

IDENTIFYING HISTORIC PROPERTIES

1. How many, and what percentage of your assets, are historic as reported in: (a) your bureau or agency's proprietary database and/or (b) your bureau's or agency's reports to the [Federal Real Property Profile MS](#) (FRPP MS)? (Note: To find out about FRPP MS data, you may need to contact your [Senior Real Property Officer or the Federal Real Property Council](#).)

- If known, how many of these historic properties are buildings, structures, sites, objects, and/or districts?

From the original adobe in the Officers' Club to the Mission Revival stucco of Fort Winfield Scott, the Presidio's historic structures tell the complex tale of Spanish settlement and centuries of military occupation. When Congress established the Presidio Trust (Trust) in 1996, it charged the agency with preserving the Presidio's historic character and natural beauty as it transformed from a military post to a financially self-sustaining, public-serving national park. Since then, the Trust has overseen the rehabilitation of hundreds of historic buildings and continues to adaptively reuse them as places for the public to live, work, and play.



Figure 1: Entrance to the Officer's Club, Building 50



Figure 2: Exhibit in the Heritage Gallery, Officers Club



Figure 3: Looking east at the Fort Scott parade and surrounding buildings. Image courtesy Charity Vargas Photography (2017)

The Presidio of San Francisco is a National Historic Landmark District (NHLD), designated as such in 1962 and encompassing 1,491 acres. Established in 1776 as the northernmost Spanish fort on the coast of what's now California, the Presidio served as a military post under Spain, Mexico, and the United States. The NHL nomination forms cite the Presidio's role in the European colonialization of California, and its status as the longest-serving military post on the West Coast (1776-1994).



Figure 4: 1822 painting of El Presidio de San Francisco. Image courtesy of the Bancroft Library, UC Berkeley

Today, the Presidio Trust and the National Park Service (Golden Gate National Recreation Area, or GGNRA) jointly manage the NHL. Of the 813 buildings in the NHL, 582 are contributors to the designation. The Trust administered lands (known as Area B) constitute 1,168 acres, while the NPS manages the coastline (Area A), at 323 acres. Area B contains 546 contributing buildings, and Area A contains 36. In addition to the buildings, there are 31 identified archaeological sites, and 196 small scale site features, including roads, walls, landscapes, and other cultural landscape elements that contribute to the NHL designation.



Since it began its work in 1997, the Trust and its partners have fully or partially rehabilitated more than two-thirds of the contributing buildings in the Trust administered portion of the Presidio. Today, those buildings house more than 200 businesses and 1,500 residences where around 7,000 people live and work each day. In 2022, 9.6 million people visited the Presidio, enjoying its historic buildings, landscapes, trails, programs and other park amenities.



Figure 5: Commanding Officer's Quarters adjacent to the Letterman General Hospital complex circa 1901

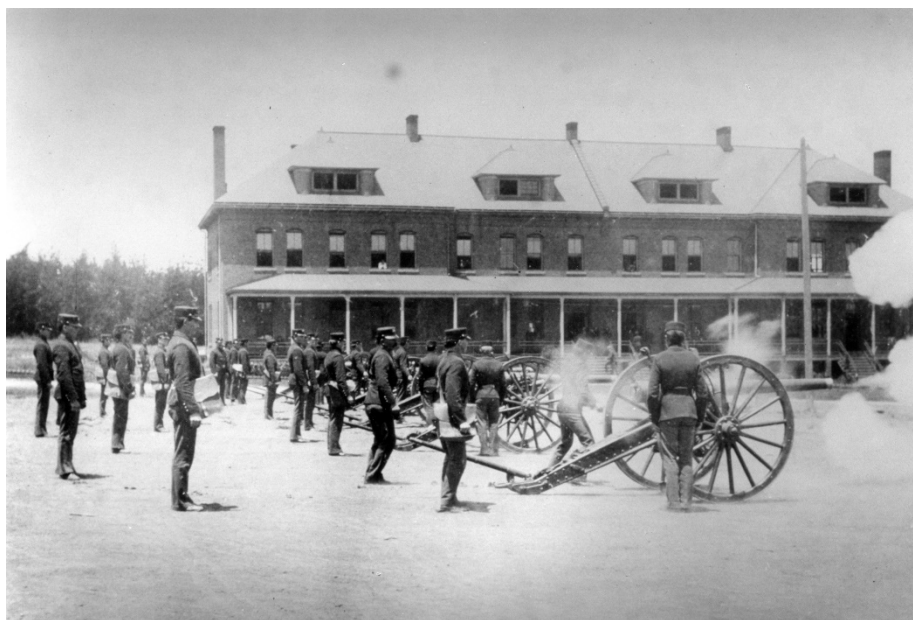


Figure 6: Montgomery Street Barracks on the Main Post, circa 1913



Figure 7: Building 682, former Cavalry Barracks, circa 1939



Figure 8: Pilot's Row shortly after construction, circa 1935

2. Have your identification methods changed during this reporting period? Approximately what total percentage or portion of inventory have now been surveyed and evaluated for the National Register, and does this represent an increase from your agency's 2020 progress report, if applicable?

The NPS comprehensively surveyed the NHL in 1993, identifying 477 contributing buildings and 185 other historic features, and establishing a period of significance of 1776-1945. In 2008, the Trust prepared a supplemental survey of Cold War-era resources (1945-1958), which identified an additional 105 eligible buildings and 11 features. The remaining properties within the NHL's boundaries were determined ineligible during the 2008 survey due to their age at the time (i.e., less than 50 years). Following completion of the Doyle Drive/Presidio Parkway replacement project by the Federal Highways Administration and Caltrans in 2018 (see below for more detail), those agencies re-assessed 16 properties that were altered by the multi-year construction project and delivered the results to the Trust in 2019. Resources permitting, the Trust plans to update its NHL forms in the next 3-5 years by conducting a survey of all properties built after 1958, combining the 1993, 2008 and 2019 documents, while also refreshing the NHL's statement of significance and eligibility criteria.



Figure 9: Building 2, also known as the Old Post Hospital. Image courtesy of the Library of Congress



Figure 10: Former Post Library, Image courtesy San Francisco History Center, San Francisco Public Library



Figure 11: Former Post Bakery on Halleck Street

3. Has your agency implemented any new policies or programs that promote awareness and identification of historic properties over the last three years?

