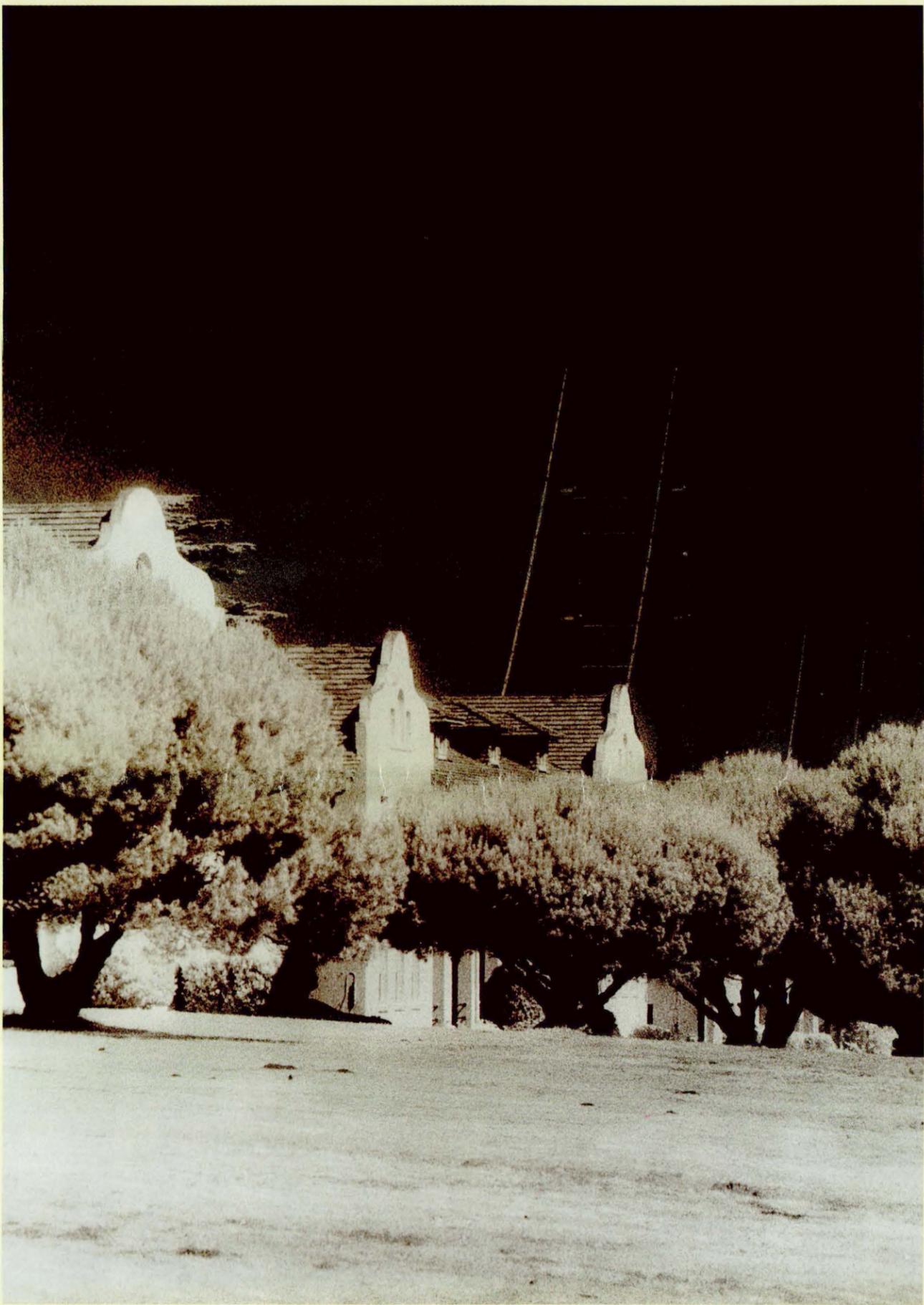


From Post to Park



| FALL 1993 |

*A Profile of the
National Park Service
Draft General Management Plan Amendment
for the Presidio of San Francisco*

The great parks of America are some of the country's most treasured places. From untamed areas of natural wonder to manicured urban green spaces, the value of these parks grows as time passes.

These parks all share something in common. Their future was anticipated and they were conceived ahead of their time. Yellowstone was established before wilderness areas were severely threatened, Central Park before New York was crowded, national recreation areas to serve an ever-growing urban population seeking a connection to the land and to the nation's cultural heritage.

The Presidio is such a park — ahead of its time, oriented to the future. Its creation is a result of unanticipated changes in the Cold War, a foresighted Congressman, and an expanding role for the Park Service as the nation's environmental steward.

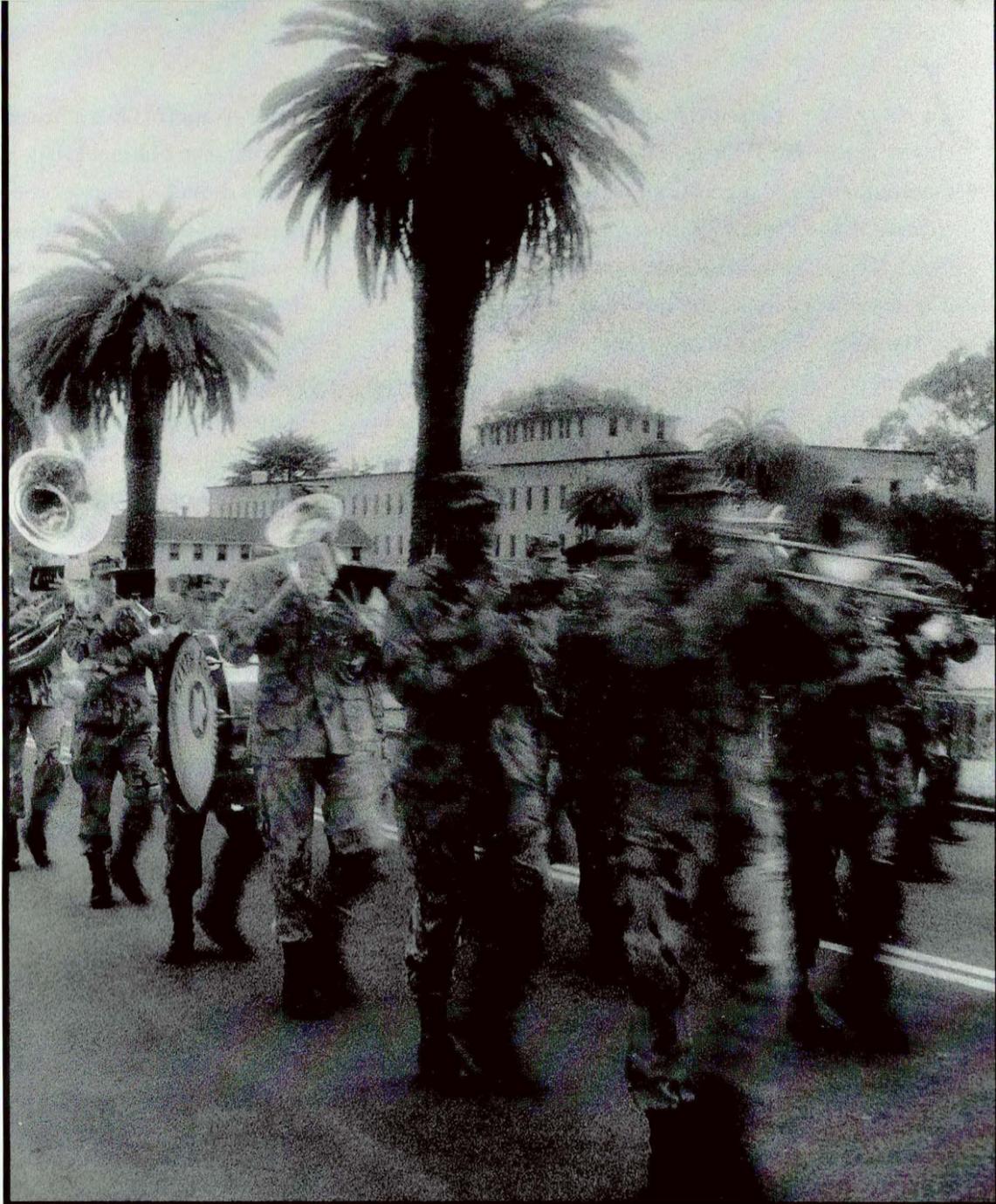
From Post to Park is your guide to what kind of park the Presidio will become. It summarizes the National Park Service's proposed plan for the Presidio (formally titled the General Management Plan Amendment for the Presidio) and provides a view of the park's future. It presents the vision for the Presidio, describes three concepts guiding its transformation, and illustrates how specific areas of the site will be used. Finally, it describes the key management and implementation strategies needed to make the vision a reality.

