

PRESIDIO TRUST

January 30, 2026

Julianne Polanco, State Historic Preservation Officer
Attention: Mark Beason
Office of Historic Preservation
1725 23rd Street, Suite 100
Sacramento, CA 95816

Reid Nelson, Executive Director
Attention: Alexis Clark
Office of Federal Agency Programs
Advisory Council on Historic Preservation
401 F Street NW, Suite 308
Washington, DC 20001

David Szymanski, Regional Director
Attention: Elaine Jackson-Retondo
National Park Service – Regions 8, 9, 10, and 12
333 Bush Street
San Francisco, CA 94104

David Smith, General Superintendent
Attention: Alison Forrestel
Golden Gate National Recreation Area
Building 201 Fort Mason
San Francisco, CA 94123

Reference: 2025 Annual Report on Activities under the 2014 and 2025 Presidio Trust Programmatic Agreements, the Presidio of San Francisco National Historic Landmark District, San Francisco, California

Pursuant to Stipulation XIV/XV of the Presidio Trust Programmatic Agreement (PTPA, 2014/2025), enclosed is the 2025 Annual Report of activities conducted under that Programmatic Agreement.

In early June of 2025, the Trust celebrated final execution of our new Programmatic Agreement. The entire agency, and especially our Planning & Compliance team, are grateful to our program partners for your diligent consultation on this document, which began in December 2023. The effort satisfied each of the Trust's key goals of securing a new 10-year agreement, retaining our essential streamlined processes, and incorporating the remaining provisions of Main Post Update PA into the new document. We also greatly benefited from recommended process improvements, clarifications, and additional opportunities for engagement that came out of the

consultation, thanks to contributions from each participant. The project culminated on December 6 with the Presidio Historical Association's (PHA) decision to sign the agreement as a concurring party. A participant in the Trust's original 2002 agreement, the PHA's return to a partnership role in the Trust's preservation program was a welcome outcome of the process; we look forward to working with all parties over the next decade under this PA and thank you for your contributions.

The enclosed report documents all compliance decisions, including Appendix A, administrative and full reviews for the calendar year 2025. Between January and December 2025, Trust preservation professionals reviewed 146 projects through Stipulation IV of the PA (commonly referred to as the "N²" process). Of these, 44 were reviewed at the administrative level and 9 at the full level of review; 70 constituted updates to existing project records. The Trust reviewed nearly 700 "repetitive or low impact activities" through Appendix A of the PA. Appendix A includes actions such as preventative maintenance in support of residential unit turns, upgrades of existing utilities, routine landscape maintenance and other such low impact activities. The historic compliance team also determined that 23 submitted projects did not constitute undertakings and thus did not warrant review per Stipulation IV.A.1.a.

The N² team that participates in the agency's project review process is currently comprised of seven preservation professionals that meet the Secretary of Interior's standards for Archaeology, Historic Architecture, and Architectural History. There were no staffing changes to report in 2025. The group of historic preservation staff regularly involved in full N² reviews last year is composed of archaeologists Kari Jones, Claire Yancey and Edward DeHaro; Federal Preservation Officer Rob Thomson and Historic Compliance Coordinator Lauren Golden. Curator Liz Melicker is joined on the Curation team by Collections Specialist Ashley Saeturn, and Sam (Samantha) Chow who supports the team as a Collections Specialist contractor. Three additional staff in the Trust's Department of Capital Projects, responsible for managing the design and construction efforts in the park, meet the Secretary of the Interior's Professional Qualification Standards for Architecture: Brynn McMillan, Genny Bantle, and Teddy Huddleston. The Trust historic compliance team maintains a strong working relationship with our colleagues in the Building Stewardship Department through weekly meetings and frequent in-field collaborations. By integrating our workflow with that of the Trust's building trades, we provide prompt feedback and efficient internal consultation on their day-to-day work including turns, preventative maintenance and corrective service orders on the Presidio's historic buildings.

The Trust made substantial progress on the rehabilitation and leasing of three Main Post buildings, which we reviewed in 2023. Our contractors delivered Building 40 (Bachelor Officers' Quarters, 1941) in July, and it is now fully leased by small (1-2 room suite) office users. Construction on Building 2 (Wright General Hospital, 1864) wrapped up in December, with the tenant (Ada Clevenger School) taking possession in mid-January 2026 and targeting opening as a K-8 school later this fall. Finally, the rehabilitation of Building 102 (Enlisted Men's Barracks, 1896) will conclude in early 2026 with occupancy as a multi-tenant office building unfolding over the course of this year. In addition to these three Trust-led projects, a tenant (d.b.a. The Mess Hall) kicked off construction at Building 201 (Quartermaster Storehouse, 1896) in early December, with the goal of opening as a restaurant adjacent to Tunnel Tops by mid-2026. These four projects collectively

represent a big step forward in completing the full rehabilitation and occupancy of the Main Post's historic buildings.

The historic compliance team reviewed numerous tenant improvement projects involving historic buildings and spaces, while also focusing on monitoring the rehabilitation of the four major building projects in the Main Post mentioned above. In 2023 the Trust and its contractors finished rehabilitation of the East Mason Warehouses, a nearly 90,000 sq/ft, seven-building warehouse complex originally built between 1917-19. This project adaptively reused the formerly vacant buildings and associated site for office/commercial occupancy by multiple tenants. The design approach delivered fully rehabilitated and structurally upgraded “warm shell” buildings with common cores and systems, which are now fully leased. In 2025 the Trust reviewed two office tenant fit outs, which also completed construction in the calendar year. HeyDaily/Wordware (tenant) occupied half of Building 1185 after inserting conference and board rooms, and a kitchenette into the building's original open-plan warehouse configuration. At neighboring Buildings 1183 & 1186, tenant Eternal Life incorporated their health, wellness, and fitness business program by adding desks, conference rooms, a kitchen and kitchenette, open exercise areas for clients, and smaller rooms for health and fitness evaluations. Pet Food Express (retail tenant) opened for business in May in Building 1188 (TI project reviewed in 2024) and the remaining three buildings will be built out by another office tenant sometime in 2026 or 2027 (specific proposals to come). In all, the East Mason Warehouses project has met all the Trust's leasing and preservation goals, activating a significant cluster of formerly vacant buildings on the Presidio's northern waterfront.

Elsewhere in the Presidio, a general contractor tenant (DowBuilt) upgraded Suite B in the eastern half of Building 572 (Enlisted Men's Barracks, 1903) for their use as office space. The Serra Preschool, an existing childcare provider tenant in Building 7 Funston expanded into neighboring Building 6 (Field Officer's Quarters, 1862), previously occupied by an office user. Another long-time tenant, Presidio Sport and Medicine made minor interior modifications to Building 1162 (Warehouse, 1919) to consolidate their rented space from two units to one and upgrade code-required HVAC, fire alarm, and sprinkler systems. At Fort Scott, the World Economic Forum, tenants Buildings 1201 (Post Administration, built 1912) and 1202 (Enlisted Men's Barracks, built 1910), enhanced their safety, communication, and access control systems at key building entrances. Playgroup School, tenant in Buildings 1818 & 1819 (Laboratories, 1932) in the Public Health Service Hospital District, proposed a similar set of improvements to their two building preschool campus. Main Post restaurant tenant Dalida made plans to convert a portion of their rear lawn area at Building 101 (Enlisted Men's Barracks, 1895) into a fully accessible herb garden for kitchen use, in keeping with treatment recommendations in the West of Main Parade Cultural Landscape Report (2011). Finally, FEMA (Federal Emergency Management Agency, tenant) made minor modifications to their leased portions of buildings 1163 & 1167 (Warehouses, 1919) for office use, relying on cubicle type partitions to preserve the largely open floor plan and adding a small kitchenette.

2025's Trust-led projects included demolition of two non-historic buildings as anticipated under PTMP, associated tenant relocation, and various maintenance activities. The agency completed

plans for the removal of a vacant, three-story residential building (1028 Girard Road), and single-story storage building (1027, currently occupied by the US Park Police) in the Letterman District. Both were aging and underutilized buildings that pose long-term financial, operational, and safety challenges. Current plans call for the relocation of the US Park Police and their existing evidence storage facility to Fort Scott Building 1227 (Storehouse and Paint Shop, 1917), on which the Trust performed investigative demolition to prepare for its rehabilitation in 2025. Following the successful rehabilitation of Building 40 (Bachelor Officer's Quarters, 1941) as part of the Main Post Development projects the Trust will create an outdoor amenity space for tenants on an existing paved area south of the building by installing picnic tables, a row of self-watering raised planters, and leisure space using the 2,200 square foot area between buildings 40 and 41. The area will be separated from the parking lot with logs and additional raised planters.

In response to market shifts in roofing materials used by the Trust for decades, the agency piloted three new roofing materials on historic buildings in 2025. The red, three-tab asphalt shingles used by the Army and the Trust on hundreds of buildings throughout the Presidio are no longer manufactured commercially and are now only available by special, small run order. Given the material cost increase, and the poor durability of the product, the Trust selected a fiberglass-based asphalt shingle for use as a pilot project at two red-roofed locations (Buildings 1773/Water Filtration Plant, 1910, and 1310/Officers Quarters, 1910) and a gray product on three identical Colonial Revival duplexes on East Reilly Avenue (124, 125, & 126, Non-Commissioned Officer's Quarters, 1909), which were originally clad in gray slate. Another residential building with flat clay tile roofing material (Building 732, Enlisted Family Housing, 1939) will receive a new compatible product that matches the existing tile type, material, size, and color. The Trust will evaluate these new roofing products for performance and visual compatibility at each location before using them elsewhere in the NHLD.

Landscape project highlights in 2025 included the long-awaited opening of Outpost Meadow, a 1.5-acre area adjacent to Tunnel Tops, following two years of construction. The picnic area was carved out of a portion of the non-historic Building 610 (Sports Basement) retail tenant's parking lot and features spectacular views, picnic tables, grills, lawn areas, and ornamental landscaping. Following replacement of underground storm and sewer utilities in the historic Storey Avenue neighborhood at Fort Scott (Non-Commissioned Officer's Quarters, built between 1912 and 1933) the Trust renewed the residential buildings' surrounding landscape and repaved the surrounding streets. At the eastern segment of the Presidio Promenade, a roughly 3.5 acre sloped landscape area south of Letterman Drive across from the non-historic Letterman Digital Arts complex, the Trust will replace the large, water intensive lawn with demonstration gardens, low water use meadow and buffer plantings, and mulch around trees. The total irrigated lawn will be reduced from 80% of the total area to 15%. Trail improvements through the area will include pavement markings to denote the former SF MUNI trolley line that terminated near building 558 in the twentieth century.

Ongoing efforts to rehabilitate the Presidio's approximately 300-acre historic forest were ongoing in 2025, with work in three stands located across the park. At Cavalry Bowl the Trust removed approximately 40 trees (a mix of Monterey pine, Monterey Cypress and blue gum eucalyptus) in

.95 acres and replanted approximately 100 to 150 mixed conifer and hardwood tree seedlings. At the intersection of Arguello Boulevard and West Pacific Avenue the Trust selectively removed dead and smaller competing Eucalyptus and invasive understory in a .95 acre area to increase the health of the stand. Finally, the Trust removed approximately 60 blue gum eucalyptus trees within a two-acre area of historic forest west of Lincoln Blvd. between Hoffman St. and Armistead Rd. (east of 1259-1280 Lendrum Court). The project addressed the risk of tree falls on Lincoln Blvd. a major thoroughfare, while replanting with eucalyptus and native understory will preserve the historic character of the stand, reducing fire risk and increasing biodiversity.

Ecological restoration efforts under the Presidio's Vegetation Management Plan continued in two areas of the park: the Central Tributary of the Tennessee Hollow Watershed and the western dunes. At Central Trib, the Trust removed aging, non-native Monterey Pines, in proximity to housing and the popular Ecology Trail, and then revegetated the 1.75-acre site with live oak woodland and coastal scrub species, consistent with the Vegetation Management Plan. At a 2.4-acre site between Lincoln and Washington Boulevards, south of the World War II West Coast Memorial, facing the Pacific Ocean, the Trust removed aging Monterey pines and replanted the area with native dune species including the endangered San Francisco lessingia. Nearby, the Trust also finalized plans for a long-planned project to fill the non-contributing (per a 2015 consultation effort) Nike Missile magazines with soil to eliminate safety concerns associated with the three vacant magazines.

