

## 2. ALTERNATIVES

This section describes the range of plan alternatives that are presently being considered by the Presidio Trust. Six alternatives and one variation of the Final Plan alternative which was recommended by several environmental organizations during the public review period on the Draft EIS, are described and evaluated in this EIS.

These alternatives are:

1. No Action Alternative [General Management Plan Amendment (GMPA) 2000]
2. Final Plan Alternative (proposed action) and Final Plan Variant
3. Resource Consolidation Alternative
4. Sustainable Community Alternative
5. Cultural Destination Alternative
6. Minimum Management Alternative

### 2.1 DEFINING THE NO ACTION ALTERNATIVE

The No Action Alternative reflects what would happen if the proposed action was not taken. This alternative has been developed based upon “Alternative A” as it was finalized under the 1994 GMPA and GMPA EIS. In formulating the No Action Alternative, the Trust has remained as close to the actual 1994 GMPA land use assumptions as present circumstances will allow. However, specific events and changes since 1994 make it impossible to rely upon the GMPA alternative exactly as it was described in the Final GMPA and associated EIS. Primary differences between the 1994 GMPA and the updated “GMPA 2000” Alternative include the following:

- Under the 1994 GMPA, 277 buildings, representing approximately 1.8 million square feet (sf) of building space, would continue to be occupied by the Sixth U.S. Army. These figures include nearly 600 residential dwelling units assumed to be rented long-term to the Sixth U.S. Army and about another 70 units assumed to be occupied by the NPS at below

market rents. Updated market rate rents are assumed in the financial analysis for this building space in the No Action Alternative (GMPA 2000).

- The 1994 GMPA was influenced by the slumped market conditions in the early 1990s. Office rents were assumed to be approximately \$18 per square foot and office employment densities were assumed to be low. Updated market rate rents and more reasonable employment densities are assumed for non-residential and other types of space in the No Action Alternative (GMPA 2000).
- Under the 1994 GMPA, Wherry housing would be occupied by the Sixth U.S. Army and demolished when no longer needed by the Department of Defense (DOD). Since the 1994 closure of the base, the Army has vacated the Presidio, and the Presidio Trust has leased these units to others. The financial model assumes for the No Action Alternative (GMPA 2000) that revenues are generated from the leasing of Wherry housing for approximately 10 years before it is removed at the end of the GMPA plan horizon. Updated market rate rents are assumed for these units in the No Action Alternative (GMPA 2000).
- Under the 1994 GMPA, the Golf Course was assumed to stay under Sixth U.S. Army management and the Letterman Complex was assumed to be leased to a scientific research user. The No Action Alternative (GMPA 2000) is updated to reflect the revenues and employment associated with the leasing of the Golf Course Clubhouse, the 23-acre Letterman Digital Arts Center (LDAC) long-term lease, and other existing long-term leases.

### 2.2 COMMON FEATURES

All alternatives share some common features or were assumed to result in common outcomes. The common features arise from a mix of circumstances. Most basically, they are derived from the GMPA. That plan outlined a future for the Presidio whose general objectives, by Congressional direction, continue to guide the Trust. Some (e.g., LDAC, Doyle Drive improvements, the Mountain Lake enhancement project, the Vegetation Management Plan, the Trails and Bikeways Master Plan) reflect projects that have been the subject of independent planning and environmental review proceeding

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separately, sometimes under an alternate authority or jurisdiction. Others reflect prior or existing contractual commitments, requirements of the Trust Act, or requirements of other laws, which are consistent with all planning options (e.g., existing long- or short-term leases, building rehabilitations, environmental remediation activities, establishment of the William Penn Mott, Jr. Visitor Center, NPS law enforcement and interpretive roles). Some reflect policies and actions from the GMPA that the Trust has been implementing and believes remain viable (e.g., provision of transportation demand management approaches, removal of Wherry housing units, targeting housing to Presidio-based employees) These policies and actions are common to all alternatives although they would only be minimally addressed under the Minimum Management Alternative.

The following assumptions are common to all alternatives including the Minimum Management Alternative unless noted.

## 2.2.1 LAND AND BUILDING USES

- Approximately 900,000 sf of new structures for the LDAC project would replace the 10-story former hospital and research buildings within a 23-acre site in the Letterman Planning District as previously analyzed in the Final EIS and Planning Guidelines for the Letterman Complex.
- Existing long-term leases would remain in place.
- Other planning, leasing, and construction projects currently underway would be completed and would be subject to separate environmental analysis.
- Housing would be targeted to Presidio-based employees.
- As provided for in the GMPA, Wherry housing would be removed to increase open space and restore critical habitat (except in the Minimum Management Alternative).
- Historic building rehabilitation would be in accordance with the *Secretary of the Interior's Standards for the Treatment of Historic Properties* (also see Section 2.2.4).

## 2.2.2 TRANSPORTATION

- Proposed improvements would replace Doyle Drive with a facility that would have a new, direct entrance into the Presidio as identified in the 1994 GMPA. The Doyle Drive improvements are the subject of a separate EIS/EIR being prepared by the Federal Highway Administration, Caltrans, and the San Francisco County Transportation Authority (SFCTA).
- The proposed improvements to Richardson/Gorgas Avenue analyzed in the 23-acre Letterman Complex EIS would be made; in addition, signalization and intersection improvements at the Lombard Gate analyzed in the Letterman Complex EIS would be implemented.
- Transportation policies and projects directing efforts to strive for better mobility within the park, increased use and availability of public transit and pedestrian and bicycle travel options, improved safety, and actions to minimize congestion would be implemented. Use of the alternative-fuel internal shuttle (connecting to both MUNI and Golden Gate Transit bus lines) will continue, and construction of a transit hub in the northern part of the Main Post would be completed.
- Transportation demand management (TDM) measures as called for in the GMPA and currently underway would continue to be implemented to encourage alternative modes of transit to the Presidio. An enhanced TDM program would be implemented in all but the No Action Alternative (GMPA 2000) and Minimum Management Alternatives, as described in the Final Plan.

## 2.2.3 NATURAL RESOURCE RESTORATION & ENVIRONMENTAL REMEDIATION

- Since release of the Draft EIS, the Presidio Trust has signed a letter of agreement with the NPS and GGNPA to undertake a technical study to identify a broad array of options for Crissy Marsh expansion and to set forth the benefits, costs, impacts and trade-offs associated with each option. The study area includes land in both Areas A and B and focuses on the potential for expansion in areas that were once tidal marsh. For the

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next two years (the estimated duration of the study), the Trust will not undertake any new construction or long-term leasing in the immediate study area which is east of the Commissary parking lot.

- As provided for in the 1994 GMPA, the Tennessee Hollow riparian stream corridor would be restored to the extent feasible following further study and environmental review (except in the Minimum Management Alternative).
- The biological health of Mountain Lake would be improved as identified in the October 2000 *Mountain Lake Enhancement Plan* and Environmental Assessment.
- Vegetation resources would be protected and enhanced as identified in the Presidio *Vegetation Management Plan* (VMP) (except for differences as noted in each alternative).
- Remediation of hazardous substances, pollutants, and contaminants at the Presidio would occur in accordance with the Environmental Remediation Agreement developed between the Trust, NPS, and the U.S. Army.
- Lobos Creek would continue to be the primary water resource for the Presidio.
- Rare, threatened, and endangered species would be protected.

## 2.2.4 CULTURAL RESOURCES

- Any new (replacement) construction would be limited to existing areas of development.
- The character and integrity of the NHLD would be protected and retained through conformance with the PTMP Planning District Guidelines (Appendix B) which were developed to conform to *The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes* (except in the Resource Consolidation Alternative).

- As provided in the 1994 GMPA, the Main Post parade ground would be restored to the extent feasible (except in the Minimum Management Alternative).
- The San Francisco National Cemetery would continue to be managed by the Department of Veteran Affairs as a designated memorial landscape in its current configuration.
- Significant Presidio collections would be preserved and protected.

## 2.2.5 VISITOR EXPERIENCE

- The NPS would continue, in cooperation with the Presidio Trust, to provide interpretation and education services in accordance with the Presidio Trust Act. A Presidio interpretation strategy, jointly prepared by the NPS and the Presidio Trust, would lay out the framework for interpretive activities, facilities, and programs.
- The William Penn Mott, Jr. Visitor Center would continue to be operated by NPS as the main visitor orientation and contact point. Other existing facilities and sites used for providing visitor programs, such as the Presidio's Officers' Club, the Crissy Field Center, and the Herbst Exhibition Hall would continue to be used for this purpose.
- The Presidio and its facilities would be made accessible to visitors of all ages, backgrounds, and abilities as required by the Uniform Federal Accessibility Standards and the Americans with Disabilities Act.

## 2.2.6 RECREATION

- Scenic views and vistas would be preserved and enhanced, in accordance with the VMP.
- The Presidio Golf Course, studied in the Presidio Golf Course Clubhouse Environmental Assessment, would continue to be open to the public.
- A park-wide trail network for pedestrians and bicyclists would be established following public review and agency adoption of the *Presidio*

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*Trails and Bikeways Master Plan and Environmental Assessment*, now in preparation by the Trust and NPS.

