

4 Consultation and References

The PTMP, the comprehensive land use plan for Area B of the Presidio upon which the PHSH project proposal is based, was itself subject to an extensive public process.³⁴ In responding to public comments on the Draft PTMP and EIS, the Trust made several refinements to the PTMP and EIS, including addressing issues specific to the PHSH district. The responses to public comments resulted in adding greater specificity to the PHSH district, stating a preference for residential uses within the main hospital building, and committing to commemorate the former Marine Hospital Cemetery. The PTMP also committed to continued public process as the plan was implemented. This Final SEIS affords the public that opportunity for the PHSH project proposal.³⁵

The PHSH project now under review in this Final SEIS is the first major historic building rehabilitation and potential new construction project within the NHLD since the Trust's adoption of the PTMP. The Trust initially announced the PHSH project in a feature article in the April/May 2003 Presidio Post, the Trust's bi-monthly newsletter with over 17,000 readers interested in park activities. The Presidio Post article made known the Trust's proposal to revitalize and reuse the PHSH district's buildings, and to solicit offers from qualified organizations interested in redeveloping the project site and rehabilitating some or all of its historic structures.

Since the first announcement of the project in April/May 2003, the PHSH project has been the subject of substantial public input, including first a detailed EA and now this SEIS. In addition, although not required by the NEPA, the EA was the subject of public scoping, public comment, and a public hearing, such that the entire review process will include two full sets of opportunities for public participation. A detailed summary of public input during the concurrent leasing and environmental review process for the PHSH project is provided below, along with a summary of agency consultation.

4.1 CONCURRENT LEASING AND ENVIRONMENTAL REVIEW PROCESS

The Trust is engaged in a concurrent leasing and environmental review process aimed at rehabilitating and leasing buildings within the PHSH district in a manner that is consistent with the management direction and level of intensity presented in the PTMP and analyzed in the PTMP EIS.

In 1999, prior to the PTMP planning process, the Trust had issued a Request for Qualifications (RFQ) for the PHSH and received 14 proposals. At that time, the Trust elected not to proceed with the project. In the course of developing the PTMP, the Trust set clearer land use parameters and management options for the PHSH district that were also responsive to and consistent with the comments received from the adjoining neighborhoods. The PTMP identified rehabilitation and leasing of the PHSH buildings as an

³⁴ For a chronological discussion of the public involvement program for the PTMP and EIS, refer to the Record of Decision for the PTMP (Presidio Trust 2002).

³⁵ For a detailed discussion of the public comments, responses, and changes made to the PHSH district during the PTMP planning and environmental review process, refer directly to Responses to Comments PG-4 through PG-9 in the PTMP Final EIS (Volume II), pages 4-87 to 4-90.

important “next step” because of the serious physical deterioration of the historic buildings and the Plan’s policy commitment to pursue conversion of non-residential buildings to residential use.

4.1.1 Start of Leasing Process / 2003 PHSR RFQ

In April 2003, the Trust began seeking development teams qualified to undertake the rehabilitation and reuse of the buildings within the PHSR district. The Trust distributed the RFQ and accompanying draft Planning and Design Guidelines (see PHSR EA Appendix A) to more than 5,000 individuals and/or organizations (Presidio Trust 2003a and 2003b). Approximately 100 people attended the Trust’s public pre-submittal meeting on May 6, 2003 for a project briefing and tour of the site. The Trust also engaged in more than 30 public meetings and briefings with neighborhood groups and other interested parties, as described further below.

On June 23, 2003, the Trust received nine responses to the PHSR RFQ. Evaluation of these submittals focused on team qualifications and on narrowing the field from which to request detailed proposals. In evaluating qualifications, the Trust considered broad criteria, including experience with similar projects and historic building rehabilitation, as well as the use of historic tax credits, financial capability, proposed public outreach efforts, compatibility of the project concepts with the Presidio’s NHLD status, and responsiveness of the initial project concept to the Trust’s goals and objectives for the project.

Following an evaluation of the responses by Trust staff, the Trust Board of Directors invited Forest City Development, the John Stewart Company and the Related Companies of California, and Avalon Bay Communities, Inc. to submit detailed proposals by October 27, 2003. Avalon Bay subsequently chose to withdraw from the process.

4.1.2 Start of NEPA Process / Scoping the EA

On August 27, 2003, the Trust issued a Request for Proposals (RFP) to the three qualifying teams and also began its environmental review process pursuant to the NEPA (Presidio Trust 2003c). Using the PHSR district planning framework developed in the PTMP, the Trust defined a range of possible alternatives for the project. The range of alternatives was informed by early public input during the RFQ process and by the conceptual proposals offered by RFQ respondents.

The Trust encouraged the participation of interested individuals, organizations, and agencies as part of the scoping process for the PHSR EA. An announcement in the August/September 2003 Presidio Post urged members of the public to join the project mailing list to receive PHSR announcements and the EA. Notice of the project and EA was also published in the Federal Register on September 9, 2003 (68 FR 53205). Scoping for the project began on August 27, 2003, at which time the Trust widely distributed for public review and comment its notice to prepare an EA and an information packet describing the project, issues, potential impacts, and potential alternatives to be addressed in the EA.

As part of the scoping process, the Trust held two public Trust Board of Directors meetings. At the first meeting on October 29, 2003, the Board accepted oral scoping comments, announced a second public meeting, and extended the public comment period (68 FR 64151). Of the approximately 166 individuals attending the first public meeting, 27 spoke. The meeting was summarized in an article that appeared in the November/December 2003 Presidio Post. At the Board's second public meeting held on December 10, 2003, approximately 114 individuals attended and 35 speakers directly addressed the Board with comments on the PSHH project.

In addition, during the scoping period, the Trust presented the project at a number of other meetings, site visits, building tours, and activities with government agencies, City supervisors of districts adjacent to the Presidio, neighborhood associations, natural resource conservation organizations, historic preservation groups, city planning organizations, neighbors, and others (see Section 4.3, List of Persons and Agencies Consulted, for a partial listing). At these forums, the Trust listened to public concerns about the project and answered questions where possible. The Trust also provided timely information updates and notices concerning the project through postings on its website at www.presidio.gov.

4.1.3 Continuation of Leasing Process / Receipt of Proposals

Two teams elected to present proposals. The Forest City and John Stewart/Related Companies teams submitted their proposals on October 27, 2003, and presented them at a public Trust Board of Directors meeting on October 29. The teams were directed to submit proposals consistent with the range of alternatives described in the scoping materials, and each did so.

The Forest City team submitted two proposals. The first would remove the non-historic wings of the PSHH, rehabilitate the historic portion of the building and other historic buildings for residential use, and construct new dwelling units in the northern portion of the PSHH district at Battery Caulfield. The second proposal would rehabilitate the PSHH, including its non-historic wings, for residential use without any new construction at Battery Caulfield. Forest City has identified the second proposal as its preference. The John Stewart/Related Companies proposal was similar to Forest City's preferred option, and would rehabilitate the PSHH while retaining the non-historic wings. The John Stewart/Related Companies proposal stated that the team considered a project that removed the non-historic wings without replacing the lost square footage, and determined that it would not be financially feasible for them nor would it generate rent for the Presidio.³⁶

4.1.4 Revision of EA Planning Alternatives Based on Leasing Proposals and Scoping Comments

The extended scoping period, which originally would have expired on November 26, closed on December 10, 2003. The Trust Board offered almost four months (105 days) of public scoping to provide greater opportunities for public and agency participation in the project planning process. By the end of the

³⁶ In a later communication dated January 9, 2004, the John Stewart/Related Companies team revised this statement to indicate their belief that the smaller alternative would be financially feasible if Building 1801 were reused as leasehold condominiums.

scoping period or shortly thereafter, the Trust had received about 250 written and oral comments, including a total of about 195 written comment letters and two petitions with 69 and 18 signatures, respectively.³⁷

After carefully considering the public's comments and the proposals submitted, the Trust revised the alternatives included in the August 27, 2003 scoping materials to those that were being studied in the EA. Most notably, in response to public scoping comments and the developer proposals, the Trust reduced the proposed unit count – or size – of EA Alternatives 2 and 4 by 10 to 20 percent. The comments also led to other changes, including definition of the Park Presidio Boulevard Access Variant, identification of a preferred alternative that did not include new construction at Battery Caulfield, and numerous textual discussions and analyses in Sections 1, 2, and 3 of the document.

