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Saturday  
Weekdays  
8 a.m. to 5 p.m.  
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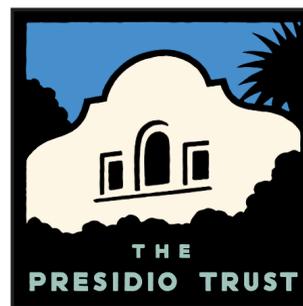


# Presidio



A Monthly Publication of the Presidio Trust

Volume 2 Issue 9 September 1999



## Preserving the Presidio as a Sustainable National Park

### What's Inside

Sustainability at the Presidio

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### News Briefs

#### Residential Leasing Office

The John Stewart Company, the Presidio Trust's residential leasing agent, has relocated to Building 558 on the Presidio, an historic structure that recently underwent a comprehensive rehabilitation completed by Trust staff. The site now incorporates many "smart building" features including motion sensor lighting controls and high efficiency radiators. These innovations are designed to conserve energy while maintaining a pleasant environment for building occupants. To learn more about residential leasing opportunities at the Presidio, please visit the John Stewart Company's new office, or call them at 415.561.5454. The John Stewart Company will have a web site in operation in early fall.

#### Public Health Service Hospital Update

Earlier this year, the Trust received eight master tenant responses to a Request for Qualifications to redevelop the 36-acre Public Health Service Hospital Complex site. Proposed uses include senior housing, student and faculty housing, and market-rate rental housing. Given the complexity of existing conditions within the site, the issuance of a request for more detailed reuse proposals has been deferred until additional feasibility studies are completed. The Trust anticipates a decision regarding next steps after the first of the year.

### Staff Spotlight

**Lourdes "Lou" Oravec**, Presidio Trust receptionist, makes sure that every visitor to Trust Headquarters is greeted with a friendly smile.



Lou operates the busy telephone switchboard and provides information about the Trust's stewardship of the park and opportunities to become involved in the Presidio's emerging community. She also records comments from the public on the Trust's projects and activities.

Lou joined the Trust in November 1998 after working for the National Park Service as an administrative assistant. Originally from the Philippines, she moved to San Francisco in 1981 with her family. Her husband, Samuel, serves the Presidio community as a landscape gardener supervisor.

"What I like most about my job is the interaction with the public," says Lou. "It's exciting and can be demanding at times, but it's fun."

## TENANT SPOTLIGHT



Association also publishes *Biodynamics*, America's oldest ecological farming and gardening magazine.

Biodynamics takes a holistic approach to agriculture, promoting sustainable practices that produce healthy soil, healthy food and healthy people. BDA seeks to establish a balance between crops and animals, and strongly supports composting as an essential means of guaranteeing soil health. A cornerstone of the movement is Community Supported Agriculture, in which crops are locally grown and sold, creating strong links between those who produce food and those who consume it. BDA cultivates a plot at the Presidio's own Community Garden based upon biodynamic principles.

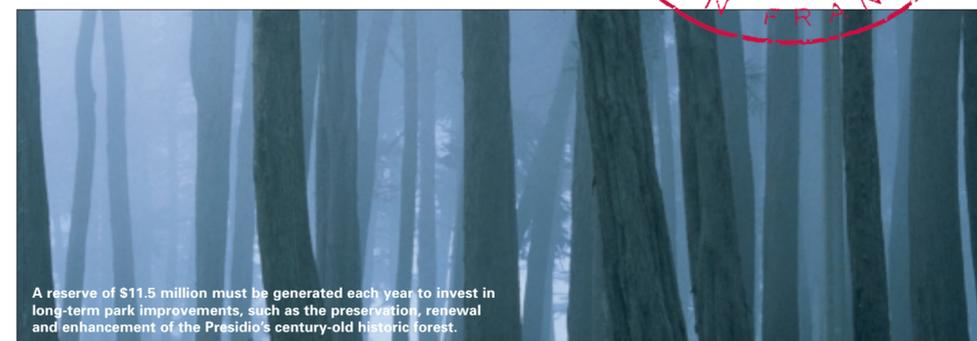
This month, BDA is commemorating its 75th anniversary with a celebration at the Presidio's Golden Gate Club featuring guest speakers, biodynamic farmers, music and food. Advance reservations for the September 27 event are required. BDA recently participated in the "Rethinking Agriculture" seminar held at the Presidio's Interfaith Chapel and will sponsor two national conferences later this year.

