

2 Alternatives

Five project alternatives are evaluated in this Draft SEIS, with each alternative proposing different treatments for Building 1801 and different amounts of demolition and replacement construction within the PHSB district. The four alternatives from the PHSB EA are included with the same numbering that was used in the EA (i.e., Alternatives 1, 2, 3, and 4). Alternative 1, the PTMP Alternative and required NEPA “no action” alternative, reflects the Trust’s adopted management plan as analyzed in the PTMP EIS and assumes no building demolition or new construction. In addition, in response to public comments, the Trust has included a second no action scenario: the Requested No Action Alternative, which assumes that the Trust would not implement the proposed action at the project site. All five alternatives were developed and modified with the benefit of public input, as described in Section 4.1, Concurrent Leasing and Environmental Review Process.

This section describes each alternative and highlights similarities and differences among the alternatives, as well as related activities that are common to the alternatives. Related activities would involve changes within the PHSB district that would be carried out whether or not the proposed action proceeds.

Some other alternatives requested by the public fall within the range represented by the five SEIS alternatives, as described in Section 2.9, Other Alternatives. The alternative ultimately selected for adoption by the Trust may combine various elements of the Draft SEIS alternatives, or may fall within the range they represent. Selection or adoption of an alternative cannot occur until the Trust receives and responds to public comments on this Draft SEIS and concludes the environmental review process.

2.1 CHARACTERISTICS SHARED BY THE ALTERNATIVES

Since this SEIS is tiered from the PTMP EIS, Alternatives 1, 2, 3, and 4 share some common characteristics provided by or derived from the PTMP’s policies, guidelines, and land use plans, including applicable mitigation measures in the PTMP EIS. The Requested No Action Alternative also shares some but not all of these common features, as specifically indicated below. Common characteristics include the following:

- The total building square footage in the district after project implementation would not exceed 400,000 square feet (sf), as stated in the PTMP, and the primary use of Building 1801 would be residential (except in the Requested No Action Alternative, in which the building would remain vacant).
- A prerequisite of any proposed new construction would be the removal of at least an equivalent amount of existing square footage within the district. New construction, if any, may not exceed 130,000 sf.
- The total number of residential units Presidio-wide would not exceed the maximum established in PTMP (1,654 units). For alternatives that propose more residential units than the PTMP envisioned

for the PHSB district, a reduction in the number of units permitted in one or more other planning districts is required.

- The historic portions of Building 1801 would be rehabilitated (except in the Requested No Action Alternative) in conformance with the Secretary of the Interior’s Standards, and historic rehabilitation tax credits would be used.
- Any new construction would be sited within the PHSB district’s previously developed areas and would be configured and designed to be compatible with the NHLD. Site changes would also conform to planning district guidelines presented in Chapter 3 of the PTMP, and to the more specific Planning and Design Guidelines for the site included in draft form in Appendix A of the PHSB EA. These guidelines would be finalized prior to project implementation, following public review and consultation pursuant to the NHPA.
- Measures would be taken to protect significant native plant communities, endangered species, the natural resources within the Nike Swale, and the local California quail population. These measures are described more fully in Section 3, Affected Environment and Environmental Consequences.
- Except in the Requested No Action Alternative, additional (inbound) access to the site would be provided through the reopened 14th Avenue Gate. Fourteenth and 15th Avenues would operate as a one-way couplet as described in the PTMP, unless the Park Presidio Boulevard Access Variant is approved by the California Department of Transportation (Caltrans) and constructed. This option is described below in Section 2.8, Park Presidio Boulevard Access Variant, as a possible complement to Alternatives 1, 2, 3, and 4.
- Cut-through traffic on Battery Caulfield Road would be discouraged by reconfiguring the internal roads and parking area to the west of Building 1801.
- Transportation demand management actions would be implemented to reduce traffic as described in Section 2.2, Related Activities Common to All Alternatives, below.
- The Trust’s waste transfer station behind Building 1801 would be relocated to the former Army transfer yard (across from Amatory Loop) or other appropriate location. The composting facilities at the western edge of the parking lot on the upper plateau would remain until a suitable new site can be found. Under all alternatives, surface parking would be eliminated as a potential land use in this area and replaced with open space.
- Existing tenants within the district, Arion Press and Lone Mountain Children’s Center, would be accommodated within the district in all alternatives.
- Finally, the former Nike Missile Site and the former Marine Hospital Cemetery on the upper plateau would be interpreted for visitors as described in Section 2.2, Related Activities Common to All Alternatives, below.

2.2 RELATED ACTIVITIES COMMON TO ALL ALTERNATIVES

The alternatives are consistent with and would accommodate a number of ongoing and previously planned improvements within the PHSH district, which will occur regardless of whether the proposed action proceeds. The nature and status of these improvements are described in this section, along with the agreements, plans, and policies from which they derive. These related activities are shown in Figure 3.

2.2.1 Remediation Activities

Through its Presidio-wide environmental remediation program, the Trust is assessing and addressing a number of environmentally contaminated sites in or near the PHSH district pursuant to authority transferred from the U.S. Army and the NPS. All Trust remediation actions are planned and implemented in compliance with governing federal and state environmental cleanup laws, regulations, and environmental agreements that include enforceable requirements and schedules. The timing and implementation of remediation projects in and near the PHSH district, which include a portion of Graded Area 9, the Nike Missile Site, the Nike Swale, Landfill 8, and Landfill 10, are being planned so as to be consistent and coordinated with the PHSH project. The Trust's current schedule calls for preparation of a draft remedy decision document(s) (i.e., Remedial Action Plans, known as RAPs) for the sites by the end of 2004. The Trust's recommended remedies for these sites are subject to their own environmental review process, as well as a legally required decision-making process that includes formal public notice, review, and comment. The RAPs and associated design documents must be approved by the California Department of Toxic Substances Control (DTSC) with concurrence from the NPS before they can be implemented. The Trust anticipates that, once approved, remedies for the sites can be implemented by December 2005 (weather permitting). The following is a general description of the status of each site, based upon the Revised Feasibility Study for Main Installation Sites (Presidio Trust 2003d).