The Presidio of San Francisco, one of the nation's most beautiful and historic army posts, will be a magnificent addition to the nation's park system. The National Park Service invites everyone to take part in creating a future worthy of this world-class site.



Roger Kennedy

Director, National Park Service



Regis LeFebvre

The Presidio's New Mission Begins

The Presidio of San Francisco, one of America's greatest natural and cultural treasures, will soon be transformed from a military base to a national park unlike any other. It will pioneer a new role for a national park by creating a global center dedicated to the world's most critical environmental, social, and cultural challenges.

The Presidio's new role symbolizes the swords-to-plowshares concept. On this site of incomparable beauty and history, we can link our military past with a future full of promise and possibility. This transformation is inspired by an emerging definition of protection — one that recognizes that defense no longer must be based solely on political and military strength, but on stewardship of the world's human and physical resources through global cooperation.

Long the guardian of the Golden Gate, the Presidio now stands ready to house a network of organizations dedicated to improving human and natural environments and addressing our common future. The site will be used as a working laboratory to create models of environmental sustainability that can be transferred to communities worldwide. Its inspirational setting will provide a respite for reflection and personal renewal for its many visitors.

The Power of the Place

Framed on the east and south by San Francisco, on the west by the Pacific Ocean, and on the north by San Francisco Bay, this tranquil oasis was once a place where streams, wetlands, and salt marshes provided a bountiful landscape for its earliest inhabitants.

Spanish explorer Juan Bautista de Anza arrived at the site in 1776 and established the Presidio as the third of four Spanish military garrisons in Upper California. Since then, the Presidio has played a role in settlement and defense of the West for more than 200 years. One of the oldest active military installations in the country, it served under Spanish and Mexican flags for more than 70 years and was transferred by treaty from Mexico to the United States in 1848.

“How wonderful it would be to use the Presidio to dramatize the shift from military wars among nations to a common war on environmental degradation. The Presidio could be a global headquarters for demonstrating how new attitudes, new technologies and new cooperative political actions can offer hope in a time of change—what a magnificent symbol of humanity's commitment to a world at peace with itself and in harmony with nature.”

Noel Brown, Director,
Regional Office for North
America, United Nations
Environment Program

In the 1960s, as pressure to develop remaining open spaces in the San Francisco Bay Area mounted, local environmentalists urged Congressman Phillip Burton to include the Presidio within the boundaries of the Golden Gate National Recreation Area, mandating that it be transferred to the park when no longer needed by the Army. Their efforts were successful, and when the Golden Gate National Recreation Area was created in 1972, the Presidio's place in the nation's park system was guaranteed. As a result of the 1988 Base Realignment and Closure Act, the Army announced that the post would be closed and began plans to vacate by 1995.



Regis Lefebvre

National Historic Landmark
Recognizing its important role in the colonial and military history of the West, the entire post was designated a national historic landmark district in 1962. Today, the Presidio contains one of the finest collections of U.S. military architecture in the country, representing two centuries of American culture. Styles range from wooden, Civil-War era living quarters to Queen Anne officers' homes to Mission Revival architecture reflecting the region's rich Spanish heritage. Shown above are 1890s barracks at the main post.

Today, the Presidio has a rich historical and cultural legacy. It is a location which tells sweeping stories — of its indigenous peoples, Spanish colonization of California, the Gold Rush, settlement of the American frontier, evolution of U.S. involvement in the Pacific, Asian immigration, and 200 years of the military's peaceful coexistence with nature and the surrounding city.

The Presidio's future is inspired not only by its beauty, but by a sense of the symbolic and historical significance of its strategic location at the Golden Gate. Individuals nationwide have expressed the hope that the Presidio will become a park of worldwide distinction — a place that will contribute to humankind through education and research while welcoming visitors from all over the world, providing a soothing respite from urban life and sustaining its distinctive history, character, and natural features for generations to come.

The Presidio Plan: A 21st Century Park

Transformation of the Presidio from post to park is a complex challenge. Unlike any other park, the Presidio's 1,480 acres contain more than 800 buildings, two hospitals and medical research facility, an 18-hole golf course, a National Cemetery, and a full range of community services. The entire Presidio has been designated a national historic landmark district. The National Park Service must develop an economically feasible plan for preserving its natural and cultural resources, managing the site and its facilities, and providing for visitor enjoyment.

But beyond this lies a broader challenge. In a global context, the National Park Service is now being looked to as a model of conservation and environmental management — a model that can teach valuable lessons to a world increasingly concerned with environmental degradation, biological diversity, and cultural change. As a national example for parks of the 21st century, the Presidio represents a place to extend the traditional National Park Service mission to address the compelling needs of our time. As a former Army base, it provides the added opportunity to demonstrate successful conversion and reuse of an historic military installation.

The National Park Service has developed a draft plan (formally titled the draft General Management Plan Amendment for the Presidio) that responds to the challenges of the 21st century. This plan is based on the principle of environmental sustainability, a term the United Nations defines as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

The draft plan blends management and use of unparalleled natural, cultural, and recreational resources with development of vibrant centers for education, research, and demonstration. It seeks to ensure that the Presidio's resources will be available for future generations and that the Presidio can serve as a place to study and improve the natural and human environment worldwide.

The draft plan calls for the Presidio to be:

◆◆◆ *A center for research and learning.* The Presidio will host programs of national and international distinction. Its buildings will house a network of institutions dedicated to research, education, and demonstration on environmental, social, and cultural issues of worldwide concern.

◆◆◆ *A great urban national park.* The Golden Gate National Recreation Area is one of the most popular and varied units of the national park system. In keeping with its mission as a national park, the Presidio's natural and cultural resources will be preserved, continuing its value as a world-class scenic landmark. Education programs, recreational resources, and visitor services, all hallmarks of our national parks, will be established to enhance the park experience.

◆◆◆ *A model of sustainability.* The site's stunning setting will be used to demonstrate environmentally sustainable methods for living in balance with nature and each other. There are many opportunities to showcase sustainability at the Presidio — in the programs offered on site; the operation of its buildings; the rehabilitation of its natural systems and infrastructure; the actions of its tenants, residents and visitors; and its relationship to the surrounding community.

The draft plan identifies 13 distinct geographic areas in the Presidio, each with its own character, building style, landscape and history. Proposals for resource management, site enhancements, building use, activities and programs, and access and circulation are provided for each area.

The draft plan also describes how the Presidio's housing units will be put to productive use. Much of the housing will be linked to programs at the site, rented to staff of tenant organizations and the Park Service. Other residences will be used in conjunction with conference facilities, for overnight visitor lodging, by students participating in residential education programs, and on a short-term basis, by military personnel.