For more information about BDA, located in Building 1002-B on the Presidio, call 415.561.7797 or visit [www.biodynamics.com](http://www.biodynamics.com).

"You are what you eat," is more than an adage to advocates of Biodynamics, a method of agriculture that holds that human vitality is dependent upon well-nurtured soil.

Biodynamics is a non-chemical farming philosophy that pre-dates the organic movement by two decades. Based on principles put forward by Austrian philosopher Rudolf Steiner in 1924, the movement was founded in the United States in 1938 as the Biodynamic Farming and Gardening Association (BDA). In 1998 its Executive Director, Charles Beedy, relocated the organization's headquarters from Valley Forge, Pennsylvania, to the Presidio in order to cooperate more closely with organizations working in the sustainable agriculture movement.

The non-profit membership Association has an educational focus and conducts conferences, workshops and seminars in addition to advising farmers and gardeners in its unique agricultural strategy. The



## INVESTING IN THE PRESIDIO'S FUTURE

FINANCIAL MANAGEMENT PROGRAM LAYS OUT BLUEPRINT FOR FUNDING PARK PRESERVATION

During the spring of 1998, the Trust held a series of public workshops to put together a financial program for achieving its congressionally-imposed mandate of preserving the Presidio without long-term federal funding. A number of Bay Area residents were involved in this process. On July 8, 1998, responding to feedback from these workshops and driven by a legislative mandate, the Trust submitted to Congress a Financial Management Program (FMP).

Required by law, the FMP is a broad blueprint for financing the protection and enhancement of the Presidio over generations. Central to the document is the concept of sustainability – the idea that the Presidio will provide for its own operational needs and capital investments required over the long-term to care for the park.

The Presidio contains more historic buildings than any other national park site. A National Historic Landmark District, the Presidio is accorded the highest level of protection given to our nation's historic sites. Congress recognized that a place of this importance requires continuous care and enhancement. It therefore established a unique organization, the Presidio Trust, and empowered it to lease buildings and raise revenues, not only for annual operations, but also for ongoing preservation, renewal and enhancement of buildings, forests and natural areas, and the park's underlying infrastructure.

The FMP illustrates how, with prudent investments and rigorous attention to financial performance, the Trust can achieve financial sustainability while also meeting its primary mission of preserving and renewing the park for current and future generations. In formulating

the FMP, the Trust considered costs associated with regenerating the Presidio forest, enhancing native plant areas, establishing a discounted housing rental program to create a full range of housing opportunities for the Presidio workforce, preserving historic buildings, enhancing the visitor experience and providing public programs.

The FMP can best be understood by breaking it down into four parts:

- Costs for park operations
- Costs to bring buildings and infrastructure up to current standards
- Costs for responsible long-term stewardship
- Trust-generated revenues

### PARK OPERATIONS

In fiscal year 1998, the National Park Service (NPS) budget for the Presidio was \$29 million. Using the NPS budget as a base, the Trust projected a FY2013 operating budget of \$24.2 million (1998 dollars). The Trust planned for a minimum 20% reduction in operating costs because of its streamlined authorities (provided in the Trust Act) and the restructuring of programs such as maintenance and property management.