Graded Area 9 "Landfill" – This low-lying area of fill, created by the U.S. Army to construct a soccer field, has an estimated volume of 32,000 cubic yards. Sampling indicates no contaminants at the site that pose a risk to human health or the environment, and therefore no further remedial action at Graded Area 9 for soil or groundwater has been proposed (although this conclusion has not been approved by DTSC). The Trust plans to use clean dune sand placed at the site as an on-site borrow source for Presidio remediation and restoration projects.

Landfill 8 – Landfill 8 is about 28,000 cubic yards of soil and construction debris underlain by the former Marine Hospital Cemetery. The landfill is covered by an asphalt parking lot, soil, and tennis courts. The environmental remedy for the site is currently being developed. Alternatives being considered include complete removal of the landfill, partial removal of the landfill areas not overlying the former Marine Hospital Cemetery, and soil covers to protect human health and the environment from contaminants remaining at the site. Some actions being considered may be subject to future Land Use Controls (LUCs) that would limit land uses to ensure the effectiveness of the remedy.

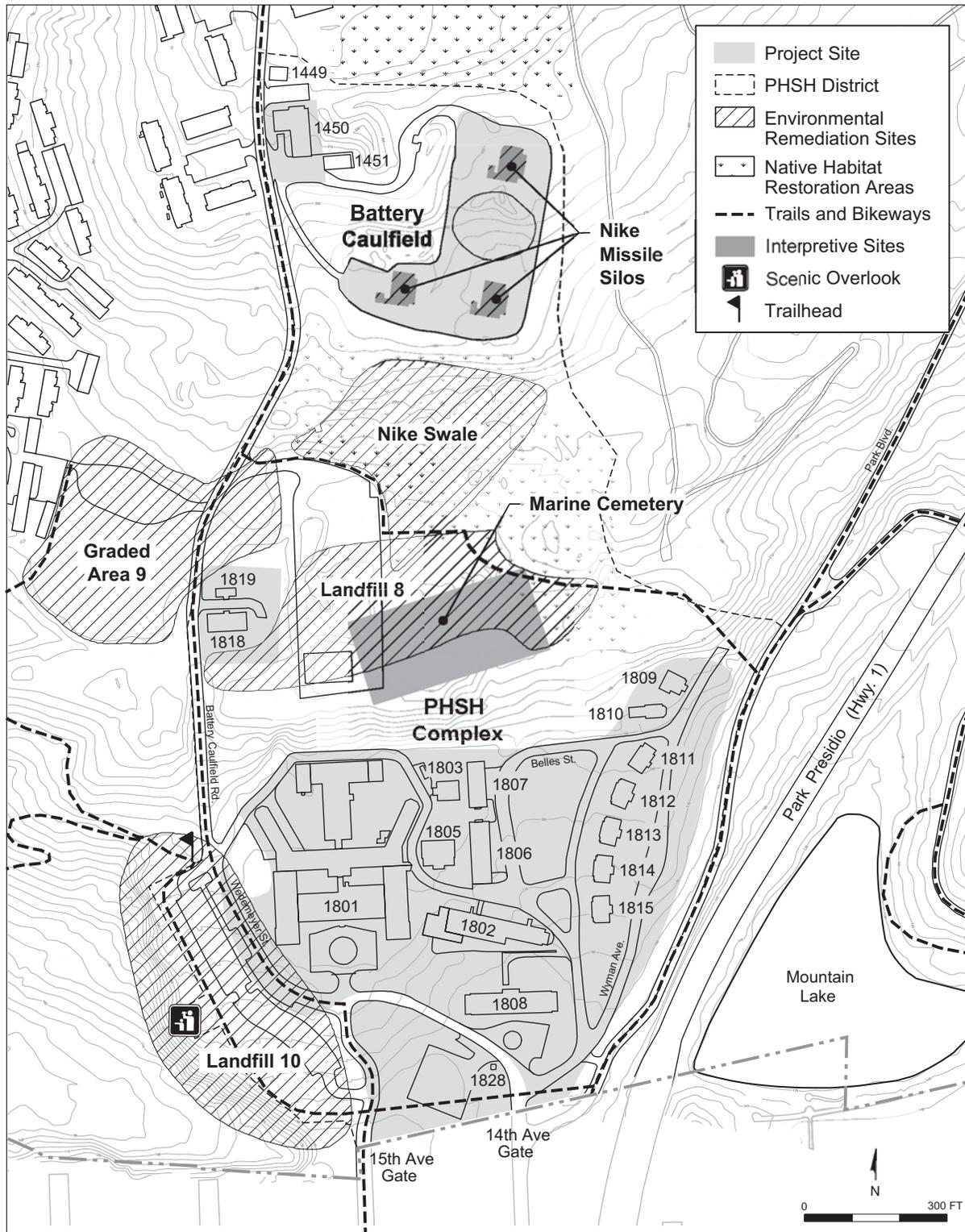


FIGURE 3. RELATED ONGOING ACTIVITIES

Source: Presidio Trust, 2004

Landfill 10 – Landfill 10, the Presidio’s largest landfill, contains about 140,000 cubic yards of soil, debris, and building demolition rubble. The rubble was placed at the site by the U.S. Public Health Service to build a large parking lot for the expanded hospital building in the mid- to late-1950s. The environmental remedy for the site is currently being developed. Alternatives being considered include excavation and use of a soil cover. The likely remedy will include cutting back the slope for site stabilization, installing erosion control measures, and imposing LUCs.