4.1.5 Developer Selection and Distribution and Comment on the EA

The Trust made the EA available for public review on March 1, 2004 (69 FR 9651) and furnished the document to interested persons, organizations, and agencies. The Trust also widely circulated a summary of the EA in a project update (Presidio Trust 2004c). The public was invited to provide oral comment on the EA at a public Trust Board meeting on April 14, 2004, at which 132 individuals attended and 44 spoke. At a subsequent meeting, the Board selected Forest City Development Partners as the developer team with whom to enter exclusive negotiations for the project.³⁸

By the close of the extended public review period on April 30, 2004, the Trust had received written and oral comments from 2 public agencies, 2 elected officials, 11 organizations, and 134 individuals. Of the individuals who provided written comments, 82 (61 percent) included addresses with ZIP codes bordering the Presidio and could be considered “neighbors.”

Based on the impact analysis in the EA and a review of public comments received on the document, the Trust determined that a full EIS process would best achieve the NEPA's goals because of the potential significance of traffic impacts identified. The Trust used many of the substantive comments received on the EA to help scope the relevant issues that were addressed in this Draft SEIS and identify any additional environmental analyses or information that would be appropriate. A summary of the comments received is provided in Appendix A of the Draft SEIS, along with responses to issues raised and an explanation of resulting differences between the analyses in the EA and the Draft SEIS.

4.1.6 Scoping for Draft SEIS

On May 25, 2004, the Trust published a notice of intent in the Federal Register that it was commencing preparation of the Draft SEIS for the PHSB project (69 FR 29773). The Trust also made its decision to

³⁷ These letters are available for public review at the Presidio Trust Library, 34 Graham Street.

³⁸ The Board's selection of a developer did not indicate a commitment to approve or execute a project identical to the developer's specific physical proposal. Negotiations are expected to result in a project that falls within the range represented by the alternatives in Section 2 of this Final SEIS, and will not be concluded until the environmental review process is complete.

prepare an EIS known in a special June 2004 issue of the Presidio Post, in local newspapers, and through the State Clearinghouse (SCH# 2003082132) and direct mailings. These notices also described the Trust's scoping process for the project, including accepting oral comments from the public on the issues and choice of alternatives to be considered in the Draft SEIS at a Trust public meeting, which was held on June 29, 2004 and attended by 64 individuals, of whom 17 provided oral comments. Shortly before and during the scoping period, which ended on July 7, 2004, Trust staff also attended several neighborhood organizations' meetings to answer questions about the project and the SEIS.

By the close of the scoping period or shortly thereafter, the Trust received written comments from 1 agency, 7 organizations, and 106 individuals, including two form letters that were submitted electronically by 36 and 38 individuals, respectively. The Trust considered the key issues raised during the scoping period, together with the comments received on the EA, to be the principal areas for study and analysis in the Draft SEIS. In response to these comments, the Trust expanded on the analysis presented in the EA by including the Requested No Action Alternative, by including more comparison of all alternatives, by including substantial additional information and analysis related to transportation issues, and by making many other changes to the text and analysis that had been presented in the EA. A summary of the comments received during scoping is included in Appendix A of the Draft SEIS, together with responses that indicate where the comments have been addressed in the Draft SEIS.

4.1.7 Comment on the Draft SEIS

The Trust released the Draft SEIS for public review and comment on August 17, 2004. Notice of the availability of the Draft EIS was provided by the U.S. Environmental Protection Agency (EPA) on August 27, 2004 (69 FR 52668). On that date, the Trust widely circulated a summary of the Draft SEIS in a project update (Presidio Trust 2004d). The update described the NEPA process, identified the alternatives analyzed in the Draft SEIS, presented its key findings, and explained how to obtain and comment on the Draft SEIS. An announcement was also provided in the September/October 2004 Presidio Post and on the Trust's website (www.presidio.gov).

The EPA's notice of availability showed the public comment period on the Draft SEIS ending October 12, 2004. In response to several requests from commenting organizations and other parties, the Trust elected to extend this period by 30 days to November 12, 2004 (69 FR 60197). The Trust provided the longer review period to further enhance the opportunities for public and agency participation in the NEPA process. More than 150 Draft SEISs were distributed to interested agencies, organizations and individuals. The Draft SEIS was also made available for review at the Presidio Trust Library, at local libraries, and on the Trust's website (www.presidio.gov).

The public was invited to provide oral comment on the Draft SEIS at a Trust Board of Directors meeting on November 4, 2004, at which 125 individuals attended and 38 spoke. By the close of the extended public comment period, the Trust had received written and oral comments from 2 public agencies, 3 elected officials, 11 organizations, and 134 individuals, including two form letters that were submitted electronically by 30 and 27 individuals, respectively (see Table 28). In general, of the approximately 230

comments received on the proposed project and Draft EIS, none expressed general support for the Trust’s identified Preferred Alternative (Alternative 2). The vast majority of comments explicitly favored a significantly smaller development alternative (Alternative 3) that would scale down the size of the existing hospital by removing the wings and include no more than 230 housing units limited to the lower plateau of the PHSH district. No comments supported building in areas on the upper plateau of the district, including Battery Caulfield. Many of the comments raised concerns about the potential traffic and safety hazards that would be caused by the development. The Trust’s responses to these and other substantive comments are provided in the separate Responses to Comments volume of this Final SEIS.

Table 28. Public Agencies, Organizations, and Individuals Commenting on the PHSH Draft SEIS

Federal Agencies	United States Department of the Interior, National Park Service, Golden Gate National Recreation Area (GGNRA) United States Department of the Interior, Office of the Secretary, Office of Environmental Policy and Compliance* United States Department of the Interior, Fish and Wildlife Service, Sacramento Fish and Wildlife Office United States Environmental Protection Agency, Region IX	
State Agencies	Business, Transportation and Housing Agency, Department of Transportation (Caltrans)	
Regional, County, and Municipal Agencies	Golden Gate Bridge Highway & Transportation District City and County of San Francisco	
Elected Officials	Gavin Newsom, Mayor; Michela Alioto-Pier, Member, Board of Supervisors, District 2; and Jake McGoldrick, Member, Board of Supervisors District 1, City and County of San Francisco; Rob Black, Legislative Aide to Michela Alioto-Pier**	
Neighborhood Organizations	Lake Street Residents Association Neighborhood Associations for Presidio Planning Pacific Heights Residents Association Planning Association for the Richmond Richmond Presidio Neighbors West Presidio Neighborhood Association	
Natural Resource Conservation Organizations	Golden Gate Audubon Society Donald S. Green, on behalf of the Sierra Club, Presidio Committee	
Civic Organizations	San Francisco Bicycle Coalition San Francisco Planning and Urban Research Association	
Individuals		
Ed Alazraqui	V. R. Cole	Stephen Dreyfuss**
Phyllis Ayer	Josiah Clark**	Terry Fairman
David Begler	Karen Cleek**	David Fleishman
Kathleen Bole	Jean and Erich Davids (3)	Rodney A. Fong
Michael B. Brown	Leanna M. Dawdyiak & Reno L. Rapagnani	Muriel T. French
Kevin Castner	Raj & Helen Desai	Joan Girardot**
Peter Chernik**	J. Doremland	Joanne Gomez
Nicky Chiuchiarelli		Mary Gould

Jon C. Gray
M. Hamrick
Winchell T. Hayward
John Holding, on behalf of Dune
Ecological Restoration
Team
Diane Hermann**
Mark Higbie**
Ken High, Jr. & Gail High
Bob House
Kevin Howard**
Eloise Jonas
Jeff Judd**
Sharon Kato
Ansel D. Kinney
Rich Koch
Diane Lambert-Nash
Craig Law
Jill Lawrence

Steve Ledoux**
Meagan Levitan
Rommie Lucia**
Kim Maxwell
Thomas V. Meyer
Charles Minster**
Rudeen Monte**
Margaret Moore
Richard Morales
Mikiye Nakanishi
Ward Naughton
William Newmeyer
Margot Parke**
Sue Peipher
Sal Portaro
Daniel Richman
David Santamaria, Founder and
Advisor of Urban Planners
of America

Woody Skal**
Dale Smith
Mary Beth Starzel
Laurie Steele
Eric N. Swagel, MD
Sharon Tsiu
Suzanne Tucker (2)
Mike Van Dyke
Jedediah Wakefield
Ann H. Weinstock
Mark Weinstock
Harold Weston
Jay P. Williams & Holly C.
Holter, M.D.
Glenda Wong**
Edith Yamanoha
Margaret Kettunen Zegart (3)
August Zigone**

Form Letters Golden Gate Audubon Armchair Activist Letter of the Month – Presidio Public Health Service Hospital Redevelopment Threatens Quail Restoration (Submitted by 30 Individuals)

Support the Position of Richmond Presidio Neighbors – Alternative 3 is the Only Alternative Compatible with the Neighborhood (Submitted by 27 Individuals)

Source: Presidio Trust 2006.

Notes:

*Comments submitted by the Office of Environmental Policy and Compliance are identical to those contained in the letter submitted by the National Park Service. Both letters are available for review at the Presidio Trust Library.