In October, per the terms of Stipulation III.B.2 *Analysis of Historic Properties*, I notified this group of the Trust's intent to prepare a Cultural Landscape Report (CLR) for the Presidio Golf Course. The CLR project is now well underway with the architecture firm MIG leading the report preparation. Ultimately, the CLR will support the Trust's efforts to direct Presidio Golf Course concessionaires in their work to maintain and operate the 150-acre NHLD contributor in a manner that maintains its historic integrity. The next step, per Stipulation III.B.2.a, will be for the Trust to circulate a draft of the CLR to signatory parties for a 30-day review and comment period; we remain on schedule for a March/April 2026 submittal, so please be on the lookout for that later this spring.

Archaeology staff worked with Presidio Trust planning staff and outside contractors to support several projects within the Presidio in 2025. Most archaeological support was focused on projects that had been initiated in previous years or activities that are part of regular Trust operations, and no new archaeological management documents were prepared. Archaeological Specialists Claire Yancey and Edward De Haro reviewed over 170 excavation clearance (dig permit) applications in 2025 and provided archaeological monitoring for the 60 new projects located in archaeologically sensitive areas. Many of these efforts were related to the Trust's infrastructure rehabilitation work, including paving renewal and utility service replacement. Archaeologists also supported the Trust Forestry team's projects, along with the Storey Avenue pavement work, utility replacements, and landscape upgrades described above, in addition to smaller-scale landscape and tenant improvement projects parkwide. Additionally, multiple projects from previous years continued to require archaeological support, including rehabilitation of Buildings 2 and 40, and Outpost Meadow. Elective archaeological research excavation within the Presidio remained on hiatus for the 2025 due to the high volume of projects requiring archaeological monitoring support. The site

of *El Presidio*, a Spanish-colonial site and contributing area to the Presidio NHLD remains buried, as it has been since December 2023, in keeping with the Trust's preservation goals.

As in previous years, Trust archaeology staff participated in public outreach opportunities and partnerships both inside and outside the park to share our work with organizations and the public. Claire Yancey, Edward De Haro and other Trust staff were visited by over 1,600 people at the Bay Area Science Festival held at UCSF in October. Archaeology staff provided behind the scenes tours for multiple groups, including Golden Gate National Recreation Area and Golden Gate National Parks Conservancy staff, Pacific Gas and Electric Company cultural resource specialists, the United Education teachers group, students from California State University East Bay, and veterans employed by the Veterans Curation Program in San Mateo. Archaeologists also collaborated with Curation and Historic Preservation colleagues to lead a tour of the Archaeology Lab and Curation facility for the California Associations of Museums conference. Staff presented their research at the American Historical Association - Pacific Coast Branch's 2025 conference and operated a public-facing information table at the well-visited Presidio Field Station for several weeks. Finally, the Presidio Archaeology Lab staff had a lot of fun serving as experts for several middle school groups participating in the nation-wide Lego Robotics Challenge, which had an archaeology theme this year.

The Presidio Trust's curation program manages the agency's collections, generated by agency resource management activities, and its exhibitions housed in the Officers' Club. The Trust's archaeological collections currently consist of approximately 1.1M material remains, 100 LF of associated records, and 100 GB of digital data, with an annual growth rate of up to 4%. All permanent collections are curated on site at the Presidio Trust's Curation Facility, which meets the specifications of 36 CFR Part 79. Due to stabilized staffing, the Trust team made substantial strides in 2025 to address critical aspects of deferred collections care and expand process improvements, all while fulfilling ongoing preventive conservation activities. The Trust continued to follow its 2023 Collections Management Plan (CMP), including clearing our acquisitions review backlog significantly increasing the percentage of formally accessioned collections, and making the collection more accessible by producing finding aids. In 2025, the Trust's archaeological collections were used internally and externally for exhibition, teaching, public interpretation, scientific analysis, and scholarly research in keeping with 36 CFR Part 79. Two outgoing loans, one to the National Park Service—San Francisco Maritime Museum and one to the California State Museum, share Trust collections with thousands of members of the public in exhibitions at the borrowers' exhibition facilities in San Francisco and Sacramento, respectively. Exhibitions at the Presidio Officers' Club and Presidio Archaeology Lab Gallery, developed and managed by the Trust, continue to be the primary way in which the agency makes its collections available to the public. Exhibitions at the historic Presidio Officers' Club were open three days per week and served 12,992 visitors during fiscal year 2025. Curator Liz Melicker continues to support our NPS colleagues as the Trust representative to the GGNRA Museum Advisory Committee; in 2025, a reciprocal invitation to sit on the Trust's Collections Committee was extended to GGNRA Curator Amanda Williford; it has yet to be realized due to the government shutdown but will commence in 2026.

Historic Compliance staff engaged in several training activities in 2025, both in collaboration with Trust staff and with outside organizations. In April, Trust landscape and buildings project management staff joined me for an introduction to cultural landscape documentation practice, and a site visit to the Public Health Service Hospital district to discuss application of treatment recommendations from the 2004 Cultural Landscape Report. In late 2024, the Trust's hired a new Permitting Manager, Hamed Zadran, and a new Fire Marshall, Matt Epstein. Over the course of 2025, the Historic Compliance team helped onboard new staff with supplemental training about the California Historic Building Code (HBC), its use, and the ways the Trust has used the code in rehabilitation projects throughout the park. This coincided with Hamed and Matt taking a three-part HBC course offered by the California Preservation Foundation. Finally, the Trust hosted NPS-GGNRA cultural resources staff and their program partners, the Concrete Preservation Institute Foundation, in December to review historic wood window rehabilitation specifications and techniques, using a 1932 residential unit as a case study.

In November, the Trust initiated consultation under Stipulation IV.C.2 of the 2025 PTPA on the Letterman Residential project, which proposes to construct a mix of 196 studio, one-bedroom, and two-bedroom apartments in six new buildings adjacent to the historic Letterman General Hospital. We look forward to consulting with your offices on this undertaking in 2026, along with our usual cadence of projects. I will also be in touch later this quarter to offer a meeting to discuss activities carried out under the PA during 2025 and activities scheduled for 2026, per Stipulation XV.E of the new agreement. I look forward to this opportunity in the new year, and thank you for your continued support of our efforts to preserve the historic resources of the Presidio.

Best regards,



Rob Thomson
Federal Preservation Officer, Presidio Trust

CC: Peg DiGiammarino, President, Presidio Historical Association



**PRESIDIO
TRUST**

Cultural Resource Management 2025 Annual Report

Report on Activities under the 2014 & 2025 Presidio Trust Programmatic Agreement
Presidio of San Francisco National Historic Landmark District
San Francisco, California

Contents

Figures.....	1
1 The Presidio Trust N ² Review Process.....	2
1.1 NEPA and NHPA Compliance	2
1.2 N2 Project Screening Form	4
1.3 N ² Meeting	4
1.4 Categorical Exclusion	5
1.5 Certificate of Compliance.....	6
2 Projects Reviewed under Stipulation IV in 2025.....	7
2.1 Trust Directed Projects	7
2.1.1 Rehabilitation and Tenant Improvements.....	8
2.1.2 Maintenance and Stabilization	9
2.1.3 Landscape and Conservation	13
2.1.4 Transportation and Utilities.....	16
2.1.5 Property Management and Visitor Services	18
2.2 Tenant Directed Projects	21
2.2.1 Rehabilitation and Tenant Improvements.....	21
2.2.2 Cell Tower Modifications	23
3 Projects Reviewed Under Stipulation IV and Requiring Additional Consultation.....	24
4 Agreement Document Updates	25
4.1 Presidio Trust Programmatic Agreement (PTPA).....	25
5 Identification, Evaluation, and Documentation of Potential Historic Properties	25
6 Archaeology Program.....	26
7 Curation Program.....	28
8 SOI Qualified Staff and Professional Development	30

Figures

Figure 1: N2 process.....	3
Figure 2: Rehabilitated east porch of Building 2, Old Post Hospital	7
Figure 3: Interior of rehabilitated Building 40. Image courtesy of Mikiko Kikuyama	7
Figure 4: Building 102 central stair reconstruction underway	7
Figure 5: Rehabilitated west facade of Building 2, Old Post Hospital.....	7
Figure 6: East Reilly Avenue residences after installation of grey asphalt shingle pilot.....	11
Figure 7: Existing and replacement tiles during pilot tile selection for 732 Liggett	12

Figure 8: Looking west from Tunnel Tops at the new Outpost Meadow area. Image courtesy of Darius Riley..... 13

Figure 9: Interior of 1185B HeyDaily/Wordware Tenant Improvements 21

Figure 10: Interior of 1186, Eternal Life Tenant Improvements 21

Figure 11: Rendering of proposed Letterman Residential Project at Girard, looking east..... 24

Figure 12: Presidio Golf Course..... 25

Figure 13: Presidio Staff staying warm at building 1801 (Public Health Service Hospital) during their cultural landscape field trip in April 2025 30

Figure 14: Presidio Trust and GGNRA Staff discuss wood window rehabilitation in December 2025 31

Figure 15: Trust Archaeologists Edward DeHaro and Claire Yancey speaking to visitors from the California Association of Museums in February 2025..... 31

1 The Presidio Trust N² Review Process

1.1 NEPA and NHPA Compliance

The Presidio Trust manages and maintains Area B of the Presidio of San Francisco, a component of the Golden Gate National Recreation Area and a designated National Historic Landmark District. As a federal agency, the Trust combines its National Environmental Policy Act (NEPA) and National Historic Preservation Act (NHPA) Section 106 review requirements into a streamlined review process referred to as the N² Process.

The Presidio Trust considers environmental factors in its decision-making process within the requirements set forth in the National Environmental Policy Act (NEPA) (Pub. L. 91-190, 42 U.S.C. 4321 et seq.), the Fiscal Responsibility Act of 2023 (FRA), Executive Order 14154, 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 2025 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

Presidio Trust N² Review Process

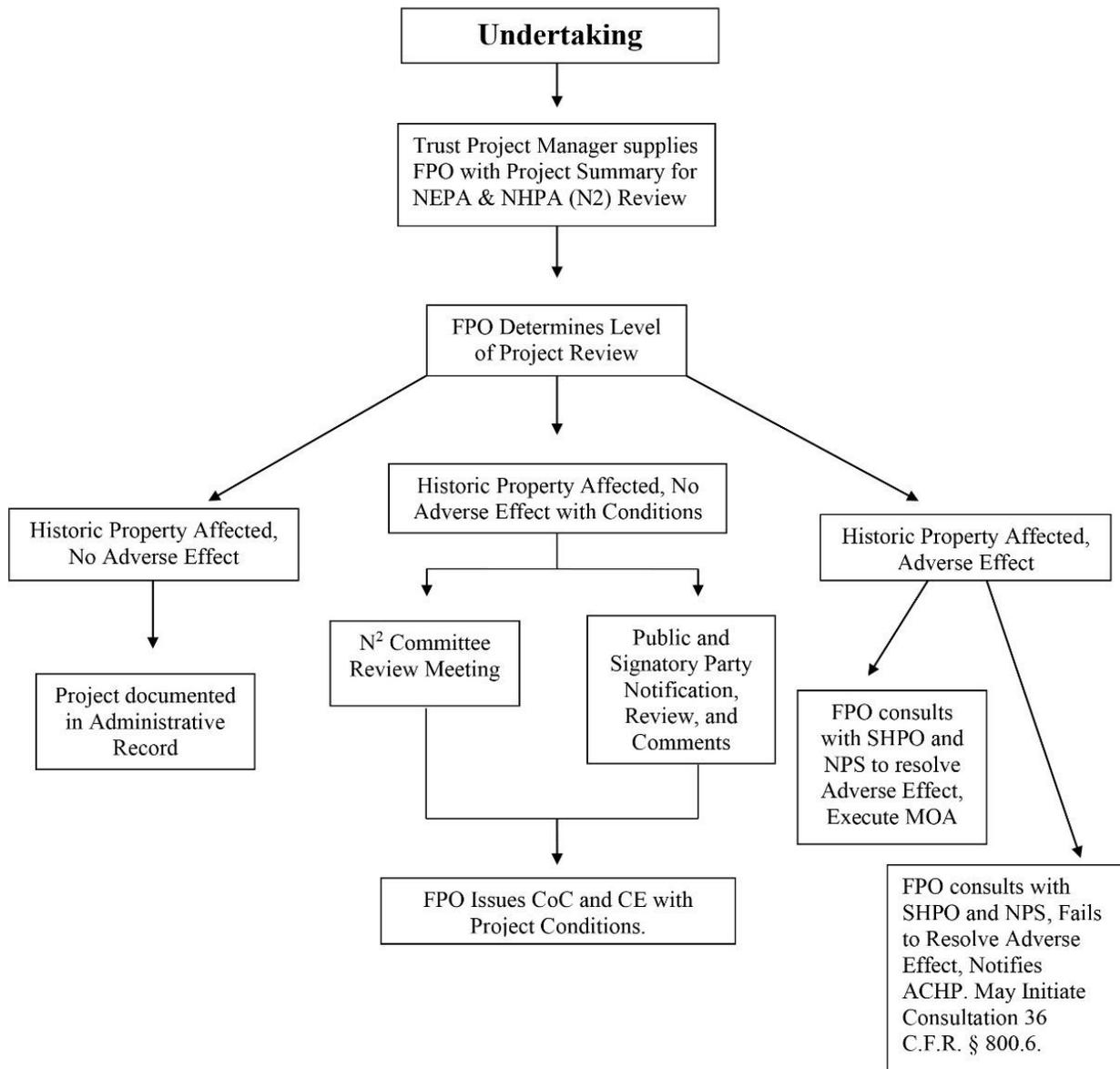


FIGURE 1: N2 PROCESS

All Findings are documented in the Presidio Trust Annual Report in Accordance with Stipulation XV

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 (PA, See Appendix A).

