

Chapter One - Preserving & Enhancing Park Resources



“The Presidio, located amidst the incomparable scenic splendor of the Golden Gate, is one of America’s great natural and historic sites.” Presidio Trust Act

People come to the Presidio because of its inviting open spaces, spectacular vistas, varied architecture and ecology, and rich history. Visitors are awed by the natural beauty and intrigued by the evidence of human intervention that they can discover here at the center of the Golden Gate National Recreation Area. The Presidio Trust must ensure that this former military garrison - a National Historic Landmark - will remain a powerful place that evokes the complex interactions between people and their environment.

“Nowhere in the national park system is there represented a span and variety of history comparable to the 220-year continuum of the Presidio’s use as a military garrison and occupation by Spain, Mexico, and the United States.” (General Management Plan Amendment (GMPA), page 7)



THE COASTAL BLUFFS ON THE PRESIDIO’S WESTERN EDGE ARE HOME TO MORE THAN 100 NATIVE PLANT SPECIES



THE MISSION STYLE ARCHITECTURE FOUND ON THE MAIN POST RECALLS THE PRESIDIO’S SPANISH HISTORY

This chapter describes the Presidio’s cultural, natural, scenic, and recreational resources, and articulates planning principles that will ensure that the Presidio is preserved, protected, and enhanced for the public’s benefit. The planning principles are interrelated, and taken together will guide future actions and decision-making by the Presidio Trust. Should principles come into conflict, care will be taken to balance competing values, and to seek overall conformance to the policy framework established by this Plan. The Plan is not intended to be prescriptive; it is meant, instead, to provide parameters and goals that can inform future site-specific plans and program implementation.

CULTURAL RESOURCES

Commanding the Golden Gate at the entrance to San Francisco Bay, the Presidio is a powerful place shaped by many influences, from the Ohlone people who gathered and collected shellfish along its shores, to the armies of three nations. The Presidio's future must include due respect for the material evidence of the past. The Presidio Trust will preserve and rehabilitate the historic landscapes and buildings that define the Presidio's character, and will seek to make accessible the stories inherent in archaeological remains that mostly lie beneath the ground. The park's National Historic Landmark District status will be maintained, and the integrity of the district protected.

Founded in 1776, the Presidio of San Francisco has served as a strategic military outpost for Spain, Mexico, and the United States of America. As a U.S. Army post, the site was critical to protecting commerce, trade, and migration, and played a role in every major U.S. military engagement since the Mexican-American War in 1846.



SOLDIERS MARCH UP MONTGOMERY STREET ON THE MAIN POST IN THIS 1930S PHOTO

The Presidio's military history reflects the complex social history of the nation as a whole, from how communities were organized to how different peoples and cultures were assimilated or excluded. African-American units of the U.S. Army Cavalry that were stationed at the Presidio patrolled early national park lands, and Japanese-American recruits served here as translators and interrogators during World War II; the order to intern Japanese-Americans was also signed here. After the great earthquake of 1906, San Franciscans found refuge at the post, and in 1915 celebrated the city's rebirth here with the Panama-Pacific International Exposition.

Today, the Presidio is designated a National Historic Landmark District - a reminder that the site represents one of the nation's finest collections of places, buildings, structures, and artifacts related to military history. Among the Presidio's 470 historic buildings (see Figure 1.1) are examples of every major building period of U.S. military history since the 1850s. Over the years, the U.S. Army's careful site planning and extensive landscape design complemented the natural beauty of the site and made the Presidio unique among U.S. Army posts. Substantial archeological features - including the remains of El Presidio, the original Spanish/Mexican garrison that lies at the heart of today's Presidio - also contribute to the site's landmark status.

The following principles will guide future actions and decisions, protecting the Presidio's cultural resources and ensuring the long-term preservation of the National Historic Landmark District.



FIGURE 1.1
HISTORIC BUILDINGS AND DESIGNED LANDSCAPES

1. Protect the historic character and integrity of the National Historic Landmark District while allowing changes that will maintain the site's vitality. Rehabilitate historic buildings compatibly for adaptive and feasible uses. Protect the Presidio's cultural landscape.

The Presidio Trust will preserve the integrity of the Presidio National Historic Landmark District, and will give highest priority to actions that carry out the preservation, rehabilitation, and use of historic buildings and landscapes in accordance with *The Secretary of the Interior's Standards for the Treatment of Historic Properties and the Guidelines for Rehabilitating Buildings at the Presidio of San Francisco*.

Building Rehabilitation - The Trust and its tenants will rehabilitate structures using model national building codes for historic and non-historic buildings. Building rehabilitation will comply with applicable environmental, legal, and occupational health and safety requirements. Rehabilitation of historic buildings will comply with the Secretary of the Interior's standards and guidelines. Hazardous materials such as asbestos will be abated, and lead paint stabilized, as part of building rehabilitation. Deficiencies in access for people with disabilities will be corrected while minimizing effects on the historic setting, materials, and character.

The Trust will make every reasonable effort to adapt historic buildings to compatible new uses that require minimal alteration of the character-defining materials, features, spaces, and spatial relationships of the buildings and their settings. Where adequate historical documentation exists, historic buildings may be partially restored. These projects may require the removal of later additions and recreation of documented features.

The Trust will employ innovative techniques - both financial and architectural - to achieve historic preservation objectives in a cost-effective and environmentally sensitive manner.

Preservation of Historic Settings - *By applying The Secretary of the Interior's Guidelines for the Treatment of Cultural Landscapes*, the Trust will ensure that building and site changes made to accommodate new uses and to upgrade facilities are compatible with the historic setting and protect the integrity of designed landscape areas. Site-specific assessments will identify small-scale features such as paving materials, flagpoles, and signs that contribute to the site's character and have historic significance. New features and landscape elements will be designed and sited to be compatible with the historic setting. Planning guidelines for each planning district address the appropriate treatment of those features to preserve the integrity of the National Historic Landmark District. (See Chapter Three.) The adopted *Vegetation Management Plan* provides guidance for the management and rehabilitation of other landscaped areas, including the historic forest. Designed landscape areas and contributing historic buildings are illustrated in Figure 1.1.

Public Review and Documentation - The Presidio Trust will fully comply with Section 106 of the National Historic Preservation Act (NHPA), as well as the National Environmental Policy Act (NEPA) and other applicable review and consultation requirements. The Trust will ensure public review of proposed projects that have the potential to adversely affect historic resources. If adverse effects on historic resources cannot be avoided, measures to reduce these effects will be developed. The Trust has entered into a programmatic agreement with the Advisory Council on Historic Preservation, the California State Historic Preservation Office, and the National Park Service (NPS) to identify the consultation and input process for operation and maintenance activities, activities that have minimal or low potential for affecting historic properties, future planning, and proposals for new construction.

2. Evaluate for possible demolition or replacement structures that may not be cost-effectively rehabilitated or reused. Limit any replacement construction to areas of existing development. Ensure that the design and location of replacement construction are in keeping with the character and integrity of the National Historic Landmark District.



THE MACARTHUR AVENUE NEIGHBORHOOD IN THE PRESIDIO'S EAST HOUSING AREA

The Trust may, at some time, find compelling reasons for allowing building removal, building additions, or other new construction. Often, in these instances, other resource values will come into play; for example, removal of non-historic housing may be necessary to restore open space, native plant habitat, and natural systems. The Trust will undertake as little new construction and as little demolition of historic buildings as possible, and will engage in public review before making any decision to proceed with specific proposals to remove historic buildings or to construct new buildings.