- Julius Kahn Playground would continue to be managed by CCSF as a city park.

## 2.2.7 SERVICES/INFRASTRUCTURE

- The Presidio's infrastructure (telecommunications, transportation, electric, sanitation, and sewer systems) would continue to be upgraded to serve park tenants and generate revenue.
- The recently rehabilitated water treatment plant would continue in operation to service the Presidio.
- Law enforcement, fire prevention and protection, and emergency services would continue to be provided by the NPS, under contract to the Trust.
- A water recycling system for on-site treatment of wastewater would be pursued subject to separate environmental review. In March 2002, the Trust released the *Presidio Water Recycling Project Environmental Assessment* (EA) for public review and comment. The proposed water recycling system would have an ultimate capacity of 500,000 gallons per day (gpd), with the first phase (200,000 gpd) proposed for implementation by the end of 2003.
- Conservation practices (energy, water, etc.) would be implemented and demonstrated.

## 2.2.8 ADMINISTRATION

- Facilities necessary for critical park operations would be set aside for Trust and NPS use. These would include facilities for essential operational needs such as public safety, Presidio collections, and a native plant nursery.

- The Trust would manage the leasing and financing programs for Area B and negotiate and enter into leases and other contractual arrangements needed to implement the plan.

## 2.3 KEY DIFFERENCES AMONG THE ALTERNATIVES

Table 1 describes key distinguishing elements of the alternatives and Table 2 provides a financial comparison of the alternatives. Differences among the alternatives include:

- amount and type of open space;
- retention or loss of dwelling units;
- total building square footage and land-use emphasis, including variances in type, density, level of potential demolition, and possible replacement construction;
- level of resource enhancement;
- population and job totals;
- estimated capital costs (orders of magnitude estimates based on common assumptions regarding third party and Trust financing);
- estimated timing of completion of capital improvements and time required to set aside financial reserves (based on common assumptions); and
- extent of park programming and approach to achieving park programs.

## 2.4 NO ACTION ALTERNATIVE (GMPA 2000)

### 2.4.1 CONCEPT

This alternative would implement the 1994 GMPA for the Presidio assuming year 2000 conditions, as described in Section 2.1. Tenants and residents would work together to create a global center dedicated to addressing the world's critical environmental, social, and cultural challenges. Cultural and natural resources throughout the Presidio would be protected and enhanced and new programs would be established through public/private partnership. Historic buildings and landscapes that distinguish the NHLD would be rehabilitated and adaptively reused. Buildings would be removed to increase open space and/or enhance recreational, cultural, and natural resources.

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**Table 1 Comparison Of Alternatives**

	Current (2001)	No Action (GMPA 2000)	Final Plan	Final Plan Variant	Resource Consolidation	Sustainable Community	Cultural Destination	Minimum Management
<b>Open Space (Area B) :</b>								
Native Plant Communities	70	210	212	215	213	209	207	70
Historic Forest	200	252	252	252	252	252	252	200
Landscape Vegetation	301	332	330	352	373	311	348	308
Disturbed	124	--	--	--	--	--	--	124
Subtotal	695	794	794	819	838	772	807	702
<b>Total</b>	<b>1,168</b>							
<b>BUILDINGS (sf)</b>								
Existing Square Footage	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000	5,960,000
Maximum Demolition	0	1,120,000	1,070,000	1,250,000	1,910,000	890,000	1,370,000	0
Maximum Replacement Construction	0	170,000	710,000	0	1,250,000	620,000	1,370,000	0
<b>Total</b>	<b>5,960,000</b>	<b>5,010,000</b>	<b>5,600,000</b>	<b>4,710,000</b>	<b>5,300,000</b>	<b>5,690,000</b>	<b>5,960,000</b>	<b>5,960,000</b>
Cultural/Educational	140,000 (2%)	580,000 (12%)	920,000 (16%)	660,000 (14%)	690,000 (13%)	850,000 (15%)	960,000 (16%)	140,000 (2%)
Lodging/Conference	20,000 (1%)	540,000 (11%)	260,000 (5%)	190,000 (4%)	320,000 (6%)	290,000 (5%)	450,000 (8%)	30,000 (1%)
Other Non-Residential	3,370,000 (56%)	2,570,000 (51%)	2,450,000 (44%)	2,380,000 (51%)	2,980,000 (56%)	2,640,000 (46%)	2,660,000 (45%)	3,360,000 (56%)
Residential	2,430,000 (41%)	1,320,000 (26%)	1,960,000 (35%)	1,480,000 (31%)	1,310,000 (25%)	1,910,000 (34%)	1,890,000 (32%)	2,430,000 (41%)
<b>Total</b>	<b>5,960,000 (100%)</b>	<b>5,010,000 (100%)</b>	<b>5,600,000 (100%)</b>	<b>4,710,000 (100%)</b>	<b>5,300,000 (100%)</b>	<b>5,690,000 (100%)</b>	<b>5,960,000 (100%)</b>	<b>5,960,000 (100%)</b>
<b>HOUSING (units)</b>								
Houses / Apartments	1,110	510	1,300	970	870	1,190	1,430	1,110
SRO / Dorm Rooms	540	260	350	140	40	240	270	540
<b>Total</b>	<b>1,650</b>	<b>770</b>	<b>1,650</b>	<b>1,110</b>	<b>910</b>	<b>1,430</b>	<b>1,700</b>	<b>1,650</b>
<b>PROJECTED RESIDENTS</b>	2,250	1,660	3,770	2,630	2,230	3,330	3,990	3,600
<b>PROJECTED EMPLOYEES</b>	2,020	6,460	6,890	6,630	8,480	7,520	7,840	7,820
<b>PROJECTED VISITORS</b>								
Avg. Daily	12,600	14,300	19,600	16,100	19,100	22,400	19,800	17,900
Annual	4.6M	5.2M	7.2M	5.9M	7.0M	8.2M	7.2M	6.5M
<b>PARKING (spaces)</b>	11,210	7,810	9,170	7,830	8,980	9,790	9,580	11,210

(a) All figures are rounded. Numbers reflect Area B estimates only except for visitors. Visitation estimates reflect Area A and Area B visitors.

(b) The proposed demolition and replacement construction figures presented in the November 2000 scoping alternatives included 900,000 sf of new and removed square footage associated with the LDAC project. The LDAC square footage has been analyzed under the earlier Letterman Complex EIS and is not included in the maximum demolition and maximum replacement construction totals.

(c) Total building square footage numbers represent buildout.

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**Table 2: Financial Comparison Of Alternatives (all \$ figures in millions)(a)**

	<b>No Action (GMPA 2000)</b>	<b>Final Plan</b>	<b>Final Plan Variant</b>	<b>Resource Consolidation</b>	<b>Sustainable Community</b>	<b>Cultural Destination</b>	<b>Minimum Management</b>
Financially Self-sufficient in 2013	YES	YES	YES	YES	YES	YES	YES
Annual Program Expenditures	\$2.0	\$2.0-\$5.0	\$2.0	\$2.0-\$8.0	\$2.0-\$8.0	\$2.0-\$10	\$2.0
Total Capital Costs	\$519	\$589	\$614	\$494	\$525	\$562	\$479
Residential	\$33	\$148	\$193	\$38	\$80	\$88	\$57
Non-residential	\$172	\$201	\$177	\$177	\$199	\$212	\$250
Lodging/Conference	\$106	\$35	\$39	\$45	\$42	\$41	\$4
Miscellaneous	\$185	\$182	\$183	\$211	\$181	\$200	\$147
Non-revenue Generating Space	\$23	\$23	\$23	\$23	\$23	\$23	\$23
Year Capital Program Completed	approx. 2040	approx. 2025	approx. 2035	approx. 2030	approx. 2023	approx. 2030- 2035	2016
Implementation Phase Completed <sup>(b)</sup>	approx. 2050 to 2055	approx. 2029	approx. 2045	approx. 2040	approx. 2029	approx. 2040	2018

(a) For more complete financial information, refer to Appendix K (Financial Analysis) of this EIS.

(b) The implementation phase is terminated after the completion of all capital projects and the funding of all capital replacement reserves.