**Oral comments only.

4.2 INTERAGENCY COORDINATION

As directed by the Council on Environmental Quality (CEQ) NEPA Regulations (Section 1502.25(a)), the Trust coordinated preparation of both the PHS EA and SEIS to the fullest extent possible with other applicable environmental reviews or consultation. To integrate NEPA requirements with other planning and environmental review procedures required by law (or Trust practice), the Trust actively solicited the participation of various agencies, including the National Park Service, the California Department of Transportation, the Advisory Council on Historic Preservation, the California State Historic Preservation Officer, the U.S. Environmental Protection Agency, the U.S. Fish and Wildlife Service, and the City and County of San Francisco. Consultations with these agencies are discussed below. Copies of all relevant correspondence are available for review as part of the formal public record.

4.2.1 National Park Service (NPS)

The Presidio Trust Act, as amended, describes the statutory framework for the relationship between the Trust and the NPS. The NPS manages Area A of the Presidio, including Lobos Creek immediately west

of the PHSH district. The NPS is also a signatory party to the Programmatic Agreement (PA) for Area B of the Presidio (see Section 4.2.3 below). To facilitate early coordination with the NPS in the Trust's NEPA process, Trust staff presented the PHSH project at the NPS bi-weekly Project Review Committee Meeting on September 24, 2003. At the meeting, NPS staff had the opportunity to raise project issues and environmental concerns early in the process. The Trust also toured the project site with interested NPS staff on September 8, 2003 and again on November 7, 2003. Trust and NPS staff with expertise in the biological sciences organized a roundtable discussion with interested groups and outside experts on November 25, 2003 to exchange technical information and opinions and to discuss possible ways to minimize potential impacts of the alternatives on natural resources.

The NPS submitted scoping comments during EA preparation. In general, the NPS expressed support for the project as it "provides the opportunity to arrest the physical deterioration of the buildings, improve the appearance and vitality of the PHSH district and contribute toward both the protection of the [NHL] and the important natural values at the site while contributing to the generation of revenues for the long-term operation of the Presidio as required by the Trust Act." The NPS requested that the EA evaluate project impacts on the surrounding neighborhoods and important wildlife communities and natural habitats within the PHSH district. The Trust met with the NPS on January 20, 2004 to review their comments and describe how their comments were given consideration in the EA.

Following the Trust's release of the EA, the NPS commented that, "[i]n general, GGNRA's scoping comments and comments from scoping workshops with Natural Resources staff and consultants were incorporated into the EA." The NPS also expressed its "strong preference" for Alternative 3 and provided reasons supporting its position. The NPS resubmitted the same comments during scoping for the Draft SEIS. The NPS' comment letter on the Draft SEIS again recommended that the Trust select Alternative 3 as its Preferred Alternative.

4.2.2 California Department of Transportation (Caltrans)

In a letter dated September 16, 2003, Caltrans responded to the Trust's request for scoping comments and indicated their desire for a Traffic Impact Study (TIS) with specific components for proposed new access directly to Park Presidio Boulevard, a state highway facility. All activities that involve a need to perform work or implement traffic control measures within a state right-of-way require approval from Caltrans. Construction of the Park Presidio Boulevard Access Variant would qualify as an activity requiring Caltrans approval. Section 3.2 of the Draft SEIS included information regarding existing traffic conditions in the site vicinity, as well as a thorough analysis of potential transportation impacts of future project alternatives both with and without the Park Presidio Boulevard Access Variant.

Prior to publication of the Draft SEIS, representatives of the Trust and the San Francisco Department of Parking and Traffic (DPT) met with Caltrans staff in January 2004 to discuss the Park Presidio Boulevard Access Variant. Caltrans staff stated that they saw "no fatal flaws" with the proposal, and described the agency's process for considering improvements of this nature. In a letter dated March 15, 2004, Caltrans suggested that the Trust pursue the proposed Park Presidio Access intersection by preparing a combined

Project Study Report/Project Report (PSR/PR), which will include information typically within a TIS (information that is also available in Section 3 of this SEIS). On June 3, 2004, representatives of the Trust met with Caltrans staff to discuss the proposed parameters for preparation of the PSR/PR, including alternative design parameters.

After publication of the Draft SEIS, the Trust began drafting Fact Sheets for Mandatory and Advisory Design Exceptions and drafting a TIS for the Park Presidio Boulevard Access Variant. These documents are key elements of the PSR/PR. The Fact Sheets outline the various exceptions that would be needed for Caltrans geometric design standards (as provided in the Highway Design Manual) to build the project, with justification for these exceptions. The TIS includes a summary of traffic operational conditions, traffic signal warrant analysis, and accident analysis. The traffic signal warrant analysis compares the forecasted traffic volumes through the intersection to the minimum volumes specified in the warrants described in the Manual on Uniform Traffic Control Devices (MUTCD) and the California Supplement to the MUTCD. The Trust submitted a draft version of these Fact Sheets and the requested TIS to Caltrans for review in November 2004. Upon review of the draft documents, Caltrans requested a more detailed description of the justification for the design exceptions and more information related to the traffic analysis, including an updated signal warrant analysis. The Trust began work on responses to Caltrans comments in late 2004 and early 2005. However, due to the subsequent revision of Alternative 2 in the Final SEIS to provide fewer dwelling units, the traffic expected to be generated by Alternative 2 would no longer meet the Caltrans signal warrants for planned intersections (see Transportation Technical Memorandum No. 7 in Appendix B). The Trust has provided the updated traffic signal warrants analysis provided in Appendix B to Caltrans.

4.2.3 Advisory Council on Historic Preservation (ACHP) / California State Historic Preservation Officer (SHPO)

Section 106 of the National Historic Preservation Act (NHPA) of 1966 requires the Trust to take into account the effect of its undertakings on historic and cultural resources, including the NHLD. The Trust has entered into a Programmatic Agreement (PA) with the ACHP, the SHPO, and the NPS that applies to all undertakings under its jurisdiction. The National Trust for Historic Preservation and the Fort Point and Presidio Historical Association are concurring parties to the PA. The PA provides a framework for reviewing the project effects internally and for consulting with other parties under certain circumstances. Consistent with the PA and ACHP regulations that suggest early integration of Section 106 compliance with the NEPA and other agency processes, in April 2003 the Trust toured the PHSH with ACHP and SHPO representatives and provided copies of the draft Planning and Design Guidelines and other early project information. In September 2003, the Trust requested preliminary comment and early input from all PA signatory and concurring parties regarding potential alternatives to be evaluated in the EA, the draft Planning and Design Guidelines, or other matters germane to the historic compliance of the undertaking. By the end of the scoping period, only the Fort Point and Presidio Historical Association commented, stating four concerns that they believed should be addressed in the planning effort. In April 2004, the Trust sought and received concurrence from SHPO on the establishment of an Area of Potential Effect (APE) for the project. Concurrent with the issuance of the EA, and in accordance with the PA, the

Trust then submitted a “consultation package” to ACHP, SHPO, and NPS. The consultation package included public comments received during the public scoping period, the EA, the draft Planning and Design Guidelines (see Appendix A of the EA), and a request for review and comment pursuant to the PA.

Following the decision to prepare this Draft SEIS, the Trust complied with requests from the Fort Point and Presidio Historical Association and the National Trust for Historic Preservation and deferred consultation until the Draft SEIS and a cultural landscape assessment (called for in Mitigation Measure CR-7) could be prepared. These documents were completed and submitted in August 2004 to all PA parties. A telephone conference call was held in November 2004 among the ACHP, SHPO, NPS, and Trust to reach agreement on the level of effect for the proposed undertaking. The consultation resulted in unanimous agreement that the undertaking would have no adverse effect on historic properties if the certification process for Federal Historic Preservation Tax Incentives were successfully completed. Should the certification process be withdrawn or not completed, the consultation on the project would continue.

Since preparation of the Draft SEIS, the Trust’s private development partner has expressed an interest in leasing a reduced number of buildings within the PHSH district compared to what was initially proposed. Leasing only a few buildings out of a set of buildings that were historically functionally related invokes certain provisions within the regulations governing the Federal Historic Preservation Tax Incentives process. To address this situation, a consultation telephone conference was held in January 2006, with SHPO, NPS Golden Gate National Recreation Area, and NPS Technical Preservation Services in Washington, D.C. During the call the Area of Potential Effect was redefined and a decision was made to write a Process Programmatic Agreement (PPA) to meet the requirements of both the Federal Historic Preservation Tax Incentives regulations and Section 106 for the restructured project. The PPA is consistent with and references stipulations of the Trust’s PA but adds other review requirements to meet the Tax Incentives requirements. The finalized PPA would be included in the private development team’s submission for Federal Historic Preservation Tax Incentives review.

