

Appendix A - The Presidio Trust Act
Appendix B - Presidio Trust Management Plan Background
Appendix C - Crissy Field Marsh Expansion Technical Study Letter of Agreement
Appendix D - Transportation Demand Management Program
Appendix E - Presidio Housing
Photograph Credits
Bibliography

Appendix A

THE PRESIDIO TRUST ACT

(as amended through December 28, 2001)

16 U.S.C. § 460bb appendix

(enacted as Title I of H.R. 4236, P.L. 104-333, 110 Stat. 4097, on November 12, 1996)

(amended by P.L. 105-83, 111 Stat. 1607, November 14, 1997)

(amended by P.L. 106-113, 113 Stat. 1501, November 29, 1999)

(amended by P.L. 106-176, 114 Stat. 23, March 10, 2000)

(amended by P.L. 107-107, 115 Stat. 1328, December 28, 2001)

Sec. 101. Findings.

The Congress finds that-

- (1) the Presidio, located amidst the incomparable scenic splendor of the Golden Gate, is one of America's great natural historic sites;
- (2) the Presidio was the oldest continuously operating military post in the Nation dating from 1776, and was designated a National Historic Landmark in 1962;
- (3) preservation of the cultural and historic integrity of the Presidio for public use recognizes its significant role in the history of the United States;
- (4) the Presidio, in its entirety, is a part of the Golden Gate National Recreation Area, in accordance with Public Law 92-589;
- (5) as part of the Golden Gate National Recreation Area, the Presidio's significant natural, historic, scenic, cultural, and recreational resources must be managed in a manner which is consistent with sound principles of land use planning and management, and which protects the Presidio from development and uses which would destroy the scenic beauty and historic and natural character of the area and cultural and recreational resources;
- (6) removal and/or replacement of some structures within the Presidio must be considered as a management option in the administration of the Presidio; and
- (7) the Presidio will be managed through an innovative public/ private partnership that minimizes cost to the United States Treasury and makes efficient use of private sector resources.

Sec. 102. Authority and Responsibility of the Secretary of the Interior.

(a) Interim Authority - The Secretary of the Interior (hereinafter in this title referred to as the "Secretary") is authorized to manage leases in existence on the date of this Act for properties under the administrative jurisdiction of the Secretary and located at the Presidio. Upon the expiration of any such lease, the Secretary may extend such lease for a period terminating not later than 6 months after the first meeting of the Presidio Trust. The Secretary may not enter into any new leases for property at the Presidio to be transferred to the Presidio Trust under this title, however, the Secretary is authorized to enter into agreements for use and occupancy of the Presidio properties which are assignable to the Trust and are terminable with 30 days notice. Prior to the transfer of administrative jurisdiction over any property to the Presidio Trust, and notwithstanding section 1341 of title 31 of the United States Code, the proceeds from any such lease shall be retained by the Secretary and such proceeds shall be available, without further appropriation, for the preservation, restoration, operation and maintenance, improvement, repair and related expenses incurred with respect to Presidio properties. The Secretary may adjust the rental charge on any such lease for any amounts to be

expended by the lessee for preservation, maintenance, restoration, improvement, repair and related expenses with respect to properties and infrastructure within the Presidio.

(b) Public Information and Interpretation - The Secretary shall be responsible, in cooperation with the Presidio Trust, for providing public interpretive services, visitor orientation and educational programs on all lands within the Presidio.

(c) Other - Those lands and facilities within the Presidio that are not transferred to the administrative jurisdiction of the Presidio Trust shall continue to be managed by the Secretary. The Secretary and the Presidio Trust shall cooperate to ensure adequate public access to all portions of the Presidio. Any infrastructure and building improvement projects that were funded prior to the enactment of this Act shall be completed by the National Park Service.

(d) Park Service Employees

(1) Any career employee of the National Park Service, employed at the Presidio at the time of the transfer of lands and facilities to the Presidio Trust, shall not be separated from the Service by reason of such transfer, unless such employee is employed by the Trust, other than on detail. Notwithstanding section 3503 of title 5, United States Code, the Trust shall have sole discretion over whether to hire any such employee or request a detail of such employee.

(2) Any career employee of the National Park Service employed at the Presidio on the date of enactment of this title shall be given priority placement for any available position within the National Park System notwithstanding any priority reemployment lists, directives, rules, regulations or other orders from the Department of the Interior, the Office of Management and Budget, or other Federal agencies.

Sec. 103. Establishment of the Presidio Trust.

(a) Establishment - There is established a wholly-owned government corporation to be known as the Presidio Trust (hereinafter in this title referred to as the "Trust").

(b) Transfer

(1) Within 60 days after receipt of a request from the Trust for the transfer of any parcel within the area depicted as Area B on the map entitled "Presidio Trust Number 1," dated December 7, 1995, the Secretary shall transfer such parcel to the administrative jurisdiction of the Trust. Within 1 year after the first meeting of the Board of Directors of the Trust, the Secretary shall transfer to the Trust administrative jurisdiction over all remaining parcels within Area B. Such map shall be on file and available for public inspection in the offices of the Trust and in the offices of the National Park Service, Department of the Interior. The Trust and the Secretary may jointly make technical and clerical revisions in the boundary depicted on such map. The Secretary shall retain jurisdiction over those portions of the building identified as number 102 as the Secretary deems essential for use as a visitor center. The Building shall be named the "William Penn Mott Visitor Center." Any parcel of land, the jurisdiction over which is transferred pursuant to this subsection, shall remain within the boundary of the Golden Gate National Recreation Area. With the consent of the Secretary, the Trust may at any time transfer to the administrative jurisdiction of the Secretary any other properties within the Presidio which are surplus to the needs of the Trust and which serve essential purposes of the Golden Gate National Recreation Area. The Trust is encouraged to transfer to the administrative jurisdiction of the Secretary open space areas which have high public use potential and are contiguous to other lands administered by the Secretary.

(2) Within 60 days after the first meeting of the Board of Directors of the Trust, the Trust and the Secretary shall determine cooperatively which records, equipment, and other personal property are deemed to be necessary for the immediate administration of the properties to be transferred, and the Secretary shall immediately transfer such personal property to the Trust. Within 1 year after the first meeting of the Board of Directors of the Trust, the Trust and the Secretary shall determine cooperatively what, if any, additional records, equipment, and other personal property used by the Secretary in the administration of the properties to be transferred should be transferred to the Trust.

(3) The Secretary shall transfer, with the transfer of administrative jurisdiction over any property, the unobligated balance of all funds appropriated to the Secretary, all leases, concessions, licenses, permits, and other agreements affecting such property.

(4) At the request of the Trust, the Secretary shall provide funds to the Trust for preparation of the program required under section 104(c) of this title, hiring of initial staff and other activities deemed by the Trust as essential to the establishment of the Trust prior to the transfer of properties to the Trust.

(c) Board Of Directors

(1) **In General** - The powers and management of the Trust shall be vested in a Board of Directors (hereinafter referred to as the "Board") consisting of the following 7 members:

(A) The Secretary of the Interior or the Secretary's designee.

(B) Six individuals, who are not employees of the Federal Government, appointed by the President, who shall possess extensive knowledge and experience in one or more of the fields of city planning, finance, real estate development, and resource conservation. At least one of these individuals shall be a veteran of the Armed Services. At least 3 of these individuals shall reside in the San Francisco Bay Area. The President shall make the appointments referred to in this subparagraph within 90 days after the enactment of this Act and shall ensure that the fields of city planning, finance, real estate development, and resource conservation are adequately represented. Upon establishment of the Trust, the Chairman of the Board of Directors of the Trust shall meet with the Chairman of the Energy and Natural Resources Committee of the United States Senate and the Chairman of the Resources Committee of the United States House of Representatives.