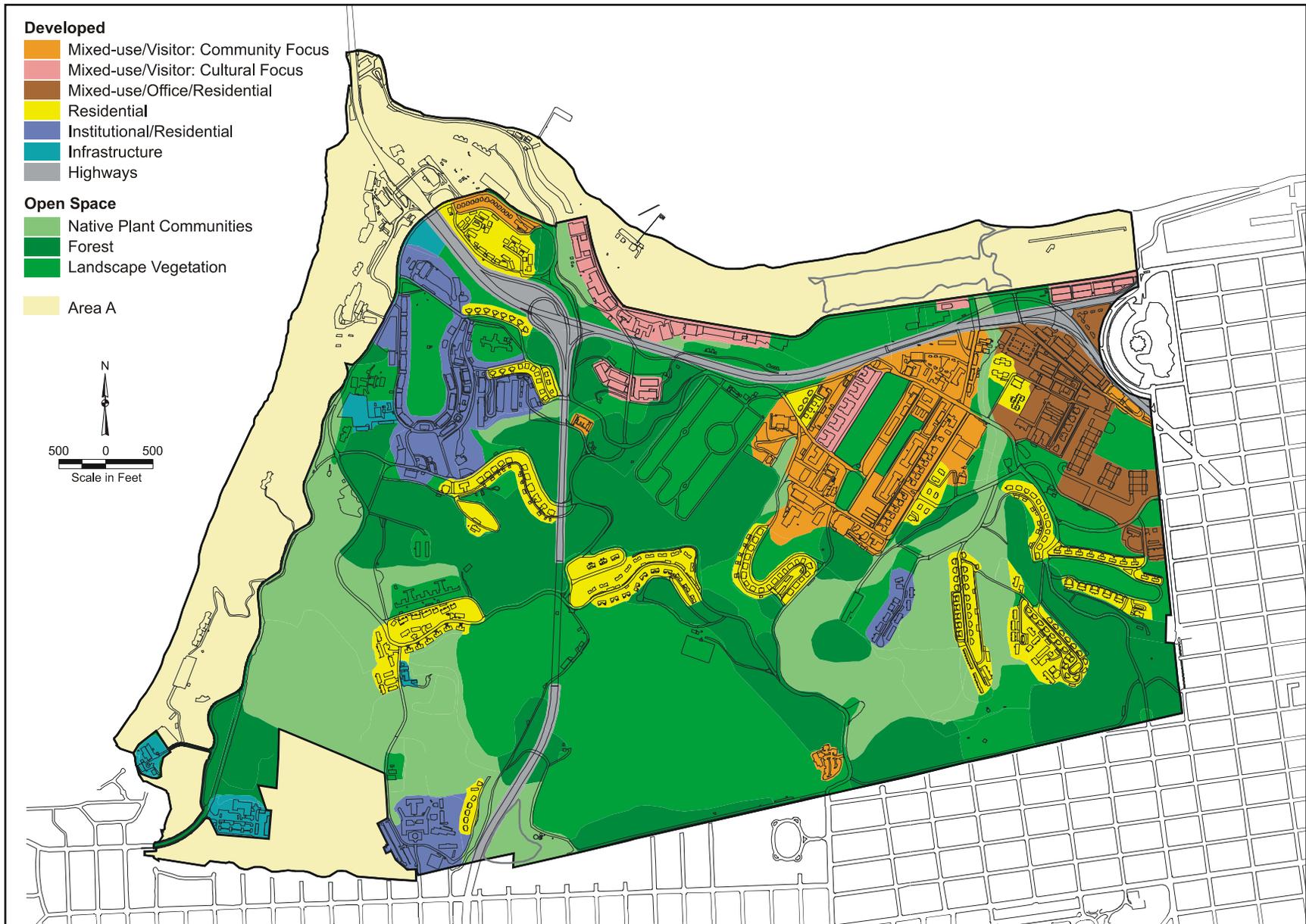


Figure 3: No Action Alternative (GMPA 2000)

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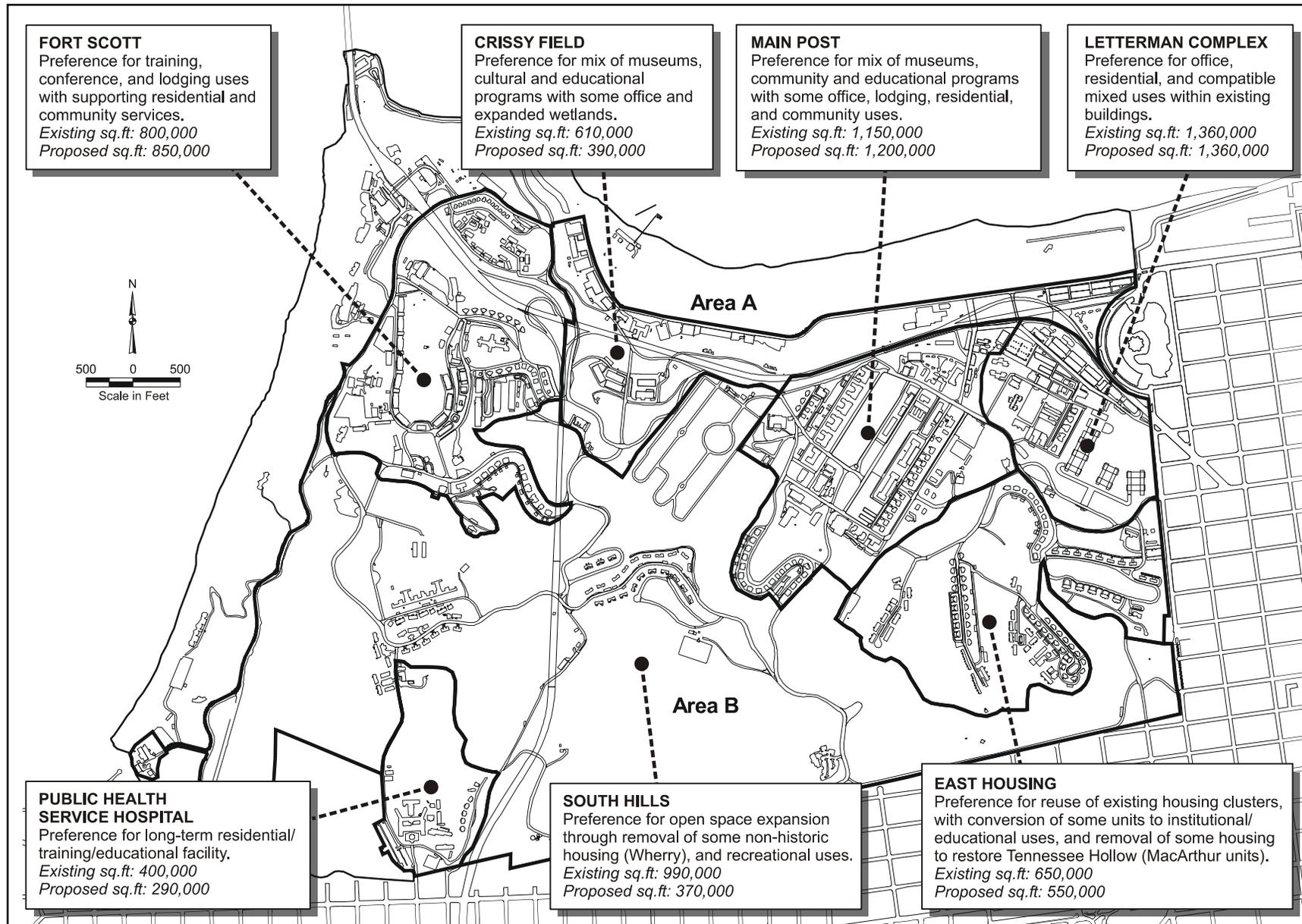


Figure 4: Building Use Preferences – No Action Alternative (GMPA 2000)

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The housing supply would be substantially reduced and would be used by park partner employees, program participants, and visitors. The historic forest, streambed and riparian corridors, native plant communities, and recreational opportunities would be protected, improved, and expanded in some instances. A variety of improvements would be implemented to make the Presidio easy to reach, explore, and enjoy. The Presidio would become a model of environmental protection and sustainable design. Tenants with an organizational mission focused on environmental and social sustainability or skills in education and science, innovative technologies, and problem solving would be selected to lease buildings and develop and operate programs at the site. Park partners would offer a wide range of programs to inform visitors about the Presidio's resources, discuss global concerns, celebrate cultural diversity, and educate the public on environmental issues.

The Trust and NPS would cooperate to provide a base level of interpretive services and education about the Presidio's history and significant resources. Land uses and description of building use preferences are shown in Figures 3 and 4.

## **2.4.2 LAND AND BUILDING USES**

The No Action Alternative (GMPA 2000) proposes overall building square footage of 5,010,000 sf, or 950,000 sf less than currently exists within Area B. This would include approximately 3.7 million sf of mixed-use non-residential building space (community, office, cultural) and 1.3 million sf of residential space (houses, apartments, single room occupancy/dorm rooms). Building use preferences by planning district are shown in Figure 4.

The No Action Alternative (GMPA 2000) would reduce, but would not change the existing underlying land use pattern. There would be a net loss of built space primarily in the South Hills and Crissy Field Planning Districts. Crissy Field (Area B), where there would be a large decrease in built space, and the Main Post, where there would be a small increase, would include mixed uses with a focus on visitor-centered community and cultural activity through a mix of museums, cultural educational programs, and other uses. Uses in Fort Scott, where there would be a small increase in building space, would include training/educational, lodging, and conference uses. The Letterman Planning District would include mixed uses with an office/residential emphasis within existing buildings. Existing square footage

in East Housing and South Hills would decrease as a result of removal of a portion of the non-historic residential units. Preferred uses within the Public Health Service Hospital (PHSH) District include training/educational and conference with other supporting uses in slightly less square footage.