As the Trust approaches FY2013, it will focus on the long-term care and management of the park. In FY2013, the primary areas of operations expenditures will be:

- Repair and maintenance of buildings and grounds

*continued on page 3...*

TABLE 1: COSTS IN FY 2013 (IN FY 1998 DOLLARS)

PARKWIDE OPERATING COSTS	
<b>Trust Headquarters</b>	
Management/Common Costs	1.4
Public Affairs	0.5
Information Systems	0.4
Budget/Accounting	0.5
Other Administrative	0.9
<i>Subtotal</i>	<u>3.7</u>
<b>Facilities</b>	
Park/Environmental Maintenance	4.0
Roads and Grounds	5.1
Administration	1.5
Compliance	1.0
Engineering	2.6
<i>Subtotal</i>	<u>14.2</u>
<b>Asset Management</b>	
Real Estate	0.5
Planning	0.7
<i>Subtotal</i>	<u>1.2</u>
<b>Public Safety</b>	
<i>Subtotal</i>	<u>5.1</u>
<b>PARKWIDE OPERATING COSTS TOTAL</b>	<b>24.2</b>
<b>ANNUAL RENOVATION/ REPLACEMENT FOR LONG-TERM PARK IMPROVEMENTS</b>	<b>11.5</b>
<b>TOTAL COSTS</b>	<b>35.7</b>

TABLE 2: REVENUES IN FY 2013 (IN FY 1998 DOLLARS)

FEDERAL APPROPRIATIONS TOTAL	
	<b>0.0</b>
<b>NON-RESIDENTIAL LEASING</b>	
<b>Land Leases</b>	
Letterman	5.3
Public Health Service Hospital Complex	1.1
<i>Subtotal</i>	<u>6.4</u>
<b>Full Service Leases</b>	
Main Post	7.4
Fort Scott	1.9
<i>Subtotal</i>	<u>9.3</u>
<b>Golf and Concessions</b>	
Golf Course	1.0
Concessions	0.5
<i>Subtotal</i>	<u>1.5</u>
<b>Debt Service</b>	<b>(2.2)</b>
<b>NON-RESIDENTIAL LEASING TOTAL</b>	<b>15.0</b>
<b>RESIDENTIAL LEASING</b>	
Historic	8.4
MacArthur-Baker Beach	3.5
Non-Historic	10.0
Group Quarters	1.6
<b>Debt Service</b>	<b>(2.9)</b>
<b>RESIDENTIAL LEASING TOTAL</b>	<b>20.6</b>
<b>UTILITIES TOTAL</b>	<b>1.0</b>
<b>TOTAL REVENUES</b>	<b>36.6</b>

Did You Know...

HOW DOES "SUSTAINABILITY" GUIDE PRESIDIO TRUST ACTIVITIES?

"Sustainability" is a responsible way of meeting the needs of the present without compromising the ability of future generations to meet their own needs. At the Presidio, surrounded by extraordinary natural resources, we are reminded daily of the imperative that we preserve and protect our environment to benefit future park users.

In our stewardship of the Presidio, the Trust is pioneering practices that conserve resources and avoid pollution of water, land and air. Important initiatives include:

**Recycled Water** As more of the Presidio becomes populated, we need to look for ways to conserve and reuse water. A planned water treatment plant will reclaim and treat water now routed into the sanitary sewer system. The water will then be used to irrigate Crissy Field, the Letterman Complex and the Main Post.

**"[THE PRESIDIO] WILL BE USED TO CREATE MODELS OF ENVIRONMENTAL SUSTAINABILITY, PERFECTING PRACTICES AND TECHNOLOGIES THAT CAN BE TRANSFERRED TO COMMUNITIES WORLDWIDE." (FROM THE GENERAL MANAGEMENT PLAN AMENDMENT)**

**Innovative Energy Production** The Trust has applied for a Department of Energy grant, to provide support for the construction of a micro-cogeneration plant that will produce electricity. The plant will also generate hot water and steam that will be used to heat buildings. The micro-cogeneration plant is expected to be completed next year.