To ensure the economic viability of the draft plan, the Park Service developed a detailed implementation strategy as part of its planning process. This approach to implementation is outlined in the draft plan and in this profile, and is described in greater detail in the *Presidio Implementation Strategy*, a companion document to the draft plan.

While the draft plan is not an exact blueprint for achieving the vision for the Presidio, it provides general guidelines within which the park's future will unfold over the next 15-20 years. More precise site designs, programs, tenants, and services not specified in the draft plan will be developed by the National Park Service over the next few years. Once the plan is adopted, future actions must conform to the general direction it sets. These actions will be guided by an affirmative action policy to ensure diversity in contracting, employment, and the provision of programs and services.

Presidio Management: A Public/Private Partnership

The success of the Presidio depends not only on a sound plan but also on a workable approach to management and implementation. Perhaps no other national park faces such extraordinary management opportunities and challenges. The opportunities center around the partnerships that can be developed to bring the Presidio alive with distinctive programs, most provided by tenants of the post. Management of the Presidio must include the expertise and flexibility to create these partnerships. The challenges involve the long-term care of the Presidio and the need to ensure the economic viability of its operations.

Management and governance will be built around these special requirements — including the ability to craft partnerships, secure capital investment, attract philanthropic support, and lease and secure income from Presidio tenants. To plan the management structure, the National Park Service conducted extensive research of public projects around the country with similar challenges and circumstances to the Presidio.

This research, combined with public testimony and consultant analysis, formed the basis for the public/private partnership approach proposed for the Presidio.

The centerpiece of this management structure involves the creation of a federally-chartered institution that will work in partnership with the National Park Service. This entity would be authorized by Congress either as a public corporation or private nonprofit foundation. Many examples in the federal system — such as the Fort Mason Foundation, the Lowell Commission, the Salem Partnership, and the Pennsylvania Avenue Development Corporation — point to the benefits of such a well-structured partnership.

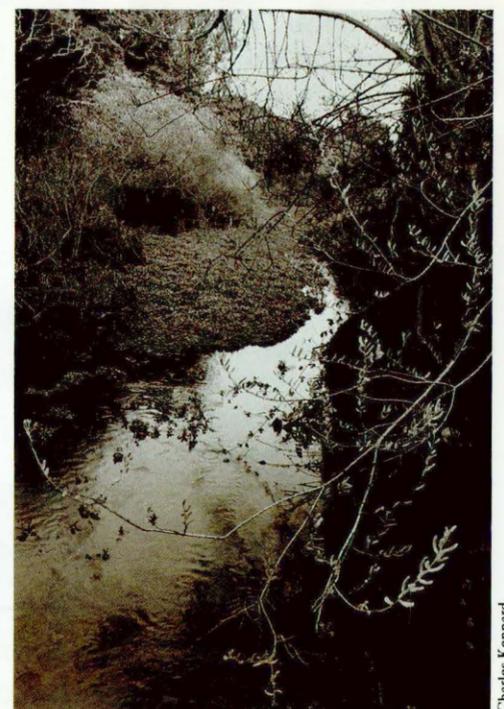
Under the partnership, the National Park Service would be the agency responsible for serving the general park visitor — providing essential visitor information, resource protection services, interpretive programs and facilities, and general public access to trails and open space.

The management institution's primary responsibilities would include managing buildings and facilities at the Presidio, developing programs and partnerships with public, nonprofit, and private institutions, seeking appropriate tenants and leasing buildings to these tenants, and seeking and accepting privately donated funds.

A Strategy for Economic Viability

In this era of budgetary constraint, Presidio management will be required to develop financial alternatives to direct federal support. By establishing a partnership approach to management, the Presidio's rehabilitation and long-term operation can be financed through a combination of public and private sources. This strategy will help ensure that the Presidio and its facilities can be put to productive use by the end of this century and that the costs of transforming the Presidio into a park are not borne exclusively by the federal government. Given a mix of public and private support, the Park Service's financial projections demonstrate that the federal appropriations required to operate the Presidio as a park will be significantly less than the annual appropriations required to operate the Presidio as a military base and will gradually decline over time. This approach also ensures that Presidio costs will be in line with overall costs for the national park system as a whole.

Unsurpassed Natural Beauty
Despite more than 200 years of development, the Presidio has preserved significant natural resources within its boundaries. Native plant communities grace its hillsides and valleys. Live oak and willows line the banks of Lobos Creek (below). Serpentine grasslands provide a place for wildflowers to flourish and the last remnant of the dune community that used to cover almost half of what now is San Francisco survives within its border. When it becomes a park, the Presidio will continue to offer what makes a visit so memorable — a collection of beautiful, historic architecture, forested ridges, and incomparable views of San Francisco, the Golden Gate and beyond.



Charles Kennard

A View of the Future

The following pages describe the Presidio's future as a center for research and learning, as a great urban park and as a model of sustainability. The map on pages 6 and 7 describes major site improvements and programmatic features planned for the park. Finally, the profile reviews the implementation strategy essential to the park's long-term success and describes how to participate in the Presidio planning process.

“The Presidio represents an ideal setting to work on refining our idea of what an environmental issue is — to include the needs of all people on earth.”

Carl Anthony, President,
Earth Island Institute, and
Director, Urban Habitat Program



A Center for Research and Learning

Programs for the Future

Established in 1776 as the center of the Presidio, the main post reflects the origins of the military installation and the Army's transformation from frontier guardian to international peace-keeping force. When it becomes a park, the main post will house organizations dedicated to global cooperation, cross cultural understanding, and environmental protection as well as serve as the focal point for visitor services and other public activities. Some historic buildings at the main post, like the Civil War-era officers' quarters shown below, will be used for short-term lodging in connection with park programs.

The transition from post to park will be evidenced not only by visible physical change, but by the new activities that occur and the new institutions that take root at the site. These programs and tenants will be central to the Presidio's transformation.

The Presidio's buildings will house educators, environmental leaders, scientists, government agencies, and organizations from around the world. Existing organi-

zations will work side by side with newly created institutions on a broad range of activities, including education, research, demonstration, resource preservation, policy development, information exchange, recreation, and the arts.

The types of programs to be undertaken at the Presidio reflect its purpose as a national park, the international visibility of its setting, and the specific characteristics of the site. Many of these program areas are global in scope, contributing to the Presidio's future as an international center for research and learning. These programs will focus on promoting environmental sustainability, providing youth with leadership skills, fostering commitment to public service, supporting cultural and international exchange, and improving the health of people and their environment.

Future tenants will be required to support the Presidio's purpose as a national park area, respect park resources, and have the organizational and financial abilities to contribute to the economic viability of the park. They will also be encouraged to exhibit to the public the nature of their work, develop skills and leadership abilities and be committed to diversity of gender, culture, and physical ability in programs, staffs, and boards.

Program Areas

Tenant organizations will be sought in the following program areas.

◆◆◆ *Stewardship and Sustainability.* In its new role as a national park, the Presidio will be a focal point for research, policy formulation, education, training, and demonstration on such issues as environmental restoration, global climate change, biological diversity, and sustainable development.





Thea Schrack

◆◆◆ *Cross-Cultural and International Cooperation.*

The Presidio and the San Francisco Bay Area have historically been a crossroads of international cooperation and exchange. As a national park, the Presidio will become a convening site for representatives from communities and nations worldwide to establish mutual understanding, celebrate diversity, and promote cultural exchange.

◆◆◆ *Community Service and Restoration.* As part of the largest national park adjacent to a major metropolitan area, the Presidio will become a resource center and research laboratory for improving the way communities and cities function. Programs will highlight innovative methods to strengthen the social, economic, and physical fabric of community life, particularly aspects that confront youth, disadvantaged, and at-risk populations.