(2) **Terms** - Members of the Board appointed under paragraph (1)(B) shall each serve for a term of 4 years, except that of the members first appointed, 3 shall serve for a term of 2 years. Any vacancy in the Board shall be filled in the same manner in which the original appointment was made, and any member appointed to fill a vacancy shall serve for the remainder of the term for which his or her predecessor was appointed. No appointed member may serve more than 8 years in consecutive terms, except that upon the expiration of his or her term, an appointed member may continue to serve until his or her successor has been appointed.

(3) **Quorum** - Four members of the Board shall constitute a quorum for the conduct of business by the Board.

(4) **Organization And Compensation** - The Board shall organize itself in such a manner as it deems most appropriate to effectively carry out the authorized activities of the Trust. Board members shall serve without pay, but may be reimbursed for actual and necessary travel and subsistence expenses incurred by them in the performance of the duties of the Trust.

(5) Liability Of Directors - Members of the Board of Directors shall not be considered Federal employees by virtue of their membership on the Board, except for purposes of the Federal Tort Claims Act and the Ethics in Government Act, and the provisions of chapter 11 of title 18, United States Code.

(6) Meetings - The Board shall meet at least three times per year in San Francisco and at least two of those meetings shall be open to the public. Upon a majority vote, the Board may close any other meetings to the public. The Board shall establish procedures for providing public information and opportunities for public comment regarding policy, planning, and design issues. The Board may establish procedures for providing public information and opportunities for public comment regarding policy, planning, and design issues through the Golden Gate National Recreation Area Advisory Commission.

(7) Staff - The Trust is authorized to appoint and fix the compensation and duties and terminate the services of an executive director and such other officers and employees as it deems necessary without regard to the provisions of title 5, United States Code, or other laws related to the appointment, compensation or termination of Federal employees.

(8) Necessary Powers - The Trust shall have all necessary and proper powers for the exercise of the authorities vested in it.

(9) Taxes - The Trust and all properties administered by the Trust and all interest created under leases, concessions, permits and other agreements associated with the properties shall be exempt from all taxes and special assessments of every kind by the State of California, and its political subdivisions, including the City and County of San Francisco.

(10) Government Corporation

(A) The Trust shall be treated as a wholly-owned Government corporation subject to chapter 91 of title 31, United States Code (commonly referred to as the Government Corporation Control Act). Financial statements of the Trust shall be audited annually in accordance with section 9105 of title 31 of the United States Code.

(B) At the end of each calendar year, the Trust shall submit to the Committee on Energy and Natural Resources of the United States Senate and the Committee on Resources of the House of Representatives a comprehensive and detailed report of its operations, activities, and accomplishments for the prior fiscal year. The report also shall include a section that describes in general terms the Trust's goals for the current fiscal year.

SEC. 104. DUTIES AND AUTHORITIES OF THE TRUST.

(a) Overall Requirements of the Trust - The Trust shall manage the leasing, maintenance, rehabilitation, repair and improvement of property within the Presidio under its administrative jurisdiction using the authorities provided in this section, which shall be exercised in accordance with the purposes set forth in section 1 of the Act entitled "An Act to establish the Golden Gate National Recreation Area in the State of California, and for other purposes," approved October 27, 1972 (Public Law 92-589; 86 Stat. 1299; 16 U.S.C. 460bb), and in accordance with the general objectives of the General Management Plan (hereinafter referred to as the "management plan") approved for the Presidio.

(b) Authorities - Trust may participate in the development of programs and activities at the properties transferred to the Trust, except that the Trust shall have the authority to negotiate and

enter into such agreements, leases, contracts and other arrangements with any person, firm, association, organization, corporation or governmental entity, including, without limitation, entities of Federal, State and local governments as are necessary and appropriate to carry out its authorized activities. The National Park Service or any other Federal agency is authorized to enter into agreements, leases, contracts and other arrangements with the Presidio Trust which are necessary and appropriate to carry out the purposes of this title. Any such agreement may be entered into without regard to section 321 of the Act of June 30, 1932 (40 U.S.C. 303b). The Trust may use alternative means of dispute resolution authorized under subchapter IV of chapter 5 of title 5, United States Code (5 U.S.C. 571 et seq.). The Trust shall establish procedures for lease agreements and other agreements for use and occupancy of Presidio facilities, including a requirement that in entering into such agreements the Trust shall obtain reasonable competition. The Trust may not dispose of or convey fee title to any real property transferred to it under this title. Federal laws and regulations governing procurement by Federal agencies shall not apply to the Trust, with the exception of laws and regulations related to Federal Government contracts governing working conditions and wage rates, including the provisions of sections 276a-276a-6 of title 40, United States Code (Davis-Bacon Act), and any civil rights provisions otherwise applicable thereto. The Trust, in consultation with the Administrator of Federal Procurement Policy, shall establish and promulgate procedures applicable to the Trust's procurement of goods and services including, but not limited to, the award of contracts on the basis of contractor qualifications, price, commercially reasonable buying practices, and reasonable competition. The Trust is authorized to use funds available to the Trust to purchase insurance and for reasonable reception and representation expenses, including membership dues, business cards and business related meal expenditures.

(c) Management Program - The Trust shall develop a comprehensive program for management of those lands and facilities within the Presidio which are transferred to the administrative jurisdiction of the Trust. Such program shall be designed to reduce expenditures by the National Park Service and increase revenues to the Federal Government to the maximum extent possible. In carrying out this program, the Trust shall be treated as a successor in interest to the National Park Service with respect to compliance with the National Environmental Policy Act and other environmental compliance statutes. Such program shall consist of-

- (1) demolition of structures which in the opinion of the Trust, cannot be cost-effectively rehabilitated, and which are identified in the management plan for demolition,
- (2) evaluation for possible demolition or replacement those buildings identified as categories 2 through 5 in the Presidio of San Francisco Historic Landmark District Historic American Buildings Survey Report, dated 1985,
- (3) new construction limited to replacement of existing structures of similar size in existing areas of development, and
- (4) examination of a full range of reasonable options for carrying out routine administrative and facility management programs.

The Trust shall consult with the Secretary in the preparation of this program.

(d) Financial Authorities

- (1) To augment or encourage the use of non-Federal funds to finance capital improvements on Presidio properties transferred to its jurisdiction, the Trust, in addition to its other authorities, shall have the following authorities subject to the Federal Credit Reform Act of 1990 (2 U.S.C. 661 et seq.):

(A) The authority to guarantee any lender against loss of principal or interest on any loan: Provided that-

(i) the terms of the guarantee are approved by the Secretary of the Treasury;

(ii) adequate subsidy budget authority is provided in advance in appropriations Acts; and

(iii) such guarantees are structured so as to minimize potential cost to the Federal Government. No loan guarantee under this title shall cover more than 75 percent of the unpaid balance of the loan. The Trust may collect a fee sufficient to cover its costs in connection with each loan guaranteed under this title. The authority to enter into any such loan guarantee agreement shall expire at the end of 15 years after the date of enactment of this title.

(B) The authority, subject to appropriations, to make loans to the occupants of property managed by the Trust for the preservation, restoration, maintenance, or repair of such property.

(2) The Trust shall also have the authority to issue obligations to the Secretary of the Treasury, but only if the Secretary of the Treasury agrees to purchase such obligations to the extent authorized in advance in appropriations Acts. The Secretary of the Treasury is authorized to use as a public debt transaction the proceeds from the sale of any securities issued under chapter 31 of title 31, United States Code, and the purposes for which securities may be issued under such chapter are extended to include any purchase of such notes or obligations acquired by the Secretary of the Treasury under this subsection. Obligations issued under this subparagraph shall be in such forms and denominations, bearing such maturities, and subject to such terms and conditions, including a review of the creditworthiness of the loan and establishment of a repayment schedule, as may be prescribed by the Secretary of the Treasury, and shall bear interest at a rate determined by the Secretary of the Treasury, taking into consideration current market yields on outstanding marketable obligations of the United States of comparable maturities. No funds appropriated to the Trust may be used for repayment of principal or interest on, or redemption of, obligations issued under this paragraph.