- Agencies have a variety of policies to identify and evaluate historic properties and make parties interested in historic preservation aware of them. Describe any new policies or programs, such as new benchmarks or performance measures, instituted to meet existing requirements.
- How has the agency evaluated the effectiveness of existing agency policies, procedures, and guidelines to promote awareness and identification of historic properties during the reporting period? Have any updates been planned or implemented?

The Trust uses a variety of in-house programs to promote awareness of its historic properties among tenants and staff, and to make their alteration and reuse efficient while also meeting regulatory requirements. The Trust also leverages the Federal Historic Preservation Tax Credit program to incentivize rehabilitation of historic properties within the NHLD by development partners, most recently with the Presidio Theatre (see case study below). These efforts have generated tangible results, as measured by the agency's metrics and our facilitation of seven Tax Credit projects over the years.



Figure 12: Presidio Theatre



Figure 13: Letterman General Hospital Administration Building



Figure 14: Building 100, Montgomery Street Barracks. Image courtesy Rachel Styer, Feather Weight



Figure 15: Buildings 38 & 39, former Enlisted Men's Barracks now commercial space for a variety of tenants



Figure 16: Public Health Service Hospital, now the Presidio Landmark residences



Figure 17: The Bay School, former enlisted men's barracks and later Headquarters for the 9th Army Corps. Image courtesy Tim Griffith

Since 2002, the Trust has combined its National Environmental Policy Act (NEPA) and National Historic Preservation Act (NHPA) Section 106 review requirements into a streamlined review process the agency refers to as the N² Process. The Trust considers environmental factors and concerns in its decision-making process within the requirements set forth in the NEPA, the Council on Environmental Quality (CEQ) Regulations (40 C.F.R. 1500-1508) (2020), and its own regulations implementing NEPA (36 CFR 1010). To meet its NHPA Section 106 requirements in accordance with implementing regulations (36 CFR Part 800), the Trust follows its 2014 *Programmatic Agreement among The Presidio Trust, National Park Service, The Advisory Council on Historic Preservation, and The California State Historic Preservation Officer Regarding the Presidio Trust Management Plan and Various Operation and Maintenance Activities for Area B of the Presidio of San Francisco, National Historic Landmark District, Golden Gate National Recreation Area San Francisco California* (PTPA).

All undertakings under the direct or indirect jurisdiction of the Trust are subject to review under Stipulation IV of the PA. Stipulation IV describes how the Trust initiates, assesses, consults on, and resolves all undertakings in Area B of the Presidio. Trust Project Managers and/or Trust Designated Representatives are required to submit all proposed undertakings to the Planning and Compliance Department. Based on the information provided and criteria under Stipulation IV, the NEPA/NHPA compliance team completes the appropriate level of review.

Project managers may use the weekly N² meeting to 1) review their project at the scoping stage to assist them in refining their project or, 2) present their proposal to the N² team for comments on projects requiring a planning record and compliance documentation. N² Meetings are held every Thursday at 10am (when projects have been proposed), and agendas are distributed electronically to team members, PA parties and presenters in advance of the meeting. Members of the signatory parties to the PTPA may attend project review meetings and comment on projects under review within timeframes specified in Stipulation IV.C.1.f.ii.b and c.

In 2021, the Trust created a new Planning Review (PR) process, which integrates the agency's N², Permitting and Design Review functions under a single intake form and coordinated review system. The PR process creates a streamlined, user-friendly approach for tenants and Trust project managers to initiate review for projects that might affect historic properties, while also starting permitting applications and

review for consistency with the agency's design standards. The N² team, consisting of the Federal Preservation Officer, Historic Compliance Coordinator, and NEPA Compliance Manager, tracks metrics related to the number of projects (undertakings) submitted for review each month, the turnaround time for project reviews, and the quantity of "repetitive and low-impact activities"¹ within the NHL, which enables the agency to quantify the efficiency of our in-house process.

Since the Trust adopted its original PA in 2002, the agency has reviewed more than 3,100 undertakings using the N² process. Between 2020 and 2022, the agency reviewed 142 projects, or about 47 per year, plus an average of approximately 600 repetitive and low-impact activities each year. Since 2022, the team has kept a monthly metric for the number of days each project reviewed under the PA takes. In 2022, each undertaking took an average of nine days to review and achieve compliance clearances. The efficiency of the Trust's process makes it easy for tenants and staff to satisfy the agency's regulatory responsibilities, elevate awareness of historic properties in the park, while maintaining and reusing them in accordance with the Secretary's Standards.

- How has your agency considered equity, access, and involvement of underserved communities in its federal stewardship activities? Has your agency implemented any policies that promote equity and diversity in the identification process?

As a federal agency working in service to the public, the Trust is guided by a triple bottom line: welcoming all people and protecting the planet, fueled by the performance of successful park businesses. The goal of welcoming all people is supported by efforts to partner with communities that are traditionally underrepresented in the parks to co-create events, programs and other activities to help them feel welcome in the NHL (see below for more detail on the Trust's Community Partnerships program). The agency's objective is to maintain a current and comprehensive inventory of historic properties for the entire NHL; future identification efforts to update the NHL will include measures to promote equity and diversity in the identification process.

In anticipation of this effort, the Trust has partnered with the NPS to produce an update to the GGNRA's Historic Resource Study (HRS), which includes the Presidio, starting in 2023. The GGNRA HRS is over 35 years old and is very outdated, largely reflecting park history from a narrow perspective. The GGNRA identified a need for this critical baseline document to be updated to offer multi-disciplinary approaches to scholarship and provide untold stories from previously unheard voices. The HRS update will supplement the existing document and enhance public awareness and understanding of the significant resources and social history of GGNRA, inclusive of the Presidio.

The HRS Update will explore historic themes including the American Indian experience on park lands; integrating the story of African American, Chinese American and Latinx experiences into the park's narrative; exploring the park within the Pacific world, by examining various Asian immigrant groups including Japanese, Korean, Filipino and Pacific Islander; the history of the broader trends of American penology as expressed at Alcatraz; exploring the park's LGBTQ experiences and women's stories; and the evolution of the Bay Area away from its role as a military bastion.