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.

1.2 N² Project Screening Form

The Project Screening Form (Appendix B) is available to all Trust staff on the Planning and Compliance SharePoint page, the Trust's internal web site. Based on information provided in the Planning Review Project Submittal form, the compliance team may request additional detail to support its analysis, particularly for projects expected to receive full N² review. The Trust N² compliance team uses the screening form for this pre-review consultation, which helps to identify the potential for environmental impacts and adverse effects to a historic property (or properties) that may result from proposed activities. Projects reviewed by the N² team are those that are anticipated to receive a Categorical Exclusion (CE) and a Certificate of Compliance (CC), which certify that there will not be an adverse effect to historic resources and that environmental impacts will not be significant.

Upon receipt of a project proposal, the Historic Compliance Coordinator reviews the project proposal to determine the level of review required. Often, consultation with only one or two resource specialists is required to certify that resources will not be negatively affected. This level of review is known as "administrative review." (Stipulation IV.C.1.f.i.) Complex or multi-phase projects (such as building rehabilitations) require full N² committee review, which would trigger the preparation of a screening form. (Stipulation IV.C.1.f.ii.) An N² submittal includes digital copies of the screening form, along with attachments (usually drawings or maps), which must be submitted one week prior to the meeting.

The purpose of the screening form is to provide the resource specialists tasked with reviewing projects for NEPA and NHPA compliance with detailed information about project proposals prior to the N² review meeting. The form has seven information sections and 20 questions that address whether the potential for environmental impact or potential for adverse effect to historic property exists. The first part of the Project Screening Form summarizes specific project details, while the second part identifies potential effects. Part 2 of the screening form requires details about project-specific potential impacts on a wide range of resources, ranging from historic buildings to native plant communities.

1.3 N² Meeting

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.2 and 3.

In 2025, the Presidio Trust N² Review Team was comprised of the following resource specialists:

Compliance

Federal Preservation Officer (FPO): Rob Thomson
Historic Compliance Coordinator: Lauren Golden
NEPA Compliance Manager: Shannon Allen
Archeologist: Kari Jones
Archaeological Specialists: Edward De Haro & Claire Yancey
Curator: Liz Melicker
Collections Specialists: Ashley Saeteurn & Sam Chow

Legal Division

Senior Deputy General Counsel: John Mackel

Building & Landscape Stewardship

Director of Landscape Stewardship: Brian Netz
Associate Director of Natural Resources: Lew Stringer
Supervisory Natural Resources Management Specialist: Brian Hildebidle
Forestry Supervisor/Forester: Steve Duffy
Integrated Pest Management Specialist: Christa Conforti
Wildlife Ecologist: Phoebe Parker-Shames

Park Division

Associate Director of Building and Landscape Rehabilitation: Genevieve Bantle
Senior Project Manager – Architecture: Brynn McMillan
Senior Project Manager – Architecture: Teddy Huddleston
Director of Park Design, Infrastructure & Development: Catherine Reilly
Environmental Remediation Project Manager: Nina Larssen
Director of Planning and Compliance: Prakash Pinto
Planning Manager: Elizabeth Caraker
Permitting Manager: Hamed Zadran
Transportation Manager: Amy Marshall
Transportation Engineer: Rachel Krieger

Following a full-review N² meeting, Trust compliance staff will document meeting minutes and conditions required to support a Categorical Exclusion and Certificate of Compliance, and circulate draft minutes to the N² team, along with signatory parties via electronic mail for comment or questions. The minutes and conditions will reflect input from the FPO and qualified Trust staff, as well as comments received from signatory parties or the public. Within five business days following circulation of the meeting minutes and project conditions, final minutes will be distributed, and the Certificate of Compliance and Categorical Exclusion will be executed for inclusion in the undertaking’s administrative record.

1.4 Categorical Exclusion

The Categorical Exclusion Form is issued to the project manager as evidence of compliance with NEPA but is not considered complete until all the conditions (for the purpose of avoiding any environmental impact) are met. A Categorical Exclusion is considered complete when all project conditions are signed off by the applicable team specialist or their designee. This documentation is generally required before

the project is eligible to receive Trust-issued permits and proceed with implementation. Some conditions apply to the construction period and are monitored and certified after permitting.

1.5 Certificate of Compliance

The Certificate of Compliance is issued to the project manager as documentation that a project will not adversely affect any historic properties in the National Historic Landmark District (NHLD) or the NHLD itself. The Federal Preservation Officer, with input from the specialists on the N² review team can determine that a project 1) has no effect, 2) has no adverse effect or 3) has no adverse effect with stipulations. Stipulations constitute detailed requirements that will, when implemented, ensure that the project avoids any adverse effect(s) to historic properties. Stipulations must generally be met prior to implementation, unless specifically documented otherwise. The Historic Compliance Coordinator often continues correspondence with project managers to document that stipulations are followed. A Certificate of Compliance is considered complete once all stipulations are signed off by the project manager, and it is returned to the compliance department. Documentation of a completed Certificate of Compliance or administrative approval is required prior to project implementation and receiving permits from the Presidio Trust Permitting Department.

All projects that receive Certificates of Compliance/Categorical Exclusions are posted to the Trust's publicly accessible online database, available via its website ([Categorical Exclusions - The Presidio \(San Francisco\)](#)).

2 Projects Reviewed under Stipulation IV in 2025

Stipulation IV of the PA describes how undertakings are reviewed at the Trust including repetitive and low impact activities, administrative level reviews, projects requiring an EA or EIS, Tax Credit Projects, and other projects that fall outside of these categories. This section documents all projects reviewed under Stipulation IV in calendar year 2024, categorized by Trust directed projects and tenant directed projects, with sub-headings describing project type.



FIGURE 2: REHABILITATED EAST PORCH OF BUILDING 2, OLD POST HOSPITAL

2.1 Trust Directed Projects



FIGURE 5: REHABILITATED WEST FACADE OF BUILDING 2, OLD POST HOSPITAL

Included in this year's report are photos that document the progress made during 2025 on the three Main Post Rehabilitation projects reviewed during 2023. Ongoing monitoring during construction allows both the historic preservation and archaeological staff to be responsive to the needs of the project. There



FIGURE 3: INTERIOR OF REHABILITATED BUILDING 40. IMAGE COURTESY OF MIKIKO KIKUYAMA



FIGURE 4: BUILDING 102 CENTRAL STAIR RECONSTRUCTION UNDERWAY

were numerous construction highlights in calendar year 2025, including the completion and full occupancy of Building 40, completion of Building 2 in preparation to hand it over to a K-8 school tenant, and significant progress on Building 102. At Building 40, contractors completed a scope of work that included full structural upgrades making the building fully finished and ready for code-compliant occupancy as small to medium-sized offices and suites. The project retained all interior and exterior character defining features on this WWII-era T-series (temporary, rapid mobilization construction) wood frame building. All historic windows were retained and rehabilitated, and new elements such as building systems, common area cores, restrooms and circulation elements (including an elevator) were added or upgraded. The Trust was very pleased with the response to the leasing effort, resulting in a fully leased and occupied building by year's end. Construction wound down at Building 2, one of the Presidio's oldest buildings (1864), formerly known as Wright Army Hospital, at the end of the calendar year. The project delivered a fully rehabilitated and upgraded structural and mechanical systems for code-compliant occupancy, retaining all interior and exterior character defining features and incorporating several new compatibly designed elements, including building systems, restrooms and an elevator. A K-8 school tenant took possession of the building in January and will welcome students in the fall of 2026. Completing this building was especially satisfying to the Trust team given its deep history, its prominent location at the southeast corner of the Main Post, and the highly compatible program its new user brings to this stately old structure. Finally, construction on Building 102 - the last of the seven Montgomery Street Barracks to be rehabilitated – will conclude in February 2026. The Trust employed many of the same design strategies as used on neighboring buildings 101, 103 and 105, but also took the opportunity to restore the original two-company barracks central stairs, which the Army had removed, based on original drawings and remnant stair elements in the other buildings. All new building systems and services, a comprehensive structural upgrade, replaced elevator and rehabilitated windows will welcome new office users later this calendar year.

2.1.1 Rehabilitation and Tenant Improvements

25-008 1163/1167 FEMA Tenant Improvements

FEMA (Federal Emergency Management Agency, tenant) will make modifications to their leased portions of buildings 1163 & 1167 (NHLD contributing former warehouses, 1919) in order to use the space for offices. Changes to the space are minimal as all office and conference rooms will be created using cubicle type partitions, preserving the largely open floor plan. In one corner of 1163, a kitchenette (base cabinet with a sink) will be added where existing plumbing was added as part of the Trust's base building rehabilitation (17-047).

25-027 Building 1227 Rehabilitation for USPP Evidence Storage Facility

The Trust will relocate the existing US Park Police (USPP) evidence storage facility from 1027 Girard Road, non-historic building 1027 (Garage and Storage Building, 1976) to 1227 Ruckman Avenue, building 1227 (NHLD- contributing Storehouse & Pain Shop, 1917). The move will address space deficiencies at the existing facility, while also relocating the evidence storage function nearer to existing USPP facilities at Fort Scott (buildings 1217, 1218, 1219, and parking areas).

Occupying Building 1227 will require upgrading the vacant structure to meet current code, including a new roof, partial seismic upgrade, exterior accessible ramp and stairs at the south entrance, and new accessible parking at both the south and north entrances. For the building to meet USPP requirements for secure transfer of evidence, the project will replace the existing exterior wood stair at the north (rear) façade with a new enclosed staircase connecting the first floor to the basement. The first floor will receive limited new interior office and storage partitions. The basement will accommodate the evidence

storage function and a lab for evidence collecting. The project will reconfigure and update restrooms on the first and basement levels, reducing the overall fixture count, while also installing all new electrical, mechanical, fire sprinkler, and alarm systems, along with paint and carpet throughout. A non-historic dropped ceiling will be removed, and the original tongue-and-groove ceiling finish will be repaired and exposed where feasible.

25-033 Demolition of Buildings 1027 and 1028

The project involves demolition of two non-historic concrete masonry and concrete buildings, including a three-story residential building (1028 Girard Road), located on the southwest corner of Girard Road and Edie Road. Both are aging and underutilized buildings that pose long-term financial, operational, and safety challenges. Both contain building materials that require abatement, including asbestos, and have significant accessibility deficiencies. In addition, the residential building has significantly high maintenance costs that exceed rental income potential. Post demolition, the site will be reestablished with adequate drainage and stabilized with wood chips for interim public access. Removal of building 1028 is considered in the Presidio Trust Management Plan. As part of a separate project, the police evidence storage function in building 1027 will be relocated to a more suitable location in building 1227.

25-034 Building 1227 Investigative Demolition

The Presidio Trust will perform investigative soft demolition at select locations to reveal existing conditions and inform rehabilitation decision making at building 1227 (NHLD contributing former storehouse and paint shop, 1917). The Trust is planning to rehabilitate building 1227 to serve as a new evidence storage facility for the US Park Police. Few archived drawings and building records exist for building 1227 and what is available does not provide the project team with adequate information to plan for its rehabilitation. The demolition scope only includes non-historic interior walls, wall finishes, and drop ceilings. No work will be conducted on the building exterior or on load bearing walls. Rehabilitation will follow as a separate project, reviewed as 25-027.