Nike Missile Site – At the Army’s former Nike Missile facility, a series of subsurface storm drains shows evidence of subsurface inorganic contaminants (i.e., metals). Cleanup is expected to include removal of contaminated sediments in the storm drains, and groundwater monitoring to confirm removal of contamination sources.

Nike Swale – This site, immediately south of the Nike Missile Site, is an area of riparian scrub vegetation, including native dune plants, willows, and seasonal wetlands that receive runoff from the former missile facility. The site may be contaminated due to transport of substances along subsurface drains that surface adjacent to and within the swale area. The expected environmental remedy includes excavation of contaminated soil and sediments and confirmation soil sampling to verify source removal. Remediation of the site will be conducted in close coordination with natural resources staff of both the Trust and the NPS to avoid damaging resources at the site.

2.2.2 Protection of Natural Resources and Revegetation of Remediation Sites

Portions of the upper plateau of the PSHS district support remnant native habitat and associated rare plants that include coast live oak woodland, central dune scrub, and freshwater wetland, as well as the San Francisco lessingia, a federally listed endangered plant. The complex array of vegetation in this area and the area immediately north of the PSHS district also provides valuable habitat for the largest known California quail population in San Francisco, as well as other wildlife. According to the U.S. Fish and Wildlife Service (USFWS) recovery plan for the San Francisco lessingia (and other listed species not occurring within the district), the dune slope immediately behind Building 1801 that currently supports a stand of cypress trees serves as a buffer between the built (lower) and generally unbuilt (upper) portions of the district.

Pursuant to the adopted Presidio Vegetation Management Plan (VMP), the Trust and its partners will protect and restore these natural areas over time through the park’s stewardship program.¹ Activities to date include creating brush piles (for use by California quail and other wildlife), removing invasive plants, planting native plants, collecting seeds, and monitoring wildlife and plants. Future actions will include revegetation of remediation sites including Graded Area 9, Landfill 8, portions of Landfill 10, and the Nike Swale. (Other portions of Landfill 10 will remain paved as surface parking and lie within the “designed landscape” zone of the VMP.) Revegetation will use native plant species, and will be designed to enhance habitat values and contribute to the recovery of the San Francisco lessingia.

¹ The VMP was subject to its own environmental analysis under NEPA. See the Presidio of San Francisco Vegetation Management Plan and Environmental Assessment, National Park Service & Presidio Trust, 1999.

In addition, the Trust will implement the appropriate mitigation measures from the PTMP EIS and recovery measures from the USFWS recovery plan, including minimizing changes to the local hydrology, limiting development to already built or disturbed areas within the project site, continuing to separate the existing PHSB buildings from the upper plateau through the “Hospital Buffer,”² and restoring native vegetation suitable for the expansion of the San Francisco lessingia populations north of the buffer zone.

The PHSB district is sited on a ridge that drains west to Lobos Creek (the source of the Presidio's drinking water) and east to Mountain Lake, one of the few remaining natural lakes in San Francisco and one of the park's most significant natural resources. The Trust will provide for the continued health of the lake and quality of the drinking water supply by directing storm water runoff away from the adjacent watersheds, encouraging storm water infiltration, and other measures included as mitigation in the PTMP EIS.

2.2.3 Development of Trails and Bikeways

Following a four-year planning and environmental review process, the Trust and the NPS adopted the Presidio Trails and Bikeways Master Plan in July 2003 (NPS and Presidio Trust 2003). The PHSB project would be compatible with and allow for improvements to existing trails and bikeways, and would allow development of new trail and bikeway corridors within the district consistent with this plan. The Juan Bautista de Anza National Historic Trail will be improved as a multi-use trail along the southern and western boundaries of the site. Other key trail extensions will include the Lobos Creek Valley Trail to the west, the West Pacific/Mountain Lake Corridor to the north, the Park Boulevard Trail to the northeast, and City Bicycle Route #69 (following Battery Caulfield Road, Wedemeyer Street, and 15th Avenue). A scenic overlook and trailhead, which will include informational signs, bicycle racks, and possibly a restroom, is also proposed near the southwest corner of the site. The trail and bikeway improvements will provide a clear path system and signage, offer access to surrounding destinations such as Mountain Lake and Lobos Valley, and connect to the local and regional trails system.

2.2.4 Interpretation of Nike Missile Site and Former Marine Hospital Cemetery

Consistent with PTMP policies, both the Nike Missile Site and the former Marine Hospital Cemetery will be interpreted through wayside exhibits, signs, and/or memorials. Through historic photos and text, the Nike Missile Site exhibit will describe the site's interconnection with the other Nike sites in San Francisco and the Bay Area and the design and mission of the entire Nike national missile defense system, providing a larger context for the Presidio's role in the Cold War era. The exhibit will also promote and direct visitors to the NPS reconstructed Nike site at Fort Barry in the Marin Headlands.

The former Marine Hospital Cemetery commemoration will honor those interred in the cemetery. The cemetery is thought to contain approximately 558 graves of seamen who had been treated in the adjacent hospital between 1885 and 1912.

² See Figure 25.