(3) The aggregate amount of obligations issued under paragraph (2) of this subsection which are outstanding at any one time may not exceed \$150,000,000.

(e) **Donations** - The Trust may solicit and accept donations of funds, property, supplies, or services from individuals, foundations, corporations, and other private or public entities for the purpose of carrying out its duties. The Trust is encouraged to maintain a liaison with the Golden Gate National Park Association.

(f) **Public Agency** - The Trust shall be deemed to be a public agency for purposes of entering into joint exercise of powers agreements pursuant to California government code section 6500 and related provisions of that code.

(g) **Proceeds** - Notwithstanding section 1341 of title 31 of the United States Code, all proceeds and other revenues received by the Trust shall be retained by the Trust. Those proceeds shall be available, without further appropriation, to the Trust for the administration, preservation, restoration, operation and maintenance, improvement, repair and related expenses incurred with respect to Presidio properties under its administrative jurisdiction. The Secretary of the Treasury shall invest, at the direction of the Trust, such excess moneys that the Trust determines are not required to meet current withdrawals. Such investment shall be in public debt securities with maturities suitable to the needs of the Trust and bearing interest at rates determined by the Secretary of the Treasury taking into consideration the current average yield on outstanding marketable obligations of the United States of comparable maturity.

(h) Suits - The Trust may sue and be sued in its own name to the same extent as the Federal Government. Litigation arising out of the activities of the Trust shall be conducted by the Attorney General; except that the Trust may retain private attorneys to provide advice and counsel. The District Court for the Northern District of California shall have exclusive jurisdiction over any suit filed against the Trust.

(i) Memorandum of Agreement - The Trust shall enter into a Memorandum of Agreement with the Secretary, acting through the Chief of the United States Park Police, for the conduct of law enforcement activities and services within those portions of the Presidio transferred to the administrative jurisdiction of the Trust.

(j) Bylaws, Rules, and Regulations - The Trust may adopt, amend, repeal, and enforce bylaws, rules and regulations governing the manner in which its business may be conducted and the powers vested in it may be exercised, including rules and regulations for the use and management of the property under the Trust's jurisdiction. The Trust is authorized, in consultation with the Secretary, to adopt and to enforce those rules and regulations that are applicable to the Golden Gate National Recreation Area and that may be necessary and appropriate to carry out its duties and responsibilities under this title. The Trust shall give notice of the adoption of such rules and regulations by publication in the Federal Register.

(k) Direct Negotiations - For the purpose of compliance with applicable laws and regulations concerning properties transferred to the Trust by the Secretary, the Trust shall negotiate directly with regulatory authorities.

(l) Insurance - The Trust shall require that all leaseholders and contractors procure proper insurance against any loss in connection with properties under lease or contract, or the authorized activities granted in such lease or contract, as is reasonable and customary.

(m) Building Code Compliance - The Trust shall bring all properties under its administrative jurisdiction into compliance with Federal building codes and regulations appropriate to use and occupancy within 10 years after the enactment of this title to the extent practicable.

(n) Leasing - In managing and leasing the properties transferred to it, the Trust shall consider the extent to which prospective tenants contribute to the implementation of the general objectives of the General Management Plan for the Presidio and to the reduction of cost to the Federal Government. The Trust shall give priority to the following categories of tenants: Tenants that enhance the financial viability of the Presidio and tenants that facilitate the cost-effective preservation of historic buildings through their reuse of such buildings.

(o) Reversion - If, at the expiration of fifteen years, the Trust has not accomplished the goals and objectives of the plan required in section 105(b) of this title, then all property under the administrative jurisdiction of the Trust pursuant to section 103(b) of this title shall be transferred to the Administrator of the General Services Administration to be disposed of in accordance with the procedures outlined in the Defense Authorization Act of 1990 (104 Stat. 1809), and any real property so transferred shall be deleted from the boundary of the Golden Gate National Recreation Area. In the event of such transfer, the terms and conditions of all agreements and loans regarding such lands and facilities entered into by the Trust shall be binding on any successor in interest.

(p) Exclusive Rights to Name and Insignia - The Trust shall have the sole and exclusive right to use the words 'Presidio Trust' and any seal, emblem, or other insignia adopted by its Board of Directors. Without express written authority of the Trust, no person may use the words 'Presidio Trust,' or any combination or variation of those words alone or with other words, as the name under

which that person shall do or purport to do business, for the purpose of trade, or by way of advertisement, or in any manner that may falsely suggest any connection with the Trust.

SEC. 105. LIMITATIONS ON FUNDING.

(a) (1) From amounts made available to the Secretary for the operation of areas within the Golden Gate National Recreational Area, not more than \$25,000,000 shall be available to carry out this title in each fiscal year after the enactment of this title until the plan is submitted under subsection (b). Such sums shall remain available until expended.

(2) After the plan required in subsection (b) is submitted, and for each of the 14 fiscal years thereafter, there are authorized to be appropriated to the Trust not more than the amounts specified in such plan. Such sums shall remain available until expended. Of such sums, funds shall be available through the Trust for law enforcement activities and services to be provided by the United States Park Police at the Presidio in accordance with section 104(i) of this title.

(b) Within 1 year after the first meeting of the Board of Directors of the Trust, the Trust shall submit to Congress a plan which includes a schedule of annual decreasing federally appropriated funding that will achieve, at a minimum, self-sufficiency for the Trust within 15 complete fiscal years after such meeting of the Trust. No further funds shall be authorized for the Trust 15 years after the first meeting of the Board of Directors of the Trust.

(c) The Administrator of the General Services Administration shall provide necessary assistance, on a reimbursable basis, including detailees as necessary, to the Trust in the formulation and submission of the annual budget request for the administration, operation, and maintenance of the Presidio.

SEC. 106. GENERAL ACCOUNTING OFFICE STUDY.

(a) Three years after the first meeting of the Board of Directors of the Trust, the General Accounting Office shall conduct an interim study of the activities of the Trust and shall report the results of the study to the Committee on Energy and Natural Resources and the Committee on Appropriations of the United States Senate, and the Committee on Resources and Committee on Appropriations of the House of Representatives. The study shall include, but shall not be limited to, details of how the Trust is meeting its obligations under this title.

(b) In consultation with the Trust, the General Accounting Office shall develop an interim schedule and plan to reduce and replace the Federal appropriations to the extent practicable for interpretive services conducted by the National Park Service, and law enforcement activities and services, fire and public safety programs conducted by the Trust.

(c) Seven years after the first meeting of the Board of Directors of the Trust, the General Accounting Office shall conduct a comprehensive study of the activities of the Trust, including the Trust's progress in meeting its obligations under this title, taking into consideration the results of the study described in subsection (a) and the implementation of plan and schedule required in subsection (b). The General Accounting Office shall report the results of the study, including any adjustments to the plan and schedule, to the Committee on Energy and Natural Resources and the Committee on Appropriations of the United States Senate, and the Committee on Resources and Committee on Appropriations of the House of Representatives.

SEC. 107. CONDITIONAL AUTHORITY TO LEASE CERTAIN HOUSING UNITS WITHIN THE PRESIDIO.

(a) Availability of Housing Units for Long-term Army Lease -Subject to subsection (c), the Trust shall make available for lease, to those persons designated by the Secretary of the Army and for such length of time as requested by the Secretary of the Army, 22 housing units located within the Presidio that are under the administrative jurisdiction of the Trust and specified in the agreement between the Trust and the Secretary of the Army in existence as of the date of the enactment of this section.

(b) Lease Amount - The monthly amount charged by the Trust for the lease of a housing unit under this section shall be equivalent to the monthly rate of the basic allowance for housing that the occupant of the housing unit is entitled to receive under section 403 of title 37, United States Code.