**Public Transportation and Alternative Vehicles** As a result of Trust negotiation and financial support, Presidio tenants and visitors are benefiting from improved MUNI service that now links the Presidio to BART, Caltrain and the Transbay terminal, reducing vehicle trips and pollution. The Trust was also recently awarded a \$120,000 grant from the Bay Area Air Quality Management District to fund the lease of 15 electric cars and trucks for use at the Presidio. These will complement the Trust's current fleet that already includes 9 compressed natural gas vehicles.

We are anxious to share news of these programs with you. Next month, look for a regular Presidio Post feature discussing projects that are helping to preserve the park and make it a model for sustainability practices.



October

Saturday, October 2, 10 a.m. to 1 p.m.

Signing in the Park

Celebrate Deaf Awareness Month and the great outdoors with a ranger-led hike conducted in American Sign Language. Participants will cover a moderate 3-mile loop and learn about the Presidio along the way. Bring a bag lunch and water and wear comfortable shoes. Meet at the Visitor Center, Building 102, at the Presidio. Call 415.561.4314.

Sunday, October 3, 9 a.m.

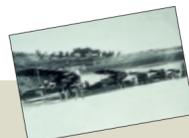
KNBR Bridge to Bridge Run

Participants in this 10-mile run journey from the Ferry Building through the Presidio to the Golden Gate Bridge. Live entertainment and food will reward those who make it to the park's Main Parade Ground. Call 415.995.6868 to register.

Saturday, October 9, 10 a.m. to Noon

Crissy Field Aviation Walk

Explore the Crissy Field area and learn about its role in early aviation history on this easy one-mile walk. Meet in front of Stilwell Hall on Mason Street near Crissy Field Avenue. To learn more, call 415.561.4323.



October 9 – 17, Daily

"Faultlines" at the Exploratorium

On the tenth anniversary of the Loma Prieta trembler, discover how the reality of living with earthquakes influences the "California lifestyle," and examine state-of-the-art research on earthquake prediction, plate tectonics and seismic engineering. The event takes place weekdays at 11 a.m. and on weekends at 11 a.m. and 2 p.m. For more information, call 415.563.7337 or visit [www.exploratorium.edu/faultline](http://www.exploratorium.edu/faultline).

Monday, October 11, 4 p.m.

A Gathering of Blessings

Join representatives of more than two dozen religious traditions for a celebration of blessings that will build friendships among communities of different faiths. A reception will follow. Please gather at the Interfaith Center, Building 130 on the Presidio's Main Post. For more information, contact Paul Chaffee at 415.775.4635.

Tuesday, October 19, 7:30 p.m.

Golden Gate National Recreation Area Advisory Commission Meeting

Offer feedback on the draft Vegetation Management Plan for the Presidio. Meet at Fort Mason Center, Building 201. Call 415.561.5300 for more information.

IMPLEMENTATION PLANNING UPDATE

PRESIDIO TRUST INVITES PUBLIC PARTICIPATION IN MONTHLY PLANNING WORKSHOPS



The Trust is exploring options for creating a full range of housing opportunities for Presidio employees.

In last month's Post, we described how the 1994 General Management Plan Amendment (GMPA) serves as a guide for Trust decision-making. While the Trust continues to use the GMPA as a key planning document, changed conditions require the Trust to reassess specific area plans and programs, retaining flexibility while meeting the general objectives of the GMPA. These changed conditions include our Congressional mandate to achieve financial self-sufficiency by 2013, as well as changes such as the Army choosing not to occupy up to 20% of the buildings at the Presidio, and the University of California at San Francisco choosing not to locate research facilities at the Letterman Complex.

The GMPA anticipated that there would be additional plans and studies before implementation of large-scale site improvements, building and landscape rehabilitation, natural resource restoration, and roadway improvements. Building off work already begun, over the next 24 months the Trust will prepare site development concept plans, with specific site designs and environmental compliance as required, for major planning areas.