◆◆◆ *Health and Scientific Discovery.* Since the establishment of the Letterman Hospital in 1899, the Presidio has provided basic research in medicine, healthcare, and related disciplines, such as physical and earth sciences. Continuing this role, the Presidio will become a center for basic and applied research on life and earth sciences and methods to restore, enhance, and improve the human and natural environment.

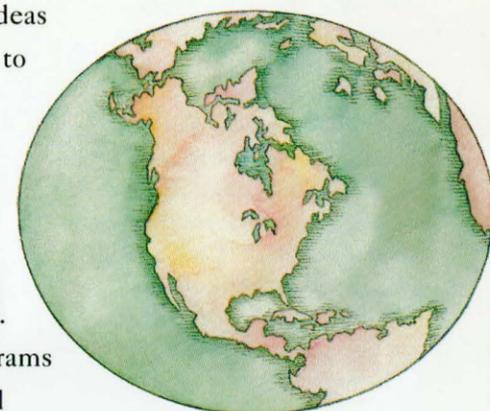
Identifying Presidio Tenants

The National Park Service is actively seeking organizations whose programs or services fit the new mission for the park. The process was launched in 1992 with release of the *Call for Interest* and has grown to include a comprehensive outreach program to stimulate interest in tenancy and creation of a tenant information center at the main post.

Distributed to organizations worldwide, the *Call for Interest* has generated more than 400 responses to date, reflecting the full range of program areas being considered for the park. This prospectus describes opportunities for tenancy and asks respondents to describe how their program ideas for the Presidio could be accomplished, how the program fits the vision for the Presidio, the types of buildings desired, how their ideas serve the public interest, and their financial ability to implement the program.

Many of the programs proposed thus far have focused on the environment, including proposals on global climate change, biodiversity research, environmental remediation, and habitat restoration. Interest in community service and restoration programs has also been extensive. Development of a national youth leadership academy focused on environmental restoration, international youth exchange programs, retraining of defense workers, labor relations programs, and transfer of information on sustainable development among a network of cities worldwide were among the many ideas forwarded. Detailed responses have also been received from several major universities, institutes and biomedical consortia seeking use of the Letterman complex.

The National Park Service is also meeting with organizations nationwide to discuss the plan for the Presidio and encourage their participation in its future. All indications of interest, whether from the *Call for Interest* or other means, will be carefully evaluated to determine their overall applicability to the Presidio and to ascertain the financial and organizational abilities of each sponsoring organization. The National Park Service intends to begin leasing arrangements with appropriate tenants following final approval of the Presidio plan in 1994.



Karen Minor

United Nations Biosphere Reserve

Rich in biological and geological diversity, the Presidio is an ideal location to learn more about how natural systems work. The value of the natural areas of the Presidio, along with the rest of the Golden Gate National Recreation Area, was recognized recently by the United Nations when the area was included within a new International Biosphere Reserve, one of 270 in the world. The U.N. Man and Biosphere Program focuses on extending knowledge about the world's delicate ecosystems.

The Presidio of the Future

1. Main Post:

Heart of the Presidio

As the visitor activity and global center, this area will house visitor services, public events, and international, environmental and cultural programs. Historic buildings will be rehabilitated and the main parade ground restored to create an open space for events. A visitor center, museums and transportation hub will be located here as will the headquarters of the Sixth U.S. Army.

2. The Golden Gate/Fort Point: Symbolic and Scenic Site

The heavily used Golden Gate Plaza will be redesigned to enhance visitor enjoyment, provide better visitor services, and improve pedestrian and vehicle safety. Additional open space will be created through relocation of Golden Gate Bridge maintenance facilities. The Park Service will continue to preserve Fort Point and interpret its historic importance as defender of the Golden Gate.

3. Fort Winfield Scott:

Conference and Training Center

At this secluded, campus-like setting, historic buildings will be rehabilitated for conference and training use and overnight accommodations. A National Park Service training and development center will be located here.

4. Letterman Complex: Scientific Research and Education Center

The research facility will be operated by tenant organizations. The historic section of buildings and landscape features will be rehabilitated. The 10-story Letterman hospital will be removed if a suitable tenant for the existing structure is not located.

5. Cavalry Stables:

Skills Workshop Center

The stables will be used primarily for hands-on training in resource stewardship and innovative technologies. A stable and paddock will be rehabilitated to house Park Service mounted police horses and to interpret the Army's mounted patrol service in California's early national parks.

6. Public Health Service Hospital: Residential Education and Conference Center

The 1930s hospital will be rehabilitated to accommodate educational activities and lodging. Its nonhistoric facade will be removed. Much of the pavement will be removed and new open space areas will be revegetated with native plants.

7. East Housing Area:

Educational and Residential Neighborhood

Classrooms and residences for overnight educational programs and housing for park and program staff will be established here. El Polin Spring and adjacent drainages will be restored. Historic Lovers' Lane will be rehabilitated.

8. Crissy Field:

Restored Shoreline Park

Redesign efforts will balance preservation with public use. Wetlands, riparian corridors, and dunes will likely be restored, maintenance buildings removed, the historic airfield restored, recreational facilities expanded, and bike routes and pedestrian paths improved.

9. Presidio Hill:

Recreational Open Space

The area will continue to provide recreational opportunities for golfers, bikers, and others. The golf course will be open to the public. About 140 buildings in the Wherry housing area will be used by the military on an interim basis. When the military vacates the units, the buildings will be removed and the forest and native plants restored to the site.

10. Lobos Creek Valley:

Quiet Natural Refuge

Lobos Creek will be restored as a naturally-flowing stream. A dune community and other native habitats will be protected and expanded. The historic water treatment plant will be rehabilitated. Visitors will be able to learn about and participate in habitat restoration and natural resource management activities at a Park Service field station.

11. Coastal Bluffs: Wild Coast

The coastal bluffs will be preserved as the wildest part of the Presidio, with visitor access limited to developed trails. Baker Beach will continue to be maintained and new interpretive facilities will be provided along the Coastal Trail. Coastal defense batteries will be interpreted.

12. Presidio Forest:

A Woodland Retreat

This mature 300-acre forest is in critical condition and will require extensive management and replanting to survive. Replacement trees will match those species designated in the original design. Portions of the forest which have overgrown their original boundaries will be removed and native plant communities and scenic vistas restored. A new forest trail system will be developed.

13. National Cemetery:

Historic Memorial Landscape

The U.S. Department of Veterans Affairs will continue to manage the cemetery. Visitors will be able to walk through the cemetery, but there will be no new facilities or services.

Other Features

Presidio Housing:

A Thriving Community

Presidio housing will be used primarily by tenant organizations, the National Park Service and the military; a small component will be used for short-term lodging for Presidio visitors.

Doyle Drive: Redesigned Parkway

Doyle Drive is a 1-1/2 mile stretch of state highway along the Presidio's bayfront. The National Park Service supports the State of California's plan to restore the road as a parkway rather than a freeway and to create a new Presidio entrance.

In keeping with the longstanding mission of the National Park Service, the draft plan calls for preserving the significant cultural and natural features of the Presidio and improving the parklands within it. Expanding upon this traditional mission, it also calls for the Presidio's buildings to be transformed into centers of research, learning and education — emphasizing the improvement of environmental, social and cultural conditions worldwide.