Building Demolition - When considering demolition of historic buildings, the Trust will base its decisions on criteria such as historic and architectural significance, building integrity, cost-effectiveness of rehabilitation, and feasibility of reuse. The Trust will consider the economic feasibility of rehabilitation, as well as alternatives to demolition such as building additions, relocation, and partial building removal coupled with some new construction. The Trust will ensure public review for projects that include the potential for demolition of historic structures. (See Chapter Four.)

“Removal and/or replacement of some structures within the Presidio must be considered as a management option in the administration of the Presidio.” (Presidio Trust Act)

New Construction - Every reasonable effort will be made to adapt historic properties to new uses. New construction will only be undertaken to encourage reuse of historic buildings and to achieve other Plan objectives.

New construction may take the form of a building addition, an annex adjacent to an existing building, infill buildings set within an existing building cluster, or stand-alone structures in developed areas to replace square footage removed in that location or elsewhere. As an example, in 1999, the historic Presidio Fire Station was rehabilitated with construction of a new addition to house modern-day fire equipment and expanded staff. The construction of a compatible addition allowed for the continued use of this historic structure as a contemporary fire station, consistent with the first standard of The Secretary of the Interior’s Standards for Rehabilitation. In other instances, a freestanding building or connecting annex may be needed to enhance the function of adjacent historic buildings or landscapes or to make their rehabilitation and reuse economically viable. For example, to ensure the success of the historic Presidio Golf Course’s conversion to a public course, a new clubhouse and maintenance facility were constructed in 1999.

“A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.” (The Secretary of the Interior’s Standards for Rehabilitation, Standard #1)

New construction will be limited to existing areas of development, as stipulated in the Presidio Trust Act, and sited to minimize impacts on cultural and natural resources. In accordance with the NHPA, the design of new construction will ensure that the association, feeling, and setting of the significant elements and the integrity of the National Historic Landmark District are protected. New construction will reinforce historic character-defining features, as defined in the Planning District guidelines. (See Chapter Three.) Additional opportunities for public input and review will be provided before any major new construction is undertaken. (See Chapter Four.)



CONSTRUCTED IN 1917, THE HISTORIC FIRE STATION WAS REHABILITATED AND EXPANDED TO MEET TODAY'S NEEDS



THE HISTORIC OFFICERS' CLUB HAS UNDERGONE NUMEROUS MODIFICATIONS AND ADDITIONS OVER TIME

“New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work shall be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environs.” (The Secretary of the Interior’s Standards for Rehabilitation, Standard #9)



FIGURE 1.2
HISTORIC FOREST

3. Rehabilitate the historic planted forest, and preserve, enhance, and manage other forested areas that provide values such as windbreaks, vistas, screening, and wildlife habitat.

The Presidio Trust will rehabilitate the historic planted forest, a contributing feature of the Presidio’s National Historic Landmark District, in conformance with the objectives and zoning set forth in the historic forest management zone section of the adopted Vegetation Management Plan (VMP). (See Figure 1.2.)

“The purpose of the VMP is to provide a management framework for protecting, enhancing, restoring, and rehabilitating the native and planted vegetation of the Presidio. The VMP will guide the actions affecting the vegetation resources of the Presidio.”
(Vegetation Management Plan(VMP), page 8)

Historic Forest Character Study - Rehabilitation of the historic forest has begun with the historic forest character study that is currently underway. The study will document, analyze, and evaluate those characteristics that make the forest a contributing feature of the Presidio National Historic Landmark District and will make recommendations that comply with The Secretary of the Interior’s Standards for Treatment of Historic Properties and Guidelines for the Treatment of Cultural

Landscapes. The study will evaluate means of addressing the long-term management problems inherent in “even-aged monocultures” like the Presidio forest (i.e., forests where trees are the same or similar in type, and of the same age). Strategies for preserving and regenerating the historic forest will be evaluated and refined based on the results of pilot projects that test ways to prolong the lifespan of trees through pruning and thinning, diversifying the forest understory, and reforesting aging key historic stands and disturbed areas.

Important Forest Characteristics - Important characteristics of the historic forest, such as historic vistas, framed views, windbreaks, and visual screens, will be restored or maintained. The forest was planted in part to protect developed areas at the Army post from wind; reforestation will attempt to minimize wind effects on adjacent areas and preserve this valuable function. Hazardous trees that pose a danger to people, buildings, or vehicles will be pruned or removed. Forested areas that provide important visual and/or wind and sound screens, such as along Park Presidio Boulevard, will also be preserved and restored, as necessary.

Wildlife Habitat - The forest also provides important wildlife habitat. The tree species that provide the greatest observed bird diversity are native oak and willow; stands of these trees will be protected and expanded. Many stands within the historic forest also provide islands of habitat for neotropical migrant birds, and essential habitat for wintering birds and for locally declining species including the western screech owl, wrenit, and Hutton’s vireo, some of which have disappeared in other parts of San Francisco. Forestry practices will ensure protection of sensitive wildlife areas.