2.2.5 Implementation of Transportation Demand Management Actions

With the PTMP, the Presidio Trust adopted an aggressive Transportation Demand Management (TDM) program to reduce overall reliance on the automobile. Building tenants within the PHSH district will participate in the park-wide TDM program components that are sponsored by the Trust, and will be required to develop their own complementing measures. The Trust's program includes the following measures:

- A parking management program, including a parking regulation and fee program;
- A clean-fuel shuttle bus serving the entire Presidio with direct connections to MUNI and Golden Gate Transit routes;
- A guaranteed ride home program, which provides “commuter insurance” for employees using alternative forms of transportation;
- A car-sharing program to provide participants with access to a vehicle without their having to own a car;
- Transit pass sales coordination, including transit pass sales;
- Employee transportation survey coordination and tabulation;
- Vanpool coordination;
- A website with a section dedicated to information on transportation and commute alternatives;
- Mandatory participation and commitment to trip-reduction requirements by all non-residential tenants;
- Transit and ride-sharing information disseminated on kiosks within the park, the Presidio Trust's website, and employee orientation programs;
- Event-specific TDM programs for all special events;
- Periodic monitoring of traffic volumes and mode choice among Presidio residents and employees;
- Supplements to MUNI express bus service to regional transit connections (i.e., BART and the Transbay Terminal); and
- Secure bicycle parking.

2.3 REQUESTED NO ACTION ALTERNATIVE

Under the Requested No Action Alternative, the proposed PHSH project would not be implemented now or in the future, and only existing and recent activities within the project site would continue. The site would be managed only to the minimum extent needed consistent with applicable laws and regulations to protect public health and safety and park resources. There would be no significant physical change over existing conditions; no additional building rehabilitation, new construction, or demolition would occur. Only buildings that have been rehabilitated and occupied in recent years would be leased out for appropriate use, which would most likely include cultural/educational, office, and supporting uses. Arion Press and Lone Mountain Children's Center would remain as existing tenants in Buildings 1802 and 1806, respectively. Buildings 1803, 1805, and 1808 would be leased for office or cultural/educational

uses (similar to the former Trust tenant, the Jewish Community Center), and the Trust would continue to use Building 1450 and Battery Caulfield for maintenance facilities. The remaining vacant buildings would be deactivated for an extended period of time, protected from weather, stabilized, and secured from vandalism as funding permits through a process known as mothballing. Site improvements would be limited to those undertaken as part of other ongoing Trust plans, programs, or projects, such as rehabilitation of old U.S. Army landfills and implementation of the Presidio Trails and Bikeways Master Plan.

2.3.1 Building Uses and Character

Current and recently rehabilitated and occupied buildings would be leased to provide about 68,000 sf of non-residential use, including 53,000 sf for schools and/or community facilities offering cultural/educational and/or recreational programs. As these buildings have been sufficiently upgraded to correct fire and life safety deficiencies, only cosmetic repairs would be made. Physical repairs to Building 1801 and other vacant buildings would include only those necessary to slow down the deterioration of the buildings while unoccupied and reduce vandalism, break-ins, and potential for arson and sudden loss.

2.3.2 Circulation and Parking

Road access and parking locations throughout the PHSB district would remain as presently exists, with the exception of the large parking lot to the west of Building 1801, which would be reconfigured following remediation to accommodate trail-related public access improvements. No other major road or parking improvements would be undertaken under the Requested No Action Alternative. The 14th Avenue entrance would not be reopened, and 15th Avenue would continue to provide access to and from the PHSB district and the city to the south. Battery Caulfield Road would continue to provide secondary access from the north. Approximately 264 parking spaces would remain in the district to serve continued uses.

2.3.3 Landscaping

Minimal landscape rehabilitation would occur under this alternative. Minor alterations may be made or plantings added to meet continuing or new uses while retaining the landscape's historic character. Existing features that contribute to the landscape's historic character would be preserved.

2.3.4 Public Amenities and Access

This alternative would not include any site amenities such as a café for visitors, and few actions would be taken to expand visitor opportunities. Improvements to the surrounding network of trails and pathways would be made in accordance with the Presidio Trails and Bikeways Master Plan to connect pedestrians and bicyclists with nearby local and regional trails and surrounding destinations such as the Presidio Golf

Course, Mountain Lake, and Lobos Valley. Tenants would have discretion in offering publicly available programs.

2.3.5 Sustainability

Under this alternative, Buildings 1803, 1805, and 1808 would be reused by tenants whose spatial and programmatic needs match the size, spatial configuration, massing, traffic, and utility provisions of the already rehabilitated and presently or recently occupied buildings so that little or no reconstruction would be necessary. Environmentally sustainable practices would be explored and implemented to the extent practicable when carrying out routine administrative and facility management. Tenants would be required to participate in the Presidio's energy and water conservation, and waste recycling programs.

2.3.6 Construction

This alternative would not result in any substantial construction activity at the site.

2.3.7 Financial Considerations

Mothballing of vacant buildings under the Requested No Action Alternative would cost an estimated ten percent of the cost of full rehabilitation, or about \$4.0 million. Based on rents received in recent years, the alternative could generate approximately \$0.6 million in annual base rent. No development partner would be involved, since no building rehabilitation, demolition, or new construction would occur.³

2.4 ALTERNATIVE 1: PTMP ALTERNATIVE

Alternative 1, the PTMP Alternative, represents the Final Plan alternative analyzed in the PTMP EIS. The alternative would rehabilitate buildings within the PHSB district to accommodate residential and educational uses consistent with land use assumptions in the PTMP EIS and assumes no demolition or new construction within the district. Alternative 1 is considered the required NEPA "no action" alternative and serves as a benchmark for comparison, allowing the reader to understand the extent to which other alternatives are consistent with the adopted management approach and intensity of land use provided for in the PTMP.⁴

Under this alternative, with no demolition or new construction within the district, the existing total building area of 400,000 sf would remain in its current configuration, with development concentrated on

³ For the cost of mothballing, see Sharon C. Park, AIA, "Mothballing Historic Buildings," National Park Service Technical Preservation Services, Preservation Brief Number 31, 1993.