4.2.4 U.S. Environmental Protection Agency (EPA)

The EPA reviews Draft EISs prepared by other federal agencies and makes those reviews public by publishing summaries of those comments, generally every Friday, in the Federal Register. As part of its review, the EPA rates Draft EISs using a rating system that provides a basis upon which the EPA makes recommendations to the lead agency for improving the document.

The EPA reviewed the PHSH information packet that the Trust distributed at the outset of scoping for the EA and recommended that the PHSH project expand wetland features and functions on the upper plateau. During scoping for the Draft SEIS, Trust staff met on-site to brief a representative of the EPA’s Federal Activities Office and responded to questions regarding EPA matters of interest in the project. In its comment letter on the Draft SEIS, the EPA rated the Draft SEIS as Lack of Objections (LO) and recognized “the Trust’s multiple objectives as well as the effort to address prior concerns associated with

the previous Environmental Assessment...” The EPA was satisfied with the selection of an alternative that would have fewer environmental impacts than the previous PTMP Alternative (Alternative 1). It also noted that while Alternative 3 offers a greater level of protection for sensitive plant and animal species and fewer construction emissions than the other alternatives, Alternative 2, in combination with proposed mitigation, addresses many of the EPA’s previous concerns regarding wetland impacts. The Trust complied with the EPA request that the Final SEIS address the feasibility of mitigating construction emissions.

4.2.5 U.S. Fish and Wildlife Service (USFWS)

Section 7 of the Endangered Species Act requires federal agencies, in consultation with the USFWS, to ensure that their actions do not jeopardize the continued existence of endangered and threatened species or result in the destruction or adverse modification of the critical habitat of these species. According to the Recovery Plan for Coastal Plants of the Northern San Francisco Peninsula recently published by the USFWS (August 8, 2003), the only federally endangered listed species within the PSHH district is the San Francisco lessingia (*Lessingia germanorum*), occurring in two areas north of the PSHH. Following formal consultation that included the proposed PTMP, the USFWS issued its Biological Opinion (BO) on Four Projects at the Presidio of San Francisco on July 19, 2002. It was the Service’s biological opinion that the project, as proposed, was not likely to jeopardize the continued existence of the species.

During scoping for the PSHH EA, the USFWS stated that, where existing buildings would be reused, direct impacts on the San Francisco lessingia appear unlikely, as long as construction vehicles are excluded from its habitat. Notwithstanding this assertion and its acknowledgement that it consulted on the PTMP Alternative (Alternative 1), in its comment letter on the Draft SEIS, the USFWS encouraged the Trust to adopt Alternative 3 citing: “[b]ecause the number of proposed dwelling units is substantially less than the other alternatives (except the No Action Alternative), the amount of day use is less, and the amount of building area is reduced, the indirect effects to the lessingia would be less than effects associated with other alternatives.” The USFWS supported the mitigation measures proposed in the Draft SEIS to reduce impacts on the San Francisco lessingia.

4.2.6 City and County of San Francisco (CCSF)

Trust staff met with CCSF Department of Parking and Traffic staff on December 18, 2003. DPT agreed to work cooperatively with Caltrans and Richmond district neighbors in planning for the potential new access to the project site off Park Presidio Boulevard. DPT urged the Trust to consider not only the engineering feasibility of this access, but also the issues of cost, Caltrans approval, schedule, and the source of funds for the improvement. Trust staff consulted with San Francisco Public Utilities Commission (SFPUC) staff to confirm that the PSHH project is taken into account in the SFPUC’s water use model and sewershed, and conferred with the CCSF’s Department of the Environment regarding solid waste generation within the PSHH district. Trust staff also periodically updated the Mayor’s Office of Neighborhood Services regarding the project and environmental review process. In its comment letter on the Draft SEIS, which is responded to in the Response to Comments volume of this Final SEIS, the CCSF

mentioned that its concerns regarding the development's impacts on the neighborhood and city services were "serious." The CCSF offered its commitment to continue working with the Trust to support a project that would be an asset to both the Presidio and the city.

4.3 LIST OF PERSONS AND AGENCIES CONSULTED

Mort Azimi, California Department of Transportation

Jan Blum, Presidio Park Stewards

Peter Brastow, former Restoration & Stewardship Coordinator and Natural Resources Specialist, Golden Gate National Recreation Area, National Park Service

Kathy Bunger

Karen Cantwell, Environmental Protection Specialist, Golden Gate National Recreation Area, National Park Service

Bert Carlson, NPS Communications Manager, Golden Gate National Recreation Area, National Park Service

Laura Castellini, Environmental Protection Specialist, Environmental Programs Office, Golden Gate National Recreation Area, National Park Service

Jim Chappell, President, San Francisco Planning and Urban Research Association

Charles Edwin Chase, Executive Director, San Francisco Architectural Heritage

Doris J. Cimagala, Records Clerk, Records Section, San Francisco Field Office, U.S. Park Police

Jane Crisler, Historic Preservation Specialist, Advisory Council on Historic Preservation

Helena (Leaka) Culik-Caro, Deputy District Director, California Department of Transportation

Shanna Draheim, Federal Activities Office, Cross Media Division, U.S. Environmental Protection Agency

Kevin Drew, Residential and Special Projects Recycling Coordinator, Department of the Environment, City and County of San Francisco

Gordon Duhon, Senior Program Manager, Commercial New Construction Program Customer Energy Management, Pacific Gas and Electric Company

Debby Dunn, Marketing and Community Relations, Golden Gate Disposal and Recycling Company

Becky Evans, Co-Chair, Sierra Club Presidio Committee, San Francisco Bay Chapter, Sierra Club

Rudy Evenson, Chief of Special Park Uses, Golden Gate National Recreation Area, National Park Service

Sharon Farrell, formerly with Aquatic Outreach Institute

Arthur Feinstein, Director of Conservation, Golden Gate Audubon Society

Holly Fiala, Director, Western Office, National Trust for Historic Preservation

Rick Foster, Landscape Architect/Transportation Planner, Golden Gate National Recreation Area, National Park Service

Erika L. Gabrielsen, Managing Director, Reputation LLC (representing Richmond Presidio Neighbors)

Thomas Gardali, Wildlife Biologist, Point Reyes Bird Observatory

Jared Goldfine, Senior Environmental Planner, California Department of Transportation

Ruth Gravanis, Golden Gate Audubon Society

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California Department of Transportation, District 4

California Office of Planning and Research, State Clearinghouse

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Presidio Sustainability Project
Sierra Club

4.5.5 Historic Preservation Organizations

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Fort Point and Presidio Historical Association
National Trust for Historic Preservation
San Francisco Architectural Heritage

4.5.6 Civic Organizations

Bay Area Council
San Francisco Bicycle Coalition
San Francisco Planning and Urban Research Association

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San Francisco Main Public Library
San Francisco Public Library, Marina Branch
San Francisco Public Library, Presidio Branch
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4.6 REFERENCES

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List of Acronyms

ABAG	Association of Bay Area Governments
ACHP	Advisory Council on Historic Preservation
ADA	Americans With Disabilities Act
ALS	advanced life support
AMA/MP	Archaeological Management Assessment and Monitoring Program
BAAQMD	Bay Area Air Quality Management District
BO	Biological Opinion
BR	bedrooms
Caltrans	California Department of Transportation
CAP	Clean Air Plan
CARB	California Air Resources Board
CCSF	City and County of San Francisco
CDFG	California Department of Fish and Game
CEQ	Council on Environmental Quality
CEQA	California Environmental Quality Act
CHC	California Heritage Council\
CIWMB	California Integrated Waste Management Board
CO	carbon monoxide
CSO	combined sewer overflows
CTBS	Citywide Travel Behavior Survey
dBA	A-weighted decibel
DHS	California Department of Health Services
DPT	San Francisco Department of Parking and Traffic
DTSC	California Department of Toxic Substances Control
EA	environmental assessment
EIS	environmental impact statement
EPA	U.S. Environmental Protection Agency
FESA	Federal Endangered Species Act
FHWA	Federal Highway Administration
FMP	Financial Management Plan
FONSI	Finding of No Significant Impact
FY	Fiscal Year
GGNRA	Golden Gate National Recreation Area
GGBHTD	Golden Gate Bridge, Highway and Transportation District
GGT	Golden Gate Transit