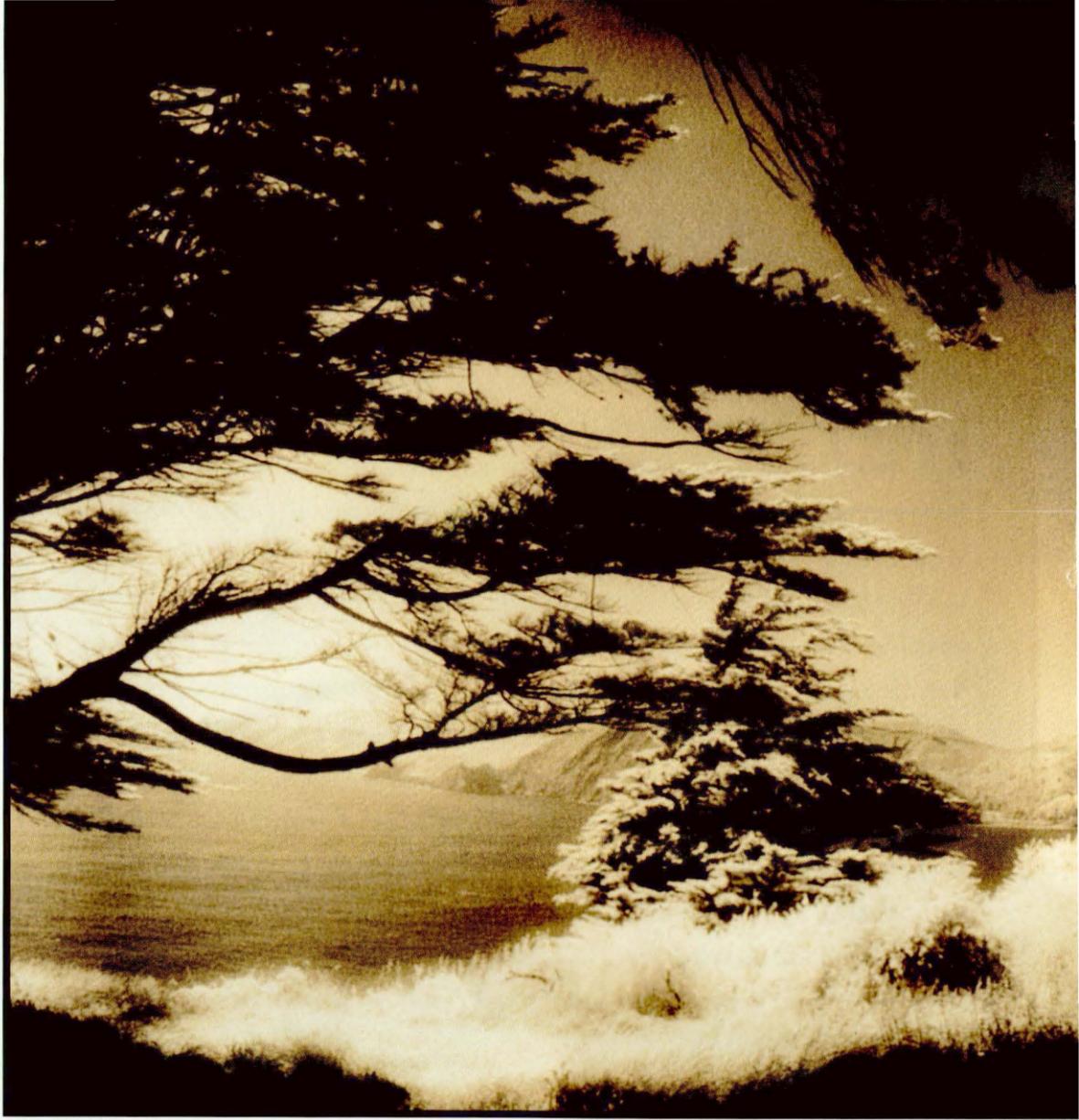
Major activity centers will be located at the main post and Letterman complex, with additional conference and training facilities at Fort Scott and the Public Health Service Hospital. Open space improvements are equally dynamic. Crissy Field will become a spectacular shoreline park; the parade ground at the main post will be restored; and hiking trails and bicycling routes improved. More than 70% of the Presidio will be devoted to open space, an increase of 200 acres over today's land use. The forest will be restored and areas of natural habitat expanded.

This map summarizes the actions proposed for the park's 13 planning areas — actions which taken together will enable the realization of the plan's vision for the Presidio.



“*The Presidio is an extraordinary gift to the American people. This is a once in a lifetime opportunity to preserve its magnificence for the enjoyment and inspiration of generations to come.*”

Gilbert Grosvenor,
President,
National Geographic Society



A Great Urban Park

As the Presidio moves into the 21st century, it will be managed to preserve and interpret its rich historic and natural character. At the same time it will become a thriving urban park for visitors of all ages, backgrounds, and abilities.

Within the Presidio is a rich collection of natural and cultural features that make it worthy of preservation as a national park. Intermingled with its impressive open spaces, valuable natural systems, exceptional scenery, and many recreational sites are formal landscapes and historic buildings reflecting its military tradition.

Land use at the Presidio will reflect the need to balance resource preservation with public use. Program activities and visitor services will be clustered primarily at the main post and other northern parts of the site, areas that have been intensively used over the years. Areas in the south and along the coast, which have experienced less activity and development, will remain more natural and will continue to be protected.

The National Park Service will make major improvements to ensure that visitors have access to all the information they need to enjoy the site. Orientation services will be accessible to all park users. The National Park Service will establish a central visitor center at the main post and install information kiosks at various locations throughout the park. Many of the exhibits will be offered in several languages.

Other visitor services will include food service, short-term lodging, and bicycle and recreational equipment rentals. Most services will be operated by private enterprises under contracts, lease arrangements, or in conjunction with tenant programs.

The National Park Service and its park partners will offer programs that explain the meaning and significance of the Presidio's resources and allow visitors to participate in stewardship of the site. Military pageantry will recreate the excitement and traditions of the Presidio's army history. At the Presidio visitor center, park users will be able to talk with rangers, view exhibits and movies, and obtain literature and audio tours about the site and the Golden Gate National Recreation Area. Outdoor interpretive exhibits will describe key natural and cultural features throughout the park.

Schoolchildren will take part in programs designed in cooperation with local school districts and families will be encouraged to participate in special weekend and vacation sessions. Tenant organizations will offer lecture series and other educational programs to enable visitors to learn about issues under study at the site.

Visitors also will be able to assist in natural and cultural resource management activities under the guidance of the Park Service and its partners. Participants may replant native vegetation, help stabilize an historic structure or take part in other restoration activities.

The scenic beauty and historic architecture of the Presidio have made it a focus of artistic expression. Creative programs will help capture the history of the site and the region, and spark lifelong learning experiences for park visitors, tenants, and residents.

The Presidio offers a tremendous variety of recreational resources. Open spaces range from wild stretches of coastal bluffs to the dense forest to more traditional urban parklands. A network of trails and pathways traverses the site. Within the Presidio boundaries are

Susan Middleton



Native Refuges

The Presidio's natural environment supports a remarkable variety of native plants, birds, reptiles and mammals, including one of the rarest plants on earth, the Raven's manzanita (above). The National Park Service plans to control the spread of non-native plants, such as French broom and ice plant, and install protective barriers around sensitive habitat to ensure that plants such as the manzanita will flourish. Under the plan, about 140 acres of native plant habitat will be restored, bringing the total area of native plant habitat to 285 acres, nearly a fifth of the Presidio's land area.



Thea Schrack

an 18-hole golf course, athletic fields, tennis courts, three gymnasiums, a bowling center, a swimming pool, and several children's playgrounds.

When the Presidio becomes a park, visitors will be able to experience solitude and personal contact with natural features or to join in fitness and other recreational activities at developed sites and facilities.

Large open spaces will be maintained and improved for visitor use. Nine miles of hiking trails and eleven miles of bike trails will be added to the park. The Presidio golf course, ballfields, tennis courts, and other facilities previously reserved for the military will be opened for public use. Bike lanes, picnic tables, and restrooms will be added along the Golden Gate Promenade at Crissy Field.