The Trust began implementation planning work early this year. In December, the Presidio Trust Board of Directors held a public meeting at which planning firms presented their qualifications to assist the Trust with

planning activities. With the selection of Simon Martin-Vegue Winkelstein Moris (SMWM), the Trust began a series of monthly public planning workshops with a planning overview in February. Other workshops have focused on transportation, the Letterman Complex, the Main Post, the Public Health Service Hospital Complex, natural resources and open space, and the proposed Vegetation Management Plan for the Presidio. Ideas generated in these workshops have helped inform specific planning.

Over the next year, the Trust will host additional public workshops as we build on the GMPA to perform the following planning work:

- **Presidio-wide Systems:** Detailed plans for wayfinding, circulation, lighting, furniture and parking
- **Housing:** Comprehensive program for providing leasing opportunities to a full range of Presidio-based employees, including the number and types of units, the building rehabilitation program, potential locations for replacement construction, and site improvements to enhance livability and community
- **Main Post:** Land use program, urban design framework, and detailed plans for site improvements
- **Letterman:** Land use program and site design for the 60-acre area
- **Public Health Service Hospital**

**Complex:** Land use program and detailed plans for site improvements

- **Natural Areas and Open Space (done in coordination with the National Park Service):** Vegetation Management Plan implementation; Tennessee Hollow riparian corridor restoration concept plan; Mountain Lake restoration plan; Presidio-wide trail planning

In FY01, the Trust will complete work begun in FY00 and initiate the following planning:

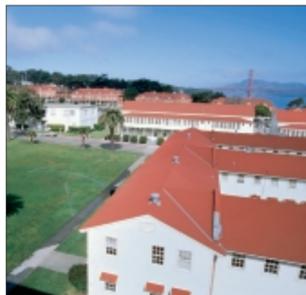
- **Presidio Hill:** Rob Hill campground and area improvement plans
- **Cavalry Stables:** Land use program and area improvement plans
- **Crissy Field (south of Mason Street):** Land use program and area improvement plans
- **Fort Scott:** Land use program and area improvement plans

Early in 2001, our planning focus will shift to Fort Scott. The Trust will be ready to begin implementation approximately six months later, once a refined plan is completed. Because of its unified campus of historic buildings in a scenic and tranquil setting, Fort Scott has the potential to become the soul of the Presidio – a place conducive to learning and the exchange of ideas as envisioned in the GMPA.

Planning is the initial step of a multi-year implementation process. As demonstrated by the current Crissy Field restoration project, steps include site planning and environmental compliance, followed by detailed design and construction. All of the above-noted planning projects are the first steps for an improvement program for the Presidio that the Trust will carry out over the next several years.

The Trust invites all those interested in the future of the Presidio to participate in public planning workshops on the second Wednesday of each month, from 6 to 9 p.m. Please check the Post for workshop locations.

TENTATIVE PLANNING WORKSHOP CALENDAR	
Workshops are held the second Wednesday of each month from 6 to 9 p.m. Please check each month's Post to confirm subject and meeting location, or call 415.561.5300.	
September:	Visitor Services and Interpretation
October:	Transportation and Trail Planning; FY2000 Planning Overview
November:	Letterman Design Guidelines
December:	Sustainability
January:	Main Post and Presidio-wide Systems
February:	Letterman Design Update
March:	Housing
April:	Natural Resources and Open Space
May:	Main Post; Visitor Experience Update
June:	Public Health Service Hospital Complex
July:	Bus Management Plan; Doyle Drive; Transportation and Planning Updates
August:	Housing Update
September:	Planning Report and 2001 Work Program
October:	Cavalry Stables and Crissy Field



Over the next year the Presidio's Main Post will bustle with renewed activity as a mix of non- and for-profit organizations inhabit rehabilitated historic buildings. Park visitors will learn of the site's history through new interpretive programming.



The Recreational Trailways Master Plan, often referred to as Presidio-wide trail planning, would expand recreational opportunities for the public by establishing 11 miles of hiking trails and 14 miles of bicycle routes as envisioned in the General Management Plan Amendment.

INVESTING IN THE PRESIDIO'S FUTURE

continued from page 1...

