy Poinot (Presidio Trust 1999g).

^j CCSF is unaware of any expansion plans and no such project has been entered into the city's building permit tracking system (personal communication with Diane Wong, Planner, Major Environmental Analysis Section, San Francisco Planning Department and David Lindsey, Planner and Team Leader, Northwest Quadrant, San Francisco Planning Department, December 17, 1999).