THE HISTORIC FOREST’S REGIMENTED ROWS DEFINE THE PRESIDIO EXPERIENCE FOR MANY

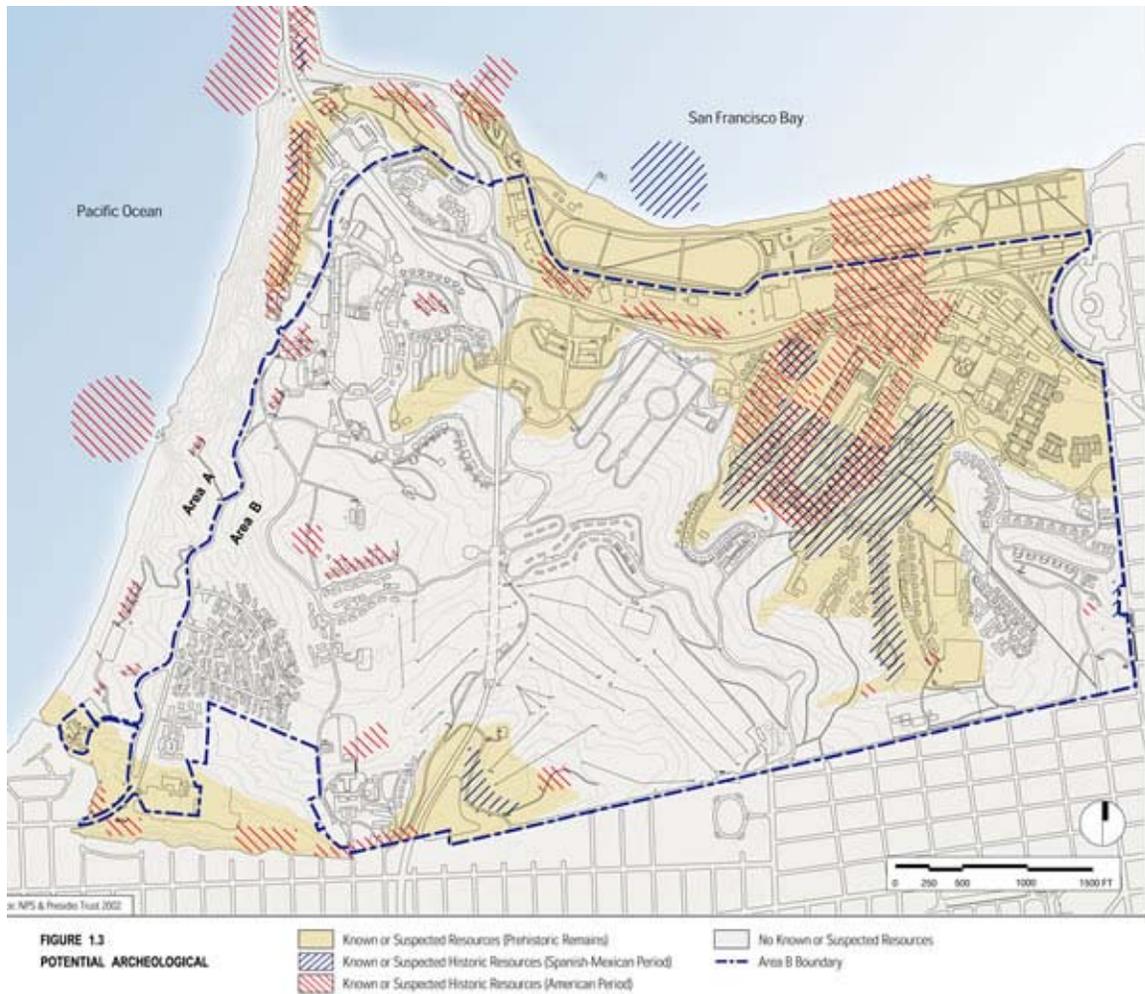


FIGURE 1.3 POTENTIAL ARCHEOLOGICAL RESOURCES

4. Protect archeological resources for future research and interpretation.

Both prehistoric and historic resources have been discovered and recorded within the park, and additional sites are believed to exist in several areas. (See Figure 1.3.) These sites are important because archeological remains can reveal information about past conditions, uses, and lives of the Presidio's inhabitants, and can tell the stories from periods in the Presidio's history that left little or no above-ground evidence. The Presidio Trust will evaluate identified archeological resources for significance and integrity and will document and manage these resources to allow for future research and interpretation. To locate additional sites, the Trust will use a variety of inventory methods, including remote sensing, predictive modeling, geomorphologic reconstruction, sensitivity mapping, surveys, and subsurface investigations such as coring, trenching, and archeological testing.

Recordation of Archeological Sites - The Trust will require archeological review before undertaking or permitting ground-disturbing activities. Any ground-disturbing activities that may affect potential or known archeological sites will be evaluated, and may be subject to a range of requirements including, but not limited to, avoidance of the sites, remote sensing, monitoring, coring or trenching, testing, and/or data recovery. Newly discovered archeological sites, including prehistoric sites related to the Ohlone or other indigenous Native American populations, will be evaluated for eligibility for listing in the National Register of Historic Places, either independently or as part of the National

Historic Landmark District. All artifacts found will be cataloged and properly stored or displayed according to standards set forth by the Code of Federal Regulations, 36 Part 79, Curation of Federally Owned and Administered Archeological Collections.

An archeological management plan is being prepared for the historic El Presidio site, where the Presidio of San Francisco was founded in 1776. As part of the ongoing El Presidio research, additional investigation will be conducted to define the building episodes, boundaries, configurations, features, and conditions of the historic Spanish and Mexican quadrangles of El Presidio de San Francisco. The remnant adobe wall (circa 1812-1815) within today's Officers' Club will be studied and an "Historic Structures Report" will be prepared.

Agency Collaboration - The Presidio Trust and National Park Service (NPS) jointly operate an archeological lab and have collaborated to create a database of the Presidio's archeological resources. The Trust and the NPS are also collaborating with academic institutions in northern California to provide opportunities for documentary research, field schools, and specialized artifact analyses. The Trust and the NPS also offer volunteer and educational opportunities through a variety of archeological programs. The Trust hopes to expand these types of programs through additional partnerships with academic and preservation organizations.



STUDENT RESEARCHERS SEARCH FOR ARTIFACTS ALONG HISTORIC FUNSTON AVENUE

5. Preserve significant Presidio collections and existing significant objects in the landscape.

Conservation and Cataloging - The Presidio Trust, in collaboration with the National Park Service (NPS), will identify, conserve if appropriate, and catalog objects, significant material discovered during construction and excavation work, archival material, and documents such as oral histories according to the standards set forth in 36 CFR Part 79, *Curation of Federally Owned and Administered Archeological Collections*. A process for monitoring and evaluating collection storage will be established, and opportunities for display or exhibition of Presidio materials explored.



VISITORS VIEW ARTIFACTS AT THE ARCHEOLOGY OPEN HOUSE, 1999



THE ORDONEZ GUN AT THE MAIN POST

Collection Management - The existing Golden Gate National Recreation Area (GGNRA) Park Archives and Records Center, located in Building 667, manages, preserves, and provides public access to the Presidio's collections, including the Army's former collections and a reference library. This function will continue, though the location and scale of the facility may change. Presidio libraries managed by both the NPS and the Presidio Trust contain documents on current activities as well as publications on the military history of the Presidio and the Bay Area. The Trust and the NPS will develop an agreement for management of Presidio collections that ensures the preservation of, and public access to, Presidio artifacts.

NATURAL RESOURCES

“The Presidio’s location at the Golden Gate has produced an unprecedented concentration of natural, scenic, cultural, and recreational resources - unique ecological systems, inviting parklands, spectacular views and vistas, and distinctive historic architecture. The Presidio today reflects the interaction of people and their environment as technology has advanced and social values have evolved.” (GMPA, page 7)

The Presidio is and must remain an essential refuge for once-abundant native plant communities and associated wildlife species that have been all but lost as San Francisco and surrounding areas have become more urban. The Presidio Trust will protect and restore the natural process and function of plant, animal, and hydrologic systems, and increase open space to restore and reconnect fragmented habitats.

Native plant communities at the Presidio preserve rare and endangered plant species and provide valuable wildlife habitat. They include serpentine grasslands, the last remnants of inland dune communities that once covered vast areas of San Francisco, and riparian and wetland areas such as Lobos Creek. (See Figure 1.4.) The Presidio supports more than 230 native plant species, thirteen of which are rare or endangered. Endangered plants at the Presidio include San Francisco lessingia and Presidio clarkia - annual wildflowers found in only two locations worldwide - and the Presidio Raven’s manzanita, a species with only one wild known plant in existence. More than 200 species of birds use the Presidio, and as many as 50 of these species nest here. Important migratory invertebrates, such as monarch butterflies, are also known to visit the Presidio. Native wildlife include larger species such as the native grey fox.



THE NATIVE WHITE-CROWNED SPARROW IS A YEAR-ROUND RESIDENT OF THE PRESIDIO



MOUNTAIN LAKE IS A FRESHWATER OASIS WITHIN THE PRESIDIO

Streams, springs, lakes, and other waters are also critical to the character of the Presidio. The same sources of freshwater that attracted human habitation to the Presidio over 200 years ago still exist at Lobos Creek, Mountain Lake, and elsewhere. El Polin Spring and remnant riparian areas within Tennessee Hollow remain, in part, as a sheltered and quiet refuge. At Crissy Field, an 18-acre tidal marsh has been re-established, re-creating some of the wetlands that existed there before 1915.