## **2.4.3 BUILT ENVIRONMENT**

To increase open space, enhance natural resource values, and provide additional opportunities for outdoor recreation, a substantial amount of building demolition would occur. Approximately 1.12 million sf of existing structures would be removed, primarily consisting of Wherry housing units and non-historic structures along Crissy Field (Area B). The number of residential dwelling units under this alternative would decrease from about 1,650 to about 770 units, and the residential square footage would decrease as well.

New construction would be limited to about 170,000 sf and would be permitted only if existing buildings and improvements do not meet essential program and management needs. New construction would be designed and sited to be compatible with the historic setting. Most of the park's historic buildings would be rehabilitated for new uses.

## **2.4.4 OPEN SPACE AND NATURAL RESOURCES**

Under the No Action Alternative (GMPA 2000), open space within Area B would increase from about 695 acres to about 794 acres, and the acreage of native plant habitat would be expanded from 70 to about 210 acres. Proposed actions, as detailed in the VMP, would result in a mosaic of native plant communities, historic forest, and landscape vegetation, which would increase the level of species and habitat diversity in the Presidio. This alternative would protect and enhance areas with natural resource values, as identified in the VMP and the GMPA. This alternative would require a committed, long-term management effort, as well as periodic monitoring and evaluation in order to rehabilitate and restore the native plant, historic forest, and landscaped areas of the park.

Some existing non-historic housing units in Tennessee Hollow would be removed to enable restoration of the stream corridor. The restored riparian corridor would connect to an expanded tidal marsh at Crissy Field. The Post

Exchange and the Commissary would be removed to allow expansion of the Crissy Marsh. The Mountain Lake Enhancement Plan would be implemented. Landscape improvements at the LDAC site would enhance open space within this site.

Habitat supporting 13 rare or endangered species would be protected and enhanced. Invasive exotic plant species would be controlled and removed where feasible. Rare, threatened, and endangered plants would be monitored, protected, and enhanced. Non-historic forest would be removed, in accordance with the VMP, and replanted with native plants. Wetland features would be protected, enhanced, and restored where feasible. Water quality of surface and groundwater resources would be monitored. Geologic and soil features would be protected and erosion and unnatural disturbances would be minimized. Air quality, aroma, soundscape, and lightscape features would be protected.

## **2.4.5 CULTURAL RESOURCES**

With the eleven exceptions noted in the GMPA, buildings that contribute to the significance of the NHLD would be rehabilitated in accordance with the *Secretary of the Interior's Standards for the Treatment of Historic Properties*. Under the No Action Alternative (GMPA 2000), every reasonable effort would be made to incorporate compatible adaptive uses that require minimal alteration to the character-defining materials, features, spaces, and spatial relationships of historic buildings and their settings. Building changes necessary to accommodate new uses and facility upgrades would be compatible with the historic setting and have minimal impacts on resource integrity.

The cultural landscape would be preserved and rehabilitated in support of new uses and activities. Any new construction would be designed and sited to preserve the character and integrity of the NHLD. New construction would be compatible with the historic setting through elements of massing, scale, materials, style, and color. Design guidelines would be developed to direct all new construction and would set forth in further detail review processes for new construction. Historic linkages that were once physically or visually connected, such as the Main Post to Crissy Field, would be reestablished wherever possible through redesign of site systems and elements. Buildings that do not significantly contribute to or are incompatible with the historic

setting would be removed. Eleven historic structures identified for demolition in the GMPA would be removed. Other contributing features to the NHLD, such as landscapes, archaeological resources, and batteries, would be protected and preserved. Archaeological resources would be identified, protected, and monitored. The non-historic portion of the PHSB would be removed to allow restoration of the façade of the former hospital.

## **2.4.6 VISITOR EXPERIENCE**

Under the No Action Alternative (GMPA 2000), the NPS, in cooperation with the Trust, would implement a base level of interpretive and educational opportunities within the park. The Trust and NPS would collaborate to develop and implement a Presidio interpretive strategy; interpretive media and programs would be provided in all major activity areas. The William Penn Mott Jr. NPS Visitor Center would provide enhanced visitor programs and services, such as audio tours, additional site bulletins and publications, and oral history programs.

Existing park-based programs would be continued, such as stewardship programs offered through the native plant nursery.

As envisioned in the GMPA, mission-related tenants would provide the majority of park programs through sponsorship of educational opportunities to increase environmental and cultural awareness. Tenants would develop and implement collaborative interpretive and stewardship programs derived from, and in some cases also enhancing, the Presidio's significant resources and values. Visitors could participate in tenant-sponsored activities such as seminars, lectures, festivals, exhibits, demonstrations, and hands-on participation. Trust-sponsored special events would be held periodically. Cultural centers developed by tenants would sponsor performances, demonstrations, exhibitions, and exchange programs.

Overnight lodging and accommodations for visitors would be offered in existing buildings, including some at the Main Post. Fort Scott would be converted to a conference and training center with adjacent lodging in existing buildings. The PHSB (with wings demolished) would provide overnight accommodations as a conference/residential/educational facility. A residential, environmental education center would be established in some of the non-historic housing in East Housing.

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Based on proposed land use intensities, this alternative could attract up to about 14,300 daily visitors and about 5.2 million visitors annually.

## **2.4.7 RECREATION**

Under the No Action Alternative (GMPA 2000), existing recreational opportunities would be retained and utilized by a wide range of visitors. The Presidio's existing built recreational facilities would continue to be open to the public, including the swimming pool, bowling center, ball fields, golf course, tennis courts, and gymnasiums. As called for in the GMPA, the Pop Hicks ballfield would be retained and a new picnic area established. The ballfields at Fort Scott would be converted to an expanded parade ground, available for informal play and as an assembly area. The Morton Street ballfield would be removed for the restoration of Tennessee Hollow. Many landscaped areas and small open spaces would be maintained for passive recreation. Larger open spaces would be improved for visitor use and enjoyment. The Rob Hill group camping area would be redesigned and upgraded to improve camping and interpretive experiences. Visitors would be introduced to ways to enjoy the outdoors in a safe, low-impact manner to protect natural and cultural resources. Recreation programs would be offered by park rangers or park partners. Recreational activities would vary so that people could share their experiences with others, by receiving instruction or by assisting people less knowledgeable than themselves.

## **2.4.8 COMMUNITY/HOUSING**

Under the No Action Alternative (GMPA 2000), the Presidio would support an active community of Presidio staff, tenants, and residents. Presidio housing would be reduced significantly (by up to 880 units) from its current stock through the removal of Wherry housing (between the years 2010 and 2012) and other non-historic units, and through the conversion of units to other uses such as lodging. In the long term, about 770 housing units would be available. Housing unit totals would be achieved through rehabilitation of existing units.

Basic community services would be provided for residents and employees; most of these services would be available to visitors and park neighbors. Services would be located near work places and residential clusters to reduce

the need for daily trips outside of the Presidio. Community meeting spaces would be available to Presidio tenants and residents.

Based on proposed land use intensities, the Presidio would accommodate about 1,660 residents and 770 households by 2020. Presidio based employees would number about 6,460.

## **2.4.9 TRANSPORTATION**

Under the No Action Alternative (GMPA 2000), access and circulation improvements as called for in the 1994 GMPA would be made, including simplifying the road network by defining visitor routes, adding signs, reducing traffic in some areas, and closing some roads to automobiles. Internal intersections would be redesigned to improve safety. Large parking lots would be removed and smaller peripheral parking areas would be established. The total number of parking spaces would be reduced from 11,210 spaces to about 7,810 spaces. Special carpool and disabled visitor parking spaces and time limitations would be used to manage both visitor and tenant parking. A Presidio Transportation Demand Management (TDM) program to reduce automobile use within the Presidio would be implemented.

## **2.4.10 INFRASTRUCTURE AND UTILITIES**

Infrastructure upgrades and improvements to accommodate new uses would be implemented under the No Action Alternative (GMPA 2000). Energy conservation measures would be pursued through the course of building and site rehabilitation. Public and private organizations would join in demonstrating technologies and practices that reduce environmental impacts or produce environmental benefits in energy conservation, solid waste management, transportation, water conservation, and sewage treatment. A water recycling system would be planned and implemented, subject to separate environmental review.

## 2.4.11 FINANCE<sup>1</sup>

Financial modeling assumptions specific to the No Action Alternative (GMPA 2000) include: (a) Wherry housing would be retained for revenue generation until the end of the GMPA planning period (approximately 2010) and demolished in its entirety by 2012; (b) park program expenditures would be \$2 million annually; and (c) approximately 24 percent of all non-residential space would be used by program-enhancing, mission-related tenants who would provide Presidio programs and pay rent at the average estimated rental rate of \$9 per square foot (sf) per year.