(c) Condition on Continued Availability of Housing Units -Effective after the end of the four-year period beginning on the date of the enactment of this section, the Trust shall have no obligation to make housing units available under subsection (a) unless, during that four-year period, the Secretary of the Treasury purchases new obligations of at least \$80,000,000 issued by the Trust under section 104(d)(2). In the event that this condition is not satisfied, the existing agreement referred to in subsection (a) shall be renewed on the same terms and conditions for an additional five years.

Appendix B

PRESIDIO TRUST MANAGEMENT PLAN BACKGROUND

THE PRESIDIO TRUST AND ITS UNIQUE MANDATE

In 1996, Congress established the Presidio Trust pursuant to the Presidio Trust Act (16 U.S.C. 460bb appendix). Congress gave the Trust the unique responsibility of reducing and eventually eliminating federal government costs associated with over 80 percent of the Presidio (Area B) while retaining this area within the Golden Gate National Recreation Area (GGNRA). To achieve these goals, Congress provided only limited federal funds, which would incrementally decrease to zero over 15 years, and provided no appropriated funds targeted for needed capital expenditures to preserve park resources. This mandate meant that the Trust was to be responsible for preserving and enhancing Area B as well as ensuring that Area B operations would be financially self-sufficient by 2013.

Although Congress did not provide full funding, it granted the Trust unique authority to accomplish the Trust Act's goals. The Presidio Trust is a wholly-owned federal government corporation managed by a seven-person board of directors. Six members are appointed by the President of the United States, and the seventh member is the Secretary of the Interior or the Secretary's delegate. The Trust was created in part to bring a depth of professional experience and special skills in property management, financing, leasing, and building restoration to the Presidio. The Trust may generate and retain revenue and borrow money, up to a limited amount, to finance repair and rehabilitation of the Presidio's historic structures, and has flexibility in operating procedures to secure Presidio tenants in an ever-changing environment. The Trust assumed administrative jurisdiction over Area B on July 1, 1998; the National Park Service (NPS) retains jurisdiction over the coastal areas (Area A).

Pursuant to the Trust Act, the NPS manages Area A and, in cooperation with the Trust, provides visitor services and interpretive and educational programs throughout the Presidio. The NPS also provides public safety services under a contractual arrangement with the Trust. The Trust and the NPS work cooperatively in areas of joint concern and interest for the overall management of the Presidio, including planning efforts that overlap Areas A and B.

WHY THE PTMP IS NEEDED

The Presidio Trust Management Plan: Land Use Policies for Area B of the Presidio of San Francisco (PTMP) is based on the General Management Plan Amendment (GMPA) (NPS, 1994), the National Park Service plan for the entire Presidio. Since the time that the GMPA was adopted and the Presidio Trust Act was enacted, key land use and financial circumstances have changed, and the need for new policies and management approaches for Area B has become apparent. The PTMP updates and succeeds the GMPA as it applies to Area B, the area under the jurisdiction of the Presidio Trust. The GMPA remains the management plan for Area A. During the course of the planning and environmental review process leading to the PTMP and its accompanying environmental impact statement (EIS), the Trust met regularly with the NPS to provide opportunities for input and discussion of the PTMP. The Presidio Trust and NPS will continue to collaborate in their respective management of the Presidio.

The GMPA set forth concepts for managing the Presidio's resources. It also presented site concepts, land use plans, and building treatments for 13 distinct planning areas. It called for 348 historic buildings to be rehabilitated for new uses, and 276 buildings totaling 1.5 million square feet to be removed. Some new construction was also specified. The GMPA envisioned both public and private organizations establishing a mix of uses at the Presidio, with an emphasis on organizations with

missions related to environmental, social, and cultural issues. The GMPA also recognized the need for a new management structure to oversee building leasing, operation, and maintenance and to work cooperatively with the NPS.

Once the GMPA was in place, difficult questions about how to carry out the plan remained. The NPS recognized that implementing the GMPA would require innovative approaches and unique authorities to manage the Presidio and to provide expertise in professional disciplines not widely represented in the NPS, such as building leasing, property management, and real estate finance. As Congress debated the creation of a new managing entity, estimates of costs to implement the GMPA showed the Presidio to be by far the most expensive park managed by the NPS. The NPS estimated annual costs at \$40 million, and capital improvement cost estimates ranged from \$490 million to \$741 million. Congress was unwilling to commit to the NPS the federal monies that would be needed over the long term to improve, protect, and maintain the Presidio.

As described below, the PTMP is needed to account for and reflect new Trust Act requirements, changed circumstances, and new policies and management approaches while retaining as much as practicable from the GMPA and while adhering to its general objectives.

PRESIDIO TRUST ACT REQUIREMENTS

In 1996, two years after the National Park Service finalized and adopted the GMPA for the Presidio of San Francisco, the Presidio Trust Act established new management and other requirements for Area B. The GMPA had assumed that the Trust would be established under the Department of the Interior with the National Park Service retaining primary responsibility for the Presidio's management. Instead, Congress created the Trust as a wholly-owned federal government corporation, transferred the Secretary of the Interior's administrative jurisdiction over Area B to the Trust, and required conformity only with the purposes of the GGNRA Act and with the general objectives of the GMPA. The PTMP is needed to guide the Trust's overall pursuit of the GGNRA Act purposes and the GMPA's general objectives.

GGNRA Act Purposes and General Objectives of the GMPA

The Trust Act directs the Presidio Trust to manage the property under its jurisdiction in accordance with (1) the purposes of the Act establishing the GGNRA, and (2) the "general objectives" of the GMPA. The purposes of the GGNRA Act are as follows:

"In order to preserve for public use and enjoyment certain areas of Marin and San Francisco Counties, California, possessing outstanding natural, historic, scenic, and recreational values, and in order to provide for the maintenance of needed recreational open space necessary to urban environment and planning, the Golden Gate National Recreation Area is hereby established. In the management of the recreation area, the Secretary of the Interior shall utilize the resources in a manner which will provide for recreation and educational opportunities consistent with sound principles of land use planning and management. In carrying out the provisions of this Act, the Secretary shall preserve the recreation area, as far as possible, in its natural setting, and protect it from development and uses which would destroy the scenic beauty and natural character of the area." (16 U.S.C. 460bb)

The General Objectives set forth in Presidio Trust Board Resolution 99-11 dated March 4, 1999 are:

- *To preserve and (where appropriate) enhance the historical, cultural, natural, recreational, and scenic resources of the Presidio;*
- *To address the needs of Presidio visitors, tenants, and residents for community services such as transportation, water, power, waste management, and public safety (among others) in an environmentally responsible manner, while respecting neighboring communities;*
- *To increase open space, consolidate developed space, and provide for appropriate uses of the Presidio, including uses that involve stewardship and sustainability, cross-cultural and international cooperation, community service and restoration, health and scientific discovery, recreation, the arts, education, research, innovation, and/or communication; and*
- *To sustain the Presidio indefinitely as a great national park in an urban setting*

The PTMP is needed to provide an updated policy framework that balances and conforms the concepts and principles of the GMPA with the newly enacted superseding statutory requirements and mandates of the Trust Act. Under the Trust Act, the Trust must manage its portion of the Presidio in such a way as to become financially self-sufficient with respect to both annual operations and long-term needs. Beginning no later than Fiscal Year 2013, the Trust must generate sufficient revenues from Area B to support its operations without annual federal appropriations thereafter. The Trust must also generate sufficient revenues from leasing and other activities to sustain the park resources and operations in perpetuity, including performing the necessary building- and infrastructure-related capital improvements, and funding replacement reserves.

The Trust Act also requires consideration of a number of other factors that the GMPA did not. Removal and/or replacement of some structures must be considered as a management option in administering Area B. Also, in managing and leasing properties, the Trust must give primary emphasis to those tenants that enhance the financial viability of the Presidio and facilitate the cost-effective preservation of historic buildings. Other requirements include obtaining reasonable competition in leasing, considering the extent to which prospective tenants contribute to the reduction in cost to the federal government, and bringing all Area B properties into compliance with federal building codes and regulations. All of these requirements and others are to be accomplished while managing the Presidio so as to protect it from “development and uses which would destroy the scenic beauty and historic natural character of the area and cultural and recreational resources” (Presidio Trust Act). The plan update is therefore needed not only to carry out the new financial requirements but also to balance management and leasing activities with the resource protection mandate of the Trust Act.