GMPA	General Management Plan Amendment
GSA	General Services Administration
gpd	gallons per day
HCM	Highway Capacity Manual
Highway 1	Park Presidio Boulevard
ITE	Institute of Transportation Engineers
kWh	kilowatt-hour
LDA	Letterman Digital Arts Ltd.
LOS	level of service
LUCs	Land Use Controls
LSRA	Lake Street Residents Association
MMBtu/hr	million British thermal units per hour
MTA	Municipal Transportation Agency
MUNI	San Francisco Municipal Railway
MUTCD	Manual on Uniform Traffic Control Devices
Mw	moment magnitude
NAC	Noise Abatement Criteria
NAGPRA	Native American Graves Protection and Repatriation Act
NAPA	National Academy of Public Administration
NAPP	Neighborhood Associations for Presidio Planning
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
NHLD	National Historic Landmark District
NHPA	National Historic Preservation Act
NO _x	nitrogen oxides
NPS	National Park Service
OSP	Oceanside Water Pollution Control Plant
PA	Programmatic Agreement
PAHs	polynuclear aromatic hydrocarbons
PAR	Planning Association for the Richmond
PCBs	polychlorinated biphenyls
PG&E	Pacific Gas and Electric Company
PHRA	Pacific Heights Residents Association
PHSH	Public Health Service Hospital
PHSH district	Public Health Service Hospital planning district
PM ₁₀	dust (particulate matter)
PPA	Process Programmatic Agreement
PresidiGo	the Presidio's internal shuttle

Presidio	Presidio of San Francisco
PSD	Prevention of Significant Deterioration
PSR/PR	Project Study Report/Project Report
PTMP	Presidio Trust Management Plan
RAP	Remedial Action Plan
RFP	Request for Proposal
RFQ	Request for Qualifications
RLOS	residential level of service
ROD	Record of Decision
ROG	reactive organic gases
RPN	Richmond Presidio Neighbors
SDC	Service District Charge
SEIS	supplemental environmental impact statement
sf	square feet
SFCTA	San Francisco County Transportation Authority
SFDPT	San Francisco Department of Parking and Traffic
SFFD	San Francisco Fire Department
SFFO	San Francisco Field Office
SFPD	San Francisco Police Department
SFPUC	San Francisco Public Utilities Commission
SFUSD	San Francisco Unified School District
SHPO	California State Historic Preservation Officer
SIP	State Implementation Plan
SPUR	San Francisco Planning and Urban Research Association
SRO	single-resident-occupied
SVOCs	semi-volatile organic compounds
SWPPP	Storm Water Pollution Prevention Plan
TCMs	Transportation Control Measures
TDM	Transportation Demand Management
TIS	Traffic Impact Study
TPH	total petroleum hydrocarbons
UCSF	University of California at San Francisco
USFWS	U.S. Fish and Wildlife Service
USPP	U.S. Park Police
VMP	Vegetation Management Plan

Glossary

This section provides layperson's terms to aid reader understanding rather than technical definitions that may apply in a specialized field of knowledge.

Adverse effect – With respect to historic properties, direct or indirect harm. The National Historic Preservation Act regulations set forth criteria used to assess adverse effect at 36 CFR § 800.9.

Air pollutant – Foreign or natural substances that are discharged, released, or over-generated into the atmosphere that could result in adverse effects on humans, animals, vegetation or materials. Also known as an air contaminant. Examples include but are not limited to smoke, charred paper, dust, soot, grime, carbon, fumes, gases, odors, particulate matter, acids, or any combination thereof.

Air Quality Management District – Local government agency charged with controlling air pollution and attaining air quality standards. The Presidio is included in the Bay Area Air Quality Management District.

ALS – Advanced Life Support. Functional provision of advanced airway management, including intubation, advanced cardiac monitoring, manual defibrillation, establishment and maintenance of intravenous access, and drug therapy.

Ambient air quality standards – Health- and welfare-based standards established by the state or federal government for clean outdoor air that identify the maximum acceptable average concentrations of air pollutants during a specified period of time.

Ambient noise – The distinctive acoustical characteristics of a given space consisting of all noise sources audible at that location. In many cases, the term “ambient” is used to describe an existing or pre-project condition such as the setting in an environment noise study.

Ambient noise level – The composite of noise from all sources near and far. The normal or existing level of environmental noise at a given location.

Annual base rent – The annual basic minimum rent once construction has been completed figured in accordance with the use of the property and anticipated economic performance.

Archaeological resource – Any material remains or physical evidence of past human life or activities that are of archaeological interest, including the record of the effects of human activities on the environment. An archaeological resource is capable of revealing scientific or humanistic information through archaeological research.

Area A – The predominately coastal area of the Presidio, comprising about 320 acres, under the jurisdiction and management of the National Park Service.

Area B – The area of the Presidio, comprising about 1,160 acres, under the administrative jurisdiction of the Presidio Trust. Area B is defined in Title I of the Presidio Trust Act and includes the interior (non-coastal) portion of the Presidio and nearly all built areas of the park.

Area of Potential Effects – The geographic area or areas within which an undertaking could cause changes in the character or use of historic properties, if any such properties exist there. This area always includes the actual site of the undertaking, and could also include other areas where the undertaking will cause changes in land use, traffic patterns, or other aspects that could affect historic properties.

Attainment – Achievement of air quality standards.

Base rent – See direct rent.

Battery Caulfield – See Public Health Service Hospital (PHSH) district.

Best Management Practices (BMPs) – Practices that apply the most current methods and technologies available not only to comply with mandatory environmental regulations, but also maintain a superior level of environmental performance. BMPs may include schedules for activities, prohibitions, maintenance guidelines, and other management practices.

Biological Opinion – A document that includes 1) the opinion of the U.S. Fish and Wildlife Service (USFWS) or the National Marine Fisheries Service (NOAA Fisheries) as to whether or not a federal action is likely to jeopardize the continued existence of listed species, or result in the destruction or adverse modification of designated critical habitat; 2) a summary of the information on which the opinion is based; and 3) a detailed discussion of the effects of the action on listed species or designated critical habitat.

Carbon monoxide (CO) – A colorless, odorless toxic gas produced by the incomplete combustion of carbon-containing substances. It is emitted in the exhaust of gasoline-powered vehicles.

Capital costs – Monies spent to rehabilitate, upgrade, or newly construct the built and natural environments, including residential and non-residential buildings, interior improvements, roads, utility systems, water and sewer systems, electrical and telecommunications systems, forests, trail improvements, landscaping, plant restoration, and other open space improvements, among other items. Capital costs do not include operating expenses.

Capital improvements – See capital costs.

Capital reserves – Funds maintained to pay for anticipated capital costs, taking into account the building's historical fabric and maintenance status.

Categorical Exclusion – A category of federal actions that do not individually or cumulatively have a significant effect on the human environment and for which, therefore, neither an EA nor an EIS is required.

Central Green – A defined open space west of the Wyman Avenue houses and north of Building 1802 (Engineering Building) that serves as a remnant of the 19th century road network within the PHSH district.

Cleanup process – A comprehensive program for the cleanup (remediation) of an environmentally contaminated site. It involves investigation, analysis, development of a cleanup plan and implementation of that plan.

Character-defining features – Visual aspects and physical features that comprise the appearance of an historic building. Character-defining features include the overall shape of the building, its materials, craftsmanship, decorative details, and interior spaces and features, as well as the various aspects of the building’s site and environment.

CNEL – Community Noise Equivalent Level. The 24-hour average noise level, with noise occurring during evening hours (7:00 – 10:00 PM) weighted by a factor of three and nighttime hours weighted by a factor of ten prior to averaging.

Conformity – A process mandated in the federal Clean Air Act to insure that federal actions do not impede attainment of the federal health standards. General conformity sets out a process that requires federal agencies to demonstrate that their actions are neutral or beneficial to air quality.

Construction site – The location of construction activity.

Criteria air pollutants – Air pollutants for which the federal or state government has established ambient air quality standards or criteria for outdoor concentration in order to protect public health.

Cultural landscape – A geographic area, including cultural and natural resources and the wildlife or domestic animals therein, associated with an historic event, activity, or person or exhibiting other cultural or aesthetic values. At the Presidio, the cultural landscape is inextricably linked to the Presidio’s continuous military occupation since 1776.

Cultural resource – An aspect of a cultural system that is valued by or significantly representative of a culture or that contains significant information about a culture. A cultural resource can be a tangible entity or a cultural practice. Tangible entities at the Presidio include archaeological resources, cultural landscapes, and historic structures.

Cumulative effects – The estimated combined effects that are a result of the impacts of an action, when added to other past, present, and reasonably foreseeable future actions, regardless of the agency (federal or non-federal) or person to undertake such actions.

dB or dBA – A decibel (dB) is the standard unit of sound amplitude, or loudness; decibels are measured on a logarithmic (i.e., non-linear) scale. The A-weighted (dBA) scale is adjusted for human sensitivity. For decibels, each increase in 10 dB multiplies the previous value by 10; for example, 50 dBA is 10 times louder than 40 dBA, while 60 dBA is 100 times louder than 40 dBA.

Development agreement – A contract between a private development partner and a government entity such as the Trust that may specify conditions, terms, restrictions, and regulations pertaining to all aspects of a development.

Direct effect – An impact that occurs as a result of the proposed action or alternative in the same place and at the same time as the action.