The Trust is funding production of the HRS through a California Coastal Conservancy grant at the cost of \$250,000, with support from the Organization of American Historians (OAH). The OAH will hire an executive editor along with nine scholars to write the individual chapters, manage the peer reviewers of each HRS chapter, and all the final production efforts. Once complete in 2026, the HRS will provide an invaluable resource for the previously mentioned NHL update that the Trust anticipates preparing, especially in the area of equity and diversity in the identification of historic properties.

Independent of the HRS project, the Trust launched an effort in 2022 to develop a programmatic and project-related relationship with the [Association of Ramaytush Ohlone \(ARO\)](#), a newly formed organization

¹ These include routine maintenance activities associated with turning units in the park for new tenants, along with leasing activities and issuance of various permits, as defined in the PTPA.

representing the original people of the San Francisco Peninsula, including the Presidio. While still in the early stages of relationship building, the Trust anticipates future collaborations with the ARO around management of Native Californian resources in the Presidio, in addition to programming and interpretation. The Trust will be in a position to provide additional detail about this effort in future Section 3 Reports.

- Has your agency prioritized the identification of historic properties in areas with the highest potential for climate impacts?

To date, the Trust's identification efforts have been addressed by the previously described cyclic updates to the NHL D forms, or in response to large-scale projects initiated by outside agencies (see the next section for an example). Areas with the highest potential for climate impacts, such as the Presidio's coastline, are not within the Trust's administrative jurisdiction. Nevertheless, the agency works closely with the NPS to manage utilities, roads, trails, and other infrastructure, the failure of which could imperil historic properties and/or park operations. The Trust is currently working on a sustainability program beginning in FY24 that will address this issue in greater detail; future Section 3 reports will include information on this topic.

4. Federal agencies are encouraged to share information regarding the number and percentage of historic property identification completed in the context of Section 106 for specific undertakings and programs versus that completed for unspecified planning needs (Section 110 survey). In a given year, what percentage of your agency's identification of historic properties occurs due to Section 106 planning and compliance versus regular stewardship and unspecified planning needs (Section 110)?

- Has the implementation of Section 106 agreements contributed to the identification of historic properties?

The Trust conducts its identification efforts principally through the management of its historic preservation program and has carried provisions in its agreement documents for updating its inventory. Accordingly, for all previously conducted Section 106 consultations for which the Trust is the lead agency, the Trust has already identified and is able to disclose the presence of historic properties early in the planning process. This enables the agency to efficiently assess effects and develop projects that avoid adverse effects to historic properties in the early stages of project development.

5. How has your agency employed partnerships to assist in the identification and evaluation of historic properties over the last three years?

- Provide examples of how agency policies, procedures, and capabilities have increased opportunities for partnership initiatives involving collaboration with nonfederal entities and marginalized communities. For example, some agencies have entered into cooperative

management agreements with tribes, while others have utilized innovative contracting approaches that allow for hiring local students to help identify historic properties.

- What methods does your agency use to seek out and establish new partnerships? How does your agency make partnerships work within its structures and goals?

As previously described, the Trust works in partnership with the National Park Service to manage the Presidio NHD. The non-profit [Golden Gate National Parks Conservancy](#) also supports the Presidio through its fundraising and program initiatives. Together, the three organizations are known as the Partnership for the Presidio. The Trust's Community Partnerships team works through the Partnership for the Presidio to establish and cultivate connections with organizations in the Bay Area that can help make the park a welcoming, engaging, rewarding place for all.

The agency invests in partnerships as a strategy for welcoming communities that are traditionally underrepresented in parks. The Trust's Community Partnerships team has leveraged park spaces such as the 14-acre Tunnel Tops landscape, to help welcome partner organizations through events and activations, reservations and visits, and art. Some examples of community partnerships in the past three years include:

CARNAVAL ENSAYO WITH FOGO NA ROUPA

In preparation for San Francisco's Annual Carnaval in the Mission District, [Fogo Na Roupá](#) practiced Afro-Brazilian Carnaval rhythms in the Presidio. They also performed on Opening Day at Presidio Tunnel Tops.

Intertribal Dance Gathering: Dancing IS Our MEDICINE with NATIVE AMERICAN HEALTH CENTER
[Native American Health Center](#) hosted an Intertribal Dance Gathering at Presidio Tunnel Tops creating a space for dance and music from various local tribes, community health screenings, a marketplace, screen printing, and more.

CHUSEOK (KOREAN HARVEST) FESTIVAL WITH KOREAN CENTER INC

The [Chuseok Festival](#) is the Bay Area's largest public event celebrating, showcasing, and promoting Korean culture, cuisine, music, arts, and community. It featured delicious Korean food, live performances from local Korean cultural performance groups, and traditional Korean games.

ANCESTRAL FUTURISM WITH FAVIANNA RODRIGUEZ

Ancestral Futurism: Looking Back to Repair the Future is a temporary art installation for the Opening of Presidio Tunnel Tops by [Favianna Rodriguez](#). The vibrant colors welcomed different communities into the park while honoring the diversity and interconnectedness of all humans, land, flora and fauna that have lived in this ecosystem throughout the centuries.

DANCE FESTIVAL WITH WORLD ARTS WEST

[World Arts West](#), known for their annual Ethnic Dance Festival, organized two outdoor Dance Festivals at Presidio Tunnel Tops. Performances featured cultures from every continent.

Some of the agency's partnerships have come through members of the Presidio Activator Council and Community Experts, two different partnership programs that engage community leaders representing groups that have historically not had access to or felt welcome in National Parks.

While the Trust no longer supports an internship program, cultural resources staff have informally engaged developing professionals in the agency's efforts to document and preserve its resources. In 2001-02, with support from a graduate intern in historic preservation from Tulane University, the Trust completed a Historic Structures Report (HSR) for Building 102, an 1896 enlisted men's barracks and contributor to the NHD. The Trust plans to rehabilitate Building 102 starting in 2024, an effort that will benefit greatly from the availability of the HSR. Under the terms of the PTPA (Stipulation III.B.2), the Trust circulated the draft document for review and comment by PA partners in November 2022, and staff posted

a [final version to the Trust's website in January 2023](#).