CHANGED CIRCUMSTANCES

The PTMP is also needed to reflect changes in circumstances that have occurred since the GMPA was adopted in 1994. Such changes include progress made in implementing the GMPA, as well as significant alterations in the land use and financial conditions assumed by the earlier plan. Despite the broad scope and specificity of the GMPA, unforeseen factors altered certain assumed conditions even in the final stages of the GMPA planning process or soon after the plan was adopted. Examples include the following:

- In enacting the Presidio Trust Act in 1996, Congress rejected the idea of a continuing annual federal appropriation of between \$16 to \$25 million for the Presidio. The GMPA had assumed

that this federal appropriation would continue. The updated plan is needed to ensure lost federal appropriations can be generated from leasing or other sources.

- The GMPA assumed substantial philanthropic contributions. While the NPS has received some philanthropic funding for activities in Area A under NPS jurisdiction, only limited donations have been received for activity in Area B. Because donations cannot be guaranteed, the updated plan is needed to ensure other sources for these assumed funds should they fail to materialize.
- Similarly, a number of leases were adopted, including several early NPS leases with non-profit organizations on terms that provide for minimal long-term revenues. Most of the early lease transactions provided that tenants would rehabilitate and occupy buildings, although they could contribute only minimal rent to support ongoing operations. The plan update is needed to reflect this new information on lease revenues and to ensure the Act's tenant selection and financial requirements are met.
- The GMPA assumed that the Sixth U.S. Army would continue to use approximately 30 percent of the Presidio's building space, including about half the available housing. The Sixth Army's presence was anticipated to be a significant benefit to the Presidio; the Army was to pay direct expenses for buildings, facilities and other occupied property and would share the operating expenses common to Presidio tenants. This funding was to be a significant contribution in the early years of the park. Shortly after the NPS completed the GMPA, however, that aspect of the plan changed when the Department of Defense determined that the Sixth Army would vacate the Presidio permanently. The Army's departure had a dramatic effect on the GMPA's financial and building occupancy projections. While the GMPA assumed that the Sixth Army would occupy 277 buildings comprising 1.8 million square feet of residential building space for an indefinite period, the Army had largely departed the Presidio by 1995. The plan update is needed to ensure housing and residential leasing policies are current and that this revenue source is replaced.
- Other land use concepts presumed in the GMPA have also not been supported by existing conditions or market demand. For example, the anticipated use of the Letterman complex as a health science, research, and education center could not be realized when the GMPA's anticipated user, the University of California at San Francisco (UCSF), failed to conclude a lease agreement with the NPS before enactment of the Trust Act. The Presidio Trust subsequently considered and selected an alternate user wishing to establish a digital arts and design center at the site. Similarly, the conference center use contemplated under the GMPA for the Public Health Service Hospital site was not supported when the Trust sought such users in 1999. In another instance, the NPS pursued office uses within historic houses along O'Reilly Avenue. The plan update is needed to ensure that market factors are taken into account when considering uses and to ensure a diversity of tenant types.
- Before creation and full operation of the Trust, other decisions were made changing the land use designations in the GMPA. In one instance, the NPS altered the GMPA land use plan by deciding to abandon Building 35 as a comprehensive public safety facility and instead split police and fire services by rehabilitating and constructing an addition to the Presidio fire station. In another instance, the NPS pursued office uses within historic houses along O'Reilly Avenue. The plan update is needed to ensure sufficient plan versatility to allow consideration of alternative or changed uses, when appropriate.
- Since the Army's departure and the establishment of the Presidio Trust, the Trust has renovated and put back into use the remaining Wherry Housing (Baker Beach Apartments) on a short-term basis. The Trust's re-activation of this housing yielded important rental revenues in the Trust's start-up years and afforded a broader mix of housing options for Presidio employees. The plan update is needed to reconsider housing approaches and policies for the Presidio.

The PTMP planning effort assesses changes in circumstances, reconsiders and updates the GMPA's market cluster concepts, and provides revised land use concepts for the Presidio that can be financially sustainable while accommodating changing opportunities and market conditions. A more flexible plan than the GMPA was needed by the Trust so that a Presidio-wide plan amendment would not be required each time a change in a land use designation or building treatment specified by the GMPA occurred due to unforeseen circumstances, the market, or a new opportunity.

NEW POLICIES AND MANAGEMENT APPROACHES

Because of the Trust Act's financial self-sufficiency requirement, the Trust will not enjoy continuing federal financial support for the Presidio's long-term operation and protection. The Trust therefore must consider and take into account market principles, financial uncertainties, and changing economic conditions. Markets and financial conditions are inherently unpredictable, offering certainty only in the existence of periodic cycles, with some periods of economic strength followed by inevitable downturn. Implementation of the GMPA was based upon the slumped real estate market conditions that existed in 1994 and were projected through the 1990s. At the time, no one foresaw the surge in the San Francisco real estate market or the current economic downturn following almost six years of unprecedented economic growth. Growth throughout the late 1990s has put stress upon the regional housing market and created new business demands that could not have been foreseen in 1994 when the GMPA was developed. The plan update is needed to address more adequately these and similar market changes that may occur over time.

The Trust needed to revise the governing plan for Area B in order to plan and manage for financial uncertainty. Even after new financial projections are developed, the Trust can neither be sure of the timing of cash flow, the availability of tenants, nor expected financial outcomes.¹ The GMPA contains specific and prescriptive elements, the implementation of which relied heavily on ongoing federal appropriations. The Trust, on the other hand, must meet its mandate largely without federal funding. The Trust's plan for Area B must, therefore, apply market principles and balance market opportunities and conditions with the programmatic and resource management goals. Thus, there is an inherent need for a plan that allows the Trust to remain flexible in managing its resources for the long term.

¹ The financial model used during the PTMP planning process was developed for a limited purpose, and its projections therefore are of limited utility. It is axiomatic that the longer the projection period (in this case 30 years), the less reliable the result. For this reason, the PTMP financial model was designed using many common assumptions so as to allow a fair and accurate comparison among planning alternatives. It was not designed or intended to predict actual or even desired short- or long-term financial results, and should not be relied upon as a future budget goal or constraint. Financial conditions will continue to be forecast and updated during the Trust's budgeting process and financial progress will be continually monitored and assessed.

At times, the Trust may not be able to conclude a financially viable transaction on an otherwise desirable project because of, for example, obsolete building configurations, tenant needs, or other factors. In some of these circumstances, the Trust may wish to consider other options such as alternate uses, a change in location, or building demolition with replacement construction. At other times, apparently desirable projects may need to be deferred, changed, or foregone because of financial factors such as cash flow concerns or market conditions. Market demand may fail to deliver an intended use, or changed market conditions may require a different approach to leasing or financing that better addresses the existing market opportunities or realities at the time. The Trust needs the flexibility of a programmatic, rather than prescriptive, plan to respond to market factors like these.

RELATIONSHIP OF THE PTMP TO THE GMPA

Since its inception, the Trust has carried out the mandates of the Trust Act by looking to the 1994 GMPA as the foundational plan that guides the Trust's planning and decision-making. The GMPA's importance is reinforced by both the Trust Act and Trust policy. For this reason, the PTMP is not a wholly new plan for Area B. The PTMP reflects many of the GMPA's foundations and builds upon the GMPA while also taking into account the Trust's mandate, policies, and approaches, and building in a measure of flexibility not contemplated in the GMPA. The GMPA remains unaltered as the plan for the NPS's management for Area A of the Presidio. The Trust and the NPS will continue to collaborate in ongoing planning efforts that affect Areas A and B of the Presidio. The GMPA will continue to guide the NPS interpretive services, visitor orientation and educational programs throughout the Presidio. The PTMP incorporates many elements of the GMPA as well as input from an extensive public participation process, and represents an updated policy framework for Area B of the Presidio.