The Presidio Trust will continue to work with the National Park Service (NPS) to create self-sustaining ecosystems through restoration and management programs that include community participation. With the goal of seamless management across Areas A and B of the Presidio, a memorandum of agreement is being developed among the Presidio Trust, the NPS, and the Golden Gate National Parks Association (GGNPA) that will provide a framework for a collaborative natural resources program.

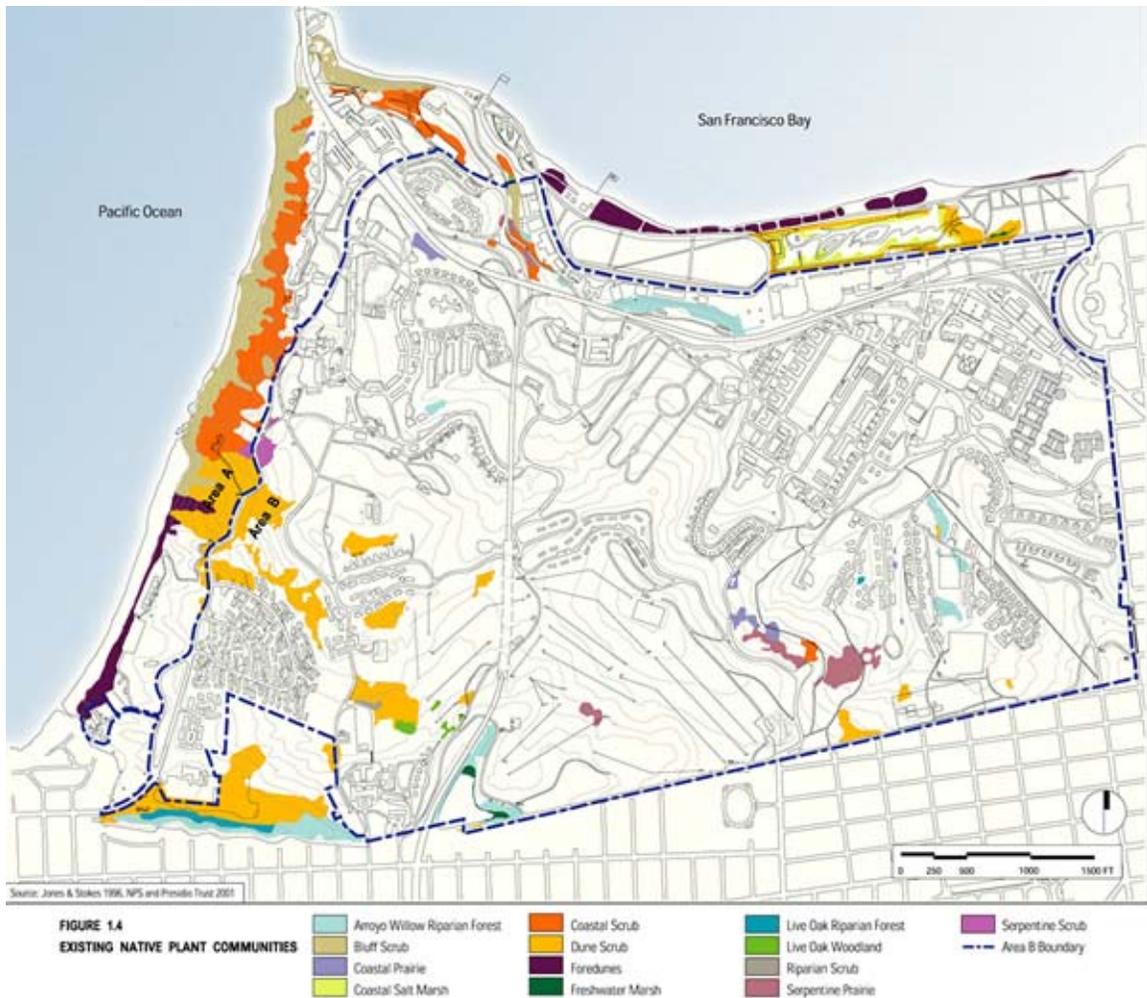


FIGURE 1.4
EXISTING NATIVE PLANT COMMUNITIES

6. Identify, protect, enhance, restore, and expand the Presidio’s ecosystems. Protect, establish, and manage areas of native vegetation.

The Presidio Trust will collaborate with the National Park Service (NPS) to protect and enhance existing native plant communities and their remaining habitats. In Area B, the Presidio Trust plans to increase native plant habitats by approximately 142 acres. Natural habitats in the Wherry Housing (Baker Beach Apartments) area, Tennessee Hollow watershed, and Inspiration Point will be expanded and restored. Objectives and actions for the native plant community zone are set forth in the adopted Vegetation Management Plan (VMP), which also identifies corridors and sites proposed for restoration. Many of these areas are adjacent to existing native plant communities, where increased habitat will accommodate rare or endangered plants and associated wildlife. This work will be done with input from the U.S. Fish and Wildlife Service. The primary goal of habitat restoration will be to restore both natural processes and function.

The Presidio Trust will host an annual workshop to inform the public and receive input on upcoming projects for the VMP’s ongoing implementation, as well as to review work accomplished in the past year. The annual workshop will be complemented by agency consultation and site tours to review site-specific implementation activities.

Natural Resources Inventories - The Trust, in collaboration with the NPS, will continue to maintain resource inventories and Geographic Information System (GIS) database records, and will identify and collect missing data. Baseline inventories and long-term monitoring of natural resources will guarantee that the information used to make management decisions is current and adequate. The information will also be used to detect or predict natural resource changes that may require intervention. Monitoring protocols will be developed and implemented for important elements of natural resource systems. Long-term research or monitoring can ultimately improve understanding of the Presidio's ecosystems and related human social systems, and may also be necessary to evaluate the effects of human intervention on natural resources where the function and significance of the resources are not clearly understood.

Ecological Restoration Activities - The Trust will give high priority to activities that preserve rare plant habitat and wildlife habitats. All restoration projects will apply best management practices and provide the highest level of protection for both physical and biological resources. Ecological restoration efforts will continue, consistent with the goals and objectives of the VMP. Activities will include selective removal of non-native trees and vegetation, native plant propagation, revegetation, possible re-introduction of lost species, and monitoring. Plant material for revegetation will be derived from populations of native species presently or historically found at the Presidio, ensuring the preservation of the genetic characteristics of the Presidio's flora.

All ecological restoration sites will be maintained and monitored at least until established success criteria are met. These criteria will include successful native plant and wildlife establishment and conformance with other recovery objectives. Projects will focus on restoration of existing remnant habitats and future expansions to connect fragmented resources. Community stewardship and education programs have helped past restoration efforts to succeed. The Presidio's nursery and restoration programs will continue this successful public involvement effort.



FIGURE 1.5
NATIVE PLANT AREAS AND WILDLIFE CORRIDORS

Exotic Species and Integrated Pest Management - Effective management strategies to reduce the spread of targeted exotic species into native plant habitats will be developed and implemented. Priorities for management of exotic species will be set based on the threat to the ecosystems that the species inhabit. Non-native species that have the potential to threaten native species and ecosystems will be identified, managed, and if possible, eradicated. The Presidio Trust will practice effective, practicable, and environmentally safe pest control. Use of pesticides and herbicides will be minimized and alternative pest management treatments will be tested, implemented, and monitored.