Resource Management

The Presidio's historic architecture, cultural landscape, extensive open space, and native plant communities will be carefully managed for future use and enjoyment. Most of the Presidio's historic buildings will be rehabilitated and used by the National Park Service and its park partners. In keeping with its national historic landmark status, the Park Service will seek new, appropriate uses for buildings that will require minimal alteration to their historic character. Rehabilitation projects will be in compliance with federal historic preservation standards.

The National Park Service will also preserve the historic character and integrity of the Presidio's cultural landscape — its network of buildings, roads, trails, water systems, and vegetation. Because the entire Presidio is a national historic landmark district, site improvements will be made with great sensitivity to the Presidio's character and significant features. New structures will be built only if existing structures do not meet essential needs within the Presidio. New facilities, which will be limited in size, will be designed and located in keeping with the historic character of their settings.

Archeological resources on the site also will be surveyed and protected. Important museum collections will be preserved and the historic coastal defense system stabilized. The San Francisco National Cemetery will continue to be managed by the U.S. Department of Veterans Affairs, in keeping with National Park Service landscape management guidelines.

Presidio open space will be expanded by about 200 acres; when the plan is fully implemented, open space will constitute about 985 of the Presidio's 1,480 acres. The largest increase will take place in the southern part of the park through the removal of nonhistoric buildings.

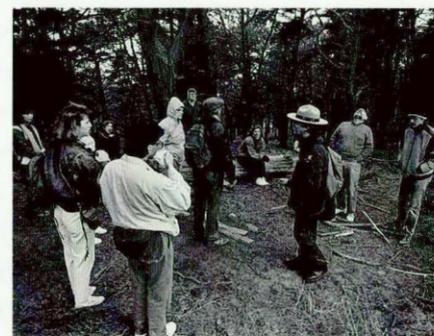
Another major goal of the draft plan is to restore about 140 acres of native plant habitat. Areas to be restored include east Crissy Field, the Wherry housing area, and El Polin Spring. When this effort is completed, it will increase the total area of native plant habitat to 285 acres, or nearly 20% of the Presidio's land area.

The National Park Service also will develop a plan to protect rare and endangered species such as the Raven's manzanita, the Presidio clarkia and the San Francisco lessingia, which exist in these plant communities. The Presidio's forest, which is mature and aging, will be restored to its historic boundaries using species that were originally planted there.

Two water restoration projects will be undertaken — one at Crissy Field and its upland drainages, and the other at Lobos Creek. The wetlands that existed at Crissy Field before 1915 will be partially reestablished (based on a feasibility study) and the upland drainages into the wetlands will be restored through fill removal, storm drain removal, and stabilization with native species. Lobos Creek, a significant part of the Presidio's landscape, will be preserved, alien plants removed, and riparian and dune systems revegetated.

The National Park Experience

Discovery and enjoyment will be the watchwords for Presidio visitors. Tours by the Park Service and tenant organizations will explore the site's architecture, history, wildlife, and scenery. The National Park Service visitor center will feature a variety of exhibits, slide shows, and educational programs. Hiking and biking trails will be expanded and habitat restoration programs will enable visitors to participate in stewardship of the site.



Charles Kennard

“The environment, post-Rio, (the 1992 earth summit) is likely to become the organizing principle of the post-Cold War world. Transforming the Presidio into a model of environmental sustainability is perhaps the most exciting opportunity anywhere in the country.”

William Reilly,
Former Administrator,
U.S. Environmental
Protection Agency



A Model of Sustainability

As a park for the 21st century, the Presidio can serve as a model of efficient operations and a place to display technologies and actions that protect and restore the environment. The draft plan describes how new approaches to transportation planning, community support, and building and infrastructure rehabilitation will help realize the overall vision for the Presidio.

Comprehensive Transportation Strategy

The draft plan outlines a transportation strategy that can serve as a model for urban areas in the 21st century. It focuses on increased public transit options, shuttles within the park and to regional transit systems, more bicycle routes and pedestrian trails, use of alternative fuel vehicles, and parking management.

The National Park Service is working with regional transit agencies to increase city bus service to the Presidio and establish better links to other transit systems and San Francisco's downtown neighborhoods. Within the park, a shuttle system will connect major activity areas, enabling visitors to travel easily and efficiently within park boundaries. Water taxi service along the northern San Francisco waterfront will be implemented when feasible, to link the Presidio to other tourist sites.

The National Park Service and its park partners will work together to develop transit information, carpooling programs and special shuttle services to downtown and regional transit connections for tenant employees. Automobile use will be discouraged through parking restrictions which could include fees in certain areas, permitting, and reductions in parking availability.

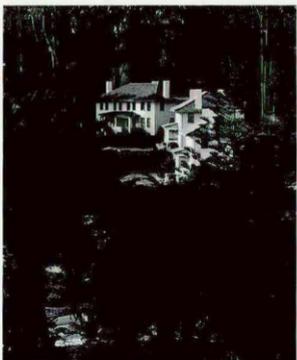
Bicycle routes and pedestrian trails will be improved to encourage alternatives to auto use and increase visitor recreation opportunities. Road and trail systems will be upgraded to improve the flow of people to, within and through the park, to correct safety problems, and to balance the needs of park users with natural and built environments. In addition, the National Park Service will make changes to promote accessibility, extending the park experience to all park visitors.

The National Park Service is also providing recommendations to the California Department of Transportation (Caltrans) regarding the state's plan to reconstruct Doyle Drive, because the improvements will directly affect the Presidio. Reconstruction of this portion of the state highway that passes through the Presidio is needed to increase seismic and traffic safety. Caltrans' plan would create a new Presidio entrance to the park and improve access between the main post and Presidio waterfront.

Community Support

The draft plan calls for continuation of a thriving community at the Presidio. The park's housing units will be used by tenant and park staff, for visitor and conference-related accommodations, by military personnel on an interim basis, and by students participating in residential education programs.

Basic services will continue to be provided for the Presidio's residents, tenants, and visitors to reduce the need for daily trips outside the Presidio. Such services may include a child care center, banking facility, post office, food service, convenience stores, and community



Presidio Community

The Presidio will continue to be a thriving community, with about 1,400 people expected to live in the park by the year 2010. Short- and long-term housing, basic services, and community facilities will be made available to tenants, Park Service employees, and visitors. Providing opportunities to live and work in the park will help reduce auto use and lessen the effects of traffic on surrounding neighborhoods.



Thea Schrack

Wetland Restoration

Before 1915, a riparian system drained the north edge of the Presidio, depositing runoff in wetlands along the bayshore. Under the plan, a portion of the once-abundant wetlands will likely be restored. The project will increase native habitat for birds and other wildlife and for plants such as the pickleweed shown below. It also will aid in filtering out pollutants before water enters the bay, and eliminate the need to replace and maintain some storm drains. Wetland restoration and other water management activities are part of the effort to make the Presidio a model of environmental sustainability.

meeting space. Services will be operated by the Park Service and private enterprises through contract or lease arrangements, or in conjunction with tenant programs.

The Park Service also will provide adequate security and safety services. The U.S. Park Police, which has longstanding experience in policing urban parks, will provide law enforcement, traffic control, and other police services. A contingent of U.S. Park Police will be assigned to the Presidio and backup will be provided by law enforcement park rangers. The Presidio's fire department will be responsible for fire protection services and hazardous materials emergencies. The Park Service will provide trained emergency medical technicians who will respond to medical emergencies in the park. Mutual aid agreements will be developed with municipal authorities for response to emergencies and disasters.

Sustainable Design and Conservation

The National Park Service and its tenants will adopt principles of sustainable design when rehabilitating buildings and infrastructure systems at the Presidio.