Figure 18: 102 Montgomery Street, former barracks. Image Courtesy of Charity Vargas Photography

PROTECTING HISTORIC PROPERTIES

6. Have the policies and programs your agency has in place to protect historic properties changed over the reporting period in ways that benefit historic properties?

- Describe any changes over the last three years in the manner in which the agency manages compliance with Sections 106 (54 U.S.C. 306108), 110 (54 U.S.C. 306101 306107 and 306109 306114), and 111 (54 U.S.C. 306121 306122) of the NHPA, and share successes in this area.

The Trust has not changed the manner in which the agency manages Section 106 or 110 compliance in the past three years. As previously mentioned, the current PTPA, in place since 2014, is set to expire at the end of 2024, and the Trust will initiate consultation to renew the document in Q4 of 2023.

- How has the number of full-time cultural resources professionals in your agency assigned to help the agency fulfill its responsibilities under the NHPA changed over the last three years? Has your agency encountered any best practices or challenges in the hiring process?

In 2020, the Trust's team of cultural resource professionals was comprised of the following subject matter specialists in the following disciplines:

NEPA/NHPA Compliance, Archaeology & Curation

Federal Preservation Officer, Historic Compliance Coordinator, NEPA Compliance Manager
Archeologist, Archaeological Specialists (2), Curator

Park Development and Visitor Engagement

Associate Director of Landscape Rehabilitation, Associate Director of Building Rehabilitation, Historic Landscape Architect/Cultural Landscape Specialist

This team was supported by the following positions when reviewing undertakings under the terms of the PTPA:

Legal Division

Senior Deputy General Counsel

Land and Building Stewardship

Special Assistant to Land and Building Stewardship, Director of Landscape Stewardship, Associate Director of Natural Resources, Supervisory Natural Resources Management Specialist, Forester, Integrated Pest Management Specialist, Wildlife Ecologist, Associate Director of Infrastructure Management, Environmental Remediation Project Manager, Director of Planning and Compliance, Transportation Manager, Transportation Engineer

In 2021 and 2022, the Trust lost its Associate Director of Building Rehabilitation and Historic Landscape Architect/Cultural Landscape Specialist to retirement. The agency is in the process of re-staffing for those positions, but hiring qualified professionals has been a challenge to date. In order to address this situation, the Trust's Compliance team will be developing in-house programs to train existing staff on the Secretary of the Interior's Standards & Guidelines for Rehabilitation, and cultural landscape management strategies to help buttress internal capacity in these subjects. We anticipate that the next Section 3 report will address the outcomes of this training effort.

- Has your agency incorporated climate change adaptation/mitigation principles into its policies, programs, and procedures in place to protect historic properties over the last three years?

Please see response under Part 3.

- Has your agency employed partnerships to assist in the protection of historic properties over the last three years? How does your agency involve stakeholders, such as tribes and Native Hawaiian organizations (NHOs) and other underrepresented communities in the protection and management of properties of significance to them?
- Has your agency developed methods, guidance, or best practices to engage with tribes and NHOs to incorporate [Indigenous Knowledge](#) when locating and/or preserving historic properties of direct concern to Indian tribes and NHOs?

Please see response under Part 3.

- How has your agency's use of digital information sources changed since the previous reporting period? What new or updated sources of digital information about the location of historic properties does your agency use? Does your agency utilize digital information in order to protect historic properties in the context of the effects of climate change?

Over the past three years, the Trust has expanded its in-house Geographic Information Systems (GIS) team from one to two full time employees and is actively working on a comprehensive update for its mapping of historic properties in the Presidio. The team has also developed online resources for accessing maps and data related to historic properties (among other things) which is available to Trust staff and project managers for analysis and to assist in decision-making purposes.

Additionally, the Trust's archaeology staff have collaborated with the GIS department to implement the use of photogrammetry along with ground control surveys to provide accurate digital documentation of archaeological excavations on the Post. Products from this work include ortho-rectified imagery and digital elevation models of archaeological excavations.

The agency also contracts with [Density](#) to provide high-quality 3D scans of historic building interiors and exteriors, which have proven very useful for pre-rehabilitation planning, building management, and conditions monitoring. While the agency does not currently use digital information to protect historic properties in the context of climate change, the forthcoming sustainability program will likely address this topic; updates on these efforts will be addressed in future Section 3 reports.

- Has your agency faced challenges or seen costs increase in attempting to ensure your historic rehabilitations, if any, comply with the Secretary of the Interior's Standards for the Rehabilitation

of Historic Properties?

Costs for labor, materials, and project financing have certainly increased in the past three years, along with lead times for critical equipment necessary to rehabilitate historic properties and put them back into service (e.g., electrical transformers). While this has constrained some of the Trust's rehabilitation projects, it has not to date impacted the agency's ability to comply with the Secretary of the Interior's Standards for the Rehabilitation of Historic Properties.

7. How has your agency used program alternatives such as programmatic agreements, program comments, and other tools to identify, manage, and protect your agency's historic properties over the last three years, if at all?

Over the past three years, the Trust has used three programmatic agreements, two as the lead agency and one as a signatory party; they are:

PTPA

The Trust has used its agency-wide Programmatic Agreement for the Presidio Trust Management Plan (PTPA) since 2014; the document is scheduled to expire on December 31, 2024, so the agency will initiate consultation on its renewal in Q4 of 2023. An overarching goal will be to retain the processes and procedures that have served the Trust well over the past nine years, subject to consultation with the PA parties. One additional objective of the renewal effort will be to incorporate provisions of the Programmatic Agreement for the Main Post Update (see below) into the PTPA so that all the agency's project plans and associated commitments are addressed in a single agreement document.

PA-MPU

The Programmatic Agreement for the Main Post Update (PA-MPU) was executed on October 26, 2010, and amended in 2015 to establish a process for projects reviewed under the agreement to participate in the Federal Historic Preservation Tax Incentives program.