THE PRESIDIO TRUST MANAGEMENT PLAN - PLANNING PROCESS

Public Participation and Environmental Review

The Presidio Trust Management Plan (PTMP) is the result of a nearly two-year planning and environmental review process involving close consultation with the public. On July 12, 2000, the Presidio Trust began a public scoping period designed to solicit input from the public and agencies on the types of actions, the range of alternatives, and impacts to be considered during the environmental review process. The Trust held a public workshop introducing the context of the plan, proposing planning principles, and soliciting input on key topics to be studied as part of the process. The Trust held a second workshop focusing on financial concepts on September 13th. At a third public workshop on November 15th, the Trust presented conceptual alternatives and preliminary financial information. At a final workshop on December 13th, the Trust responded to questions and comments. The Trust accepted letters, e-mail, and other comments until January 16, 2001, when the public scoping period closed.

In July 2001, the Trust released the Draft Plan and associated draft environmental impact statement (DEIS) for public review and comment. The DEIS was prepared in conformance with the requirements of the National Environmental Policy Act (NEPA) and contained a detailed discussion of the existing environmental setting of Area B, the potential environmental impacts of the Draft Plan, proposed mitigation measures, and alternatives to the Draft Plan. Like the Draft Plan itself, the DEIS was a broad program-level statement. The Presidio Trust has tiered the EIS from the 1994 Presidio GMPA EIS and the Letterman Complex EIS. The DEIS therefore summarized some of the issues discussed in the GMPA EIS, and incorporates by reference certain of its discussions. This approach, incorporating relevant information and analysis from the GMPA EIS and the Letterman Complex EIS, is consistent with the tiering concept under NEPA.

The Draft Plan and DEIS were released for public review and comment on July 25, 2001 when the Presidio Trust presented an overview of the two documents and handed out copies (electronic and paper) to the public. At this July 25th meeting, the public was encouraged to submit written or oral comments on the Draft Plan and DEIS through the upcoming public hearings. The Environmental Protection Agency (EPA) published a notice of availability for the DEIS in the Federal Register on July 27, 2001. The Trust also published a notice in the Federal Register on July 26, 2001, and announced through other means the availability of the DEIS and Draft Plan, where and how these documents could be obtained and reviewed, and the date and location of public hearings to comment on the documents. Approximately 1,000 copies of the Draft Plan and DEIS were distributed to government agencies, public interest groups, and individuals. The documents were also made available for review at the Presidio Trust library, park headquarters, local libraries, the William Penn Mott Visitor Center, and on the Presidio Trust's website (www.presidiotrust.gov).

The Presidio Trust initially identified a 60-day comment period for the DEIS ending September 25, 2001. In response to several requests from commenting organizations and other parties, the Trust elected to extend this period by 30 days to October 25, 2001. The Trust provided this longer 90-day review period to further enhance the opportunities for public and agency participation in the NEPA process. Members of the public interested in making oral comments for the record were provided that opportunity at three public hearings: a Golden Gate National Recreation Area Citizens' Advisory Commission meeting held on August 28, 2001; a Presidio Trust Board of Directors meeting on September 17, 2001; and a Presidio Trust public hearing on October 16, 2001. (Official transcripts from the three meetings are available for review in the Presidio Trust library.) In addition, the Presidio Trust held a number of informal meetings with various government agencies, organized interest groups, and neighbors to provide information, answer questions, and encourage written comments.

Following close of the comment period on October 25, 2001, the Presidio Trust began reviewing all of the written (fax, mail and e-mail) comments and hearing transcripts (oral comments). More than 3,000 letters were received. Comments helped inform changes in the Final Plan and final EIS (FEIS) and were responded to in writing in the FEIS. Please refer to the FEIS for a summary of changes to the Plan and EIS, a summary of the comments, and corresponding responses.

After distributing the Final Plan and FEIS, the Trust will prepare a Record of Decision, and the Trust's Board of Directors will take action on the Final Plan. This action could include a rejection, approval, or conditional approval of the Final Plan. If adopted, the Final Plan will be approved as the updated comprehensive management plan for Area B and as such will provide the basic framework for land use policies and future decision-making within Area B. As described in Chapter Four of this Plan, the Trust will conduct additional site-specific planning and environmental analysis, as appropriate, to carry out the PTMP, with public input continuing as a valued component in planning for the Presidio's future.

Appendix C

Crissy Field Marsh Expansion Technical Study Letter of Agreement

The 1994 Presidio General Management Plan (GMPA) called for the re-establishment of wetlands at Crissy Field based on a future feasibility study that would focus on the feasibility, type and extent of the wetlands. The Final GMPA Environmental Impact Statement (EIS) calls for the restoration of a 20-80 acre tidal wetland at Crissy Field. The 1995 Dames and Moore Crissy Field Feasibility Study concluded that a minimum 30-acre tidal marsh should be built to ensure the long-term ecological viability of the marsh. The 1996 Crissy Field Plan and EA approved restoration of a 20-acre tidal marsh at Crissy Field, with the assumption and public commitment by the National Park Service that the marsh should be expanded to a minimum of 30 acres. The Crissy Marsh Expansion Technical Study (Marsh Study) is being initiated to consider options for promoting the long-term viability of the tidal marsh at Crissy Field. The Marsh Study will acknowledge these prior plans, studies, and environmental documents as well as the National Historic Landmark District context.

This Letter of Agreement (Agreement) outlines the commitment of the Presidio Trust (Trust), the National Park Service (NPS) and the Golden Gate National Parks Association (Parks Association) to work collaboratively on the Marsh Study. The goal of the Marsh Study is to identify a broad array of options for ensuring the long-term ecological viability of Crissy Field marsh and to articulate the benefits, costs, impacts, conflicting resource values, and trade-offs associated with each option. This study is not a decision-making process but is being completed to inform a subsequent process that will rely on a NEPA framework that integrates NHPA (Section 106) compliance.

A core team that includes staff from all three organizations will manage the Marsh Study. An extended team that also includes staff from all three organizations will provide technical assistance and oversight. Soon after finalizing this Agreement, core team members will meet to develop a scope of work for the Marsh Study. The partnership between the three organizations on this project is a great strength, and should be emphasized in our communications with the public about the Marsh Study.

The Marsh Study will:

- A. Summarize the current state of the marsh, including recent monitoring data developed by the NPS and Parks Association. This information will be presented to the extended team early in the process.
- B. Engage outside technical experts to peer review and provide guidance throughout.
- C. Be informed by objectives developed during the original Crissy planning effort and identified in the reports by Dames and Moore (1995) and Philip Williams and Associates (1996), as well as ongoing reports and monitoring data collected by the NPS, Parks Association, Trust and consultants.
- D. Identify the primary factors that threaten the long-term ecological viability of the Crissy Field Marsh.
- E. Identify a broad set of options for ensuring the long-term ecological viability of the Crissy Field marsh. In some cases options may be identified for study that have some adverse effects on one or more resources. They are included to study the broadest array of potential options and may be the basis for future actions. The resource impacts and benefits of each option will be clearly articulated as a subsequent part of this study (see "G" below). This analysis will help identify a range of feasible options for inclusion in a subsequent environmental document and provide a record for a logical, trackable decision-making process. The Marsh Study will consider potential actions in both Area A (NPS management) and Area B (Trust management).

- F. Assess the benefits and impacts of each option using criteria developed by the core and extended teams. Criteria including, but not limited to, hydrologic function, ecological function, benefits/impacts to known and potential cultural and archeological resources, benefits/impacts to recreational resources, type, quantity and quality of wildlife habitat, sustainability, fundability, maintenance requirements and costs, benefits/impacts to existing or proposed land uses, consistency with approved plans and policies, and construction cost may be used
- G. Provide sufficient technical information to inform a subsequent decision-making process regarding options that would carry forward for further study, environmental analysis and potential implementation.