⁴ See Appendix A (Responses to Comments) for further explanation. See also Question 3, Forty Most Asked Questions Concerning CEQ's NEPA Regulations (46 FR 18026 as amended, 51 FR 15618) in which the Council on Environmental Quality explains two interpretations of no action that may be appropriate and reasonable in different situations.

the lower plateau (see Table 4). Battery Caulfield would continue to be used in the short term as a maintenance/corporation yard.⁵ The historic portion of Building 1801 and its non-historic additions, including the seven-story end “wings,” would be rehabilitated for primarily residential use (approximately 200 units) together with the historic housing along Wyman Avenue (approximately 12 units). Some non-historic portions of Building 1801 would be used to accommodate an educational use or uses compatible with residential occupancy of the remainder of the building. Other buildings on the lower plateau would contain education-related and accessory uses. Ancillary buildings on the upper plateau, including Buildings 1818, 1819, and 1450, would be rehabilitated for a variety of office, educational, and supporting uses over time (see Figure 4).

2.4.1 Building Uses and Character

Historic and non-historic buildings within the PHSB district would be retained and rehabilitated to provide about 210 dwelling units and 190,000 sf of non-residential (mostly educational) uses. Attention would be paid to repairing and restoring character-defining features of historic buildings and incorporating compatible adaptive uses into the buildings. Historic portions of Building 1801, along with housing along Wyman Avenue, would be rehabilitated for residential uses. Non-historic portions of Building 1801 would be used for a mix of educational and residential uses. Smaller historic structures in the district would be restored to their original design and character for cultural/educational and accessory uses. All existing non-historic buildings and additions would remain. Educational uses would include schools and/or community facilities offering educational and/or recreational programs.

2.4.2 Circulation and Parking

Road access and parking locations throughout the PHSB district would be reconfigured to ease flows, reduce auto traffic, and create a safer environment for pedestrians and residents. The 14th Avenue entrance would be reopened, and 14th and 15th Avenues would operate as a one-way couplet, providing access to and from the PHSB district and the city to the south. Roads within the site would be designed to discourage access to and from the north. However, Battery Caulfield Road would be retained for secondary access. Traffic-calming techniques would be used to slow traffic as it passes through the district. Parking and loading areas would be located to complement and minimize conflicts with adjacent areas. The large parking lot to the west of Building 1801 would be reduced in size following remediation activities, and additional parking areas would be added between Buildings 1802 and 1808 and north of Building 1801. A total of 547 parking spaces would be provided in the district to serve proposed uses.

⁵ If Battery Caulfield was eventually made available for open space, additional planning would be required to determine the configuration and character of that open space, including the potential for active recreation areas and/or increased native plant habitat. No funding source has been identified for near-term planning or implementation of land use changes in this area.

Table 4. Range of Alternatives under Consideration for the PHSB Project

	REQUESTED NO ACTION ALTERNATIVE	ALTERNATIVE 1: PTMP ALTERNATIVE	ALTERNATIVE 2: INFILL ALTERNATIVE	ALTERNATIVE 3: NO INFILL ALTERNATIVE	ALTERNATIVE 4: BATTERY CAULFIELD ALTERNATIVE
Preservation of Historic Portion of Main Hospital Building and other Historic Buildings	“Mothballed”	Yes	Yes	Yes	Yes
Maximum Building Area	400,000 sf (68,000 sf occupied)	400,000 sf	400,000 sf	275,000 sf	362,000 sf
Proposed Uses within PHSB Complex on Lower Plateau	Cultural/Educational (53,000 sf) & Office/Accessory Uses (5,000 sf)	Residential (up to 210 units) & Other Uses ^a (173,000 sf)	Residential (up to 337 units) & Other Uses ^a (28,000 sf)	Residential (up to 230 units) & Other Uses ^a (25,000 sf)	Residential (up to 192 units) & Other Uses ^a (28,000 sf)
Proposed Uses within Battery Caulfield and Existing Buildings ^b on Upper Plateau	Maintenance/Corporation Yard (Existing Use) & Trust Facilities in Building 1450 (10,000 sf) (Existing Use)	Maintenance/Corporation Yard (Existing Use) & Other Uses ^a (17,000 sf) within Existing Buildings	Maintenance/Corporation Yard (Existing Use) & Residential (up to 13 units) & Other Uses ^a (2,000 sf) within Existing Buildings	Maintenance/Corporation Yard (Existing Use) & Other Uses ^a (17,000 sf) within Existing Buildings	Residential (up to 64 units) within New Construction & Residential (up to 13 units) & Other Uses ^a (2,000 sf) within Existing Buildings
Underground Parking	No	No	Yes	No	No
Parking Spaces	264	547	475	330	233
Removal of Non-Historic “Wings” of Building 1801	No	No	May Include Removal of Two Top Levels of Wings	Yes	Yes
Maximum Demolition	0	0	48,000 sf	125,000 sf	116,000 sf
Maximum New Construction	0	0	48,000 sf	0	73,000 sf
Senior (Independent & Assisted Living) Units	0	0	0	0	155
Affordable Housing Units	0	0-42	0-70	0-46	0
Maximum Residential Units	0	210	350	230	269

Source: Presidio Trust 2003.

^a Other Uses = Mix of office/accessory uses and cultural/education-related uses. Include the retention of some existing tenants and Trust facilities.