The Main Post Update (MPU) envisioned six large projects, each with multiple components and associated mitigation measures. The PA-MPU described the projects, associated documentation, and the review process the Trust would follow to complete these projects. Since its execution, the Trust has completed the majority of the documentation efforts for all MPU projects. The Trust and its development partners have completed two of the four rehabilitation projects (Archaeology Lab & Curation Facilities and The Presidio Theatre). The Presidio Chapel project remains on hold, with further progress pending fundraising efforts by the tenants. No work has been planned or completed on the Presidio Lodge project (not to be confused with the rehabilitation of Building 105 as the "Lodge at the Presidio" in 2018). El Presidio: The Birthplace of San Francisco, and district-wide pedestrian and parking improvements are partially completed.

In July 2020, the Trust initiated consultation to amend the PA-MPU per Stipulation VI.A to extend its duration until December 2030, in order to allow sufficient time to complete the projects contemplated in the Main Post Update and addressed by the PA-MPU. Unfortunately, the Trust was unable to acquire all required signatures prior to the expiration date. The Trust now plans to roll up the provisions of the PA-MPU into the new agency wide PTPA that will be in development during calendar year 2024.



Figure 19: Presidio Trust archaeologists speak with a group of visiting archaeologists outside the Presidio Archaeology Lab.



Figure 20: Presidio Chapel. Image courtesy Anna Wu Photography

Doyle Drive PA

In 2008, a multi-year consultation effort that included the Federal Highways Administration (FHWA); Caltrans; San Francisco County Transportation Authority (SFCTA); National Park Service-GGNRA; California SHPO and the Trust; along with engineering, design and environmental consulting firms concluded with a Record of Decision and a Programmatic Agreement for the Doyle Drive replacement project. The project entailed a replacement of the original Doyle Drive with a 1.6-mile segment of U.S. 101 with a new at-grade parkway and aerial structures that reopened on July 12, 2015. Originally built in 1936 as a New Deal project, Doyle Drive had reached the end of its useful life after over 75 years of use. A community-backed design for the replacement Presidio Parkway was chosen in 2009 after years of intensive regional coordination, environmental review, and interagency planning. The project was carefully designed to withstand the maximum considered earthquake for the region, improve traffic

safety, and improve access to the Presidio and GGNRA.

Per the Programmatic Agreement, documents known as the Built Environment and Archaeology Treatment Plans (BETP and ATP, both 2009) described avoidance, minimization, and mitigation measures developed to address effects resulting from the project. Between 2009-2019 Caltrans convened monthly meetings of the Treatment Oversight Panel (TOP), a team of cultural resource specialists representing signatory agencies to the Doyle Drive PA. The TOP reviewed and approved all activities implemented under the BETP and ATP, including: roadway design; documentation, stabilization and monitoring efforts for multiple built, landscape and archaeological resources; and other cultural resource documentation as required under the terms of the PA.

The major roadway construction phase of the project concluded in 2018, and the Trust continued to participate in TOP meetings to oversee the closeout of the protection and mitigation measures under the BETP and PA through 2019. The conclusion of the Doyle Drive/Presidio Parkway project set the stage for the Trust's successful Tunnel Tops and Battery Bluff projects, which contribute to more than 40 acres of improved park landscape within the NHLD that were delivered by the project.



Figure 21: Doyle Drive/Presidio Parkway construction, 2012, courtesy Caltrans

- Has your agency developed any new Section 106 program alternatives or revised existing program alternatives during the reporting period? For what projects or programs?

The Trust has not developed any new Section 106 program alternatives, or revised existing program alternatives, during the reporting period. For the next Section 3 Report, the Trust will describe its new agency-wide programmatic agreement, which will take effect at the beginning of 2025.

- How do your agency's Section 106 agreements support the planning and implementation of infrastructure projects, such as those linked to large-scale infrastructure, sustainability, or clean energy projects? How have the agreements helped to support the implementation of these projects?

See above summary of the Doyle Drive/Presidio Parkway Project. For more on Trust-sponsored infrastructure projects within the NHL, please see below Part 8.

- How does your agency evaluate the results of program alternatives in terms of preservation outcomes and time and cost savings for the agency's Section 106 review responsibilities? How does your agency measure the effectiveness of program alternatives, if the agency uses them?

Please see the previous description of the N² and Planning Review process, and associated metrics, under Part 3.

USING HISTORIC PROPERTIES

8. How does your agency coordinate historic preservation and sustainability/climate resiliency goals in project planning?

- Has your agency rehabilitated or adaptively reused historic properties to achieve sustainability and climate resiliency goals during the reporting period?
- Has your agency increased over the past three years the number of historic buildings that have been retrofitted to improve operational energy efficiency?

The Trust is a recognized leader in [sustainable design and rehabilitation of historic properties](#). The agency's adopted codes, standards and guidelines include several requirements that mandate sustainable design for all projects in the Trust's jurisdiction, including rehabilitation of historic properties. The Trust has carried LEED standards for all large rehabilitation projects since 2010, and as of 2023, 30 projects have been LEED-certified, including the Public Health Service Hospital District, one of the first LEED-certified historic neighborhoods (LEED-ND) in the country.



Figure 212: Public Health Service Hospital neighborhood ca.1932



Figure 223: Public Health Service Hospital, after rehabilitation

For energy conservation, the Trust uses the 2018 IECC (International Energy Conservation Code) and California Energy Code, 2019 CCR, Title 24, part 6, which standardizes and sets minimum performance criteria for energy use. For commercial building projects, the Trust requires a minimum Leadership in Energy and Environmental Design (LEED) Silver Certification for existing and historic buildings, and LEED Gold Certification for any new construction and major renovations. For residential buildings in Area B, the Trust requires adherence to CALGreen CCR T-24, part 11 section 4, which sets sustainable residential performance standards, and signals to the Trust's residential tenants the agency's commitment to sustainable design.

The Trust has begun a transition to all-electric rehabilitation projects, and conversion of existing building systems from gas to electric. The effort aims to decarbonize the park's 1,500 residential units and hundreds of workplaces by developing the infrastructure to support all-electric appliances, water heaters, and HVAC systems. A recent example is the rehabilitation of the East Mason Street Warehouses complex, an 84,000 sq/ft collection of seven World War I-era warehouses that will become multi-tenant office spaces. The \$30M Trust-sponsored project will include all electric HVAC systems, avoiding installation of natural gas service – a first for a project of this scale in the Presidio.