25-044 40 Mesa Street Exterior Space

The Presidio Trust will create an outdoor amenity space for tenants on an existing paved area south of Building 40 (NHLD contributing former Bachelor Officer's Quarters, 1941). The Trust rehabilitated Building 40 in 2024-2025 (reviewed as 24-004). Now occupied, building 40 has parking along its south side that takes up about 85 linear feet and a building entrance ramp that takes up 25 feet of the area between buildings 40 and 41. The remaining approximately 55 feet of this paved area, west of the main entrance to building 40, offers an opportunity for a social outdoor space for tenants. This project includes installation of picnic tables, a row of self-watering raised planters, and painted games using the 2,200 square foot area between buildings 40 and 41. The area will be separated from the parking lot with logs and additional raised planters. In addition, on the north side of building 40, the Trust will install smaller self-watering planters with narrow shrubs into the mulched strip between the windows. All work will be accomplished without digging to avoid shallow archaeological deposits known to exist within the project area.

2.1.2 Maintenance and Stabilization

25-004 Non-Historic Window Replacement

The aluminum windows in the non-historic, non-NHL contributing multi-family housing units (MacArthur, Quarry, Sanches, Upper Portola, Vista Court, Sibley Road, and South Baker Beach) throughout the Presidio have reached the end of their serviceable life and are failing. The windows are causing moisture infiltration and mold and are difficult to operate. This project is a continuation of two

previous window replacement campaigns in the West Washington (17-004) and North Fort Scott (23-017) neighborhoods that were suffering with the same issues. The Trust will replace windows using weatherized white vinyl windows matching the existing opening and operational configuration of the original and will match patio slider doors that have already been selectively replaced. No other building alterations will be made to accommodate the new windows. A comprehensive list of units is recorded in the Administrative Record.

25-006 Golf Course Drainage Improvement Project

The Presidio Trust will improve drainage at the Presidio Golf Course (300 Finley Road, NHLD contributing feature, circa 1895) on Holes 1 and 19 (Driving Range), located on the southern side of the course. Poor drainage is impacting playability and turf health. Drainage improvements at Hole 1 will consist of nine two-foot-deep inlets and three segments of gravity pipes in the fairway. Flat turf drain that connects to the gravity pipe will be installed. The existing drainage pipes in the vicinity are non-functional and will be abandoned in place. Drainage improvements at Hole 19 will consist of 13 two-foot-deep inlets and five segments of gravity pipes in the driving range field. Flat turf drain that connects to the gravity pipe will be installed. The four eastern segments will be connected to existing gravity drainage pipe that will be cleaned out and reused. The western segment will connect to the proposed gravity pipe at Hole 1. The existing drainage system discharges into a bioswale area between the cart path and Mountain Lake Trail, which was improved and reconstructed in 2024. The new pipe will connect to the existing pipe upstream of this area. At the outfall pipe, rocks will be added to the existing rocks at this location to form a more robust dissipater apron. Overall, the project will install approximately 2,200 linear feet of pipe and approximately 10,100 square feet of flat turf drain. Trenches for the new drainage pipe will be approximately 12 inches wide and 26 inches deep. Flat turf drains will be installed in shallow, 5-inch-wide trenches. The project will require small amounts of cut and fill. Soil excavated for the project will be reused on the golf course, no off haul will be needed. Fill material for the trenches is sand. Stripped sod will be reinstalled after the trenches are backfilled. If any additional seed is required, it will be a mixture of fescue and rye grass.

25-009 Rob Hill Campground Debris Site Investigation

The Presidio Trust will investigate and test for hazardous materials to determine the extent of soil contamination near the Rob Hill Campground fire circle. Before remediation can begin, this project will determine the full scope of soil contamination at the site. Four former Army buildings (possibly former armament buildings that supported Fort Scott, and possibly Battery McKinnon-Stotsenberg specifically, construction date unknown) were partially demolished in the 1960s but were never fully removed and the building foundations remain buried in this area. Because of the way the buildings were demolished, contamination from the structures has been dispersed throughout the site. Initial site investigation results conducted in 2008 indicated the presence of elevated constituents of concern in the soil. Using a mini-excavator, 20-25-foot-wide test pits will be excavated to a maximum depth of 6 feet to observe debris depth and collect samples. Excavated soil will be backfilled into the test pit and compacted to prevent erosion. The existing post and cable fencing in the project area will be removed during excavation, then restored. The excavation, testing, and backfilling and compaction is anticipated to be completed in one week.

25-016 Red Roof Asphalt Shingle Replacement Pilot (1773 & 1310)

The red, three-tab asphalt roof shingles the Trust has used to clad roofs since it took over management of the presidio are no longer manufactured commercially and are now only available as highly specialized products. Given the material cost increase, and the poor durability of the product, the trust

has determined the need for an alternative red roof shingle and selected a fiberglass-based asphalt shingle that has more color variation and slightly different dimensions from the current three-tab standard as a potential alternative. The trust is piloting this shingle type at 2 locations, buildings 1773 (commercial pilot, NHLD contributing former Water Filtration Plant, 1910) and 1310 (residential pilot, NHL contributing former Officers Quarters, 1910). These buildings were selected due to the immediate need to replace the roof and (in the case of 1773) a need for enhanced performance against direct ocean winds. Although they have surrounding buildings, they are not part of an identical group of buildings where the variation in roof type would create a visual impact. This approach retains the limited remaining supply of flat three-tab red shingle for repairs that buildings in groups of matching roof types. The Trust will evaluate this new roofing product for performance and visual compatibility at these two locations before using it elsewhere in the NHLD.

25-021 Fill Site 6B LUC Soil Investigation

The Presidio Trust will conduct Soil investigations in the approximately 80,000 square foot parking lot, South of Edie Rd. between Gerard Road and General Kenedy Ave. as well as two approximately 20,000 square foot lawn areas West of general Kennedy Ave. between Edie Road and Torney Ave. (also known as Fill Site 6B Subareas 6B1, 6B2, and 6B3). This work will further characterize army era debris and Phil underlying the site, where land use controls are in place. Soil borings will be performed by a licensed drilling contractor using a track mounted drill rig. This work is being performed in accordance with an investigation work plan with oversight by the Department of Toxic Substances Control.

25-023 Slate Grey Asphalt Shingle Replacement Pilot (B124, 125, & 126)

The Trust will pilot slate grey colored asphalt shingles on the three identical colonial revival duplexes on the east side of East Reilly Avenue (124, 125, & 126, NHLD contributing former non-commissioned officer's quarters, 1909); these buildings were selected due to the immediate need to replace the roofs. The red, three-tab asphalt roof shingles the Trust has used to clad roofs throughout the park since it took over management of the Presidio are no longer manufactured commercially and are now only available as a specialized product. Given the material cost increase and the poor durability of the specialized product, the Trust is examining alternative roof shingle products to diversify the materials it uses. Throughout the park, similar to the uniformity of the red tile roofs on stucco buildings, the Army built brick buildings frequently with grey slate roofs, including the duplexes on the east side of East Reilly Avenue. It is not feasible to reinstall true slate, but in keeping with the original design intent of brick buildings, the Trust will pilot this shingle type. Although there are surrounding buildings, these three represent a unified building type and intact row. The fiberglass-based asphalt shingle color was selected using a piece of remaining slate roofing material from elsewhere in the park to ensure the closest color match possible. The Trust will evaluate



FIGURE 6: EAST REILLY AVENUE RESIDENCES AFTER INSTALLATION OF GREY ASPHALT SHINGLE PILOT

this new roofing product for its performance and visual compatibility at this location before using it elsewhere in the NHLD.

25-024 Stucco Replacement at B1567

The stucco on the entire southwest facing wall of building 1567 is failing, so the Trust will use the extent of this condition to rebuild the siding under the stucco and then replace the stucco to address deterioration. The stucco siding at the Baker Beach buildings (NHLD contributing Enlisted Family Housing, 1953) was constructed to minimize costs at the time. As the siding has aged, the stucco has struggled to remain adhered to the siding board underneath, creating a reoccurring maintenance issue. At 1567, the Trust will remove the stucco and boards underneath, address any dry rot found, and then reconstruct the wall in-kind. Insulation will be added to improve energy efficiency, and new plywood and flashing at the windows will be installed. Lastly, enhanced waterproofing, underlayment, and stucco wire will be added to the plywood to better support new stucco. The Trust will photo-document this process and inspect the siding in a year to determine performance and to inform future stucco repair campaigns in the neighborhood.



FIGURE 7: EXISTING AND REPLACEMENT TILES DURING PILOT TILE SELECTION FOR 732 LIGGETT

25-032 Flat Clay Tile Roof Replacement Pilot (732 Liggett)

The Trust will pilot a new, flat clay tile roofing material on a single colonial revival duplex building located at the south end of Liggett Avenue (732, NHLD contributing former enlisted family housing, 1939); this building was selected due to the immediate need to replace its roof. The existing, flat clay tile material appears on similar building types throughout the Presidio, but is no longer available from its manufacturer. In anticipation of the need to replace similar roofs in the future, the Trust is piloting a new compatible product (Ludowici Summer Rose tile), which matches the existing tile type, material, size, and color. The Trust will evaluate this new roofing product for its performance and visual compatibility at this location before using it elsewhere in the NHLD.

25-035 Paved LUC Sites Lead Soil Sampling

The Presidio Trust will conduct soil testing and characterization of the soil beneath pavement and around historic buildings 223, 227, 662, 663, 1210, 1220, 1231, and non-historic buildings 1286 and 1388 to assess lead levels in the soil. There are currently land use controls (LUC) in place for presumed elevated lead in soil from lead-based paint on historic buildings and this project will determine if soil data supports LUC termination. Work includes soil borings drilled in paved areas in the drip line around buildings (up to approximately 15 feet from the exterior walls), collection of soil samples at three depths and analysis for lead. Boring locations will be backfilled with soil cuttings and capped with cement grout. Sampling will be in general accordance with the Presidio-wide Lead-based Paint in Soil Testing Approach Work Plan.

26-005 Nike Site Stabilization

The Presidio Trust will take steps to eliminate safety concerns associated with three vacant magazines (storage and feeding device for guided missiles), in the approximately 1-acre area southeast of 1451 Battery Caulfield Road. The site includes the three subsurface magazines (approximately 60 feet wide by 50 feet long by 10 feet deep), top doors (approximately 10 feet wide by 50 feet long), and surface concrete pads (approximately 40 feet wide by 160 feet long), as well as connecting drive isles and roadways. The US Army operated a Nike Ajax missile launch site in the Presidio (SF-89L, also known as Battery Caulfield) from 1954-1962. In 2015 the Trust consulted with the NPS and CA SHPO on the eligibility of Battery Caulfield and determined that it lacked sufficient integrity to be considered a historic property under the PTPA. Over the past few years, the area above the magazines has been used by the Trust as a temporary laydown area for stockpiled materials, such as soil, gravel and pipes, earmarked for upcoming construction projects. In addition, shipping containers used for temporary storage of asbestos contaminated materials have been added to the site.

Project implementation will include multiple steps, and it is anticipated that the work will be conducted in three phases, focusing on one magazine at a time. The initial steps are to pump and discharge water, if any, from the bottom of the magazines; remove and dispose of any sediment in the magazines; then remove and recycle remaining metal components of the magazines, such as the top doors and missile lift. Next, the interior surfaces will be pressure-washed to remove lead paint to the extent possible, then painted with Dumond Lead Encapsulant Compound (or equivalent) to encapsulate the painted surfaces. Then the existing surface concrete pads will be demolished (any non-painted concrete will be retained for backfill for later in the process) and overburden soil (soil that has accumulated over the magazines) will be removed, including any stockpiles, and retained for use as backfill for later in the process. With above-ground materials addressed, the painted concrete magazine ceilings will be demolished, removed, and recycled, and the bottom of the magazines will be perforated and lined with a non-woven filter fabric. Finally, the void space in the magazines will be backfilled, resulting in a solid, ground-level surface; the final surface of the project site will be graded for positive drainage; and the existing road from the lower area to the upper area will be removed. The project will also include repairing an existing storm drain line under the site access road.

2.1.3 Landscape and Conservation

In July 2025, the Trust opened Outpost Meadow to the public. This project, which was reviewed in 2020, reconfigured and reduced the parking lots around building 610 (Sports Basement) to create additional parkland that extends the Tunnel Tops amenities down the hill, visually and experientially connecting to Crissy Field, the Outpost play area, and the Field Station environmental education center.