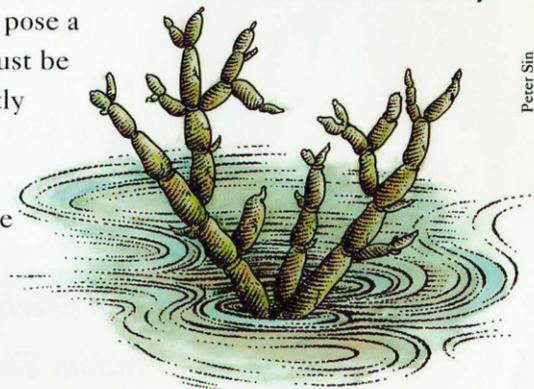
The National Park Service will develop a comprehensive energy plan for the Presidio that encompasses conservation, education, and research and demonstration. It plans to work with tenant organizations to reduce energy consumption in Presidio buildings by installing energy conservation devices and systems. Employee and public education programs will also be instituted to increase awareness of methods to decrease energy consumption. Environmentally sensitive building materials will be used whenever possible.

The Presidio also will be a model of responsible water use and a demonstration site for water conservation programs. Low-flush toilets, low-flow showerheads, and other water saving devices will be used where feasible. Reclaimed water from the City of San Francisco can be used to water the golf course, cemetery, and other green spaces. Waste management programs will also be instituted.

Environmental Protection

The National Park Service will protect the Presidio environment, ensuring that the Presidio meets all applicable federal environmental regulations and that its land and water resources are safe for public use.

The Department of the Army is responsible for hazardous waste clean-up of the post. An agreement between the Army and the State of California establishes the required procedures and schedules for clean-up of the Presidio. Although hazardous wastes do not pose a serious problem at the Presidio, clean up must be performed in a way that does not significantly affect resources within the park. The Park Service will also work with local, regional, state, and other federal agencies to minimize air and water pollution.



Peter Sin

The Draft Environmental Impact Statement

The National Park Service has prepared a draft Environmental Impact Statement (EIS) to accompany the Presidio plan. It analyzes the environmental consequences of the proposed plan and three other alternatives the Park Service has developed for the Presidio's future. The EIS describes what effects each option would have on the regional economy, city services, housing, health care services, traffic and transportation systems, Presidio land use and resources, air quality, human health, safety, and the environment. The four alternatives are described below. The final plan may combine elements from one or more of the alternatives depending upon the outcome of public review and comment.

Alternative A: Public/Private Partnerships. *This is the National Park Service's preferred option, described in this profile and the draft Presidio plan.*

Alternative B: Public Sector Enclave. *The National Park Service would be responsible for overall management of the Presidio, but management of leases and use of the majority of the buildings would become the responsibility of the General Services Administration.*

Alternative C: Traditional National Park Service Management. *The National Park Service would be solely responsible for management of the Presidio. Resource protection, restoration and interpretation would be emphasized; most nonhistoric buildings would be removed and other buildings would be used for interpretive purposes and concessions. The Letterman complex would be excluded from park boundaries.*

Alternative D: Military Reuse with Public/Private Partnerships. *The National Park Service would be responsible for managing most of the Presidio, but the Department of Defense would reuse and manage the Letterman complex and about 600 housing units. Park use and development would be similar to Alternative A.*



Thea Schrack

The Presidio Implementation Strategy

To help ensure successful realization of the Presidio plan, the National Park Service commissioned an analysis of the plan's feasibility and development of a strategy for its implementation. The resulting implementation strategy (which accompanies the draft plan) outlines an approach for managing this highly varied site in a fiscally-responsible manner.

The fundamental basis of the strategy is that the Presidio can generate substantial income through appropriate use of its many buildings and facilities, and that this revenue can be used to offset costs for park operations and site improvements. Under this approach, costs to manage the Presidio will be in line with the costs of other national park areas and the national park system as a whole. Costs to manage the Presidio as a national park will also be less than as a military installation. The result: an overall savings to the federal government and a productive example of military base conversion for California and the nation.

The implementation strategy presents a 15-year approach to Presidio management, building and infrastructure rehabilitation, leasing, and site improvements. In addition

to presenting a sequence for these actions, it recommends methods for the financing of capital improvements, and outlines key implementation activities that must be accomplished in the near term. Given that the financial viability of the Presidio project will require public and private funding sources, the strategy is based on target levels of federal appropriations, anticipated lease revenue, and private philanthropy.

The greatest challenge at the Presidio is to refurbish and reactivate hundreds of buildings. As a result, an important foundation of the implementation strategy is the establishment of a federally-chartered public corporation (described earlier in this document on page 3) which would be responsible for securing tenants and for managing and financing the building improvement program. This Congressionally - authorized corporation would have the ability to solicit private funding and make loans to occupants for rehabilitation projects. In addition to private funds, it would receive a portion of annual federal appropriations as well as revenue from leases and concessions. These funds would be used, in turn, to rehabilitate buildings and make improvements elsewhere on the Presidio. In general, the corporation would oversee the Presidio's built-up areas while the National Park Service would manage improvements to and use of the open space.

Building Use Strategy

The corporation will implement an active program to attract financially viable tenants to the Presidio, with major (or anchor) tenants a top priority. To guide this effort, the implementation strategy arrays buildings into five distinct clusters and recommends a schedule for achieving occupancy in each area. The clusters are:

- ◆ Visitor Activity and Global Center, encompassing the main post and cavalry stables
- ◆ Science and Education Center at the Letterman complex
- ◆ Conference and lodging centers at Fort Scott, the Public Health Service Hospital area, and main post
- ◆ Housing
- ◆ Concessions and retail operations

The building use strategy also includes an analysis of space available, categorized by potential use. Factored into this analysis is the plan's proposal to remove various buildings, primarily to attain more open space. Most space is targeted for specific uses; the remainder is available for general leasing.

Building Use Strategy

| <i>Presidio Buildings Available for Use</i> (in square feet) | |
|--|---------------|
| Current Building Inventory | 6,300,000 |
| Buildings to Be Removed | 1,700,000 |
| Non-rentable Space | 300,000 |
| <i>Available for use</i> | 4,300,000 |
| | |
| <i>Targeted Leasing Program</i> | |
| Buildings Used for Residential & Lodging Purposes | 1,100,000 |
| Single Institutional User — Letterman | 800,000 |
| Conference Centers — Fort Scott/PHSH | 400,000 |
| Building leased to the Sixth Army & other governmental tenants; NPS use of buildings | 700,000 |
| <i>Subtotal</i> | 3,000,000 |
| <i>General Leasing Program</i> | 1,300,000 |

A total of 4.3 million square feet is available for use after building removal, and classification of infrastructure buildings and other non-rentable space as inactive. The targeted leasing program anticipates that Presidio housing will be used primarily by tenant organizations, the National Park Service and the military; a smaller component of the housing will be used for short-term lodging for Presidio visitors. Nearly 800,000 square feet at the Letterman complex is targeted for a single institution (perhaps with a consortia of science-related users) and about 400,000 square feet is for targeted conference or educational center operators at the Fort Scott and Public Health Service Hospital areas. Existing commitments for nonresidential space total approximately 700,000 to be used by the Sixth Army, the National Park Service, and other governmental tenants. Approximately 1.3 million square feet remains which will be marketed as part of a general leasing program.

The building use strategy assumes tenants will be required to pay rent for use of Presidio facilities, and in some cases, may be responsible for various improvements. It also projects a schedule for the leasing of

buildings over the 15-year implementation period. The Letterman complex is given top priority because of its immediate availability and income potential. Leasing of the main post and establishment of conference centers occur more gradually because of the need for capital improvements and philanthropic support. While the National Park Service is in the process of seeking long-term tenants responding to Presidio program themes, other interim uses may be considered if necessary to occupy and stabilize buildings.