Wildlife pests will be controlled if necessary to protect native species, preserve the historical integrity of cultural resources, conserve facilities in developed areas, or manage a human health hazard. Pests that jeopardize facilities and human health will be controlled using effective, practicable, and environmentally safe methods. Integrated Pest Management (IPM) techniques have already been developed for general pests at the Presidio, and similar practices will be incorporated into the Presidio Golf Course IPM plan.

Rare, Threatened, and Endangered Species - The Trust will protect federal- and state-listed threatened and endangered species found at the Presidio. Appropriate actions will be taken to expand populations, increase genetic diversity, recover the species, and enhance and restore their habitats.

Where feasible, the Trust is expanding habitat and populations of these species in conjunction with the environmental clean-up program and ecological stewardship efforts within serpentine and dune communities. The Trust will collaborate with the National Park Service to monitor the Presidio's 13 species of rare or endangered plants annually. Site planning and projects that may affect the recovery of endangered species or the species themselves will be carried out in consultation with the U.S. Fish and Wildlife Service and in compliance with the Endangered Species Act.

7. Identify, monitor, and protect sensitive wildlife species, and restore and maintain their habitats

Wildlife Monitoring and Management - Native wildlife species and their habitats will be identified, protected, monitored, and restored. Wildlife corridors and habitat for nesting and migratory birds will be identified, enhanced, and promoted through future planning. (See Figure 1.5.)

Wildlife surveys, research, and monitoring will be conducted. Activities that might disrupt sensitive wildlife habitat areas or corridors will be scheduled for times when disturbance can be minimized, such as after nesting seasons. Additional inventories will be conducted to identify terrestrial invertebrate and vertebrate species and to help maintain the health of Presidio ecosystems. A monitoring system will provide current information on birds, bats and other mammals, reptiles, amphibians, insects, and aquatic species. (The Trust, together with the National Park Service, is currently developing a program to monitor migrating and nesting birds.) The feasibility of reintroducing individual native wildlife populations in the context of a popular urban recreation area will be explored.

Increased Open Space and Wildlife Corridors - The Trust will increase the amount of contiguous open space at the Presidio by restoring and enhancing native plant habitat, forests, wetlands, and drainage corridors. Increasing the amount of contiguous open space will improve wildlife habitat and create "corridors" for animal movement. For example, the Trust is collaborating with both the National Park Service and the Golden Gate Audubon Society to restore habitat for the California quail within the Lobos Valley and near the Public Health Service Hospital, allowing this bird species to move freely in these areas.



FIGURE 1.6
WETLANDS & STREAM DRAINAGES

FIGURE 1.6
WETLANDS AND STREAM DRAINAGES

8. Rehabilitate and enhance natural water resources. Manage on-site water resources to protect ground and surface water, natural wetland and riparian habitat, and water supplies for the Presidio community. Protect important native geologic and soil components.

The Trust will use water responsibly, restore and preserve aquatic resources, and provide opportunities for visitors to learn about the water ecosystem at the Presidio.

Wetlands - Presidio wetlands include creeks, marsh, and drainages, a dune slack north of the Public Health Service Hospital, seeps and springs within fractured serpentine habitat, and seeps within Fort Scott and Tennessee Hollow. (See Figure 1.6.) Natural wetlands provide valuable habitat for local and migratory wildlife, as well as opportunities to conduct education, recreation, and scientific programs related to natural wetland functions. A recently-completed map of wetlands within the Presidio identifies about 58 acres of potential habitat.

The natural and beneficial values of wetlands will be preserved and enhanced to the extent feasible. Such values include habitat for fish and local and migratory wildlife, improved water quality, flood protection, and opportunities for recreation, education, and scientific research. Future planning will

pursue no net loss of existing wetland area and will employ watershed management principles, which include treating watersheds as complete hydrologic systems and protecting the stream processes that create habitat.

Tennessee Hollow - Surface drainage and native riparian habitat will be restored along the three natural drainages in Tennessee Hollow, including El Polin Spring. Restoration will expand riparian habitats and allow for an integrated system of freshwater streams and freshwater, brackish, and tidal marsh, re-establishing a connection to Crissy Marsh.

In Fall 2001, the Trust initiated planning to restore Tennessee Hollow, with the goals of restoring a functioning stream ecosystem with associated riparian and wetland habitats; improving the quality of freshwater flows into Crissy Marsh; improving management practices in the surrounding watershed; protecting and enhancing cultural and archeological resources; providing recreational, educational, and interpretive opportunities; and adapting existing infrastructure to support the restoration.

Lobos Creek - Lobos Creek is a vibrant riparian system and the Presidio's main water source. The Trust will continue to collaborate with the National Park Service to manage Lobos Creek to preserve and restore the natural creek system, and to supply drinking water to the Presidio.

Dragonfly Creek - The Trust will study possibilities for restoring riparian scrub and oak riparian forest that once flourished along the banks of Dragonfly Creek, south of Fort Scott.

Mountain Lake - Mountain Lake, located on the southwest side of the park, is the only natural lake in the Presidio. The Presidio Trust will continue to collaborate with the National Park Service and Golden Gate National Parks Association to revitalize the lake. An approved enhancement plan sets out strategies to improve water quality in the lake, restore surrounding native habitat, and improve visitor access. The plan also provides for dredging and mechanical aeration to improve water quality, as well as removal of exotic species, restoration of native plant communities, improvement of trails, establishment of interpretive overlooks, and restoration of the lake's former east arm.

Crissy Marsh - The General Management Plan Amendment (GMPA) called for the re-establishment of wetlands at Crissy Field based on a study of the feasibility, type, and extent of wetlands. The 1995 Dames and Moore Wetlands and Riparian Corridor Feasibility Study concluded that restoration of a tidal marsh at Crissy Field was feasible and that at least 30 acres of tidal marsh were required to ensure the long-term ecological viability of Crissy Marsh. Most recently, the 1996 Crissy Field Plan and environmental assessment called for restoration of a 20-acre tidal marsh at Crissy Field, with the assumption and public commitment by the National Park Service that the marsh would be expanded to at least 30 acres. In November 1999, construction of the existing 18-acre marsh was completed.



CRISSY MARSH

The Trust is committed to ensuring the long-term ecological viability and health of Crissy Marsh. In February 2002, the Presidio Trust signed a letter of agreement with the National Park Service and the Golden Gate National Parks Association to undertake a technical study to identify a broad array of options for the marsh, and to set forth the benefits, costs, impacts, and trade-offs associated with each option. (See Appendix C.) The study area includes land in both Areas A and B, and focuses on the potential for expansion in areas that were formerly tidal marsh. The study will also examine options for ensuring the health of the marsh without expansion, and will provide sufficient data to determine which options to carry forward for subsequent planning and analysis. All three organizations are committed to completing the study in a timely manner.

For the 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, specifically portions of Crissy Field (Area B) planning district east of the Commissary and west of the historic Mason Street warehouses.

Water Quality Protection - The Presidio Trust will maintain and improve water quality at the Presidio. The Trust is preparing a stormwater management plan to ensure that the quality of water that regularly flows to creeks, Crissy Marsh, the bay and ocean meets appropriate water quality standards. To preserve and enhance water quality, existing water and soil contamination will be remediated and erosion prevented. The overall amount of impervious (paved) surfaces at the Presidio, and therefore the amount of stormwater runoff, will be reduced over time.