All three parties will participate in funding the Marsh Study. The specific nature of that participation will be deferred until a more detailed scope of work and budget can be developed.

We hereby agree to collaborate on a Crissy Marsh Study as outlined above, and request our respective staffs to initiate work immediately.

[signed]

Craig Middleton, Interim Executive Director, Presidio Trust

Brian O'Neil, General Superintendent, Golden Gate National Recreation Area

Greg Moore, Executive Director, Golden Gate National Parks Association

Appendix D

TRANSPORTATION DEMAND MANAGEMENT PROGRAM

The Presidio Trust (Trust) has an aggressive Transportation Demand Management (TDM) program in place to reduce overall reliance on the automobile by encouraging alternatives such as walking, biking, carpool/vanpools, and transit. With implementation of the PTMP, the program will be expanded to achieve minimum standards for reduced auto use. No more than 70 percent of external trips that start or end at the Presidio will be by private auto, and no more than 50 percent of internal trips within the Presidio will be by private auto.

In the long-term, when transit services to the Presidio are expanded and the population and employment figures reach historic levels, these minimum standards will be exceeded. The long-term goal is to reduce vehicle trips so that only 50 percent of external trips and 35 percent of internal trips are made by automobiles.

PRESIDIO TRUST AND TENANT ACTIVITIES

The Trust's TDM program consists of activities conducted by the Trust and by the park's tenants. Activities conducted by the Trust serve residents, employees, and visitors, and currently include a shuttle bus system throughout the park, coordinating transit ticket sales, monitoring, and marketing programs. Additional Trust-sponsored TDM activities are being developed, and will be carried out in the future. These include such activities as parking management and a Guaranteed Ride Home program.

The park's non-residential tenants are required to participate in the Presidio TDM program through their lease agreements. Tenant TDM activities must achieve the minimum transportation standards established by the Trust. Each tenant is required to submit a TDM plan, which must detail how the tenant will achieve the minimum transportation standard. Tenant employees will be surveyed periodically to ensure that incremental changes are made as necessary to meet the standards. Each tenant's TDM plan must include required activities that promote the park-wide TDM services to their employees. Tenant-specific TDM requirements are subject to individual lease negotiations and are based, to some extent, on the number of tenant employees and the level of services desired or necessary to achieve the minimum standards.

TDM PROGRAM COMPONENTS

The TDM program consists of individual activities that in combination achieve park-wide reductions in vehicle trips to, from, and within the Presidio, compared to the number of trips that would otherwise occur. The park-wide activities are supported by the Presidio Trust, with assistance from outside agencies providing TDM services in the Bay Area, such as RIDES for Bay Area Commuters. Tenant activities, as required by lease terms, complement the park-wide activities and are funded by individual tenants.

Park-Wide TDM Services Provided by the Presidio Trust

Park-Wide TDM Coordinator

A Presidio Trust employee develops and administers the TDM program. Duties include coordinating and monitoring program participation by tenants, working with consultants providing TDM services (Guaranteed Ride Home, RIDES for Bay Area Commuters, internal shuttle and parking manager), providing program information for tenant employee transportation coordinators (ETCs), developing

and maintaining website information, coordinating transit ticket sales, coordinating the commuter check program, updating transportation marketing centers, coordinating TDM events, and providing commute assistance/trip planning for Presidio employees and tenant ETCs.

Parking Management Program

The Trust expects to use parking management (including fees) to discourage automobile use by residents and employees and to encourage transportation alternatives such as walking, biking, high occupancy vehicles (carpools/vanpools), and transit. In residential areas, parking fees will be assessed for every vehicle beyond one per unit. In non-residential areas, parking fees will be focused on discouraging long-term daily parking by employees and will include preferential parking for carpools and vanpools. In general, fees will be paid directly by individual drivers rather than by employers, with parking priced on a daily or hourly basis. It is expected that the Parking Management Program will generate revenue that will be used to cover the costs of other TDM programs.

Internal Shuttle System

The internal shuttle serves most areas within the Presidio, offering connections to transit lines in and near the Presidio, and convenient service to residential, non-residential, and visitor sites. The shuttle operates seven days a week from morning to night. Special lunchtime shuttles are also offered to nearby neighborhoods to provide access to restaurants and services outside the park during the workweek.

Guaranteed Ride Home (GRH) Program

This planned program will offer “commute insurance” for people using alternative forms of transportation. A taxi company will provide service to registered employers and employees in case of emergency or if an individual’s alternative transportation commute mode fails them. Incidents that will qualify could include home emergencies (e.g., a sick child), a carpool driver forced to leave work (with his or her car) for an emergency, and unscheduled required overtime.

Supplemental Transit Services

As demand for service increases in the Presidio, the Trust will work directly with MUNI and Golden Gate Transit to provide additional service. The Trust will also work with the National Park Service to bring new ferry service to the Presidio. The Trust currently subsidizes some of the MUNI 82X Express bus service from downtown.

Carsharing Program

This planned program will provide participants with access to a vehicle without their having to own a car. Car-sharing allows and encourages individuals to use alternative transportation modes such as biking, walking, and transit for many trips by removing the need to bring a vehicle to work in order to conduct personal and/or tenant business. The program is being designed to use electric vehicles.

Transit Ticket Sales Coordination

The Trust sells a wide variety of transit tickets in Building 34, Presidio Trust headquarters, Monday through Friday. Presidio tenants and the general public may purchase tickets at this convenient site. In the future, this function is planned to occur at a transit center located at the north end of the Main Post.

Employee Transportation Coordinator Training Workshops

The Trust provides training at the Presidio for tenants' designated ETCs. The training will provide an opportunity to educate ETCs about commute modes and Trust-provided services available to their employees, transit serving the Presidio, regional programs, parking management programs, and trip reduction requirements. The training will also provide an opportunity to foster the working relationships needed for coordinating the Presidio-wide TDM effort.

Employee Transportation Survey Coordination and Tabulation

Monitoring employee commute behavior through transportation surveys allows the Trust to evaluate the effectiveness of TDM efforts and enforce tenant lease provisions. Development of survey instruments, together with their distribution, collection, and tabulation, may be supplemented with parking lot and hose counts and observations.

Bike Rack Program

The Trust continues to install bike racks throughout the Presidio and will make this program available to assist tenants with adding bicycle parking if needed.

Shared Bikes Program

The Trust is developing a program for residents and employees to have access to shared bikes to use for local trips. Registered program participants would have access to bikes in various locations throughout the Presidio.

Transportation Event Coordination

The Trust promotes and hosts events for regional alternative transportation efforts such as Bike to Work Day, Try Transit Week, Spare the Air, Vanpool Week and CA Rideshare Week. The RIDES Commutemobile visits the Presidio for some of these special events.

Vanpool Coordination

The Trust assists with vanpool formation by providing "how to" information from RIDES, posting rider searches on the Trust website, and producing ZIP code maps. This coordination helps organize riders from different tenants into vanpools.

ZIP Code Map Production

The Trust will collect employee home ZIP codes from tenants and provide the lists to RIDES for map production. ZIP code maps show how many employees live in each ZIP code in the entire Bay Area. Employees can use this information to identify potential car/vanpool partners living in their area.

Website Development and Maintenance

A section of the Trust's website is dedicated to transportation and commute alternatives information. The content will include links to transit schedules and maps, contact names and telephone numbers for tenant ETCs, a promotional event calendar, links to car/vanpool matching and other services at the RIDES website, bike route maps, the internal shuttle route and schedule, parking management

information, transit ticket sales locations and types, information on the guaranteed ride home program and shared bike program, and survey results.