Open space and visitor use improvements will be fairly limited in the first few years of operation, but by 2004, major improvements are scheduled for the forest and other areas of open space. Restoration of native plant communities and trail systems, and removal of the Wherry housing area is phased later, targeted for completion by 2010.

Financial Summary

The economic evaluation of the draft plan indicates that approximately \$590 million will be required over the 15-year implementation period to finance the capital costs of infrastructure, open space, and building improvements. Approximately 60% of these costs (or \$345 million) is projected to be raised by the public corporation through standard financing mechanisms and returned through income generated by building and facility leases. The Department of Defense will be responsible for certain infrastructure upgrades and site improvements judged to be in excess of \$90 million. Thus \$140 to \$150 million remains to be financed over time by either Congressional appropriation and/or philanthropic support. Annual operating costs are estimated at \$20 to \$27 million in early years, declining to about \$16 million in later years. Given both capital and operating costs, the financial analysis shows a declining need for federal funding as buildings are rehabilitated and occupied — with first year needs around \$28 million, declining to under \$20 million in later years.

Achieving a Positive Outcome

Like other great American parks, the Presidio will evolve over time. Its success will be determined by many factors — Congressional support, philanthropic participation, creation of the management partner, and a strong tenant outreach plan. The implementation strategy presents a realistic assessment of the economic feasibility of the Presidio plan and outlines a leasing approach that is based on a deliberative view of future market conditions. It concludes that the extraordinary vision for this new park is financially achievable and that the income produced from uses and activities recommended by the Presidio plan can help sustain it over the long term.

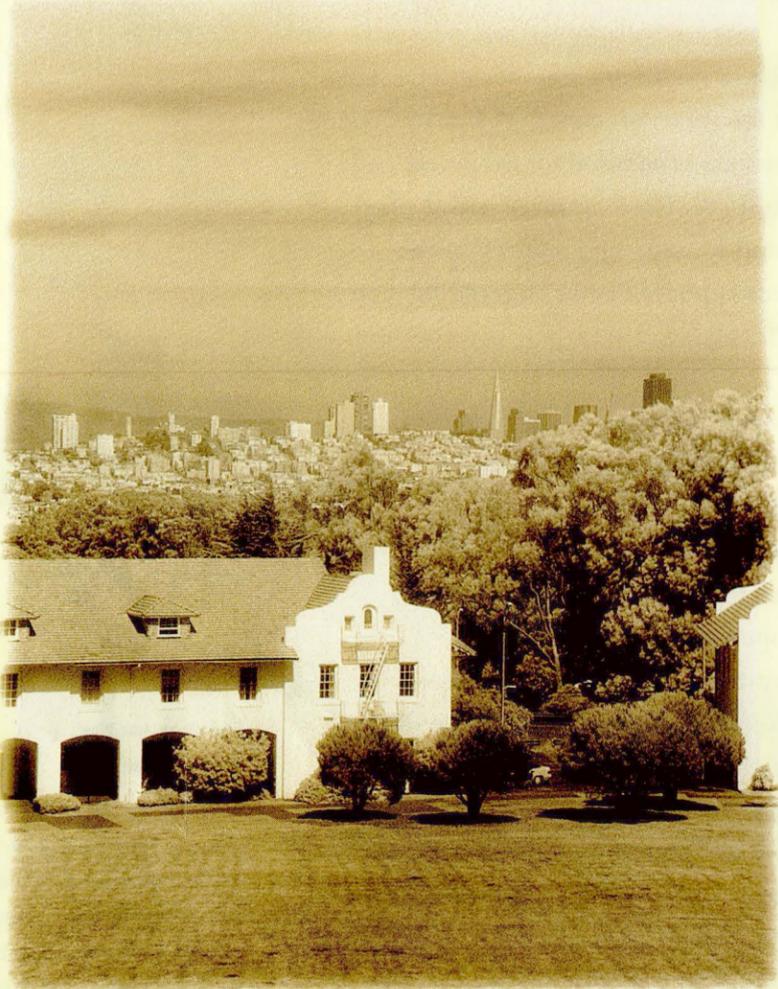


Strategy for the Presidio Forest

Following the Civil War, troops from all over the nation funneled through the Presidio to defend the nation's western frontiers. Soldiers reported their post to be a barren, windswept place. In 1883, Major W.A. Jones prepared a landscape plan to enhance the beauty of the post. Jones wanted to "crown the ridges, border the boundary fences and cover the areas of sand with a forest..." Over 400,000 pine, cypress, eucalyptus, and acacia trees were planted as a result of Major Jones' plan. Today, this aging forest is in critical condition. Over the next decade, the forest will be carefully managed, with portions replanted, to ensure the future of this dominant feature of the Presidio landscape.

THE CALL TO ACTION

The Presidio of San Francisco stands at the crossroads of the past and future — ready to embark on its most challenging mission. With the commitment not only of the National Park Service but the thousands of citizens, organizations, and public agencies concerned with the Presidio's future, it can be transformed into a national park of incomparable beauty, history, and global significance.



Thea Schrack

The Presidio planning process has been one of the most open and participatory endeavors ever undertaken by the National Park Service. It has involved individuals throughout the country and sought to enlist many groups not traditionally involved in park planning.

In addition to broad public participation, the Park Service has compiled and analyzed information about the Presidio resources, elicited ideas about potential use from advisory groups and prospective tenant organizations, and assessed options for management and implementation of its proposal.

But the job is not done. The National Park Service is now seeking public review of its proposed plan for the Presidio.

How to Participate

1. Study this profile to gain an understanding of the Park Service's proposed plan.
2. Review the draft Presidio plan or its companion documents if you need more detailed information. The draft General Management Plan Amendment for the Presidio is the formal, 160-page proposal for the park. This draft plan is accompanied by a draft 400-page *Environmental Impact Statement*, the *Presidio Transportation Planning Summary* and the *Presidio Implementation Strategy*.

You can review these planning documents at the San Francisco Main Library, the Marina branch of the library and other selected local libraries, or at the Presidio Information Center in Building 102 on the main post at the Presidio. Copies of the documents may be obtained at no cost by telephoning (415) 556-3111, or writing to:

*National Park Service
Presidio Information Center
P.O. Box 29022
Presidio of San Francisco, CA
94129*

3. Attend the public meetings and make your views known. Public workshops and hearings will be held during the fall of 1993. Call (415) 556-3111 for meeting dates and locations.

4. Send us your comments. Write to: Brian O'Neill, General Superintendent, GGNRA, Fort Mason, Bldg. 201, San Francisco, CA 94123.

After the review period, the National Park Service will revise the plan and *Environmental Impact Statement* to reflect public comment. In 1994, these documents will be formally adopted.

Finally, consider tenancy at the Presidio. In addition to comments on its draft plan, the National Park Service is seeking expressions of interest from organizations wishing to become tenants at the park. Organizations with programs or services suitable to the Presidio's new mission are encouraged to contact the Presidio Information Center at (415) 556-3111.



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From Post to Park, a profile of the draft Presidio plan, was produced by the Golden Gate National Park Association in cooperation with the National Park Service. The Association expresses special thanks to The San Francisco Foundation for providing funding to prepare this profile and to the many other foundations, corporations, and individuals who have contributed to the Presidio planning process.

The Golden Gate National Park Association is a private nonprofit membership organization that supports planning, interpretation, and conservation projects of the Golden Gate National Recreation Area. In addition to securing private contributions for the Presidio project, it convened a group of distinguished volunteers, known as the Presidio Council, to assist the National Park Service with its planning efforts.

Cover photo by Regis Lefebure

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