Geologic Resources - The Presidio contains some fragile geologic and soil resources, including the Colma formation dunes, and the serpentine outcrops and bluffs at Inspiration Point and south of Crissy Field. The Presidio Trust will protect and monitor geologic and subsurface hydrologic resources and functions, including confined and semi-confined aquifers. Natural soils and soil processes will be managed to minimize loss and disturbance. Wherever feasible, soils affected by construction will be salvaged for reuse in other Presidio site restoration activities.

SCENIC AND RECREATIONAL RESOURCES

The Presidio, a popular destination for local and regional residents, offers a varied landscape, impressive public open spaces, exceptional scenery, and many built recreational sites and facilities.



THE CITY OF SAN FRANCISCO FROM SIMONDS LOOP



THE BAY AREA RIDGE TRAIL PROVIDES RECREATIONAL OPPORTUNITIES FOR HIKERS AND BICYCLISTS

The Presidio Trust will increase and diversify recreational opportunities through the creation of new open space and through the continued restoration of both remnant natural areas and historic forest stands. Open spaces and scenic vistas will be restored and expanded for increased visitor use and enjoyment in balance with resource protection. The Presidio will be a place for many types of recreation, from quiet, contemplative walks to challenging active sports.

One of the Presidio's most significant characteristics, which will remain, is its capacity to meet the diverse recreational needs of a wide range of people; visitors can enjoy walking, jogging, biking, sightseeing, birdwatching, surfing and wind surfing, sailing, kayaking, fishing, camping, and learning about the Presidio. Open spaces create opportunities for visitors to explore the once-vast natural systems of the San Francisco region and to participate in the restoration of those systems through community stewardship.

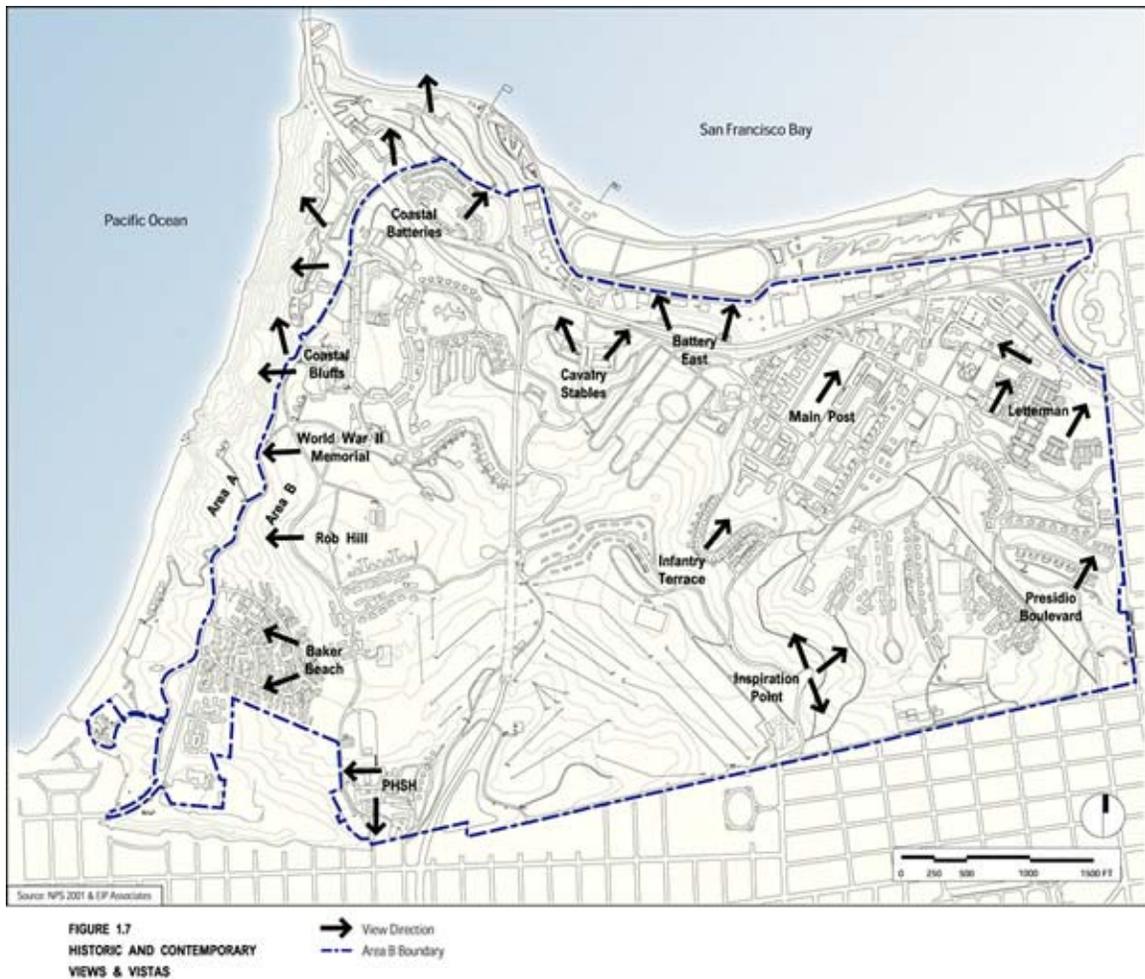


FIGURE 1.7
HISTORIC AND CONTEMPORARY VIEWS AND VISTAS

9. Increase open space areas to enhance the park and improve the Presidio’s natural, scenic, and recreational qualities. Enhance the Presidio’s spectacular views and vistas. Maintain the Presidio’s ecological value, and the intrinsic values to the human senses and human health offered by its air quality, light, sound, and aromas.

The Presidio Trust plans to increase the amount of open space in Area B from 695 acres to about 794 acres over time, providing a total of 1,090 acres of open space in the Presidio. Open space will then represent almost 75 percent of the Presidio’s 1,491 acres. Increased open space will provide new opportunities for restoring and improving native plant and forest habitats; will allow for larger, contiguous bands of natural systems; and will provide additional recreation opportunities.

The most significant increase in open space will occur over the next 30 years, as the Trust demolishes 499 units of non-historic housing in the southern part of the park at Wherry Housing (Baker Beach Apartments) and some non-historic housing along East and West Washington Boulevard. (See Chapter Three, South Hills.) Much of this housing demolition is consistent with the U.S. Fish and Wildlife Service’s recovery plan goals for the endangered San Francisco lessingia, an annual wildflower found in only two locations worldwide. Non-historic housing in the East Housing area is also planned for removal to allow for the restoration of Tennessee Hollow as a functioning ecosystem,

providing visitors an opportunity to enjoy and experience this rare riparian habitat.

Scenic Views - The Presidio Trust will enhance the park's spectacular views, restore historic visual connections, and provide screening of elements that disrupt historic landscapes. (See Figure 1.7.) Future projects, such as removal of selected buildings, pavement, and vegetation, restoration of natural systems, and new trail connections and viewpoints, will increase opportunities for scenic viewing and improve the quality of scenic vistas. New construction will preserve scenic views as well as those features that make the park an important visual resource.

Air Quality - Visitors to the Presidio enjoy ocean breezes and fresh coastal air. To maintain the park's air quality, the Presidio Trust will integrate air quality resource management into operations and planning. Sources of air emissions within the Presidio will meet or exceed federal, state, and local air quality regulations and permitting requirements. Assessments of potential wind effects will inform future open space planning.