FIGURE 8: LOOKING WEST FROM TUNNEL TOPS AT THE NEW OUTPOST MEADOW AREA. IMAGE COURTESY OF DARIUS RILEY

25-007 Promenade East Landscape Renewal

The Trust will make modifications to the eastern segment of the Presidio Promenade, the roughly 3.5 acre sloped landscape area south of Letterman Drive across from the non-historic Letterman Digital Arts complex. Bounded by Letterman Drive, Lombard Street and Presidio Boulevard, and south of building 559, the current landscape consists primarily of irrigated, weed infested, water intensive lawn. The project will create a more inviting space for visitors and tenants, reduce water irrigation demand, and create biodiverse planting. Most of the lawn will be replaced with several planting areas, including demonstration gardens, low water use meadow and buffer plantings, and mulch around trees. Two lawn areas for passive recreation will be developed. The total irrigated lawn will be reduced from 80% of the total area to 15%. Healthy, mature trees will be protected; a small number of unhealthy and poorly structured trees and overgrown shrubs will be removed. Minor topographical changes will be implemented to help define spaces and orient views. A more inviting approach will be constructed at the eastern end near the Letterman Drive/Lombard Street intersection that will include wider paths and additional seating. The multi-use trails that currently extend through the site will be retained and improved and pedestrian scale lighting will be added. Tracks and pavement markings will note the location where the former SF trolley line terminated near building 558. Secondary paths will meander through the area for additional visitor interest.

25-010 Golf Course Integrated Pest Management Program Update

The Presidio Trust is updating the Presidio Golf Course Integrated Pest Management (IPM) Program to further improve the protection of human health and natural resources while continuing for high-level turf, landscape, and infrastructure maintenance. The NHLD contributing Golf Course, established in 1895, is approximately 144-acres, located in the central southwest portion of the Presidio. IPM is an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. This revised Presidio Golf Course IPM Program includes best management practices, chemical use restrictions, and environmental monitoring requirements for the golf course. The update includes terminology changes, addresses frogs in irrigation boxes, changes in approved pesticides to reflect need or availability, changes in pesticide monitoring to reflect field conditions, addition of water sampling for sub-surface water protection, increased weather and environmental restrictions, reduced area for Roundup/glyphosate use, and a focused rare species appendix. The Golf Course IPM Program was initially developed in 2002 and has been updated periodically as needed.

25-011 Upper Storey and Ruckman-Storey Landscape Renewal

The landscaping in the Storey and Ruckman neighborhoods, last rehabilitated in 2003, is aged and overgrown and recent infrastructure projects in these neighborhoods have further degraded it. The Trust will implement neighborhood-wide landscape renewal to improve outdoor spaces. The Upper Storey and Rockman-Storey (NHLD contributing former non-commissioned officer's quarters, built between 1912 and 1933) neighborhoods are situated north and west of the heart of Fort Winfield Scott. This project will replace struggling lawn with new lawn or with shrubs and groundcovers, replace foundation plants, removed poorly located trees, plant new trees, renew gravel and/or mulch areas used for utility access and tenant storage, install patios (modifying some curb walls and/or steps to make grade), replace the irrigation system, install a sidewalk along Storey Avenue, and install a crosswalk at Rod Road. The pedestrian scale streetlights along Upper Storey are not dark-sky compliant and will be modified or replaced with compliant lighting.

25-018 Cavalry Bowl Reforestation Section III

This project is the reforestation of the final (third) section within the cavalry bowl reforestation stand in the Vegetation Management Plan Historic Forest Management Zone. The Trust will remove approximately 40 trees (a mix of Monterey pine, Monterey Cypress and blue gum eucalyptus) in .95 acres on the north side of the stand. These trees are declining rapidly and have reached the end of their lifespan, leading to increased mortality and liability for the Trust. Most of the woody material will be removed from the site and stumps will be ground below grade. Some healthy Cypress trees will be retained within the project site to promote a mixed age stand. Roughly 500 yards of presidio trust compost will be applied as soil amendment, and a drip irrigation system will be installed for establishing approximately 100 to 150 mixed conifer and hardwood tree seedlings. A diversified understory of native plants will also be established to boost the biodiversity within the stand. The site will be maintained for a period of 5-8 years and will be thinned to arrive at 30 to 50 trees per acre when mature.

25-019 Eucalyptus Thinning near Arguello Boulevard and West Pacific Avenue

The Trust will selectively remove dead and smaller competing Eucalyptus and all of the invasive understory in a .95 acre area of Historic Forest northeast of Arguello Boulevard and West Pacific Avenue. This project will increase the health of the stand, ensuring the Historic forest is protected and preserved for generations to come, as well as reducing fire risk and increase biodiversity. The trees to be removed will either be climbed and dismantled, or an aerial lift will assist with the removal process; stumps will be ground below grade. Trees to remain will be pruned for safety and structure, removing large dead wood and overextended branches to increase vitality of the stand. Chipping will be conducted within the work zone, which will include sections of the Ecology Trail that will be closed, and detours signed. Following all the pruning and removals, the trust will apply compost to the understory, hydroseed with a mix of collected native seeds and plant some native woody shrubs to promote a diverse native understory.

25-020 Lendrum Reforestation

The Trust will remove approximately 60 blue gum eucalyptus trees and plant a reduced number of smaller stature eucalyptus and a diversified native plant understory within a two-acre area of historic forest West of Lincoln Blvd. between Hoffman St. and Armistead Rd. (east of 1259-1280 Lendrum Court). This project will alleviate the risk from tree falls on Lincoln Blvd. a major thoroughfare, while preserving the historic character of the stand, reducing fire risk and increasing biodiversity. The trees in this eucalyptus stand are typical of the army's overcrowded planting strategy and poor maintenance, leading to a low percentage of live crown ratio that has limited the vigor of each tree within the stand. Recent wind throws have begun to open the canopy of the stand, causing failures along Lincoln Blvd. which will lead to continued failures as the remaining trees are subjected to new wind loads. All activities including removal, shipping, and stump grinding will take place within the work site. Periodic traffic stops may be required along Lincoln Blvd. to allow safe felling of trees along the roadside.

25-025 Central Tributary West, Tree Removal and Revegetation

To reduce potential hazards from aging trees and enhance native plant communities, the Trust will remove trees and vegetation then revegetate a 1.75-acre site southeast of Quarry Road and northwest of Wallen Street, within the central tributary of the Tennessee Hollow watershed. The aging, non-native Monterey Pines, in proximity to housing and the Ecology Trail, will be removed through cutting to surface level or leaving a portion of the trunk that provides dead wood habitat. Non-native acacias and other non-native and/or invasive plant species will be removed. The area will be revegetated with live oak woodland and coastal scrub species, consistent with the Vegetation Management Plan.

25-026 Sunset Scrub Tree Removal and Sand Dune Restoration

To enhance and restore a low maintenance coastal dune scrub community, the Trust will remove trees, invert the soil profile, and revegetate a 2.4-acre site between Lincoln and Washington Boulevards, south of the World War II West Coast Memorial. Across the site, aging, non-native Monterey pines will be removed through cutting to surface level or leaving a portion of the trunk that provides dead wood habitat. In addition, in the center of the site, the soil profile will be inverted to encourage the growth of native dune annuals. The Trust will revegetate the area with native dune species including the endangered San Francisco lessingia, consistent with the Presidio Recovery Unit in the Recovery Plan for Coastal Plants and the Vegetation Management Plan.

25-036 Sanches Neighborhood Landscape Renewal

The horticultural plantings in the Sanches Neighborhood are overgrown and outgrowing their planters, and the landscape and irrigation system needs renewal. The Sanches Neighborhood consists of a cluster of non-historic enlisted family housing (1969), accessed from Sanches Street and Vista Court. The project is located entirely within the Vegetation Management Plan (VMP, 2001) designed Landscape Vegetation Zone east of the Tennessee Hollow riparian corridor. This project will retain level lawn areas with the greatest potential for active use, particularly the expansive lawn between buildings 783 and 788; less functional lawn areas will be replaced with eco-horticultural gardens or habitat planting, reducing water use and increasing biodiversity. The design includes replacement of foundation plantings and resetting of existing pavers along with extension of select patio to improve usability.

25-042 Four Corners Lincoln Letterman Planting

The Presidio Trust will make modifications to approximately 2,250 square feet of landscaping northeast of the intersection of Lincoln Boulevard and Letterman Drive, and 5,250 square feet of landscaping southeast of the intersection of Presidio Boulevard and Letterman Drive. The current landscape consists primarily of irrigated, ornamental plants and mature trees. Aged ornamental plants and invasive plants were recently removed, and weeds are becoming a maintenance problem in bare areas. The proposed plants are lower-growing native plants from the pallet of existing and anticipated plants in this area, such as *Artemisia californica*, *Baccharis pilularis* 'Pilularis', *Clinopodium douglasii*, *Fragaria chiloensis*, and *Fragaria vesca*. The mature trees within the site will remain and new mulch will be added. The addition of native plants and wood chips will help minimize weeds. No changes to the irrigation system are planned.

2.1.4 Transportation and Utilities

24-024 Storey Avenue Drainage and Infrastructure Improvements

This project will address drainage issues that cause flooding of the residences along 1989-1998 Storey Avenue, between Upton and Ruckman Avenue, and deferred maintenance of the surrounding infrastructure. The project will include construction of utility improvements and demolition and reconstruction of approximately 875 feet of Store Avenue with new pavement (modified so that water will flow away from the residences), sidewalk, and striping within the same alignment. A 6-inch water line adjacent to Store Avenue and an 8-inch line north of the residences will be replaced with a single 12-inch line in Storey Avenue. An old existing 6- or 8-inch sanitary sewer line north of the residences will also be replaced with either an 8- or 10-inch line. This line will address existing sewer demand and provide flexibility in the event that the existing sewer line on the west side of Fort Scott were to connect

25-013 High Voltage Switch near Park Blvd/Washington Blvd.

The Trust we'll add an electrical switch east of the intersection of park and Washington boulevards, which will allow the Trust to operate 2 separate circuits at this junction; power can be rerouted as needed, minimizing power outages. Work includes the undergrounding of new conduit approximately 10 feet from an existing underground vault to the proposed switch box, a dark green, approximately 48 inch deep by 69 inch wide by 63-inch tall (121 cubic feet) box on an approximately 80-inch by 61-inch (34 square foot) concrete pad. The project site is generally a level area of weedy grass; however, the concrete pad and box will extend into a slight slope and require grading and an approximately 2-foot-tall pressure treated Douglas fir retaining wall.

25-028 1750 Lincoln Blvd Parking Lot and Bowley Road Parking Signage and Pay Stations

The Presidio Trust will install parking pay stations and parking signage along Bowley Road and in the parking lot of 1750 Lincoln Boulevard (non-historic US Army Reserve Center, 1970) consistent with the Presidio Parking Management Plan. The Trust will install two pay stations on the west side of Bowley Road, one near the southern intersection with Lincoln Boulevard and the other near the intersection with Gibson Road. Both are areas of compacted dirt, requiring installation of new 6-square-foot concrete pads. One new post is required for the sign near the pay station; seven new poles with signage will be attached to the existing retaining wall or post and cable fence that runs along the north edge of Bowley. On the north side of the 1750 Lincoln Boulevard parking lot, one pay station will be installed on an existing concrete area. Three new signposts will be added in planter areas on the northern portion of the site and new parking signage will be mounted onto three existing poles on the northern portion of the site.

25-037 Parkwide Minor Concrete Repairs

The Presidio Trust will hire a contractor to construct recurring, small scale, minor concrete repairs for curb, curb and gutter, sidewalk, curb ramps, transit/bicycle share pads and expansion joint filling to address failures and deficiencies park wide. Repair details will follow Transportation Department standard details and Caltrans 2023 Standard Plans. This scope of work includes replacement of 14 non-compliant curb ramps, removal of two obsolete curb ramps, and repair of 1,235 square feet of cracked, broken, or hazardous sidewalk. The locations for repairs/replacements are throughout the Presidio and identified in the documentation submitted with the project.

25-040 Finley Road and West Pacific Avenue Parking Signage

The Presidio Trust Will install parking management (pay-by-plate) signage in the parking areas near the presidio golf course on West Pacific Ave. and Finley Road consistent with the Presidio Parking Management Plan. On West Pacific Ave. eight posts and parking related signs will be replaced, and three new signs and posts will be added. On Finley Road, four signs will be replaced, and one sign and new post will be added. New posts will be mounted to existing guardrails or placed within parking areas or at the edge of the golf course.