TDM Programs Required of All Tenants

Trained, On-Site Employee Transportation Coordinator (ETC)

Each tenant provides an employee who develops and manages the tenant's TDM program. The ETC facilitates park-wide programs such as surveys, promotional events, and on-site transit ticket sales. The ETC answers questions from tenant employees, distributes and collects information, provides materials such as registration packets for the TDM program and the guaranteed ride home program, and stocks the transportation marketing center with current promotional displays, transit schedules, and RIDES information.

Guaranteed Ride Home (GRH) Program Participation

Tenants will be asked to assist in promoting the benefits of the planned GRH program and enrolling employees in the program when it becomes available. The ETC will be the point of contact to help disseminate and collect forms.

Transportation Survey Participation

Each tenant's ETC will be asked to facilitate the distribution and collection of transportation surveys under the direction of the Presidio Trust TDM Coordinator.

Transportation Event Participation

Each tenant's ETC will be asked to raise awareness of and encourage participation in transportation events such as Bike To Work Day. This may be accomplished through employee newsletters, posters, and e-mail.

Registration with RIDES for Bay Area Commuters

Each tenant will be required to register with RIDES, a regional agency charged with helping employers promote commute alternatives. RIDES also provides matchlists to facilitate carpool/vanpool formation. Most RIDES services are free.

Employee ZIP Code Tabulation

Each year, employers will be asked to provide the Trust with an electronic list of home ZIP codes for employees. The Trust will compile this information to help RIDES produce a master ZIP code map for Presidio tenants.

Recommended Tenant Program Options

In addition to the TDM programs required of all tenants (listed above), large tenants will be required to provide supplemental TDM programs in order to achieve the required trip reduction standards. Suggested programs are:

Commuter Choice (Commuter Check)

Commuter Checks are a way of directly subsidizing employee transit or vanpool costs. Commuter Checks can either be provided as a tax-free benefit by the employer, purchased by the employee using pre-tax salary, or a combination of both. Commuter Checks can only be used for purchasing transit tickets or paying fares on registered vanpools or buspools.

Flextime for Carpoolers and Transit Users

This program allows car/vanpoolers and transit riders to adjust their schedules to arrive or leave outside of the main commute periods.

Downtown Shuttles

Shuttle service would supplement the operation of the 82X MUNI bus service by providing additional transit service to the downtown regional transit services or by providing service for longer hours each workday. Tenants may join together to fund and administer this service, or funding may be provided to the Trust to oversee development and administration of the service.

On-Site Transportation Marketing Centers

These centers would consist of designated display cases and brochure holders located in central areas. The displays would include transit maps, transit ticket sales site information, a ZIP code map showing employees' home locations, current promotional materials, and other items. Brochure holders will contain transit schedules and information from Golden Gate Transit, MUNI, BART, Caltrain, ferries and RIDES.

Employee Orientation Information on Alternative Transportation Modes

The tenant ETC will be asked to coordinate with the Trust to include TDM information in packets and orientations for new employees.

Web Access to Alternative Transportation Website (Link to Presidio Trust)

Large tenants will work with the Trust's TDM Coordinator to establish a link to the Presidio Trust Commuter Alternatives webpage when this service becomes available.

Preferential Carpool/Vanpool Parking

On-premises parking spaces will be designated close to the building entrances to provide space for carpools and vanpools.

On-Site Transit Ticket Sales

In some cases, the ETC will be asked to survey employees to determine the number of employees interested in purchasing monthly transit passes. The ETC may then order passes or coordinate with the Park-Wide TDM Coordinator to order them through the Building 34 transit ticket outlet. This program will work well in conjunction with the Commuter Choice program.

On-Site Services

Over time, the Presidio community will include on-site services such as day care, ATM, food service, and dry cleaning. In addition, tenants may offer showers/locker rooms to their employees. These services indirectly enable employees to commute via alternative transportation by reducing their need to use their vehicles during the day, at lunch time, or after work.

COMPLEMENTARY TRANSPORTATION INVESTMENTS

In addition to undertaking development and implementation of the TDM program elements described above, the Trust will work to improve safety and accessibility for all modes of transportation. Improvements may include development or modification of bike lanes, traffic calming, intersection reconfiguration, trail and road resurfacing, pedestrian paths, wayfinding signs, bus shelters and bus stop improvements, information kiosks, directional signs, and more.

Appendix E

Presidio Housing

Table 1: Existing Conventional Dwelling Units

Historic Neighborhoods		Non-Historic Neighborhoods	
<i>Name or Street</i>	<i>Units</i>	<i>Name or Street</i>	<i>Units</i>
Infantry Terrace	31	North Fort Scott	42
Funston Avenue	32	Quarry Road	50
Riley Avenue	12	MacArthur Avenue	52
Pilots Row	14	Upper Portola	24
Storey Avenue	16	Sanches	60
Ruckman Terrace	31	Wherry Housing	403
Kobbe Avenue	27	South Wherry	60
Portola	38	West Washington	78
Liggett Avenue	38	East Washington	46
Presidio Terrace	20	Total	815
Simonds Loop	31	(approximately 1.2 million square feet)	
Wyman Avenue	11		
Total	301		

(approximately 0.96 million square feet)

Total: 1,116 dwelling units & approximately 2.16 million square feet¹

¹ Does not include associated garages or carports.

Table 2: Existing Group Quarters

Planning District	Building Name	Building Number	Historic	Number of Unites	Square Feet
Main Post	Pershing Hall	42	Yes	24	26,830
Main Post	WWII Barracks	40/41	Yes	40	16,465
Letterman	Nurses Dorms	1028	No	58	31,680
Letterman	Swords to Ploughshares	1029/1030	No	100	46,000
Fort Scott	Scott Hall	951	Yes	18	18,930
Fort Scott	Barnard Hall	1330	Yes	13	13,930
Fort Scott	Barracks	1202-1208	Yes	159	152,920
Fort Scott	WWII Barracks	1347	Yes	40	10,780
PHSH	Quarters	1806	Yes	18	9,498
PHSH	Quarters	1807	Yes	16	8,678
PHSH	Nurses Quarters	1808	Yes	52	27,844

Total: 538 units & approximately 362,700 square feet

Appendix F

Page

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Overview:

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Chapter One:

Title Page

Vincent Versace

Building 39

Brenda Tharp

Coastal Bluffs

Brenda Tharp

GGNRA Archives

Brenda Tharp

Officers' Club

Brenda Tharp

Fire Station

Brenda Tharp

Brenda Tharp

Presidio Trust

Artifacts

Presidio Trust

Ordonez Gun

Presidio Trust

Bird

Alan Hopkins

Mountain Lake

Brenda Tharp

Presidio Trust

City View

Brenda Tharp

Bay Area Ridge Trail

Brenda Tharp

Brenda Tharp

Presidio Trust

Presidio Trust

Chapter Two:

Title Page

Vincent Versace

Brenda Tharp

Brenda Tharp

Brenda Tharp

Brenda Tharp

Sanford Shulwolf

Robert Campbell

Chapter Three:

Title Page

Vincent Versace

Robert Campbell

Brenda Tharp

Brenda Tharp

Brenda Tharp

Conceptual Sketch

Art Zendarski

Presidio Trust

Conceptual Sketch

Presidio Trust
Brenda Tharp
Brenda Tharp
Art Zendarski
Presidio Trust
Brenda Tharp
Art Zendarski
Brenda Tharp
Brenda Tharp
Art Zendarski
Brenda Tharp
Brenda Tharp
Brenda Tharp
Brenda Tharp
Brenda Tharp
Art Zendarski
Brenda Tharp

Conceptual Sketch

Conceptual Sketch

Chapter Four:

Title Page

Art Zendarski
Presidio Trust
Presidio Trust
Presidio Trust
Brenda Tharp
Brenda Tharp
Presidio Trust
Brenda Tharp
Letterman Digital Arts, Ltd.
Brenda Tharp
Presidio Trust
Presidio Trust
Brenda Tharp
Brenda Tharp
Presidio Trust
Presidio Trust
Brenda Tharp

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