Sound, Light, and Odors - The Trust will strive to preserve both the Presidio's natural quiet and natural sounds. Natural soundscapes, lightscares, and odors - those that exist in the absence of human-caused sound, light, and odors - vary throughout the Presidio. These components of a natural system play an important role in natural processes. For example, light levels during clear nights influence animals such as birds that navigate by the stars and bats that hunt at night. The Trust will evaluate the levels of human-caused sound, light, and odors considered acceptable in various areas of the Presidio, with acceptable levels generally less stringent in developed areas than in undeveloped ones.

Viewing the natural night sky is a rare experience in an urban area, and this opportunity will be respected in future planning. The Presidio Trust will engage residents and other tenants in minimizing or preventing the intrusion of artificial light into the night scene of natural areas in order to protect nighttime wildlife activity.



FIGURE 1.8
ACTIVE RECREATIONAL AMENITIES

10. Provide for safe and enjoyable recreational use of the Presidio. Improve larger open spaces for outdoor activities and play. Enhance existing recreation facilities, add play opportunities, and complement outdoor areas. Ensure a seamless network of trails and bikeways through the Presidio.

The Trust is committed to providing diverse opportunities for both passive and active recreation, and to maintaining an atmosphere that is open, inviting, and accessible to visitors. In providing these opportunities, the Trust will consider what activities are best suited to the Presidio, and will balance recreational opportunities with resource protection. To achieve this balance, the Trust will consider the type and level of visitor use that can be accommodated while sustaining the desired resource and visitor experience conditions.

Recreational Facilities - The Trust is committed to retaining facilities for active recreational uses. Existing facilities include the swimming pool, bowling center, golf course, tennis courts, playgrounds, tot-lots, ballfields, and gymnasiums. (See Figure 1.8.) In addition, many landscaped open space areas will be maintained for passive recreation. Picnic areas, smaller fields, and Rob Hill's small-group camping area will be improved.

Additional built facilities, indoors and outdoors, will be considered in the future. Some recreational facilities may be relocated or removed in conjunction with planned projects, such as the restoration of Tennessee Hollow, the reconfiguration of Doyle Drive, or the restoration of the Fort Scott historic parade ground. Future planning efforts will further define compatible recreational activities and locations, and will address the potential relocation of existing facilities or construction of new ones, including ballfields. The Trust will monitor changing patterns of use and trends in recreational activities, and assess and manage their potential effects on park resources.

Trails - The Presidio Trust will improve and enhance hiking trails and bicycle routes throughout Area B. The Presidio's many miles of trails provide visitors the opportunity to walk, jog, ride, observe nature, and enjoy the spectacular scenery. Some trails provide solitude and retreat from the surrounding city, while others are active and heavily used for daily exercise or socializing. (See Chapter Two, Figures 2.7 and 2.8.)

The Trust and the National Park Service are jointly preparing the Presidio Trails and Bikeways Master Plan. Goals of this plan include establishing a coherent network of trails and bikeways, enhancing connections among key features of the Presidio (including better connections from the uplands to Crissy Field and the bayfront), generally increasing universal accessibility, and improving visitor safety. The plan will create ways to make the use of alternative transportation within the Presidio more convenient for the public. After the plan's adoption, the Presidio Trust will undertake the most pressing trail repairs, set priorities for future trail enhancements, and initiate a Trails Stewardship Program to promote public support and interest in trail maintenance and improvement.

Special Events and Festivals - The Presidio's open space and recreational amenities will be managed to provide settings for public programs, activities, and events. The Trust is committed to making the park increasingly accessible to the public and will facilitate public use of the park for festivals and special events, such as marathons or bike rides. The Trust will identify ways to monitor these events and to anticipate and address potential impacts on park resources, neighbors, and the visitor experience.

BRINGING PEOPLE TO THE PARK

The Presidio is a place where nature, culture, and history merge; it is a place where visitors of all ages, interests, and abilities are welcome. Diverse and dynamic programs that preserve and protect the park's resources, and that interpret and celebrate its history, can bring people and the park together, continuing a tradition of community support that will endure for many generations to come.

The Presidio has both the facilities and the natural setting for community and public events, educational and cultural centers, exhibitions and performances, celebrations and festivities, games and athletics, guided walks, and hands-on demonstrations. The Presidio Trust is committed to collaborating effectively with the National Park Service, and to seeking other partners that can bring the capacity and expertise needed to provide a consistently high standard of programming suitable to a national park in an urban area.



THE PRESIDIO'S EXTENSIVE NETWORK OF HIKING AND BIKING TRAILS AFFORDS MANY OPPORTUNITIES FOR RECREATION, RELAXATION, AND EXPLORATION

11. Collaborate with the National Park Service and other organizations to interpret the stories of the Presidio, contributing to the preservation of the park by deepening the public's understanding of the park's resources and history.

Interpretive Services - Interpretation, or explaining the park's resources and history, educates visitors, encourages participation and stewardship, and builds public support. The Presidio Trust Act states that the National Park Service (NPS), in cooperation with the Presidio Trust, is responsible "for providing public interpretive services, visitor orientation, and educational programs" in the Presidio. NPS programs at the Presidio include ranger-led walks in both Areas A and B, educational programs for school groups, hands-on demonstrations, docent and stewardship opportunities, publications, and a website introducing the public to the park. These programs will benefit from a close and sustained collaboration between the NPS and the Presidio Trust, and with other partner organizations such as the Golden Gate National Parks Association and park tenants. Interpretive and visitor facilities include the William Penn Mott Jr. NPS Visitor Center, Crissy Field Center, Crissy Field Warming Hut, and Fort Point National Historic Site.

"...to tell the story of this place in all its varied parts for those who come here from down the street or around the world. The telling of that story is what we call interpretation." (former NPS Director Robert Stanton)

Collaborative Planning - The National Park Service and the Trust are collaborating on a plan for Presidio interpretation that will guide interpretive programming into the future. This plan will build

upon five interpretive themes, and their associated stories, identified initially in the General Management Plan Amendment (GMPA) and refined through the course of public workshops and joint planning. The themes look both forward and backward in time, linking the resources of the Presidio with the broader social history of the U.S. military and the nation. The five themes, which may serve as a basis for future interpretive programming, are:

- *Military History.* From 1776 until 1994, the Presidio was a military post under the flags of three nations, most notably the U.S. Army.
- *Crossroads of Culture.* In addition to the U.S. Army, many cultures, including Native Americans, Spanish colonists, Mexican settlers, English, American, and Russian traders, and Asian immigrants, have influenced and shaped the Presidio.
- *Natural Systems.* The Presidio is a refuge for many rare and endangered species and habitats where ecosystems are being preserved and enhanced.
- *The Changing Landscape.* Today's landscape tells the story of how past generations have used and altered the site.
- *The Transformation of the Presidio "from Post to Park."* The Presidio Trust and the National Park Service are working together to transform the Presidio from a military post to a national park in an urban setting, realizing the "swords to ploughshares" idea.

The interpretive plan will describe how the Presidio's many stories connect with one another, and identify where and how they can best be conveyed. It will lay the foundation for an effective partnership among the Trust, the National Park Service, and others, and suggest future interpretive program improvements or expansions.