Direct rent – Any amount that the building tenant is or becomes obligated to pay the landlord (Presidio Trust) under the lease or other agreement.

Discount rate – The interest rate used to convert expected future income into a present value.

Diversion – For waste measurement purposes, any combination of waste prevention (source reduction), recycling, reuse, and composting activities that reduces waste disposed at permitted landfills and transformation facilities.

Emergency medical services (EMS) – The provision of treatment to patients that occurs prior to arrival at a hospital or other health care facility.

Endangered species – Any species in danger of extinction throughout all or a significant portion of its range.

Environmental Assessment (EA) – A concise public document that analyzes the environmental impacts of a proposed federal action and provides sufficient evidence to determine the level of significance of the impacts.

Environmental Impact Statement (EIS) – A detailed NEPA document prepared when a proposed action or alternative has the potential for significant impact on the human environment.

Environmental review – See NEPA process.

Equity – The interest or value that the investor has in their premises' improvements over and above the debts or liens against it.

Exceedance – A monitored level of concentration of any air contaminant higher than federal or state ambient air quality standards.

External trip – A trip that originates outside the Presidio and terminates in the Presidio, or originates in the Presidio and terminates outside the Presidio.

Federal Register – A daily publication of the National Archives and Records Administration that updates the Code of Federal Regulations, in which the public may review the regulations and legal notices issued by federal agencies.

Financial Management Program – A long-range projection required by the Presidio Trust Act to be submitted to Congress setting forth an annual schedule of decreasing federal funding that will achieve self-sufficiency for the Trust by 2013.

Financial sustainability – The long-term aspect of financial self-sufficiency. The premise that the Presidio must not only meet short-term self-sufficiency requirements in Fiscal Year 2013, but also be capable of sustaining its operations, performing the necessary building- and infrastructure-related capital improvements, and funding replacement reserves in perpetuity. This requires generating sufficient revenues from leasing and other activities to cover these long-term costs.

Finding of No Significant Impact (FONSI) – A public document that briefly describes why an action would not have a significant effect on the human environment and, therefore, will not require preparation of an EIS.

Fire flows – Water flows available for fighting fires. Fire flows at the Presidio can be deficient due to undersized water mains, bottlenecks created by pressure release valves or water meters, unusable piping, or spacing of fire hydrants farther apart than permitted by the Uniform Fire Code.

Form letter – A letter reflecting the work of an organized response campaign that is separately received by the Trust during the scoping period but containing identical or very closely paraphrased text. Additional comments included in a given form are noted and taken into consideration by the Trust to help define the scope of a project.

Fugitive dust – Dust particles that are introduced into the air through certain activities, such as excavation and site preparation during construction or some demolition activities, or use of off-road vehicles or any vehicles operating on open fields or dirt roadways.

General Management Plan Amendment (GMPA) – The NPS management plan for Area A of the Presidio.

General Objectives of the GMPA – A directive of Congress incorporated into the Presidio Trust Act with which the Trust must comply. Because the GMPA text does not explicitly identify general objectives, the Trust Board determined and adopted the General Objectives of the GMPA in Trust Board Resolution 99-11. The General Objectives guide Trust policy and decisions about resource protection and land and building use in Area B of the Presidio.

Generation – The total amount of waste produced by a jurisdiction.

Geologic hazards – Natural geologic processes (i.e., earthquakes) that occur or could potentially occur in locations that present a threat to humans or developed areas.

Green design – Design and construction practices that significantly reduce or eliminate the potential negative influence of buildings on their occupants and the environment.

Gross building area – Total floor area of a building, usually measured from its outside walls.

Ground lease – The right to use a land parcel for a definite length of time by a tenant who invests the necessary capital to develop and construct improvements (e.g., buildings) on the site.

Ground rent – The rent paid for the use of land under the terms of a ground lease.

Groundwater – Subsurface water that occurs beneath the water table in soils and geologic formations that are fully saturated. Also see Surface water.

Guaranteed ride home program – A program that assures an employee not arriving in his or her personal vehicle of a trip home. For example, an employee may have to work later than the departure time of his carpool or the last bus to his destination. The program would then provide the employee with a ride home in a company vehicle, subsidized taxicab, or similar type vehicle.

Habitat – Home for a plant or animal.

Habitat restoration – Returning the quantity and quality of habitat to some previous naturally occurring condition, most often some baseline considered suitable and sufficient to support self-sustaining populations of fish and wildlife.

Hazardous substance – A substance that is potentially harmful to human health or the environment.

Hazardous waste – A waste with properties that make it dangerous or potentially harmful to human health or the environment.

Historic property – Any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion in, the National Register. The term includes artifacts, records, and remains that are related to and located in such properties. The term “eligible for inclusion in the National Register” includes both properties formally determined as such by the Secretary of the Interior and all other properties that meet National Register listing criteria.

Historic tax credit – Established by the Tax Reform Act of 1986 (PL 99-514; Internal Revenue Code Section 47), a rehabilitation tax credit equal to 20 percent of the amount spent in a certified rehabilitation of a designated historic structure and that may be used to offset taxes payable.

Historic views – Those views and view corridors that existed at the Presidio during its period of significance.

Hospital Buffer – A 50- to 75-foot-wide vegetated area on the south-facing dune slope behind the PHS complex that will be managed to minimize potential conflicts between Building 1801 operations and adjacent San Francisco lessingia populations on the upper plateau.

Impact topics – Specific natural, cultural, or socioeconomic resources that would be affected by the proposed action or alternatives (including no action). The magnitude, duration, and timing of the effect on each of these resources are evaluated in the Environmental Consequences section of an EA or EIS.

Indirect effects or impacts – Reasonably foreseeable impacts removed in time or place from the proposed action. These are “downstream” impacts, future impacts, or the impacts of reasonably expected connected actions (e.g., growth of an area after a highway leading to it is complete).

Infill construction – New construction that is located within an existing developed area, such as a building complex. In the Presidio, infill construction also refers to new development within developable areas.

Infiltration – The downward entry of water into the surface of the soil.

Internal Rate of Return (IRR) – See Unleveraged Internal Rate of Return.

Internal trip – A trip that both originates and terminates in the Presidio.

Interpretation – The telling of a park’s “story” through programs and activities.

Land Use Controls – Administrative and legal tools that do not involve construction or physically changing an environmental cleanup site. In many site cleanups, land use controls help reduce the possibility that people will come in contact with contamination and may also protect expensive cleanup equipment from damage.

Landfill – A waste management unit at which waste is discharged in or on land for disposal.

Landscape vegetation – Plant material, usually ornamental trees, shrubs, grass, and plants growing around buildings or grounds, that has been planted to beautify the site or for a utilitarian purpose such as screening a view.

Lateral spreading – A phenomenon in which surficial soil displaces along a shear zone that has formed within an underlying liquefied layer. Upon reaching mobilization, the surficial blocks are transported downslope or in the direction of a free face by earthquake and gravitational forces.

L_{dn} – A day-night average noise level, a 24-hour average L_{eq}; it takes into account the greater annoyance of nighttime noise with a 10 dBA “penalty” added during the hours of 10:00 PM to 7:00 AM.

Lead agency – The agency either preparing or taking primary responsibility for preparing the NEPA document.

Lease agreement – A written contract between a landlord and a tenant that transfers the right to exclusive possession and use of the landlord’s real property to the tenant for a specified period of time and for a stated rent.

LEED (Leadership in Energy and Environmental Design) Green Building Rating System – A voluntary, consensus-based national standard for developing high-performance, sustainable buildings.

L_{eq} – The equivalent steady-state sound level, or the average acoustic energy content of noise for a stated period of time. The L_{eq} of two different time-varying noise events are the same if the events deliver the same acoustic energy to the ear during exposure, no matter what time of the day or night they occur, unlike some other measurements that adjust for differences in noise sensitivity at night.

Level of Service (LOS) – A qualitative measure describing operational conditions within a traffic stream, based on service measures such as delay, speed, and travel time.

Light industrial – The use of land or buildings for the finishing of products composed of previously manufactured component parts; and any manufacturing, storage, or distribution of products unlikely to cause any of the following objectionable impacts to be detected off-site: odor, noise, fumes or dispersion of waste, or radiation.

Light pollution – Outdoor lighting that is directed or reflected to the sky.

Light trespass – Unwanted light from a neighboring property.

Liquefaction – A phenomenon in which saturated, cohesionless soil experiences a temporary loss of strength due to the buildup of excess pore water pressure, especially during cyclic loading such as that induced by earthquakes. Soil most susceptible to liquefaction is loose, clean, saturated, uniformly graded, fine-grained sand and silt of low plasticity that is relatively free of clay.

Listed species – Any species of fish, wildlife, or plant that has been determined to be endangered or threatened under the Endangered Species Act.