25-045 Utility Monitoring System (Xylem AMI) Installation

The Presidio Trust Utility Department has contracted with Xylem, Inc. to create an automated meter infrastructure (AMI) network which will allow the agency to collect utility meter readings in addition to monitoring various utility systems including electric, water, sewer, and irrigation. The data collected will help the agency to accurately collect utility data for billing, utility operations maintenance and plan for future infrastructure projects under the Long-Range Utility Implementation Strategy (LoUIS). Three AMI based stations, which receive radio signals from the various meters and sensors monitoring our utility data, are proposed at the following locations: an existing utility pole at the north end of Fort Scott

ballfield, an existing utility pole adjacent to building 1444 at Rob Hill, and a streetlight pole on Washington Boulevard near the intersection with Deems Road. Each AMI base station includes equipment housed in an approximately 22-inch by 11-inch cabinet and approximately 6-foot-tall antenna, which will extend about the height of the utility or streetlight pole. The AMI base stations will connect to nearby electrical sources.

25-046 West Pacific Parking Improvements

The Presidio Trust will install parking management elements on West Pacific Avenue to ensure safety, simplify parking, and update signage between approximately Arguello Boulevard and Locust Street. East of the intersection with Arguello Boulevard, logs will be placed on the south side of West Pacific Avenue for approximately 700 linear feet to prohibit parking on the area of drainage swale between the roadway and historic masonry wall. In addition, three to four “no parking” signs on new poles will supplement the logs. Further east on West Pacific Avenue, from approximately Spruce Street to Locust Street, concrete wheel stops will be added to reinforce the parallel parking pattern. Also in this area, signage and a single parking pay station will be installed to implement Pay-by-Plate parking, consistent with the Presidio Parking Management Plan.

26-001 Baker Beach Housing Electrical Upgrades

The Trust plans to upgrade the electrical panels and water heaters in all units in the historic Baker Beach Housing neighborhood (buildings 1500-1599, Enlisted Family Housing, 1953) on a phased basis, beginning in FY26. The work is needed to replace obsolete, non-exterior rated electrical panels with appropriate hardware; separately meter residential units within each building; install a main electrical disconnect switch at each building; and replace existing gas water heaters with new 240v hybrid electric heat pump water heaters. The scope of work also includes removing existing exterior water heater closets and reconstructing compatible, new, larger closets to accommodate the replacement equipment. The Trust will deploy three different approaches to address differing electrical closet locations and configurations, in each case meeting code-required clearances for the new closets and equipment.

26-004 Inspiration Point Parking Management

The Presidio Trust will install parking management (Pay-by-Plate) signage in the parking area at Inspiration Point, off Arguello Boulevard, north of the Presidio Golf Course, consistent with the Presidio Parking Management Plan. Two new poles with signs will be installed adjacent to the sidewalk, one on the north side and one on the south side of the parking lot. In addition, a new pay station will be mounted to the existing concrete furnishing zone northeast of the parking lot.

2.1.5 Property Management and Visitor Services

25-005 Rat Control Study Participation Baker Beach Housing

Rats can damage wires and building materials and cause discomfort and anxiety in urban locations. Tenants expect, and the Presidio Trust aims to provide, a rodent-free residential unit. As such the Trust will participate in a rat control study on the efficacy of two alternatives to rodenticides; trapping and borrow disruption. The historic, NHLD contributing Baker Beach Housing (enlisted family housing, 1953) and non-historic residences along West Washington/Battery Caulfield Road will be included as a research site in a study being run by Pestec, a San Francisco based integrated pest management company and funded by the California Department of Pesticide Regulation.

25-029 NEPA Code of Federal Regulation Modification

The Presidio Trust is amending in part and removing in parts the Trust's codified regulations implementing the National Environmental Policy Act (NEPA)(36 CFR Part 1010). This action is designed to respond to the amendments to NEPA in the Fiscal Responsibility Act of 2023, the rescission of the Council on Environmental Quality's (CEQ's) NEPA regulations, and Executive Order 14154, Unleashing American Energy. The project is implemented through the submission of draft documents to the CEQ, Office of Management and Budget's (OMB's) Office of Information and Regulatory Affairs (OIRA), and the Trust Board for approval. Under this project, the Trust's list of Categorical Exclusions, the categories of actions that the Trust has determined normally do not significantly affect the quality of the human environment, will remain in place and unchanged. Most of all other sections will be removed. The Trust continues to be subject to and complies with NEPA.

25-038 Integrated Pest Management Procedures

The Presidio Trust has an Integrated Pest Management (IPM) Policy, which states generally the approach to be used for control of animal and plant pests in the Presidio. The Trust has developed IPM procedures to provide a detailed framework for executing practicable, effective, and environmentally safe IPM practices across all Trust departments and for use by Trust tenants and contractors. Practices include: an integrated approach where IPM relies on multiple strategies; an evidence-based approach; a practicable approach; procedural alignment across staff, tenants, and contractors; pesticide evaluation; use conditions, storage and disposal; application notification and posting; and applicators certification and training. Implementation and communication and reporting requirements are also included. IPM practices are described in the Presidio Trust Management Plan Environmental Impact Statement (2002) and these procedures augment and update this practice.

25-039 Integrated Pest Management Procedures for the Landscape Vegetation Management Zone

The Presidio Trust has an Integrated Pest Management (IPM) policy which states generally the approach to be used for the control of animal and plant pests in the Presidio. The Trust has developed IPM procedures for the landscape vegetation management zone to provide a detailed framework for executing practicable, effective, and environmentally safe IPM practices across the approximately 780 acres of designated Landscape Vegetation Zone (designed landscapes, including ornamental, non-native, native, and other plant material that contributes to the Presidio's historic character). These procedures include the IPM practices for the major pests likely to be managed in this zone such as weeds, Gophers and moles, and phytophthora, and include general information on each pest, methods for monitoring, action thresholds, education, primary control (non-chemical), and secondary control (pesticides). IPM practices are described in the Presidio Trust Management Plan Environmental Impact Statement and these procedures augment and update this practice.

25-041 Building 1355 Personal Protective Equipment (PPE) Storage Room

The Presidio Trust will fur out existing walls to create an even surface and install backing to support new lockers inside and existing approximately 6,200 square-foot room on the ground floor of historic building 1355 (Ordinance Repair Shop, 1942), a Trust-occupied maintenance facility. The proposed modifications will provide a safe and functional space for Trust staff to store and change in and out of Personal Protective Equipment (PPE). The Trust will construct new walls using fire-rated drywall for

compliance with safety standards, replace the existing non-historic door to prevent obstruction of the adjacent stairway access when opened, and relocate an existing light switch.

25-043 Integrated Pest Management Procedures for Forest Zone

The Presidio Trust has an Integrated Pest Management (IPM) Policy, which states generally the approach to be used for the control of animal and plant pests in the Presidio. To guide staff in implementing this policy, the Trust has over-arching IPM Procedures for specific vegetation zones. The Trust has developed IPM Procedures for the approximately 265 acres of historic forest Zone, a feature consisting of primarily eucalyptus, Monterey cypress, and Monterey pine trees planted beginning in the 1880s by the US Army as they tried to ameliorate harsh environmental conditions and stabilize the migrating dunes, among other reasons. The IPM procedures for the Historic Forest Zone outlines the management options for the major pests likely to cause damage to the plants in this zone or threaten human health or natural resources. Examples include *Armillaria* root rot, gophers and moles, mosquitos, and weeds. The procedures outline general information on each pest, methods for monitoring, action thresholds, education, non-chemical control options to be considered first, the chemical control options (pesticides) that can be considered next, and the restrictions put on pesticide use. IPM practices are described in the Presidio Trust Management Plan Environmental Impact Statement and these procedures augment and update this practice.

26-006 Integrated Pest Management Procedures for Native Plant Zone

The Presidio Trust has an Integrated Pest Management (IPM) Policy, which states generally the approach to be used for the control of animal and plant pests in the Presidio. To guide staff in implementing this Policy, the Trust has over-arching IPM Procedures, and IPM Procedures for specific vegetation zones.

The Trust has developed IPM procedures for the approximately 385 acres of Native Plant Community Zone, which occur primarily on the west- and north-facing coastal bluffs from Crissy Field to Baker Beach and as scattered habitat fragments in the southwestern and southeastern portions of the Presidio. The IPM Procedures for the Native Plant Community outlines the management options for the major pests likely to cause damage to the plants in this zone or threaten human health or natural resources in this zone. Examples include *Armillaria* root rot, mosquitoes, *Phytophthora* (soil-borne), Sudden Oak Death, powdery mildew, rats and voles, weeds and yellowjackets. The Procedures outline general information on each pest, methods for monitoring, action thresholds, education, non-chemical control options to be considered first, the chemical control options (pesticides) that can be considered next, and the restrictions put on pesticide use. IPM practices are described in the Presidio Trust Management Plan Environmental Impact Statement and these procedures augment and update this practice.

2.2 Tenant Directed Projects

2.2.1 Rehabilitation and Tenant Improvements

25-012 1185B HeyDaily Tenant Improvements

HeyDaily (aka Wordware, tenant) will make improvements to building 1185 (NHLD contributing former warehouse, 1917) Suite 1185B at the northwest corner of the building in the Mason Street Warehouse complex for their use as offices. Partition walls will be added to create conference and board rooms, integrating the framing around the existing post and beam structure. A kitchenette will be added to the existing room on the southeast corner of the building, including adding a range hood with venting out the South wall of the building. Two skylights will be added where historically there were skylights on the South facing slope of the roof.

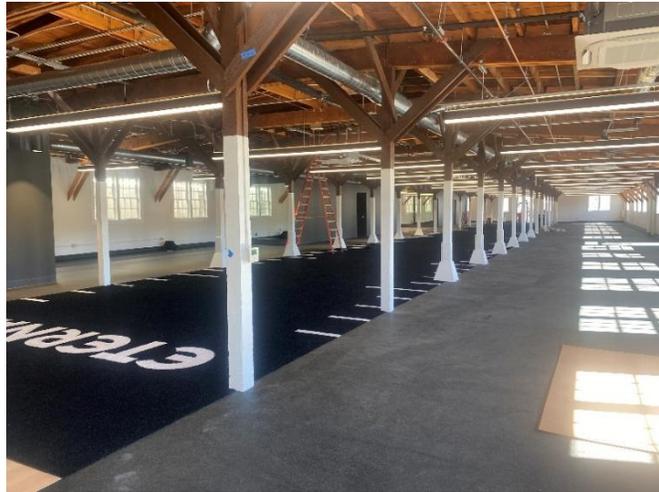


FIGURE 9: INTERIOR OF 1185B HEYDAILY/WORDWARE TENANT IMPROVEMENTS

25-015 B572 DowBuilt Tenant Improvements

DowBuilt (tenant) will make modifications to Suite B in the eastern half of building 572 (NHLD contributing former enlisted men's barracks, 1903) for their use as office space. Throughout the suite, the non-historic flooring carpet and laminate will be removed and the historic fir flooring discovered during a prior investigative demolition project will be refinished and exposed. A non-historic wall in the kitchen area will be removed, and small office spaces will be built at the eastern end of the space the tenant will occupy Suite A without making modifications to the space.

25-022 1183 & 1186 Eternal Life Tenant Improvements

Eternal Life (tenant) We'll make modifications to buildings 1183 and 1186 (NHLD contributing Mason St. warehouses, 1917) necessary for their use as a health, wellness, and fitness business. B1186, the northern of the two buildings, will serve primarily as office use with desks, conference rooms, a kitchen and kitchenette, as well as golf recreation rooms. B1186 will be built out with demising walls on the east and west ends of the building, with the central space remaining open with exposed original framing. B1185, to the south, will be used for health and fitness evaluations. Fitness equipment that creates excessive vibration or impacts, like weights and treadmills, will be stations on the

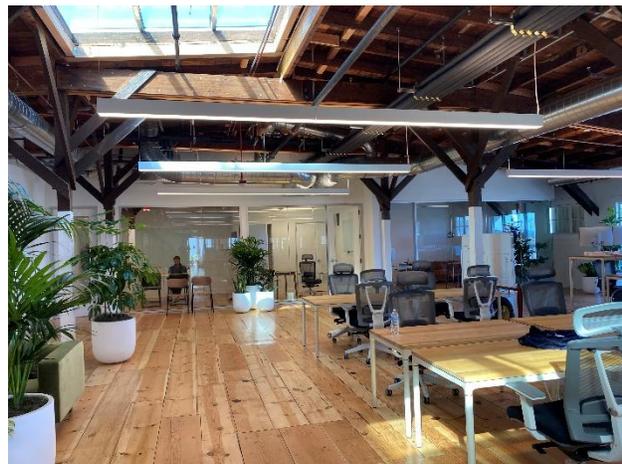


FIGURE 10: INTERIOR OF 1186, ETERNAL LIFE TENANT IMPROVEMENTS

concrete portion of the existing floor centrally located in the space and marked with a change in finished flooring to mark the area.