Figure 234: Mason Street Warehouses prior to rehabilitation

- Has your agency used full life-cycle accounting to value the embodied carbon in historic buildings when considering rehabilitation versus new construction?
- Has your agency faced resistance to reuse of historic properties due to the perceived incompatibility of preservation with sustainability and climate resiliency goals?
- Has your agency seen a reduction in sustainability performance (e.g., reduced energy efficiency, increased carbon-intensive materials use, or failure to integrate renewable energy) as a result of historic rehabilitations needing to comply with the Secretary of the Interior's Standards for the Rehabilitation of Historic Properties?

These topics will be addressed by the Trust's sustainability program, the development of which will launch in FY24. Further details and results will be included in future Section 3 reports.

9. How do your agency's historic federal properties contribute to local communities and their economies, and how have their contributions changed over the reporting period?

- How do you consider impacts to local communities and economics in your asset planning? Has consideration of local economic development and job creation in your asset planning changed over the last three years? If so, how?

The Presidio's post-to-park transformation would not have been possible without the support of public-private partnerships, especially given the agency's Congressional mandate of financial self-sufficiency. Between 1998 (when the Trust began its work) and 2013 (its self-sufficiency deadline) the Trust attracted \$1.6B in investments into its assets. For every \$1 of public money, \$4 of private funds were invested into the park during this period. Since then, the agency has generated tens of millions in revenue each year, which have in turn been invested back into the Presidio's assets and operating functions.

The Presidio's financial model relies on revenue generated on site by reused and leased – primarily historic – buildings, which have a proven track record as economic engines for the park. In FY22 the Presidio had residential occupancy rates of 96% and commercial occupancy rates of 95%. Commercial rents generated \$37M and residential generated \$63M in income for the agency in FY22. Commercial rents were 20% higher than rents for similar space in surrounding San Francisco. The Presidio Golf Course – a contributing feature to the NHLD - sold a record 77,000 rounds of golf last year, exceeding the historical average of

60,000 rounds. Two Trust operated hotels in historic buildings - the Inn at the Presidio and Lodge at the Presidio - also saw increasing demand, with total occupancy over the full year of 81%.

Trust has more than 200 commercial tenants, and 7,000 people live and work in the park, the majority of which use rehabilitated historic properties as residences or places of business. Building rehabilitation projects financed and facilitated by the Trust contribute to employment within the Bay Area-wide preservation community, including architects, engineers and specialty preservation trades people. Maintaining the park's building stock of just under 6M sq/ft of built space and hundreds of acres of landscape contributes to the employment of 280+ Trust staff and service contracts. Overall, the reuse of the Presidio's hundreds of buildings – rather than leaving them vacant or removing them – has created a substantial economic benefit to the local community.

- Does your agency use its historic properties for educational purposes, such as to support or sponsor historic preservation trades training? If so, please describe these programs and how they have supported your agency over the reporting period.

The pandemic greatly reduced the amount of training partnerships and programs that the Trust's cultural resources staff had maintained in years prior. Nevertheless, staff hosted dozens of visits and outdoor tours during this period to showcase the rehabilitation projects that proceeded during this challenging period. As the pandemic era recedes, Trust staff looks forward to reviving its trades training and educational programming for partner organizations and agencies, and will report on progress in the next Section 3 report.

- Does your agency use historic properties to foster heritage tourism, when consistent with agency mission? If so, please describe any new heritage tourism efforts during the reporting period and whether they include public access to historic properties. Include any examples that promote diversity and equity in the use of historic properties for heritage tourism.

The Presidio is part of the Golden Gate National Recreation Area (GGNRA), which was created in 1972 as part of a movement to bring national park experiences closer to where most Americans live – in cities. The GGNRA places special focus on serving people who have historically not felt welcome or safe in national parks, including people of color, people from low to middle income households, and people with disabilities. Specifically, the Trust has set a target that the racial and income demographics of park visitors should mirror that of the surrounding Bay Area.

To measure results, each year the Trust conducts extensive research to understand the volume and demographics of visitors, and to determine if they are enjoying their experience. In 2020 during the pandemic, the park experienced a marked decline in national and international visitors while remaining a critical outdoor space providing recreation and open space for local residents. Research for calendar year 2021 indicated that park visitation was recovering from the COVID downturn; the Presidio welcomed 7.4 million visits in 2021 compared with 6.3 million the year prior; 2022 saw 9.6 million visitors. While those numbers were still below the 10.1 million visits the park hosted pre-pandemic in 2019, the trend is moving quickly in a positive direction. The diversity of Presidio visitors has continued to map closely to Bay Area demographics in terms of ethnicity and income, though the agency aims to expand and sustain outreach to the Latinx and Asian communities and to people with disabilities. Agency research revealed that 7.4 out of every 10 Bay Area residents who visited the Presidio within the last three years are likely to recommend visiting the Presidio to friends and families. Visitors are motivated by scenic views, experiences of nature, a respite from the stresses of city life, and access to recreation.



Figure 245: Visitors on the historic Main Parade ground, 2021

In 2020, due to the global pandemic, the Trust made the difficult decision to close the park's primary interpretive center: the Presidio Officer's Club. Since September 2021 when the agency re-opened the Officers' Club one day a week, 5,000 people have visited the history exhibitions created by the Trust's curation staff. At the Spanish-colonial archaeological site *El Presidio*, Trust archaeologists practice "public archaeology", conducting their research investigations while actively engaging visitors and describing their work. In addition, National Park Service rangers began offering regular weekend history talks at Presidio Tunnel Tops around the campfire.