Long-term debt – See permanent debt.

Lower plateau – See Public Health Service Hospital (PHSH) district.

Market rate – The rental amount that a comparable unit would command if offered in the competitive market.

Market rent – See market rate.

Maximum load point – The location along a bus route at which the highest level of ridership typically occurs.

Migratory species – Species that move substantial distances to satisfy one or more biological needs, most often to reproduce or escape intolerable cyclic environmental conditions.

Mitigation – A method or measure that, if implemented, would lessen the intensity of an impact on a particular resource.

Modal split – The proportion of trips made by various travel modes, including automobile, transit, bicycle, foot, and other modes.

Moment magnitude – An energy-based scale that provides a physically meaningful measure of the size of a faulting event. Moment magnitude is directly related to average slip and fault rupture area.

Mutual aid – Reciprocal assistance by different jurisdictions (e.g., local, state, federal) of emergency services under a prearranged plan.

National Environmental Policy Act (NEPA) – Federal legislation enacted in 1969 that establishes the environmental policy that federal entities must take environmental considerations into account in making decisions about federal policies, plans, programs, and projects.

National Historic Landmark (NHL) – A nationally significant historic place designated by the Secretary of the Interior because it possesses exceptional value or quality in illustrating or interpreting the heritage of the United States. The Presidio was designated an NHL District (NHLD) in 1962.

National Historic Preservation Act (NHPA) – The basic legislation of the national historic preservation program that established the Advisory Council on Historic Preservation and the Section 106 review process.

Native plant communities – A group of plants growing together, comprised primarily of plants that are native and that were most likely found on that particular site prior to European settlement.

NEPA process – The objective analysis of a proposed action to determine the significance of its environmental impacts on the human environment; consideration of alternatives and mitigation to reduce potential impacts; and presentation of the analysis to the interested and affected public for review and comment. NEPA process may also be referred to generally as environmental review.

Net Operating Income (NOI) – Income from property or business after operating expenses have been deducted, but before deducting income taxes and financing expenses (interest and principal payments).

Net present value – The current value of a future cash flow stream that typically begins with a cash outflow (or cost) followed by a series of cash inflows. A method of determining whether expected performance of a proposed investment promises to be adequate.

Nike Swale – See Public Health Service Hospital (PHSH) district and Swale.

Nitrogen oxides (NO_x) – Gases formed in great part from atmospheric nitrogen and oxygen and oxygen when combustion takes place under conditions of high temperature and high pressure. NO_x is a criteria air pollutant.

No action alternative – Under the NEPA, a benchmark against which action alternatives are compared.

Noise – Unwanted sound.

Non-native plants – Plant species that have been introduced (or have invaded through natural dispersal from a site where they were introduced) and did not occur on that site prior to European settlement. Even though a plant grows as a native species in a nearby location, if habitat for that species does not occur on the site and if it did not occur there as part of a native plant community, it is considered to be non-native. (For example, coast redwood occurs naturally within the Bay Area, but it is considered non-native to the Presidio.)

Park – A term used interchangeably with the “Presidio” in this document.

Period of significance – A defined period of time during which a property established its historical association, meaning, or value.

Permanent debt – A mortgage that usually exceeds five years. Also known as long-term debt.

Person trip – A trip to or from the project made by one person in any mode of transportation: automobile, bus, transit, walking, or bicycle.

Private development partner(s) – A private organization or group of organizations that are responsible over an extended period of time for bringing about the comprehensive redevelopment of an entire project site.

Public Health Service Hospital (PHSH) district – One of seven planning districts within the Presidio as established under the PTMP. The PHSH district contains approximately 400,000 square feet of buildings, including the PHSH (Building 1801) and nearby dormitories, offices, residences, and recreational buildings. The southern, more developed portion of the 42-acre district is sometimes referred to as the “lower plateau” and its collection of buildings as the “PHSH complex.” The northern portion of the district or “upper plateau” includes the previously disturbed “Battery Caulfield” (or “Nike Missile”) site and remnant natural habitats, including the “Nike Swale” area.

Predicted noise level(s) – Future noise levels, resulting from predictable natural and mechanical sources and human activity including the project.

Presidio Trust – A federal government corporation created by Congress in 1996 to preserve and enhance the Presidio, a national park site, in cooperation with the NPS. As mandated by the Presidio Trust Act (16 USC §§ 460bb appendix, as amended), the Trust must manage the park to become financially self-sufficient by 2013. The Trust has authority to lease property in order to generate revenues needed to operate the park and undertake capital improvements.

Presidio Trust Act – The act that establishes the Presidio Trust as a federal government corporation and authorizes the Trust to manage a majority of the Presidio’s land area in accordance with the terms of the Act.

Presidio Trust Management Plan – The Presidio Trust’s comprehensive plan adopted in August 2002 that guides future management and implementation of projects within Area B of the Presidio. The PTMP was developed with broad public involvement.

Programmatic Agreement – A document that records the terms and conditions that have been agreed upon to resolve the adverse effects of an undertaking upon historic properties.

Quail Commons – A 1.5-acre habitat restoration site located between the southern row of West Washington Boulevard housing and Battery Caulfield that serves as a nesting area and winter covey feeding area for the California quail.

Receptors – Locations selected for determining noise or air quality impacts. These locations represent areas where frequent human use occurs, or is likely to occur in the foreseeable future.

Record of Decision (ROD) – A written public record identifying a selected course of action and explaining why the lead agency has chosen a particular course of action.

Recovery Plan – A public document prepared by the USFWS that outlines tasks necessary to stabilize and recover listed species. Recovery plans include goals for measuring species progress toward recovery, estimated costs and time frames for the recovery process, and an identification of public and private partners that can contribute to implementation of the recovery plan.

Recycled water – The reclamation and reuse of wastewater for beneficial use.

Recycling – The process of collecting, sorting, cleansing, treating, and reconstituting materials that would otherwise become solid waste, and returning them to the economic mainstream in the form of raw material for new, reused, or reconstituted products that meet the quality standards necessary to be used in the marketplace.

Rehabilitation – The act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features that convey the property's historical, cultural, or architectural values.

Remedial Action Plan (RAP) – A written public record identifying a cleanup plan for a site contaminated with hazardous substances and explaining why the agency has chosen the particular cleanup plan.

Remediation – Cleanup of a site to levels determined to be health-protective for its intended use.

Replacement construction – Construction of new buildings that are intended to replace specific buildings that have been or will be demolished.

Request for Qualifications (RFQ) / Request for Proposals (RFP) selection process – A competitive leasing process with a defined set of selection criteria and stated time period generally consisting of an RFQ, RFP, and negotiation. The Trust is using this process for the PHSH to identify a qualified private development partner with whom to negotiate the terms and configuration of a final project and to implement the project.

Rescission – A law enacted by Congress that takes back previously appropriated federal funds.

Response time – The time that begins when emergency response vehicles are en route to an emergency incident and ends when these vehicles arrive at the scene.

Revenues – The total income produced or generated by a given source. At the Presidio, these revenue sources include non-residential and residential buildings (building leases and ground leases), government appropriations, Treasury borrowing, utilities and telecommunications revenues, parking fees, permit and salvage operations, special events, and other miscellaneous parkwide revenues.

Scope – The types of actions to be included in a project, the range of alternatives, and the impacts to be considered.

Scoping – The process by which an agency solicits input from the public and interested agencies on the nature and extent of issues, impacts, and alternatives to be addressed in an environmental review document under the NEPA.

Section 7 – The section of the Endangered Species Act that outlines procedures for interagency consultation to conserve federally listed species and designated critical habitats.

Section 106 – The section of the NHPA that requires federal agencies to consider the effects of their actions on historic properties and seek comments from an independent reviewing agency, the Advisory Council on Historic Preservation. The purpose of Section 106 is to avoid unnecessary harm to historic properties.

Section 110 – The section of the NHPA that sets out the broad historic preservation responsibilities of federal agencies to ensure that historic preservation is fully integrated into ongoing programs.

Seismically-induced densification – A phenomenon in which non-saturated, cohesionless soil is compacted by earthquake vibrations, causing differential settlement.

Self-sufficiency – The requirement, mandated by Congress, that the Trust generate sufficient revenues at the Presidio to support Area B operations without continuing federal appropriations, beginning in Fiscal Year 2013 and every year thereafter. Self-sufficiency has both a short-term and long-term aspect. See also Financial sustainability.

Service District Charge (SDC) – A fee comprised of a tenant's pro rata share of service district costs for each fiscal year typically calculated as a dollar amount per square foot or simply a total amount.

Service district costs – A pass-through of a portion of Presidio operating expenses (e.g., police, fire, road and other infrastructure maintenance) that are not directly associated with revenue-generating buildings. Tenants are charged a pro rata portion of such costs based on the relationship of the space leased to the total Presidio square footage of non-residential buildings.