Based upon the financial analysis used to compare the alternatives, revenues would cover expenses by 2013 without further need of Congressional appropriations. The total estimated capital costs would be \$519 million. The initial capital investment in building rehabilitation and park improvements is estimated to be completed by approximately 2040. The implementation phase is estimated to be completed between approximately 2050 and 2055.

The No Action Alternative (GMPA 2000) would be fairly sensitive to decreases in market rents and increases in capital costs. If non-residential rental revenues decline by 10 percent and residential revenues decline by 5 percent, and if all other modeling assumptions remain constant, this alternative would not be self-sufficient in 2013. This poor performance could be improved by delaying demolition of Wherry Housing (departing further from the 1994 GMPA) or by utilizing more third party financing than originally assumed.

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<sup>1</sup> Key terms (revenues, program costs, financing costs, capital costs, capital replacement fund (reserves), and self-sufficiency) are defined in the glossary to aid in the understanding of financial concepts. The financial planning model uses common assumptions to determine the relative financial performance of each alternative in terms of revenue generation and resulting time required to complete the capital program and fund reserves.

## 2.5 FINAL PLAN ALTERNATIVE

### 2.5.1 CONCEPT

The Final Plan Alternative was developed in response to public comments during the planning and scoping process and revised based on comments received on the Draft EIS and Draft Plan. (Refer the “Introduction” Section of this document and Volume II (Responses to Comments)<sup>2</sup> of this Final EIS for more detailed discussion of the development of the Final Plan Alternative.) The alternative is patterned on the No Action Alternative (GMPA 2000), with modifications to ensure its financial viability and to combine a number of concepts proposed in the November 2000 scoping alternatives into a single alternative – preservation of historic resources, expansion of open space, reduction in building space, and cultural and educational programs for park visitors.

Under the Final Plan Alternative, the Trust would preserve and enhance the Presidio’s park resources and collaborate with partners, including the NPS, tenants, and residents, to provide a setting where visitors are welcome. The integrity and historic character of the NHLD would be protected, though over time limited changes in keeping with the park’s character would occur. Historic buildings and landscapes that distinguish the NHLD would be rehabilitated and adaptively used. Open space would be increased, over time, primarily by removing non-historic housing in the southern portion of the park, and natural and recreational resources enhanced. Building space would be reduced from its current total, primarily by reducing the number of non-historic buildings. Some new construction could occur, to facilitate the rehabilitation and reuse of historic buildings, and in some cases to potentially provide replacement housing for units demolished. The natural environment would be enhanced, remnant systems preserved and expanded, the historic forest preserved and rehabilitated, and streambed corridors enhanced or restored. Recreational resources and visitor experience opportunities will be enhanced. Nearly one third of the building space will be set aside for public uses – visitor centers, lodging, cultural and educational uses, etc.

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<sup>2</sup> Please see cover page for information on how to obtain a copy of Volume II.

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The Final Plan Alternative would monitor housing demand and the supply of housing would not exceed the current count of about 1650 units. There would be a continued preference for providing housing to Presidio-based employees. An improved mix of housing types would be achieved through subdivision and conversion of existing buildings, and potentially new construction.

Diverse and dynamic programs that help to preserve and protect park resources would bring people and the park together. Visitor programs would be offered through the cooperative efforts of the Trust, NPS, tenants, philanthropic organizations, cultural institutions, and community volunteers. The Trust and NPS would cooperate to provide a base level of interpretive services and education about the Presidio's history and its significant resources. The Trust would seek philanthropic support to supplement baseline program funds. Community support and participation would be integral to the effective management and stewardship of the park's resources.

Tenants would be selected based on their 1) ability to enhance the financial viability of the Presidio and to facilitate reuse of historic buildings; 2) contribution to the implementation of the general objectives of the GMPA and to the visitor experience; and 3) compatibility with the PTMP planning principles and preferred uses. Land uses and description of land use preferences are shown in Figures 5 and 6.

## **2.5.2 LAND AND BUILDING USES**

The Final Plan Alternative proposes overall building square footage of 5.6 million sf, or 360,000 less than currently exists in Area B, and 590,000 square feet more than would exist under the No Action Alternative (GMPA 2000). Building space would include approximately 3.0 million sf of mixed-use non-residential building space (community, office, cultural) and 2.0 million sf of residential space (houses, apartments, single room occupancy dorm rooms). Building use preferences are shown in Figure 6.

Like the No Action Alternative (GMPA 2000), this alternative would reduce the intensity of, but not change the existing underlying land use patterns. Generally, there would be a net loss of built space in the southern planning districts (South Hills and East Housing), with the possibility over time of some modest replacement construction in the northern districts. In comparison to the No Action Alternative (GMPA 2000) there would be less

demolition within Crissy Field (Area B), with some new construction, to accommodate cultural, educational or other visitor oriented uses. There would be a shift in use preference for the PHS complex from conference institutional/educational uses to primarily residential with educational uses. The Main Post, Letterman and Fort Scott Planning Districts would have a net increase of building space to accommodate proposed new uses and potential replacement housing.

Crissy Field (Area B) and the Main Post Planning Districts would include mixed-uses with a focus on visitor programs, community and related activities, and services including a mix of cultural and educational programs, lodging, office and other uses. The Letterman Planning District would have an office/residential use emphasis within an increased level of built space and some support services. Existing square footage in East Housing and South Hills Planning Districts would decrease as a result of removal of some non-historic housing units. East Housing would remain primarily a residential district. Preferred uses within the Fort Scott District would include mixed-use educational/institutional/residential with other supporting uses. There would be no net change in square footage within the PHS Planning District.

## **2.5.3 BUILT ENVIRONMENT**

Built square footage under the Final Plan Alternative would fall between the No Action Alternative (GMPA 2000) and today's existing level of built space. The square footage would be reduced from today's 5.96 to 5.6 million sf over time. To increase open space, enhance natural resource values, and provide additional opportunities for outdoor recreation, a significant amount of building demolition would occur over time. Up to approximately 1.07 million sf of existing structures would be removed, primarily consisting of the Wherry housing, and some Washington Blvd. housing units.

A moderate amount of new construction could also occur over time, with a maximum amount of up to 710,000 sf. New construction would primarily be used to facilitate the effective rehabilitation and reuse of historic buildings; it could also be utilized to meet other plan goals such as to provide replacement housing. All new construction would occur within the constraints imposed by the Final Plan, and would only occur in areas previously developed. As with all alternatives, the NHLD status would guide what building changes would



Figure 5: Final Plan Alternative

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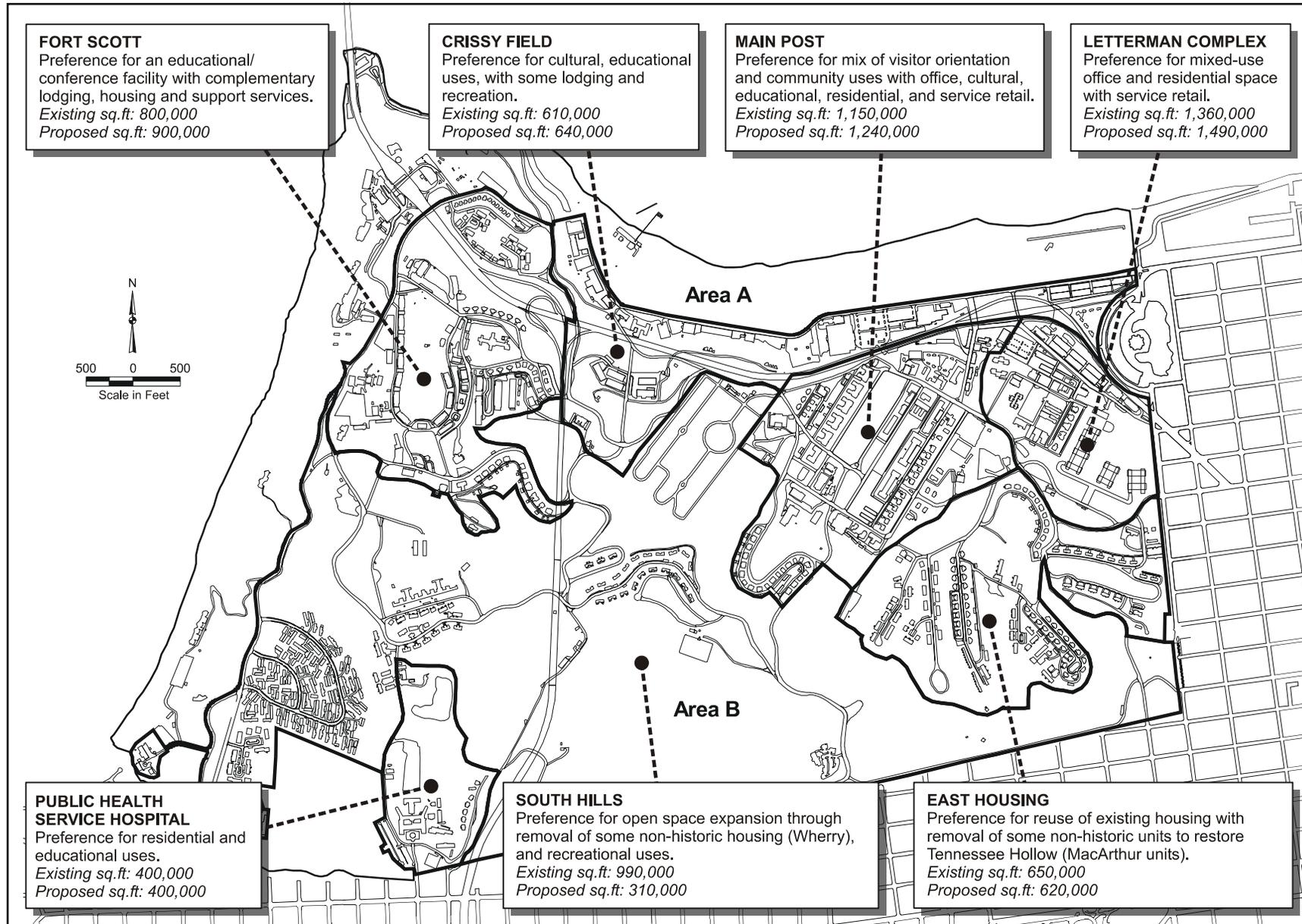