25-030 6 Funston Serra Preschool Tenant Improvements

The Serra Preschool, (Serra) is an existing childcare provider tenant in building 7 Funston. To serve addition children aged 18 months to 5 years, Serra plans to perform a scope of tenant improvements to neighboring NHLD contributing building 6 Funston (Field Officer's Quarters, 1862), previously occupied by an office user. Interior work to bring the space into compliance for the preschool use includes a new children's toilet room within an existing restroom with new floor and wall finishes, ceiling exhaust fan, and new plumbing fixtures; replacement of existing (non-historic) kitchenette cabinetry; removal of wone and upsizing the remaining hot water heater; removal and temporary storage on-site of existing interior doors to create code compliant exit pathways; new paint and refinished floors. Exterior work includes vent work associated with the reconfigured bathroom, new fencing and gates, landscape maintenance, and relocation of an existing bike rack. The TI scope and operations will be in accordance with California State licensing requirements for preschools, including excluding children from the second floor (no improvements will occur above the first floor).

25-031 1162B Gorgas Avenue Presidio Sport and Medicine Tenant Improvements

Presidio Sport and Medicine has occupied NHLD contributing building 1162 (warehouse, 1919) for more than 20 years. The tenant is planning a limited scope of work to consolidate their rented space from two units to one. This interior-only tenant improvement project includes the removal of four non-historic rooms, an associated sink/cabinet, a therapy booth, and a vestibule. Several non-historic rooms will receive new ceilings, have reconfigured doors, reconfigured storage cabinets, added storage cabinets, and/or a new vestibule added. The existing non-historic reception area will be reconfigured, a built-in reception desk relocated, and the existing administration office converted into a new reception/waiting area. Work includes all code-required HVAC, fire alarm, and sprinkler adjustments.

26-002 Buildings 1201 & 1202 Access and Security Upgrades

The World Economic Forum, tenants in historic buildings 1201 (Post Administration, built 1912) and 1202 (Enlisted Men's Barracks, built 1910) propose to enhance safety, communication, and access control at key building entrances at the two Fort Scott office buildings. By modernizing the existing intercom, card reader, motion detector and camera systems, the project supports secure and efficient management of access while integrating with current security infrastructure. In total, this project will add two touchscreen, four intercoms, five card readers, 13 upgraded door contacts, 11 motion detectors, and eight cameras throughout the two buildings. The tenant's vendors will install the equipment at a combination of interior and exterior locations, in most cases replacing the existing equipment with new. The tenant team vetted each proposed location with Trust permitting and historic preservation staff to ensure minimal impacts to historic features and materials, and compliance with applicable codes.

26-003 Building 101 Exterior Courtyard Tenant Improvements

Dalida, the restaurant tenant in NHLD-contributing Building 101 (Enlisted Men's Barracks, 1895), proposes to modify the southern half of the building's exterior west courtyard for publica and tenant use. The proposed project will convert most of the southwest lawn quadrant to a fully accessible herb garden with a simple layout of raised timber planter boxes resting on a stabilized decomposed granite surface. In addition, the project will convert the southeast quadrant to a cobble paved seating area emulating the existing seating area in the northeast quadrant, extending the utilitarian symmetry of the public space. Landscape modifications follow treatment recommendations for the West of Main Parade

focused Cultural Landscape Report (2011), which addresses this area of the Main Post. The proposed work is within Dalida's leased premises and will be performed by the tenant's contractor with support from the Trust's irrigation team.

26-007 Buildings 1818 & 1819 Access & Security Improvements

Playgroup School, tenant in NHLD contributing Buildings 1818 & 1819 (Laboratories, built 1932), proposes to make a series of upgrades to enhance the physical security of the facility. Changes include installation of a card reader access control system at three exterior doors, which will be wired to a new access control hub located in the basement of B.1819, adjacent to the fire panel. Additionally, the tenant proposes to replace their existing alarm system, while supplementing existing alarm hardware with a door contact, two wireless motion detectors for the restrooms, eight motion detectors in classrooms, hallway motion detectors in both buildings, and a new alarm control panel (Vista-128BPTPT Series) mounted to an existing plywood panel in the basement storage area of B.1819.

2.2.2 Cell Tower Modifications

25-014 Cell Site #7 T-Mobile Upgrade

T-Mobile will modify its existing facility to expand wireless coverage and improve network capacity and performance in the Presidio and adjacent neighborhoods. A new transformer (30 inches tall by 20 inches wide by 26 inches deep), mounted on a new concrete slab (27 inches by 30 inches) will be constructed adjacent to and West of an existing transformer, north of Shafter Rd., South of building 512 a new step down transformer, wider box mounted on a new H frame, equipment cabinet and battery cabinet will be added to an existing equipment and antenna area on an existing approximately 15 foot by 20 foot concrete pad which is 1000 feet southeast of the transformer, east of Presidio Blvd. in a forested area. The pad is surrounded by a six-foot-tall chain link fence, and all equipment will be concealed below the fence. Three existing panel antennas near the top of the existing 80-foot-tall monopole will be replaced with six new panel antennas on a new antenna mount. The new antenna will extend out approximately 3 feet wider than the existing; The maximum height of the facility will increase by approximately 2 inches. The proposed operation, together with other facilities at the site, complies with FCC guidelines limiting public exposure to radio frequency energy.

3 Projects Reviewed Under Stipulation IV and Requiring Additional Consultation

On November 3, the Trust initiated consultation under Stipulation IV.C.2 of the PTPA on an undertaking known as the Letterman Residential Project. The undertaking proposes to add 196 units of housing spread across six new buildings on a 4.6-acre site on the west side of the Letterman Planning District,

adjacent to the remnant historic Letterman General Hospital buildings. In addition to the new buildings, the project will include landscape rehabilitation, circulation and infrastructure upgrades, and reconfiguration of the existing parking lot.

The 2002 Presidio Trust Management Plan (PTMP) anticipated new construction in this area of the park, stating “the Trust will consider removal and replacement of non-historic housing in previously developed areas west of the historic [Letterman] complex, to provide more compatible residential structures close to work sites. These proposed changes would enhance the historic setting and reinforce the coherent, pedestrian-oriented character of the complex” (PTMP, p. 81). In 2024 the agency updated the West Letterman/Thornburgh Design Guidelines to expand upon PTMP’s Letterman Planning District Concepts & Guidelines addressing infill construction, site and streetscape improvements, circulation and parking, and green building practices. The current Letterman Residential Project design responds to PTMP’s guidance and the 2024 Design Guidelines for the site, and at 159,752 square feet would be within the 160,000 square foot limit for new construction in the Letterman District under PTMP. The homes would be located within three two-story stand-alone walk-up buildings with 17 to 31 units per building, and three three-story buildings connected via bridges at levels two and three, with 42 to 46 units per building. New construction will not exceed height limits set for the site under the Design Guidelines.

The Trust included a proposed APE in the initial consultation package and is now in the process of responding to comments received from PA parties and the public, while also preparing an environmental assessment for the project. In March, the Trust expects to circulate the second consultation package including the draft EA, an assessment of effect for the undertaking, and a request for a consultation meeting to discuss the Trust’s findings. We look forward to engaging your offices on the next steps in this effort over the course of 2026 and thank you in advance for your contributions.



FIGURE 11: RENDERING OF PROPOSED LETTERMAN RESIDENTIAL PROJECT AT GIRARD, LOOKING EAST

4 Agreement Document Updates

4.1 Presidio Trust Programmatic Agreement (PTPA)

On June 6, 2025, the Trust concluded consultation on renewal of the PA, a process that started in December 2023. Consultation included agency contacts from the California State Historic Preservation Officer's office, the National Park Service Golden Gate National Recreation Area, the National Park Service Pacific West Regional Office, and the Advisory Council on Historic Preservation, along with Trust staff. In December, the Presidio Historical Association agreed to sign on as a concurring party, a new addition for the 2025 Programmatic Agreement. The Trust was pleased to have accomplished all its goals for the PA renewal, and is grateful to its consultation partners for carefully and thoughtfully engaging in the process.

4.2 Main Post Update

The new 2025 agency-wide PA incorporates all remaining provisions of the 2010 Programmatic Agreement for the Main Post Update. Going forward, updates for projects in the Main Post will simply be incorporated into the body of the annual report and not called out in a separate section.

5 Identification, Evaluation, and Documentation of Potential Historic Properties

Last summer, the Trust prepared a request for proposals for firms interested in preparing a Cultural Landscape Report (CLR) on the Presidio Golf Course (PGC), the approximately 150-acre contributor to the Presidio NHL. The CLR will address the second largest historic landscape in the park (after the 300-acre Historic Forest) with a detailed history and treatment recommendations that will help guide future management decisions. The timing is informed by the Trust's plans to solicit a new operator for the PGC in 2026; the CLR will help inform the new concessionaire's plans for managing and operating the PGC in concert with the Trust. Per Stipulation III.B.2 of the PA, the Trust notified signatory parties of its intent to prepare a CLR on October 31 and will circulate a draft for review in late April, with the goal of completing the project by August.

Per Stipulation III.A.7 of the PA, the Trust has committed to initiating the next comprehensive update to the NHL within one year of the NPS's publication of the 2026 Golden Gate National Recreation Area Historic Resource Study (GGNRA HRS, which includes information on the Presidio). The HRS is currently on schedule for publication by the end of March, and the Trust secured funding for the



FIGURE 12: PRESIDIO GOLF COURSE

NHL update in the FY2026 budget cycle. We look forward to keeping you apprised of this work under the terms of the PA as 2026 progresses.

6 Archaeology Program

In 2025, Trust archaeology staff provided NHPA compliance support for ongoing Trust operations and participated in public outreach activities. This summary outlines Trust archaeology staff's work to comply with the NHPA, including a summary of archaeological monitoring completed.

Archaeological Management and Monitoring

Archaeology staff worked with Presidio Trust planning staff and outside contractors to support several projects within the Presidio in 2025. Most archaeological support was focused on projects that had been initiated in previous years or activities that are part of regular Trust operations, and no new archaeological management documents were completed.

Archaeological Specialists Claire Yancey and Edward De Haro reviewed over 170 excavation clearance (dig permit) applications in 2025 and provided archaeological monitoring for the 60 new projects located in archaeologically sensitive areas. As in previous years, many of these efforts were related to the Trust's infrastructure rehabilitation work. Paving rehabilitation work accounted for 16 of the monitoring projects in support of the Trust's Pavement Plus initiative. The Trust and its contractors replaced and repaired water service across the park in 2025 and archaeologists monitored in sensitive areas, including the repair of leaking water lines at 791 Sibley Road and 1224 Ralston Ave, new service at 1503 and 1517 Pershing Ave, new water valves at Building 2 and water backflows and subsequent new service at Building 93, backflows and service at Building 1750, the cutting and capping of service at Building 40, and emergency repairs at 1205 Ralston and at 1709 Baker Court. Archaeological monitors were also present for excavation for sewer work at Building 8, Building 549, Building 551, 585 Stillwell Road, and along Park Blvd. High voltage undergrounding was monitored at Washington Blvd and Park Blvd. Two PG&E projects were supported by archaeologists including a cut and cap of service at the Main Post Development Projects (Buildings 2, 40, and 102) and a gas cutoff at 1231 Upton Ave.

Archaeologists also supported the Trust Forestry team for their 2025 projects, including the excavation of new swales at the Park Stand and reforestation excavation of the historically sensitive Lendrum Court stand.

Storey Avenue landscape pavement work, utility repairs and replacements, and landscape upgrades were also monitored. Several twentieth century landscape features (brick gutters) were documented by archaeologists during the several Storey Avenue projects in 2025.