Solid waste – Garbage, refuse, sludge, or other discarded material, including solids, semisolids, liquids, and contained gaseous materials.

Special-status species – Plants and animals with limited numbers or distribution that have special legal and policy protection. They are protected under federal and state Endangered Species Acts or other regulation, or are sufficiently rare to either be candidates or under consideration for such designation.

State Historic Preservation Officer (SHPO) – The official in each state who (among other duties) consults with federal agencies during Section 106 review. The SHPO administers the national historic preservation program at the state level, reviews National Register nominations, and maintains file data on

historic properties that have been identified but not yet nominated. Agencies seek the views of the appropriate SHPO(s) while identifying historic properties and assessing effects of an undertaking on historic properties.

State Implementation Plan – U.S. EPA-approved state plans for attaining and maintaining federal air quality standards.

Storm water – Storm water runoff and surface runoff and drainage.

Storm Water Pollution Prevention Plan – A set of protocols developed and implemented to address specific storm water discharge concerns, and often developed for construction sites.

Surface water – Water that naturally flows or settles on top of natural landforms and vegetation, often as freshwater rivers, streams, and lakes.

Sustainability – A concept that recognizes that development should meet the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable design – Design that applies the principles of ecology, economics, and ethics to the business of creating necessary and appropriate places for people to visit, live, and work. Development that has been sustainably designed sits lightly upon the land, demonstrates resource efficiency, and promotes ecological restoration and integrity, thus improving the environment, the economy, and society.

Swale – A low point in natural topography, which often provides a point of collection and infiltration for ground and surface water flows, as in the Nike Swale.

Threatened species – Any species which is likely to become an endangered species within the foreseeable future throughout all or a significant portion of its range.

Threshold of hearing – The lowest sound that can be perceived by the human auditory system, generally considered to be 0 dB for persons with perfect hearing.

Tiering – The coverage of general matters in broad EISs with subsequent narrower EISs or EAs incorporating by reference the general discussions and concentrating solely on the issues specific to the subsequent project-specific action.

Toxic Air Contaminant (TAC) – An air pollutant, identified in regulation by the California Air Resources Board, that could cause or contribute to an increase in deaths or in serious illness, or could pose a present or potential hazard to human health. TACs are considered under a different regulatory process (California Health and Safety Code § 39650 et seq.) from pollutants subject to California Ambient Air Quality Standards. Health effects due to TACs can occur at extremely low levels. It is typically difficult to identify levels of exposure that do not produce adverse health effects.

Traffic Impact Study (TIS) – A Caltrans-required analysis of traffic impacts generated by local development and land use change proposals that affect state highway facilities.

Transportation Demand Management (TDM) – Strategies designed to maximize the people-moving capability of the transportation system by increasing the number of persons in a vehicle, or by influencing

the mode of, time of, or need to, travel. To accomplish these types of changes, TDM programs must rely on incentives or disincentives to make these shifts in behavior attractive.

Trip generation rate – A rate or number that expresses the number of person trips that would be generated by a unit (e.g., square foot or dwelling unit) of a given land use type.

Triple net lease – A lease that requires the tenant to pay, in addition to rent, all property and operating expenses (e.g., insurance, utilities, repairs, maintenance, and janitorial). Also known as NNN lease.

Undertaking – Under the NHPA, a federal activity that is subject to Section 106 requirements. The term is intended to include any project, activity, or program, and any of its elements, that has the potential to have an effect on an historic property and that is under the direct or indirect jurisdiction of a federal agency or is licensed or assisted by a federal agency.

Unleveraged Internal Rate of Return (IRR) – The true annual rate of earning on an investment assuming capital used has no cost such as interest payments. Expressed in percentage terms, IRR equates to the value of cash returns with cash invested.

Upper plateau – See Public Health Service Hospital (PHSH) district.

Vacancy allowance – In a pro forma income statement, an estimate derived from a projected vacancy rate and deducted from potential gross income to derive effective gross income.

Vehicle trip – A trip to or from the project made by a transportation vehicle, primarily automobile. Equal to the number of person trips made by automobile divided by the average numbers of persons per automobile.

Viewshed – The geographic area from which a site is visible; a collection of viewpoints.

Visitor carrying capacity – The type and level of visitor use that can be accommodated while sustaining the desired resource and visitor experience conditions.

Visitor experience – The perceptions, feelings, and reactions a person has while visiting a park.

Waste stream – Waste material output of a community, region, or state.

Watershed – An area of land that drains or sheds its rainwater and springs into a body of water such as a stream or lake.

Weighted average – An average that takes into account the proportional relevance of each component, rather than treating each component equally.

Wetlands – Those areas that are inundated by surface or ground water with a frequency sufficient to support and under normal circumstances does or would support a prevalence of vegetative or aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction. Wetlands generally include swamps, marshes, bogs, and similar areas such as sloughs, potholes, wet meadows, river overflows, mud flats, and natural ponds.

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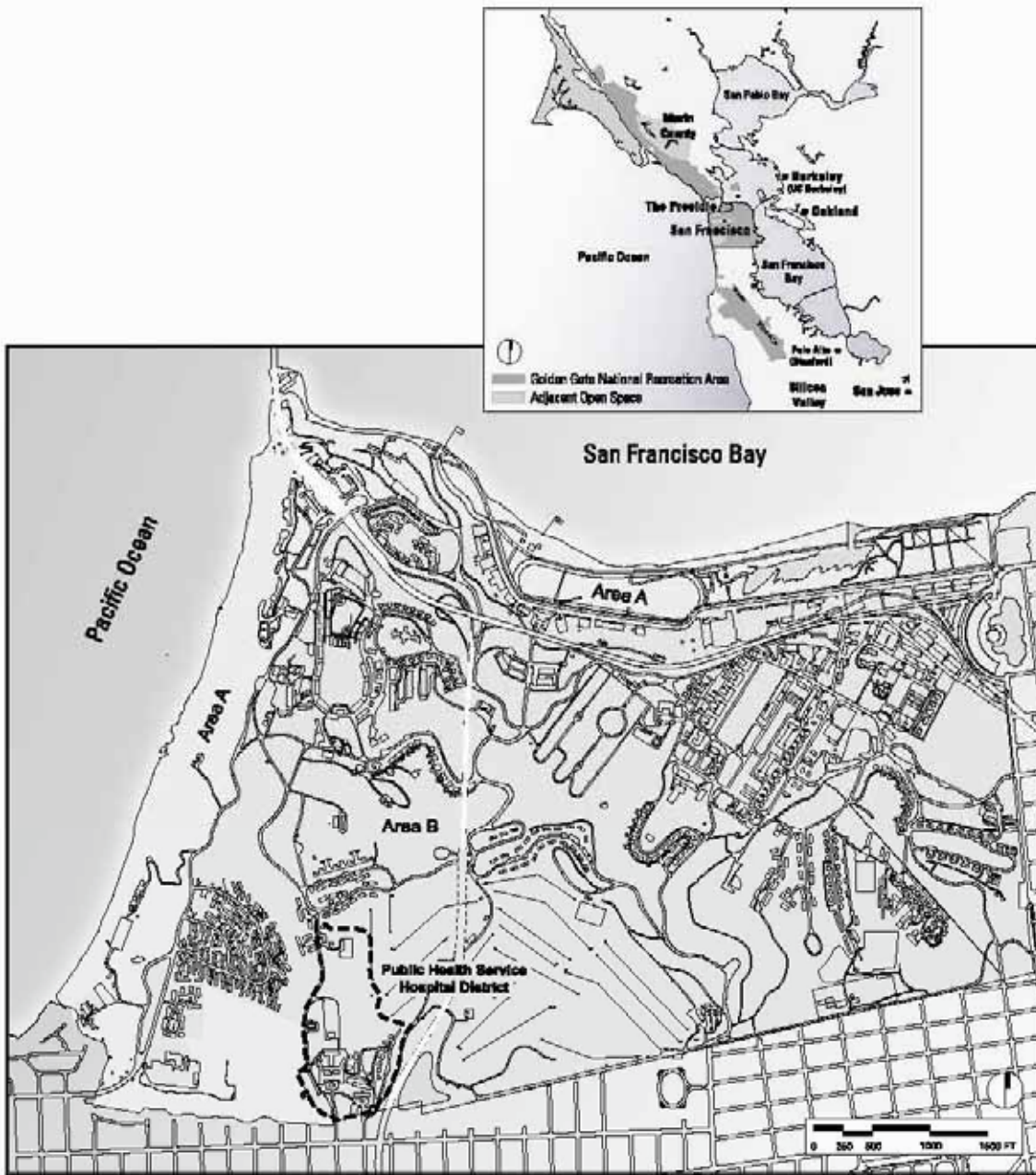
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