^b Includes Buildings 1818, 1819, and 1450.

sf = square feet

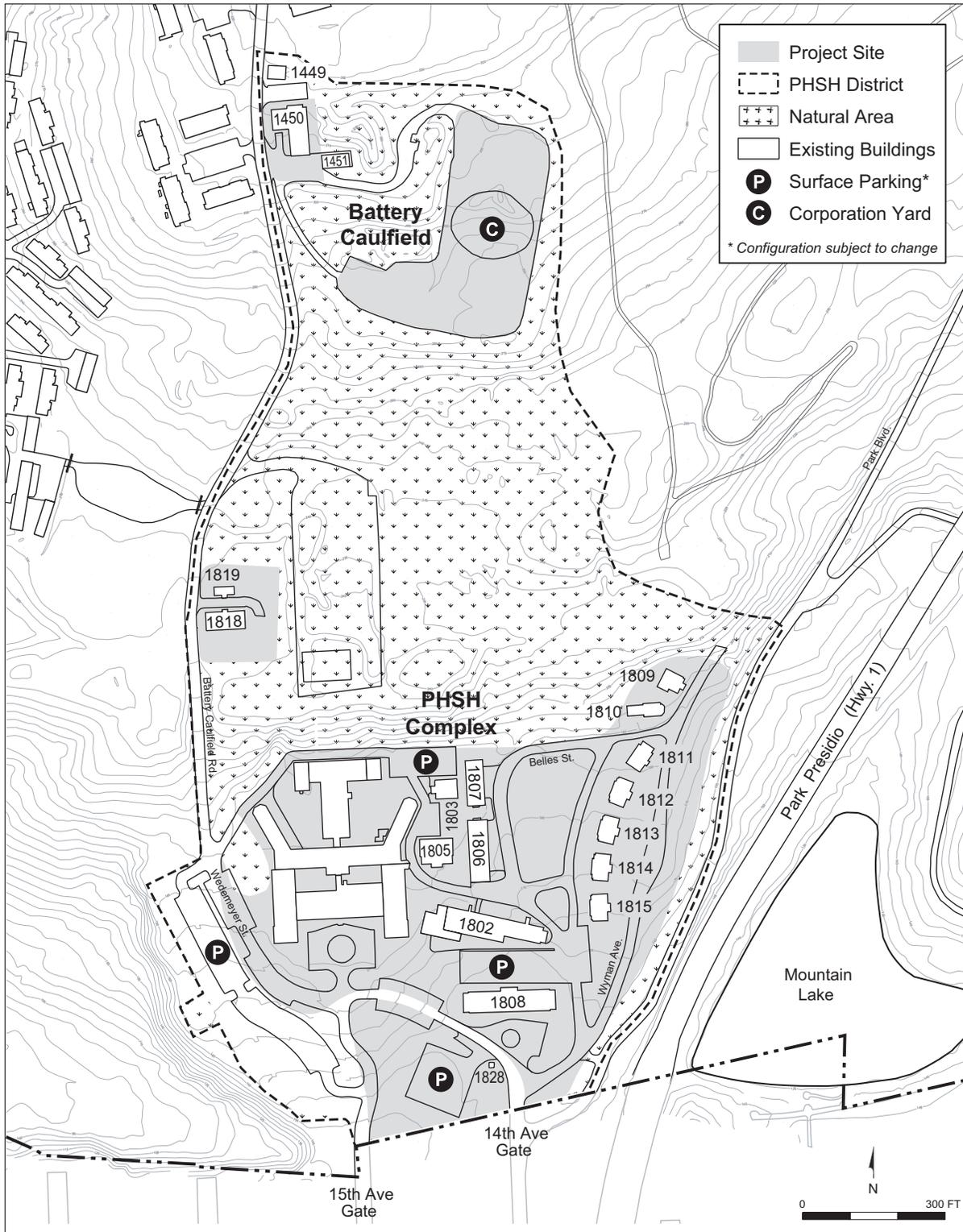


FIGURE 4. ALTERNATIVE 1: PTMP ALTERNATIVE

Source: Presidio Trust, 2004

2.4.3 Landscaping

The alternative would incorporate plantings to better define historic open spaces and entry sequences. Landscape features and elements that would be enhanced include the hospital's front lawn and tree-lined entry roads, and the Wyman Avenue houses' landscapes and tree plantings. Landscape treatments would also be used to provide appropriate screening and visual buffers from surrounding areas.

2.4.4 Public Amenities and Access

The alternative would include amenities such as a café and restrooms for visitors. Connections to the surrounding network of trails and pathways would be made in accordance with the Presidio Trails and Bikeways Master Plan to link pedestrians and bicyclists with nearby local and regional trails and surrounding destinations such as the Presidio Golf Course, Mountain Lake, and Lobos Valley.

2.4.5 Existing Tenants

Arion Press and Lone Mountain Children's Center would remain as existing tenants in Buildings 1802 and 1806, respectively. The non-historic addition on Building 1802 may be rehabilitated for additional space.

2.4.6 Sustainability

The alternative would incorporate sustainable development and building practices consistent with the Trust's draft Green Building Guidelines. Examples of such measures would include energy conservation and efficiency strategies, indoor environmental and air quality management, and resource efficiency practices such as construction waste management, storm water management, and water-efficient irrigation systems.

2.4.7 Construction

The duration of the building rehabilitation phase would be between two and three years, since the project may require multiple phases and development partners. The number of round trips taken by trucks onto the site is estimated to be about 1,300 during the course of rehabilitation. This total represents an average of between two and three truck round trips per day, although the frequency of trips would fluctuate.

2.4.8 Financial Considerations

Alternative 1 would cost approximately \$67.0 million, not including site improvements outside the leasehold boundary such as the landscape and parking areas west of the main hospital building and utilities leading to the site. Total costs would be shared by the Trust and private development partner(s), with each party's share determined through negotiations.