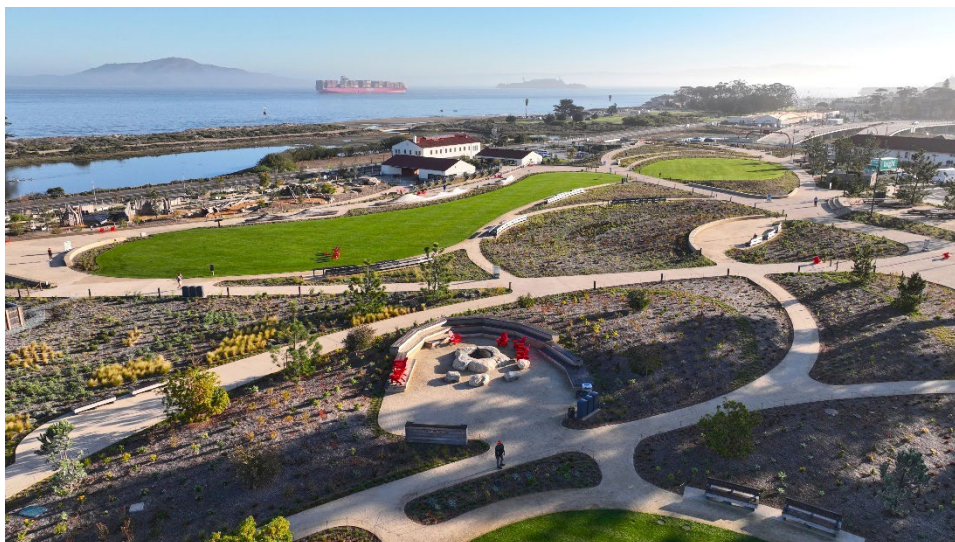


Figure 256: Tunnel Tops nearing completion. Image courtesy James Corner Field Operations



Figure 267: Exhibit in the Officers Club, 2021. Image courtesy vpimages

SUCSESSES, OPPORTUNITIES, AND CHALLENGES

10. Provide specific examples of major successes, opportunities, and/or challenges your agency has experienced during the past three years.

- Identify particular successes or challenges your agency has experienced in the incorporation of equity and climate change adaptation/mitigation into the identification, protection, and use of historic properties.
- Describe any policies or programs the agency has developed to prepare for current or future infrastructure funding or projects during the reporting period.
- Include examples of how partnerships have been used to assist in their historic properties stewardship.
- Case studies that highlight or exemplify agency achievements should include images or other graphics if available.

Deferred maintenance of a complex system of infrastructure, buildings, and landscapes constitutes one of the biggest challenges the agency faces in the years ahead. When the Presidio became a national park site more than two decades ago, the Trust inherited a large, deferred maintenance backlog. Today, the agency manages more than 800 buildings; operates electrical, wastewater, drinking water, and telecom utilities; maintains miles of roads, trails, and sidewalks; and sustains more than 900 acres of gardens, forest, lawns, and natural areas. While the Trust manages the interior 80% of Presidio lands, it is also responsible for maintaining utilities for the entire park, including for the coastal portion of the Presidio managed by the NPS. While the Trust has renovated about 80% of the Presidio's building space, a substantial deferred maintenance challenge remains. In 2019, the Trust inventoried the buildings, landscapes, and infrastructure it is responsible for and estimated the cost to upgrade park assets to be well over \$400M; that number grows each year with inflation and is currently estimated at just over \$500M.

In 2023, the Trust received a \$200M appropriation from Congress to begin addressing this significant deferred maintenance backlog. A primary focus for this funding will be to upgrade the Presidio's electrical systems from 4 to 12kv, replace electrical substations, underground overhead lines, and renew a portion of its wet utilities (e.g. water, storm and sanitary sewer systems). The agency is also exploring the installation of solar panels and batteries that generate and store clean electricity using matching grants. Planning work is underway, with the work scheduled for 2024-2026. Future Section 3 reports will detail the agency's accomplishments in addressing this critical task.

The Presidio's historic building rehabilitation projects have received more than 30 awards over the years, including ten from the California Preservation Foundation and two California Governor's Awards, as well as awards from the California Heritage Council and the National Trust for Historic Preservation, among others. Recent awards include the 2021 California Preservation Foundation Preservation Design Award for Rehabilitation for the Presidio Theatre, and the 2022 American Society of Civil Engineers (ASCE) Outstanding Parks and Recreation Project award and Outstanding Urban or Land Development Project award for the Presidio Tunnel Tops. See below for brief case studies on these two successful projects.

In 2019, the Presidio became the first and only park in the U.S. to earn a [Green Flag Award](#). Founded in 1996 in the United Kingdom, the aim of the Green Flag Award is to ensure that everyone has access to a quality green space to enable healthy lifestyles. The designation allowed the Presidio to join over 2,400 parks and green spaces in 17 countries, including sites in Australia, Mexico, Europe, and the United Arab Emirates. In November 2022, an extensive re-evaluation was conducted by professional peer judges from the park sector who inspected the Presidio's facilities, reviewed management and marketing material, and met with park managers. The Presidio ranked within the highest scoring bracket for the award, with an increase in overall score, earning a recertification of the award. Improvements in 2022 were driven by key landscape project completions at the Presidio Tunnel Tops, Quartermaster Reach and Battery Bluff, as well as the new strategy and branding charter of "Forever Park" which aspires to preserve the Presidio as a national park site in perpetuity.



Figure 27: Presidio Trust staff proudly displaying the Green Flag Award Banner on the Main Post

Case Studies

Tunnel Tops & Battery Bluff

Following completion of the Doyle Drive/Presidio Parkway project in 2019, the Trust began construction on two landscape areas that together have transformed the northern edge of the NHL and helped welcome millions of visitors to the park.

The innovative design of the Presidio Parkway provided an opportunity to create 14-acres of new parkland on and around the eastern set of highway tunnels, reconnecting the waterfront to the center of the Presidio for the first time in eight decades. To make sure the new destination would be welcoming and accessible to people of all ethnicities, incomes, and abilities, in 2014 the Trust, the NPS, and the Golden Gate National Parks Conservancy began gathering ideas and feedback from the public. The Trust also launched an international competition to find a team to work with the community on design, selecting with James Corner Field Operations, the team behind New York's High Line. More than 10,000 people

participated in the planning process. Once the design was complete, the Golden Gate National Parks Conservancy, raised \$98M for the project from generous donors to make the project possible, with the Trust providing an additional \$20M in funding. In July 2022, three years of construction ended with the opening of Presidio Tunnel Tops.