Figure 6: Building Use Preferences – Final Plan Alternative

# ALTERNATIVES

be made. Most of the park's historic buildings would be rehabilitated for new uses in accordance with the *Secretary of Interior's Standards for Rehabilitation*. New construction beyond that considered in the GMPA could include removal and replacement of non-historic housing at north Fort Scott and west of the Thoreau Center in the Letterman Planning District.

## 2.5.4 OPEN SPACE AND NATURAL RESOURCES

Under the Final Plan Alternative, open space within Area B would increase from about 696 acres currently to about 794 acres in 2020, about the same as the No Action Alternative (GMPA 2000). The acreage of native plant habitat would be expanded from 70 acres currently, to about 212 acres. Management actions would be similar to those described in the No Action Alternative (GMPA 2000).

The most significant change in open space is proposed for the southern part of the park (South Hills planning district) with the demolition of Wherry housing units. Some units in the East and West Washington housing areas would also be removed. Removal of some non-historic units in the East Housing District would allow for the restoration of Tennessee Hollow, as in the No Action Alternative (GMPA 2000).

The feasibility and scope of Crissy Field tidal marsh expansion into Area B in part or in whole, as discussed in the No Action Alternative (GMPA 2000), would be considered amongst several options for ensuring the marsh's long-term ecological health. A moratorium on new construction and long-term leasing east of the Commissary parking lot and west of the historic warehouses would be in place for the next two years, the estimated duration of the technical study underway.

## 2.5.5 CULTURAL RESOURCES

The historic character and integrity of the NHLD will be protected under the Final Plan Alternative. Modifications would be made over time, but in a manner that protects the character and integrity of the NHLD. Application of the *Secretary of Interior's Standards for the Treatment of Historic Landscapes* would ensure that changes that are necessary for new uses and upgraded facilities are compatible with the historic setting and protect its integrity. The

PTMP Planning Principles, as well as the district-level planning guidelines within the Final Plan, together with site-specific assessments, design guidelines, and other future planning efforts would identify how the NHLD's character defining features would be preserved and protected.

Buildings that contribute to the significance of the NHLD would be preserved, rehabilitated and used in accordance with the Secretary of Interior's Standards for the Treatment of Historic Properties, to the maximum extent feasible. *Guidelines for Rehabilitating Buildings at the Presidio of San Francisco* would direct historic rehabilitation work and compatible uses for historic buildings would be encouraged. Changes that are necessary to accommodate new uses and facility upgrades would respect the integrity of the resources and the district.

Consistent with the Trust Act, buildings would be evaluated for possible reuse and in some instances demolition and/or replacement construction may be considered. Building demolitions and new construction would be subject to further analysis and public input. Consideration in future planning of building demolition and new construction would be in accordance with the terms set forth in the Programmatic Agreement (See Appendix D). The design of replacement construction would ensure that the association, feeling and setting of the significant elements and the integrity of the NHLD are protected. New construction would be limited to existing areas of development that have been previously disturbed or built up.

The Trust's program of cyclical maintenance to prevent damage to historic fabric and ensure historic buildings are well-maintained would be in place. Implementation of the actions set forth in the signed Programmatic Agreement regarding Trust operations, maintenance, and future planning activities would ensure compliance with the NHPA.

Archaeological resources would be preserved and protected for research and interpretation, and collections and significant objects in the landscape exhibited.

## 2.5.6 VISITOR EXPERIENCE

Under the Final Plan Alternative, the base level of education and interpretive programming under the No Action Alternative (GMPA 2000) would be

expanded. The Presidio Trust, in collaboration with partners including the NPS, would enhance the visitor experience through stewardship programs, special events, exhibitions and programs regarding the Presidio's resources. NPS, in cooperation with the Trust, would provide site interpretation and resource education throughout the Presidio. The Trust and NPS would collaborate to develop and implement a Presidio interpretive strategy. The Trust would assist NPS in expanding these interpretive programs in the future.

The Presidio would become a setting for community and public events, educational and learning centers, exhibitions, youth-oriented and directed activities, hands-on demonstrations and learning experiences, resource stewardship activities, festivals and celebrations. Events could include Presidio Pasados, an annual event commemorating the establishment of San Francisco, Memorial Day and Veteran's Day celebrations, community-sponsored traditions, military programs, small informal outdoor concerts and performances, folklife festivals serving a national audience. Under the Final Plan, the Trust, in collaboration with NPS and the Golden Gate National Parks Association, would continue the commitment to providing and building volunteer-based stewardship programs. Stewardship programs would be continued and expanded to instill greater understanding and protection of park resources among residents, tenants, community members, and visitors. The Presidio's resources would become a laboratory for studying issues of conservation and preservation. Natural resource based restoration efforts would be used to provide expanded educational programs. Resource stewardship programs would be used to provide expanded volunteer opportunities and to promote greater awareness of preserving the Presidio's history.

Approximately one third of the building space would be available for public uses, including educational and cultural tenants, conferencing, small-scale lodging, recreational uses, and visitor amenities. A preference for cultural uses would be at Crissy Field and the Main Post; educational uses would be a priority at Fort Scott and the PSHH. A range of lodging opportunities would be provided at Crissy Field and the Main Post, and possibly Fort Scott, with approximately 180 to 250 rooms total. Dorm-style accommodations, youth or elder hostels, B&B style inns, and small hotels would be considered. The Commissary would be a preferred location for a museum at Crissy Field, along with nearby building 640. To support Presidio visitors and the

Presidio's tenant community, some food and retail services would be provided, as well as restrooms appropriately located throughout the park.

Based on this proposed land use intensities, this alternative would attract up to about 19,600 daily visitors and about 7.2 million visitors annually.

## 2.5.7 RECREATION

Under the Final Plan Alternative, a range of recreation experiences would be continued and created, from the most peaceful and private to the most interactive. Open space and recreational amenities would be managed to provide settings for both intimate and large-group gatherings. The Presidio Trust would consider activities that are uniquely suited and appropriate to the natural and cultural resources found at the Presidio and that can be sustained without damaging these resources. The Trust would assure that educational, interpretive and recreation programs are as fully accessible as possible.

Retaining and enhancing the existing active recreational facilities would continue as a commitment, except where removal would be needed to accomplish other planning objectives, such as the reconstruction of Doyle Drive or the restoration of Tennessee Hollow. Future planning would consider alternatives for change to existing recreational facilities, both indoors and outdoors, and further define compatible recreation activities and uses. These could include rehabilitation, removal and relocation of amenities such as ballfields, campgrounds and picnic areas.

Trails would be improved and expanded as identified in the Presidio Trails and Bikeways Master Plan. A Trails Stewardship program would be initiated to promote public support and interest in trail construction, maintenance and management. Many landscaped open space areas would be maintained for passive recreational opportunities. Passive recreational experiences would be increased and diversified through the creation of new open space areas and through the continued restoration of both remnant natural areas and decadent forest stands.

Consistent with the *Presidio Vegetation Management Plan*, efforts would continue to maintain and enhance spectacular views, to restore historic visual connections, and to provide screening from elements that disrupt historic associations. Opportunities for scenic viewing and the qualities of scenic

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vistas from the Presidio would be increased through future site improvements, natural system restoration, and new trail connections and viewpoints.

## **2.5.8 COMMUNITY/HOUSING**

The goal of the Final Plan Alternative, with respect to housing, is to meet the demand from Presidio-based employees using up to the same number of units which currently exist (about 1,650 accommodations which includes both single rooms and family dwellings). This would represent a significant departure from the No Action Alternative (GMPA 2000), which would result in the loss of about 880 dwelling units. A broad spectrum of housing opportunities would be provided to accommodate employees at a range of income levels. To help meet the projected demand for employee housing, the current unit mix would be reconfigured to reduce the number of large units and increase the number of studio, one- and two-bedroom units.