Alternative 1 is financially feasible. The alternative could generate a minimum of \$1.0 million in annual base rent in 2008, the first “stabilized” year of project operation. Over a 75-year lease term, the alternative would generate an estimated \$305 million in total revenue to help fund preservation and enhancement of the Presidio’s natural, cultural, scenic, and recreational resources.⁶

2.5 ALTERNATIVE 2: INFILL ALTERNATIVE

Alternative 2, the Infill Alternative, would rehabilitate historic buildings within the PHS district and would concentrate and locate development on the lower plateau for primarily residential use (up to 350 units total). Both the historic portion and non-historic wings of Building 1801 would be rehabilitated. Up to 48,000 sf of non-historic buildings, including the front connector, two-story rear additions and possibly the top two stories of the non-historic wings of Building 1801, would be removed and replaced with an equivalent amount of compatible infill construction elsewhere on the lower plateau. In conformance with the PTMP planning district guidelines and the more specific draft Planning and Design Guidelines included as Appendix A of the PHS EA, compatible new construction would occur at the rear of Building 1801, on Belles Street (above the Central Green), and at the base of Wyman Avenue. No new buildings would be constructed at Battery Caulfield, which would remain in the short term as a maintenance/corporation yard.⁷ Existing buildings on the upper plateau may be improved for residential and related uses (such as a community center) as part of the project, or may be rehabilitated by the Trust for non-residential uses over time. Building square footage within the PHS district would not exceed 400,000 sf (see Figure 5).

2.5.1 Building Uses and Character

Historic buildings within the district would be retained and rehabilitated. Non-historic buildings and existing additions would be substantially retained, but up to 48,000 sf may be removed and replaced. Attention would be paid to repairing and restoring character-defining features and adapting the historic structures to new uses. Building 1801 would be converted into an apartment building, with a mix of studio and one- and two-bedroom apartments. The 1950s wings may be reduced in height by up to two stories. The exterior of the wings would be re-clad with materials in keeping with but distinct from the historic building. The non-historic central loggia would be removed. Two floors may be added to the rear central wing, which would remain lower in height than the main hospital building.

⁶ To compare their revenue-generating potential, Alternatives 1, 2, 3, and 4 were analyzed using a simplified and consistent set of financial assumptions, including the lease term, project financing, and the income potential of residential units of various sizes (Sedway Group/CBRE Consulting 2004). The alternative could generate more or less rent and total revenue if analysis assumptions were modified. For example, if the Trust’s contribution to the project were increased, rents would also increase. Development and/or lease agreements negotiated for the project would determine the actual financial terms and revenue associated with the selected alternative.

⁷ See footnote 5 above.