- Enhancement of trails and forests
- Visitor services in cooperation with the National Park Service
- Public safety (police, fire and emergency services)
- Park administration and asset management
- Limited leasing

BRINGING THE PARK UP TO CURRENT STANDARDS

The Trust will need to invest \$350 million to rehabilitate historic buildings, improve infrastructure systems and restore forests and native plant areas. These investments are needed to upgrade the Presidio's systems from those of an antiquated Army post to a modern site that can support the types of activities and numbers of visitors envisioned in the General Management Plan Amendment. Funding for improvements will come from a combination of Treasury borrowing, revenues and tenant-financed building preservation efforts. Environmental clean-up of the park (\$100 million) will be funded separately by the Defense Department.

RESPONSIBLE LONG-TERM STEWARDSHIP

All systems wear out. Anyone who owns a home knows that money must be set aside for long-term care. At the Presidio, buildings, roads and infrastructure, and even forests have useful lives after which they must be replaced, modernized or replanted. Responsible stewards of this park must plan how to finance these future needs.

Table 3 lists the major categories of park assets, including forests and native plants, for which replacement/modernization funds must be set aside:

- Building Areas
- Natural Areas
- Infrastructure
- Major Capital Investments (Water Plant, Co-generation Plants, etc.)

The table also indicates the level of funds that must be set aside each year to cover replacement or modernization costs. For example,

the Presidio forest, planted originally in the 1880s, has a 100-year lifespan and must continually be regenerated. The Trust will need to set aside \$1,100,000 each year to pay for replanting. Similar calculations were made for buildings, infrastructure and landscape features. The resulting \$11.5 million is the total amount that must be set aside each year to build a fund that will pay for replacement and modernization at the park.

TRUST-GENERATED REVENUES

While today the federal government provides most of the park's funding, by 2013 the Trust will be required to cover all of its costs through revenues. To achieve financial self-sufficiency, the Trust must earn enough revenue to fund operations, improvements and long-term investments, and to repay debt.

In fiscal year 2013, the FMP projects revenues of \$36.6 million (in 1998 dollars). Table 2 illustrates the Trust's anticipated sources of revenue in FY2013. The table breaks out projected revenue by planning area within residential and non-residential categories. For example, the FMP projects that:

- the Letterman area will contribute \$5.3 million annually
- the Main Post will contribute \$7.4 million annually
- Fort Scott will contribute \$1.9 million annually

TABLE 3: Annual Renovation / Replacement Funds Needed for Long-Term Park Improvements					
Subcategory	Area	Value	Total Value	Life (years)	Funds per Year
Residential Buildings	2,274,340 sf	\$75/sf	\$170,575,500	75	\$2,274,340
Non-Residential Buildings (Shell and Core)	1,973,000 sf	80/sf	157,840,000	75	2,104,533
Non-Residential Tenant Improvements (TI)	1,973,000 sf	20/sf	39,460,000	20	1,973,000
Non-Residential TI (Updating)	1,973,000 sf	5/sf	9,865,000	7	1,409,286
Infrastructure (Roads)	32 mi	160,000/mi	5,120,000	60	85,333
Infrastructure (WS Lines)	597,000 lf	59/lf	35,223,000	50	704,460
Infrastructure (Utility Plants)			2,400,000	50	48,000
Infrastructure (Wire-Electrical)	225,000 lf	44/lf	9,900,000	50	198,000
Infrastructure (Wire-telcom)	287,000 lf	36/lf	10,332,000	50	206,640
Infrastructure (Telecom Switch)			10,000,000	20	500,000
Infrastructure (Natural)	1,000 ac	110,000/ac	110,000,000	100	1,100,000
Landscaping/Hardscape	359 ac	130,000/ac	46,670,000	50	933,400
<b>TOTAL</b>			<b>\$607,385,500</b>		<b>\$11,536,992</b>

sf = square feet  
ac = acre  
lf = linear feet  
mi = mile