*"The intent will be to provide visitors with an interpretive experience that is enjoyable and inspirational, within the context of the park's tangible resources and the values they represent. In addition, visitors should be made aware of the purposes and scope of the national park system."
(2001 NPS Management Policies)*

Public Access - Because interpretation of historic buildings is an important way to tell the stories of the Presidio, the Trust will ensure that interpretive signs or other media are provided in leased buildings and will require tenants to maintain public access to portions of historic buildings, such as lobbies, porches, and verandas. Primary tenants in buildings that are important venues for interpretive themes may work with the Presidio Trust and the National Park Service to create public exhibitions in the buildings.

12. Build public commitment to preserving the Presidio's natural, historic, cultural, scenic, and recreational resources by developing hands-on educational opportunities for visitors and volunteers.

Community support and participation is integral to the effective management and stewardship of the park's resources. The Trust will continue to work with the National Park Service and others to develop programs that engage visitors and volunteers in hands-on activities.

Park Stewardship Program - Volunteers, youth groups, private corporations, and other organizations have been participating in the Presidio's Park Stewardship Program, helping to restore rare habitats and to grow and plant thousands of native plants. Volunteers helped restore the marsh and dunes at Crissy Field, the dunes of Baker Beach and Lobos Valley, and the grasslands at Inspiration Point. Begun by the National Park Service in 1994, the Presidio's Park Stewardship Program is one of the largest in the country and is actively supported by the Trust.



SAN FRANCISCO CONSERVATION CORPS MEMBERS WORK AND LEARN AT THE PRESIDIO

Expansion of Stewardship Programs - The Presidio Trust will collaborate with the National Park Service and the Golden Gate National Parks Association to expand the concept of stewardship programs to include the Presidio forest, trails and bikeways, historic buildings, archeological and cultural resources, community gardens, and sustainable infrastructure. Outreach to under-served communities will be a key component of park stewardship programs.

Ongoing Programs - The Trust will continue to collaborate with numerous partners to maintain ongoing resource protection programs that not only contribute to the effective management of the park but also have significant educational value, especially for children. These programs include:

- The Presidio Nursery Program, which provides plants for restoration projects, educates volunteers, and sponsors research.
- The Natural Resource Education and Outreach Program, which promotes natural resource values and educates community members about Presidio natural resources.
- The Compost and Regeneration Program, which diverts hundreds of tons of organic debris from landfills, educates children, trains staff, and restores Presidio soils.
- The Presidio Recycling and Reuse Program, which trains and employs young adults and develops educational material for children.
- Transportation Demand Management programs, which raise resident and employee awareness of transportation alternatives by demonstrating new electric vehicle technologies, organizing events to encourage carpooling and vanpooling, and hosting “Bike to Work Day” and “Try Transit Week” activities.
- The Presidio Archeology Program, which maintains an on-site archeology lab that brings partners together to study the archeological resources of the Presidio.

13. By providing appropriate park programs and increasing public access, create the conditions for a diverse and thriving community of residents, tenants, and organizations who contribute to the park in different ways.

The Presidio Trust is committed to fostering appropriate programs and activities to widen the community of Presidio stakeholders. In order to deliver exceptional programs, the Trust will actively seek partner organizations with expertise in the subject matter or program at hand. The Trust will encourage contributions from park tenants, and seek financial contributions to support programs and activities. The Presidio will be a vibrant community that will welcome the contributions of educators,

artists, environmentalists, leaders in technology, scientists, government agencies, private businesses, cultural institutions, non-profit organizations, and interested individuals.

Program Partnerships - The Presidio Trust and the National Park Service will work together to develop program partnerships that optimize educational and preservation efforts. Watershed-based education and stewardship programs, such as those coordinated by the Academy of Sciences at Mountain Lake and the Urban Watershed Project in Tennessee Hollow, will continue to contribute to the oversight of the park's diverse aquatic resources. The Trust is also committed to ongoing partnership with wildlife preservation organizations, such as the Audubon Society.

The Trust works closely with federal and local agencies to be a leader and model in the field of sustainability. Reflecting these efforts, the Presidio has been designated a Center of Environmental Innovation. The Trust will continue to build partnerships with public and private entities to increase participation in sustainability initiatives such as "Rebuild Presidio," a local chapter of the Department of Energy's Rebuild America program. Broader partnership development will include increased coordination with local partners.



STUDENTS FROM WASHINGTON HIGH SCHOOL CONDUCT RESEARCH AT TENNESSEE HOLLOW

Expanded Historic Preservation Programs - Historic preservation programs will be expanded to provide more volunteer opportunities and to promote greater understanding of the extent and significance of historic preservation and archeology at the Presidio. The Trust will expand its partnership with nearby universities to engage a wider community in exploring the Presidio's past, particularly in the Funston Avenue and El Presidio areas. The Trust is working with the College of the Redwoods and may seek additional partners to provide training in historic building and landscape preservation and to investigate and address the challenges of combining green building technologies with historic preservation.

Ongoing Support - As tenants and residents come and go at the Presidio, the Trust will ensure that successful programmatic contributions continue to flourish. The Trust will seek partners that offer cultural and financial resources beyond those provided by tenant organizations. This effort will involve not only those organizations that desire a long-term presence at the Presidio, but also organizations interested in sponsoring, supporting, or undertaking special activities that are consistent with the park's program goals.

14. Perpetuate Presidio traditions and encourage visitors to participate in events and ceremonies. Provide settings for the arts and for historical and cultural programs related to the Presidio.

Cultural Events and Festivals - The Trust and partner organizations will carry on old traditions and establish new ones, making the park accessible through cultural events and festivals. Some examples include the annual Presidio Pasados (which commemorates the founding of the Presidio), Memorial Day and Veterans Day events, and community holiday celebrations.

Public Access - Places and open spaces will be available for public gathering and activity, as well as for performances and temporary exhibitions. Tenants and other program providers will be encouraged to tell their organization's stories through interpretive media, programs and special events. The Main Post will continue to be the center of the community, offering meeting places, a community center, a theater, and food services. The Presidio Trust and the National Park Service will ensure that educational and interpretive elements are coordinated with festivities, events, and exhibitions.

15. Provide visitor orientation and consistent signage, and make access as universal as possible.

The Presidio Trust and the National Park Service will cooperate to provide orientation and information that will help visitors find their way around the park and choose from a range of activities.

Signs and Kiosks - Entrance signs have been installed at all gates to provide visitors with a sense of arrival at the Presidio. In addition, a series of information/orientation kiosks will be strategically installed throughout Area B. Outdoor interpretive panels developed jointly by the National Park Service and the Trust are also being installed throughout the park. The National Park Service has also developed a wayside signage program to interpret the Presidio's resources "on the ground." The program has been partially implemented and will be completed in the next few years.

Universal Access - Access to the Presidio and its facilities will be enhanced for people of all ages, backgrounds, and abilities. To the greatest extent possible, the Trust will develop solutions to the barriers faced by Presidio visitors and employees who have mobility or other impairments. Access improvements will conform to the Uniform Federal Accessibility Standards. The Presidio Trails and Bikeways Master Plan, now under development, will identify trails that provide access for all users. The Trust will work collaboratively with the National Park Service to make educational, interpretive, and recreational programs and publications accessible to as many visitors as possible, including foreign visitors and individuals with special needs.