Located next to the Presidio Visitor Center and the Transit Center, Presidio Tunnel Tops features picnic sites, gardens and meadows, and scenic overlooks with spectacular Golden Gate Bridge, Alcatraz, and downtown San Francisco views. It's designed to be approachable for first time visitors and an ideal jumping off point for other activities in the Presidio. Presidio Tunnel Tops also connects youth to nature, history, and the outdoors. It features a two-acre outdoor playground – the Outpost – where kids connect to the natural and cultural history of the Presidio through play. A nearby indoor Field Station features objects, field specimens, tools, and reading resources that engage the senses and spark curiosity. And the youth development programs of the Golden Gate National Parks Conservancy and the National Park Service returned “home” to an expanded campus at Presidio Tunnel Tops with new classrooms in a rehabilitated 1939 commissary building, labs, and an outdoor courtyard.



Figure 287: Looking north over the Main Post and Tunnel Tops. Image courtesy Chris Corner, Presidio Trust



Figure 298: Looking northwest at the Outpost play area between Tunnel Tops and Mason Street



Figure 309: Crissy Field Center youth environmental education campus at Tunnel Tops, Credit Russell Bombon, Golden Gate National Parks Conservancy

Battery Bluff is a six-acre picnic site and vista point the Trust built atop the western set of Presidio Parkway tunnels near San Francisco National Cemetery. Its name references the four historic coast artillery gun batteries located here – Blaney, Baldwin, Slaughter, and Sherwood. Built by the U.S. Army between 1898-1903, these gun batteries were intended to protect San Francisco Bay from naval attack. Over decades, the batteries became damaged due to weather, neglect, and graffiti, and were partially buried by the construction of Doyle Drive in the 1930s. The Trust led a project to partially uncover and repair the batteries, remove graffiti, and install interpretive waysides. The batteries are now available for the public to experience up close for the very first time. Battery Bluff also features picnic tables and three scenic overlooks with dramatic Golden Gate Bridge and bay views. The landscape includes 100,000 native and ornamental plants that bring seasonal color and conserve water. A new multi-use section of the Presidio Promenade trail through the site allows walkers and bicyclists to travel safely to the Golden Gate Bridge, filling in the final gap in this off-road trail. Battery Bluff opened to visitors in April 2022 and immediately became a popular park destination.



Figure 31: Battery Slaughter shortly after uncovering, prior to graffiti removal and rehabilitation.



Figure 32: Looking southeast at Battery Bluff park nearing the end of construction.



Figure 33: Looking northwest from the picnic area at Battery Bluff. Battery Slaughter in the background



Figure 34: Rehabilitated Battery Blaney, looking northeast from the Presidio Promenade trail.

Presidio Theatre

In 1939 the U.S. Army constructed Building 99 as a single screen movie theatre and assembly space using WPA funds. The building remained in use as a movie theatre up through the departure of the army in 1994. In 2015, the Trust began negotiating with a prospective tenant on plans to rehabilitate and adaptively reuse the Presidio Theatre as a live performance space using the Federal Historic Preservation Tax Credit Program. The proposal included a full seismic, code, life safety and systems upgrade of the theatre, addition of two small pavilions on the west side of the building, a rear addition, build out of the unfinished basement for back of house uses, restoration of select interior finishes and features, and relocation of the proscenium in order to extend the stage depth to accommodate the new live performance use.

The Trust, in partnership with tenant and project sponsor the Margaret E. Haas Fund, hosted a groundbreaking ceremony in September of 2017. The newly transformed Presidio Theatre opened to the public as a performing arts center in September 2019, featuring a 600-seat theatre with state-of-the-art technical equipment, a pavilion and courtyard for events, large rehearsal space and other amenities. The Theatre project was funded by a \$30M gift from the Margaret E. Haas Fund, which succeeded in returning it to the community for a wide variety of uses including live music, theater, dance, film, lectures and events. After a difficult several years during the pandemic, the Theatre celebrated its fourth anniversary earlier this month, and has returned to a full program of events.



Figure 35: Presidio Theatre at the start of rehabilitation

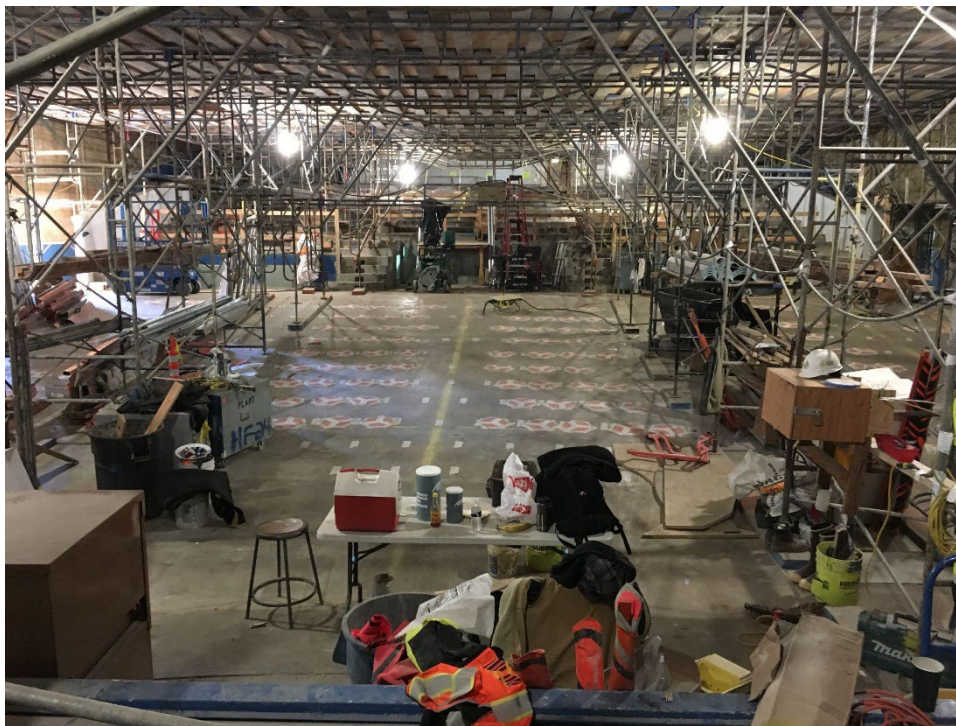


Figure 36: Interior of Presidio Theatre during rehabilitation, seating removed.



Figure 37: Seating reinstalled as rehabilitation progressed.



Figure 387: Presidio Theatre open and welcoming guests