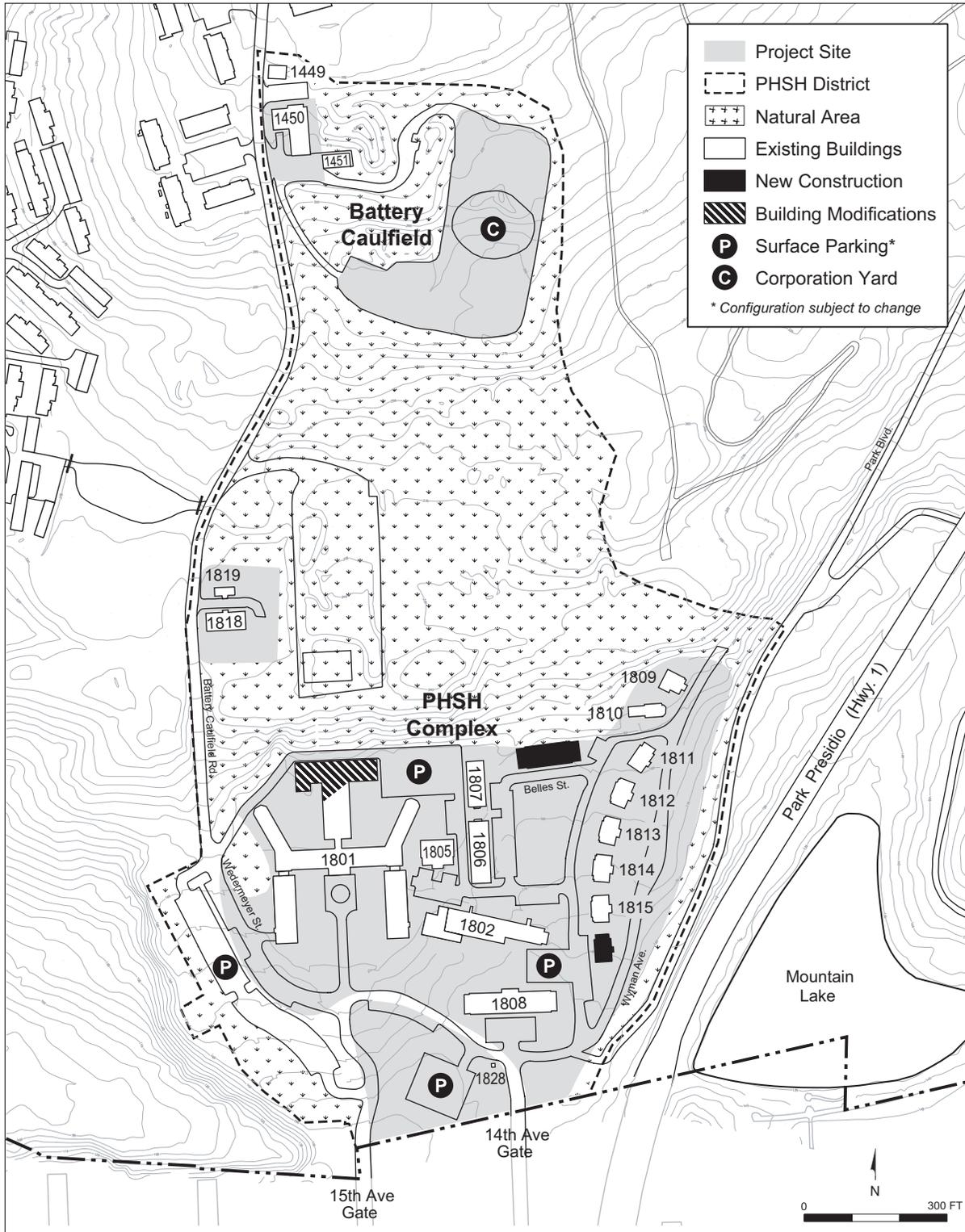


FIGURE 5. ALTERNATIVE 2: INFILL ALTERNATIVE

Source: Presidio Trust, 2003

A new three-story apartment building would be built along the north edge of the Central Green on Belles Street. The massing and scale of the building would be modeled after nearby historic buildings but designed in a contemporary style.

The Wyman Avenue residences would be rehabilitated consistent with their original design and character and used as housing. The duplexes would remain as such, and the single-family houses would either continue as three-bedroom units or each be subdivided into two two-bedroom units. A new residential three-bedroom duplex may be built south of Building 1815 and designed in a style compatible with the group of nearby residences.

Compatible new uses, primarily residential, would be included in the other historic buildings, and alterations to character-defining features or significant spatial reconfigurations would be avoided.

2.5.2 Circulation and Parking

Fourteenth and 15th Avenues would operate as a one-way couplet, providing access to and from the PHSB district and the city to the south (unless the Park Presidio Boulevard Access Variant is implemented as discussed in Section 2.8, below). Access to the district from other parts of the Presidio would continue along Battery Caulfield Road. Through-traffic would be discouraged, however, by reconfiguring the road west of the PHSB. Traffic-calming techniques would be used to slow traffic as it passes through the site.

Parking and loading areas would be located to complement and minimize conflicts with adjacent areas, and parking would be condensed on small lots convenient to building access points on the lower plateau. An underground parking garage with approximately 84 spaces would be located on the lower plateau below the courtyard between the wings of Building 1801. The parking lot to the west of Building 1801 would be reduced in size and reconfigured to discourage cut-through traffic on Battery Caulfield Road following remediation of Landfill 10. A new parking lot may be developed behind Building 1801 to serve the residents of Building 1801. In the residential neighborhood surrounding the Central Green, parking spaces would be located in a combination of small garages in the new construction and small surface lots. On-street parking would be provided along many of the streets to accommodate visitors and guests. Alternative 2 would accommodate up to 475 spaces, consisting of 454 spaces on the lower plateau and 21 spaces adjacent to Buildings 1818, 1819, and 1450. The large parking lot on the upper plateau would not be reused.

2.5.3 Landscaping and Habitat Restoration

Alternative 2 would include a new landscape design compatible with the historic landscape of the district and with the VMP as amended. Major trees and significant stands that frame views and articulate open space would be retained. The existing entry drive to Building 1801 would be preserved, and the lawn in front of the building would reflect the historic character of the site while accentuating a well-defined entry court. The formal front lawn would be developed with paths and trees. The historic character of the Central Green and Wyman Avenue residences would be maintained with lawns and trees.

Trees would be planted near the south entrance to the project to create a buffer between the project and the adjacent residential area. Dune scrub vegetation would be planted in the area west of the reconfigured parking lot along the west side of the project. The woodland area to the east of the Wyman Avenue residences along Park Presidio Boulevard would be enhanced. Landscaping within the district would not include use of invasive non-native species that could compete with sensitive plant species on the upper plateau.

2.5.4 Public Amenities and Access

Alternative 2 would include outdoor amenities, a recreation center, and a small retail outlet (convenience store, coffee shop, dry cleaner counter, etc.) in Building 1805 to serve the project and nearby neighborhood. The alternative also assumes improvements to existing and proposed trails, including the Juan Bautista de Anza National Historic Trail, the West Pacific/Mountain Lake Corridor, and the Lobos Creek Valley Trail, to improve bicycle and pedestrian circulation and connect the Presidio trail system to the existing regional network in accordance with the Presidio Trails and Bikeways Master Plan.

2.5.5 Existing Tenants

Arion Press and Lone Mountain Children's Center would remain as existing tenants in Buildings 1802 and 1806, respectively. The non-historic addition on Building 1802 may be either removed or rehabilitated for additional space. The program at the Lone Mountain Children's Center may be expanded by including Building 1805.

2.5.6 Sustainability

The alternative would incorporate sustainable development and building practices. The "green building" measures would be consistent with the Trust's draft Green Building Guidelines and would qualify for a Leadership in Energy and Environmental Design (LEED) rating, indicating a high level of sustainable design. Examples of such measures would include energy conservation and efficiency strategies, indoor environmental and air quality management, and resource efficiency practices such as construction waste management, storm water management, and water-efficient irrigation systems.

2.5.7 Construction

The duration of the construction phase would be between 22 and 24 months, potentially excluding rehabilitation of Buildings 1450, 1818, and 1819, which could be deferred to a later date. The number of round trips taken by truck onto the site is estimated to be up to 4,000 during the course of construction. Approximately 40 to 50 percent of these trips would be related to excavation for and construction of underground parking. The total represents an average of about five to eight truck round trips per day. The frequency of trips would fluctuate, however, with the most trips (as many as 50 round trips per day) occurring during demolition and excavation. Trips are expected to decrease during concrete construction