As non-historic housing units are removed to achieve natural resource enhancement and other goals, replacement housing would be achieved through an emphasis on conversion and subdivision of non-historic space. Between 200-400 units, may be replaced within new construction if required to meet Plan objectives. Priority sites for new construction, subject to additional analysis and public input. Housing conversions and limited new housing construction would provide an opportunity to locate more housing within walking distance of jobs, transit, and community services. Some East and West Washington housing would be retained for rehabilitation and conversion. To provide for the recovery of the endangered San Francisco *Lessingia germanorum*, approximately 620,000 sf of non-historic Wherry housing would be removed in phases and the units replaced. Approximately one-third of the units (beginning with those above Pershing Drive) would be demolished by 2010, and another one-third (extending below Pershing Drive) would be removed by 2020. The balance would be removed beyond the period of this environmental study (by 2030).

Basic community services would be provided for Presidio residents and tenants; most of the services would be available to visitors and park neighbors as well. Services would be located near work places and residential clusters to reduce the need for daily trips outside of the Presidio.

Under this alternative, the residential population by 2020 would number approximately 3,770. The number of employees would reach an estimated 6,890 in 2020.

## **2.5.9 TRANSPORTATION**

Access, parking and circulation improvements under the Final Plan Alternative would be similar to the No Action Alternative (GMPA 2000), however, an expanded transportation strategy and TDM program that discourages auto use and provides multi-modal options for all park users would also be implemented. The use of public transit to and within the park would be encouraged as a way to reach and enjoy the Presidio and reduce automobile traffic. Public or alternative transit systems within the park would provide access between the main Presidio activity areas. Alternative fuels and new technologies would be used to reduce automobile impacts in and around the park. Public transit, pedestrian, and bicycle travel within the park would improve recreational opportunities and enhance environmental quality. The Presidio would be served by public transit and a shuttle system to provide for the transportation needs of park visitors, employees and residents. Regional public transportation improvements proposed by other agencies (including Doyle Drive) would improve access and transit connections to the Presidio. Parking would be reduced from 11,210 spaces to 9,170 spaces and would be configured and managed to serve Presidio activity centers, reduce impacts on the park's natural, historic and recreational features, protect its open space qualities, and avoid parking problems in adjacent city neighborhoods and along Crissy Field. A park-wide TDM program would be provided by the Trust and be supplemented by park tenants. Parking management, including tools such as permit and fee parking, would be actively used to reduce parking demand and discourage automobile use.

## **2.5.10 INFRASTRUCTURE AND UTILITIES**

Conservation measures would be implemented under the Final Plan Alternative as described in the No Action Alternative (GMPA 2000). Environmental protection and sustainable design would be promoted in all infrastructure upgrades and improvements. Energy conservation measures would be pursued through the course of building rehabilitation. Technologies and practices in energy conservation, solid waste management, transportation,

water conservation, and water recycling would reduce environmental impacts or produce environmental benefits.

## **2.5.11 FINANCE<sup>3</sup>**

Financial modeling assumptions specific to the Final Plan Alternative are the same as those for the No Action Alternative (GMPA 2000) except for the modified land use program and: (a) Wherry housing would be removed in three phases over a 30-year period; (b) park program expenditures would increase incrementally from \$2 million in 2006 to a stabilized level in 2020 of \$5 million annually; and (c) approximately 25 percent of the non-residential space is scheduled for use by cultural/educational tenants and partners providing programs to park visitors.

Revenues associated with the Final Plan Alternative would cover expenses in 2013 without further need for Congressional appropriations, with estimated completion of building rehabilitation and park improvements (estimated at \$589 million) by 2025. The implementation phase at the Presidio is estimated to be completed by 2029.

The Final Plan would be negatively impacted by decreases in market rent or increases in capital costs, but not to the same extent as the No Action Alternative (GMPA 2000). If non-residential rental revenues decline by 10 percent and residential revenues decline by 5 percent, and if all other modeling assumptions remain constant, this alternative would remain self-sufficient and sustainable, although the time required to complete the implementation phase would be extended about 5 years.

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<sup>3</sup> Key terms (revenues, program costs, financing costs, capital costs, capital replacement fund (reserves), and self-sufficiency) are defined in the glossary to aid in the understanding of financial concepts. The financial planning model uses common assumptions to determine the relative financial performance of each alternative in terms of revenue generation and resulting time required to complete the capital program and fund reserves.

## **2.6 FINAL PLAN VARIANT**

### **2.6.1 CONCEPT**

This variation on the Final Plan Alternative is being evaluated in response to requests made by several organizations upon their review of the Draft EIS. (Refer to Consultation and Coordination Section for more detailed discussion of the development of the Final Plan Variant.) The Variant is modeled closely after the land use proposals of the Final Plan Alternative, and therefore this description focuses on the primary differences between the Final Plan and the Variant.

The Final Plan Variant places a greater emphasis on open space, calling for greater building demolition and therefore less built space as well as no new construction. Similar to the Final Plan Alternative, the Variant would seek to rehabilitate and reuse historic buildings, adapt non-historic buildings to high priority uses, expand open space, and achieve financial self-sufficiency. There would be proportionately less cultural/educational building use and proportionately more office use in comparison to the Final Plan Alternative. Housing options in the Variant differ somewhat from the Final Plan; as in the Final Plan, housing units removed in other parts of the park would be replaced through subdivision and conversion of existing space, but the possibility of obtaining any replacement units through new construction is foreclosed in the Final Plan Variant. Unlike the Final Plan, tenants would not be selected unless they offered a mission-serving business purpose and park programming; in this respect, the Variant is similar to the No Action Alternative (GMPA 2000).

### **2.6.2 LAND AND BUILDING USES**

The Final Plan Variant proposes an overall building square footage of 4.71 million sf, which is 890,000 sf less than the Final Plan Alternative, 1,250,000 sf less than exists today, and 300,000 sf less than under the No Action Alternative (GMPA 2000). The land use mix under the Variant would include approximately 3.2 million sf of mixed-use non-residential building space (community, office, cultural) and 1.5 million sf of residential space (houses, apartments, single room occupancy dorm rooms). Overall, the Final Plan Variant anticipates 1.9 million sf of office space, slightly more than the 1.82 million sf of office space under the Final Plan Alternative, and less

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cultural/educational space (660,000 sf compared to 920,000 sf in the Final Plan Alternative). Relative to overall square footage, both the Final Plan (260,000 sf) and the Final Plan Variant (190,000 sf) anticipate minimal sf for lodging and conference space.

The Final Plan Variant calls for preferred uses in most cases identical to the Final Plan. Under the Final Plan Alternative and the Variant, the preferred use of the PHSH is residential use with the possibility of educational uses as well. Like the Final Plan Alternative, the Variant proposes that Fort Scott house an institutional campus, allowing for a mix of uses within the campus setting, including research, educational, conference, lodging, office and residential uses. The Variant differs from the Final Plan in that the majority of built space at the Fort Scott campus would be dedicated to educational use, and none of the barracks could be used for housing. Under the Variant, the existing non-historic residential units at North Fort Scott would be retained and reused without possibility for demolition or replacement infill housing; in the Final Plan Alternative, demolition and replacement construction could be considered. Like the Final Plan, the emphasis at Crissy Field (Area B) in the Variant would be on cultural and educational programs, but there would be no lodging possibility. Similar to the Final Plan Alternative, the Main Post would provide the greatest mix of uses, with office and community space supported by cultural, educational, lodging, residential, and retail space. Also, as under the Final Plan Alternative, the majority of built space at Letterman would be devoted to office uses with some supporting residential space. Land uses and building use preferences are shown in Figure 6a and 6b.

## 2.6.3 BUILT ENVIRONMENT

The Final Plan Variant proposes an overall building square footage of 4.7 million sf, which is 890,000 sf less than the Final Plan Alternative, 1,250,000 sf less than exists today, and 300,000 sf less than under the No Action Alternative (GMPA 2000). This variation is achieved primarily by demolishing all square footage called for under the Final Plan Alternative (all of Wherry and MacArthur housing units as well as additional units at East and West Washington and Quarry Road) plus all square footage designated for demolition under the No Action Alternative (GMPA 2000) and foreclosing new replacement construction for any purpose. Up to approximately 1.25 million sf of existing structures [compared to 1.07 million sf for the Final Plan Alternative and 1.12 million sf for the No Action Alternative (GMPA 2000)]

would be removed. Unlike the Final Plan Alternative, none of the square footage removed could be replaced as new construction is foreclosed.

## 2.6.4 OPEN SPACE AND NATURAL RESOURCES

Under the Final Plan Variant, open space within Area B would expand to about 819 acres, an increase of 25 acres over the Final Plan Alternative, 124 acres over existing and 25 acres over the No Action Alternative (GMPA 2000). As with the Final Plan Alternative, the most significant change in open space would occur in the South Hills planning district due to the demolition of Wherry housing units. Removal of units in the East Housing District and in West Letterman would provide more open space within Tennessee Hollow. The riparian stream corridor would be restored and would connect to Crissy Marsh, which would be expanded to at least 30 acres to make it sustainable. Open space within Crissy Field (Area B) to face the restored Area A would be maximized through demolition of all non-historic buildings as identified in the GMPA and through the removal of historic warehouses at the east end of the district. [Whereas the No Action Alternative (GMPA 2000) would have replaced some demolished building sites at Crissy Field (Area B) with parking areas, the Variant would restore these sites to open space.]

## 2.6.5 CULTURAL RESOURCES

The Final Plan Variant would demolish a number of historic buildings that contribute to the NHLD status. In addition to the eleven buildings demolished under the No Action Alternative (GMPA 2000), the Final Plan Variant would also eliminate historic warehouses at the east end of Crissy Field (Area B). District-level planning guidelines and other future planning efforts would identify how the NHLD's character defining features would otherwise be preserved and protected.

## 2.6.6 VISITOR EXPERIENCE

Under the Final Plan Variant, program activities would be limited to those proposed in the 1994 GMPA. Mission-related tenants would be the primary program providers. Programs financed by the Trust would be limited to those identified in the GMPA, carried out principally by the NPS or under their direction, and would not exceed \$2 million per year. Any level of programs

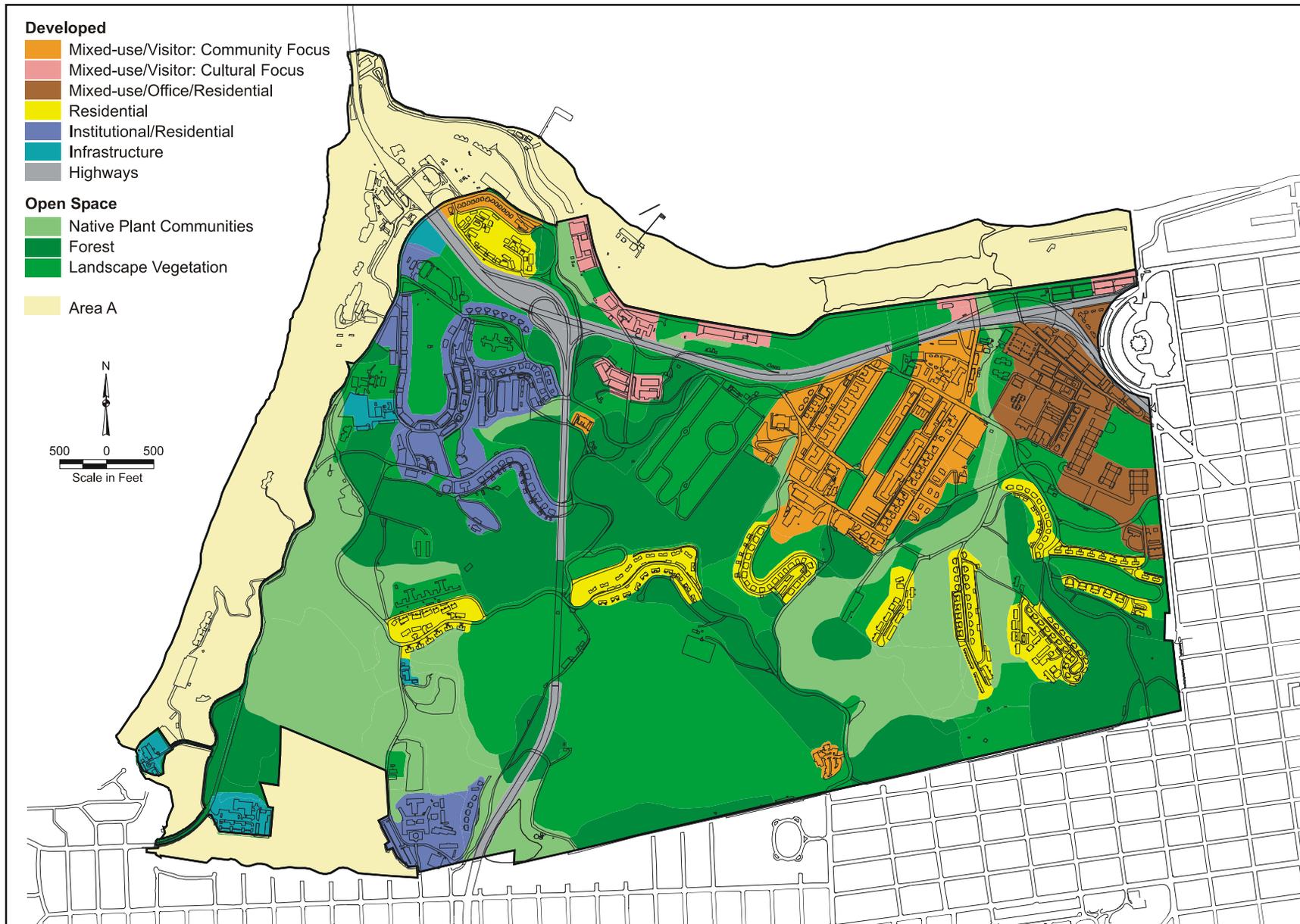


Figure 6a: Final Plan Variant

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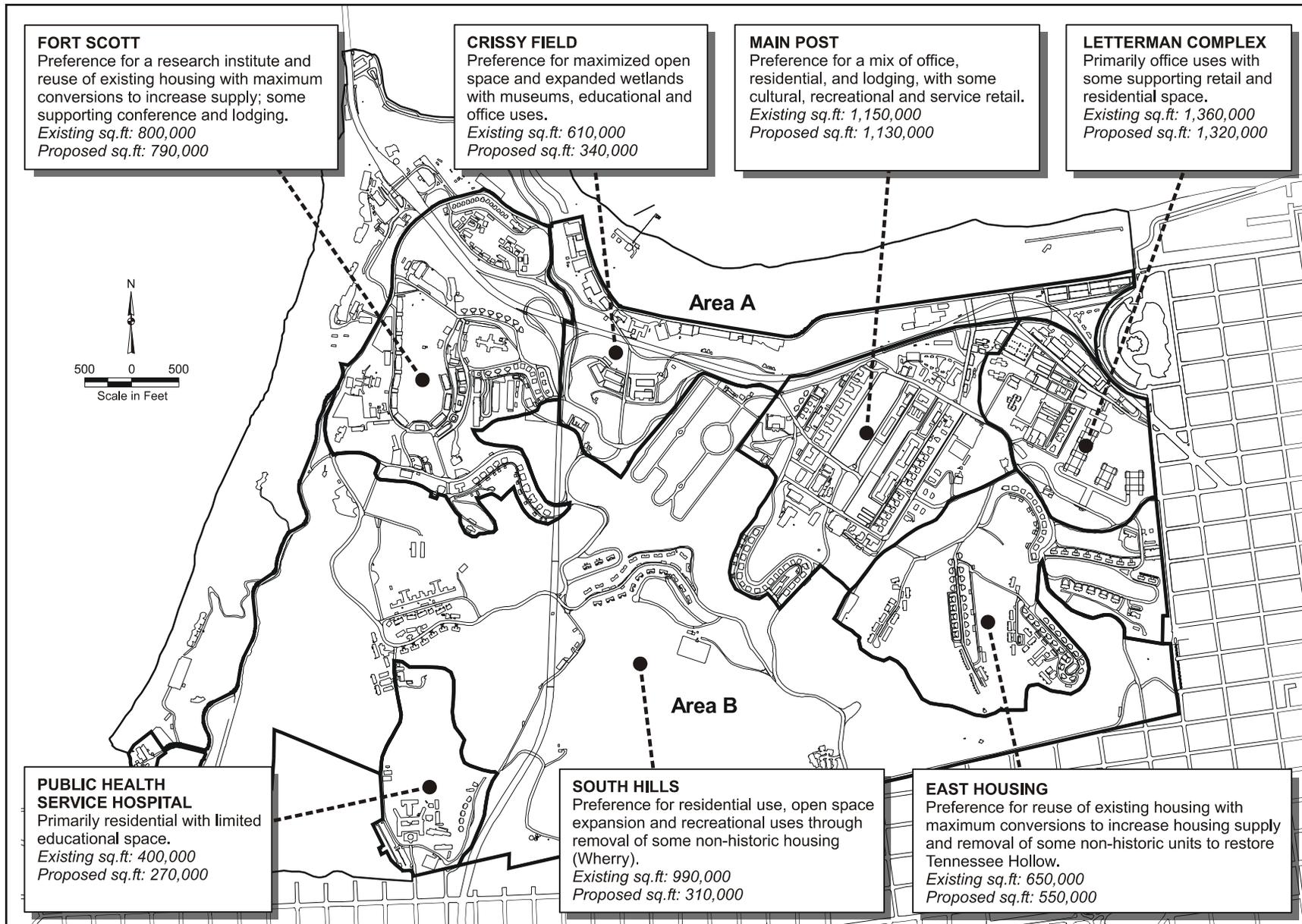


Figure 6b: Building Use Preferences – Final Plan Variant