Several landscape rehabilitation projects were completed in archaeologically sensitive areas and monitored by archaeologists. These included the Lower Kobbe drainage swale, Sunset Scrub tree rehabilitation excavation, 95 Anza agave plant relocations, landscape rehabilitation at Gorgas Ave and Lyon St, and Outpost Meadow tree relocation at 800 MacArthur Ave. Other monitoring projects

included: excavation for a new drainage system at 1415 Compton Rd, installation of a condenser at Building 558, conduit excavation at Lincoln and Bowley for an SFMTA restroom, installation of a new loading dock at 1188 Mason St (Pet Food Express), irrigation system replacement including new backflow valves at Building 3, scoreboard installation excavation at Paul Goode Field, new stringer and stairs at 47 Wyman, installation of protective measures at a gas storage tank at Building 1752, and installation of a new fuel tank at 352 Washington Blvd.

Additionally, multiple projects from previous years continued to require archaeological support, including Building 2 Rehabilitation, Building 40 Rehabilitation, and Outpost Meadow.

Archaeologists responded to two inadvertent discoveries in 2025. Both were brick swale or gutter features encountered during work for Pavement Plus. These areas had not been identified as archaeologically sensitive and monitors were not present during initial project excavation. Contractors followed standard discovery protocols and informed Trust archaeological staff of the discoveries. In all instances, the brick features were documented and protected through project modifications, as feasible, in coordination with the Trust construction manager and contractor.

All archaeological material recovered from the Presidio is permanently curated in the on-site federal curation facility, which meets the requirements of a curation facility as described in 36 CFR Part 79 *Curation of Federally-Owned and Administered Archaeological Collections*.

Archaeological Outreach Highlights

Elective archaeological research excavation within the Presidio continued to be on hiatus for the 2025 fiscal year due to the high volume of projects requiring archaeological monitoring support. The site of *El Presidio*, a Spanish-colonial site and contributing area to the Presidio NHLD remains buried, as it has been since December 2023. This burial is in keeping with the Trust's preservation goals.

As in previous years, Trust archaeology staff participated in public outreach opportunities and partnerships. Presidio Archaeology Lab staff served as experts for several middle school groups participating in the nation-wide Lego Robotics Challenge, which had "Unearthed" as its 2025 theme. The archaeology team met with over ten participant groups, held two virtual open houses, and two in person tours and an open house. Claire Yancey and Edward De Haro returned to the Bay Area Science Festival as exhibitors along with staff from the Presidio Field Station. Over 1600 people visited the Trust table at the Bay Area Science Festival. Archaeology staff also provided behind the scenes tours for several groups, including Golden Gate National Recreation Area and Golden Gate National Parks Conservancy staff, Pacific Gas and Electric Company cultural resource specialists, the United Education teachers group, students from California State University East Bay, and veterans employed by the Veterans Curation Program in San Mateo, California. Archaeologists also collaborated with Curation and Historic Preservation colleagues to lead a tour of the Archaeology Lab and Curation facility for the California Associations of Museums conference. Staff also presented their research at the American Historical Association - Pacific Coast Branch's 2025 conference. In addition, Trust archaeology staff collaborated with other internal Trust groups, including staff at the Presidio Field Station, to help share the Trust's

archaeological program with the public. These efforts again included spotlights on Kari Jones, Edward De Haro, and Claire Yancey with “meet the staff” interactive exhibits.

7 Curation Program

The Presidio Trust’s curation program manages the agency’s collections and exhibitions. The report that follows focuses primarily on the agency’s regulatory obligations related to its collections. Exhibition-related curatorial activities are generally not described, except to the extent that they address regulatory responsibilities.

The Presidio Trust curates archaeological collections generated by agency resource management activities. The agency has an affirmative regulatory obligation to manage these collections in perpetuity in compliance with 36 CFR Part 79, *Curation of Federally Owned or Administered Archaeological Collections*, which establishes federal agencies’ responsibilities and requirements for the long-term management, preservation, and use of archaeological collections recovered under the authority of relevant federal laws, including but not limited to the National Historic Preservation Act. The Trust’s Curator serves as the *de facto* 36 CFR Part 79 Federal Agency Official.

Board-approved Trust collections policies and implementing guidelines further detail curatorial protocols for complying with federal law and regulation (<https://presidio.gov/about/presidio-trust/documents/board-policies>). They also distinguish between the agency’s archaeological collections, described in the [Archaeological Collections Policy](#), and other types of agency collections.

Preservation of the Collections

The Trust’s archaeological collections are currently comprised of approximately 1.1M material remains, 100 LF of associated records, and 100 GB of digital data, with an annual growth rate of up to 4%. All permanent collections are curated on site at the Presidio Trust’s Curation Facility, which meets the specifications of 36 CFR Part 79. One full-time permanent Trust curation position (Curator) manages the curation program, supplemented by one full-time term position and another full-time temporary contracted position (both Collections Specialists).

The year 2025 marks the first full year with three professional curatorial staff onboard in over half a decade; as a result, the Trust has been able to address additional critical aspects of deferred collections care, expand process improvements and refinements, all while fulfilling ongoing preventive conservation activities.

Key collections management activities in 2025 include:

- continued implementation of the Collections Management Plan,
- establishment and maintenance of 90% completion rate for acquisition reviews,
- addressing deferred accession needs,
- implementation of curation intake process for internal projects,
- and integration of legacy data into agency CMS.

The Trust’s Collections Management Plan (CMP), completed in 2023, established a single, comprehensive strategy for directing and improving collections management activities at the Presidio Trust. It identified collections management issues facing the agency and established prioritized

recommendations for addressing them. Initial implementation of the CMP began in 2024, with a focus on recommendations from the plan identified as high urgency and achievable with current labor and non-labor resources. These efforts have focused primarily on addressing deferred processing and improving information management.

In 2025, the agency established a target for acquisition review rates, to be maintained at least at 90% of acquisitions that meet the criteria for review (e.g., the associated undertaking is complete). This target aided the agency in maintaining the momentum established in this area of deferred processing in 2024, when the review rate rose from 50% at the start of the year to 100% at the end of the year. In 2025, the actual review completion rate met or exceeded the target, from an average of 95% in Q1 to 100% in Q4.

With this momentum firmly established, the agency turned to the next critical aspect of deferred processing: to establish the basis for control of the collections by formally accessioning them. To complete this work, the Collections Committee (comprised of all agency curatorial and archaeological staff), met at a monthly cadence. As a result, while at the start of FY25 only 7% of the collections were formally accessioned, by the end of the fiscal year that number rose to 69%.

A significant portion of these accessions consisted of records-only collections; that is, collections without material remains (artifacts etc.) which nonetheless serve as important evidence documenting the agency's archaeological resource management activities and preserving data about archaeological resources that contribute to the NHLD.

The agency continued implementing the newly adopted archives module of its CMS, as records were cataloged, described, processed, and readied for finding aids to be prepared following formal accession. Approximately 2% of the collections now have a representative finding aid; in 2026, the agency aims to use these standard archival tools to increase the visibility and accessibility of the collections to external parties.

Supporting this work and in preparation to accession collections comprised of both records and material remains, import of legacy data sets into the agency CMS resulted in a substantial increase in the number of artifacts with basic catalog data in the agency CMS, from 43% at the start of the year to 52% at the end of the year. As part of this effort, the agency established that approximately 41% of the collections have at least a basic preservation assessment available.

Lastly, to facilitate this work, the curation submission process piloted for external consultants in 2023 was adapted for in-house use to close out archaeological field projects undertaken by agency staff, and rapidly ready them for formal accession and inclusion in the curation intake workflow. This pilot is expected to expand in 2026.

In addition to numerous field collections, which form the basis of the Trust's archaeological collections, the agency received and addressed four unsolicited donation inquiries for historic and archival materials during 2025. In keeping with its [Museum Collections Policy](#), the agency does not maintain a permanent, accessioned museum collection of historic objects and archives related to the Presidio and therefore does not accept these types of donations. Potential donors were referred by the curation team to the National Park Service Park Archives and Records Center at the Golden Gate National Recreation Area (GGNRA) and/or other repositories as appropriate. The Trust continues to actively collaborate with GGNRA National Park Service cultural resources staff on curatorial topics. Curator Liz Melicker continues to serve as the Trust representative to the GGNRA Museum Advisory Committee. In 2025, a reciprocal

invitation to site on the Trust’s Collections Committee was extended to GGNRA Curator Amanda Williford; it has yet to be realized due to the government shutdown but will commence in 2026.

Use of the Collections

In 2025, the Trust’s archaeological collections were used internally and externally for exhibition, teaching, public interpretation, scientific analysis, and scholarly research in keeping with the uses outlined in, and mandate to provide access established by, 36 CFR Part 79.

The Trust continues to fulfil public inquiries and research requests about collections and exhibitions, including family history, student research, donation, publication, and curatorial inquiries. Two outgoing loans, one to the National Park Service—San Francisco Maritime Museum and one to the California State Museum, share Trust collections with thousands of members of the public in exhibitions at the borrowers’ exhibition facilities in San Francisco and Sacramento, respectively.

Exhibitions at the Presidio Officers’ Club and Presidio Archaeology Lab Gallery, developed and managed by the Trust, continue to be the primary way in which the agency makes its collections available to the public. Exhibitions at the historic Presidio Officers’ Club were open three days per week (Fridays-Sundays) in 2024, 10am-4pm. The exhibitions served 12,992 visitors during fiscal year 2025. In addition to showcasing its own collections, the Trust has 18 active incoming loans that support these exhibitions, managed by the curation team under the *Museum Collections Policy*. Following the reopening of the historic Presidio Officers’ Club and exhibitions in Fall 2021, a significant portion of the curation team’s time is spent on exhibition management, including management of the preservation environment along with other technical aspects of the exhibitions.

8 SOI Qualified Staff and Professional Development

As a follow up to their NPI Cultural Landscape coursework in 2024, our landscape and architecture project management staff joined the Federal Preservation Officer for a field trip to the Public Health Service Hospital district. The Historic Compliance team used this nearly completed planning district to review the contents of the Cultural Landscape Report that had been prepared for the district prior to rehabilitation. The group discussed a variety of the recommendations and outcomes, including integrity, maintenance, performance/longevity, and additional areas of study that may still be needed.

The Trust hired a new Permitting Manager, Hamed Zadran, and a new Fire Marshall, Matt Epstein who are experienced in their respective fields but new to work with historic resources. In response, the Historic Compliance team facilitated additional training for both new staff about the California Historic Building Code, its use, and the ways the Trust has used the CA HBC in rehabilitation projects throughout the park. This coincided with Hamed and



FIGURE 13: PRESIDIO STAFF STAYING WARM AT BUILDING 1801 (PUBLIC HEALTH SERVICE HOSPITAL) DURING THEIR CULTURAL LANDSCAPE FIELD TRIP IN APRIL 2025



FIGURE 14: PRESIDIO TRUST AND GGNRA STAFF DISCUSS WOOD WINDOW REHABILITATION IN DECEMBER 2025

Matt taking a three-part course in Historic Building Code offered by the statewide advocacy organization, California Preservation Foundation.

In December, Building Maintenance Manager Ernesto Meraz joined Federal Preservation Officer Rob Thomson for a ½ day “show-and-tell” session with GGNRA historic architect Kim Sykes and park partners the Concrete Preservation Institute Foundation. The focus of the engagement was to share the Trust’s historic wood window rehabilitation process on-site at one

of our historic residential units. Tradespeople hired by the Trust reviewed means, methods and products used for the process, and Ernesto (who helped develop the process) narrated and fielded questions.

In keeping with Stipulation II.D., the Trust has developed a brief training presentation detailing the new provisions of the 2025 PA and how it supports the agency’s historic preservation program. The presentation will be rolled out to all staff via the Presidio Post (weekly internal staff newsletter) withing the next few weeks; a copy of the presentation will be shared with the PA parties via email once it has been posted.

As usual, the Trust Compliance and Cultural Resources team facilitated several tours by colleagues and aligned organizations over the course of 2025.



FIGURE 15: TRUST ARCHAEOLOGISTS EDWARD DEHARO AND CLAIRE YANCEY SPEAKING TO VISITORS FROM THE CALIFORNIA ASSOCIATION OF MUSEUMS IN FEBRUARY 2025

Appendix A: 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, 2014

40 **WHEREAS**, the Trust, in consultation with the SHPO, NPS and the ACHP, has determined that the
41 Trust’s Section 106 requirements for Area B of the Presidio of San Francisco NHLD can be more
42 effectively and efficiently implemented if a programmatic approach is used in accordance with 36 CFR §
43 800.14(b)(2); and

44 **WHEREAS**, the PTMP is a comprehensive programmatic plan developed by the Trust to guide the
45 management of Area B and is a programmatic document that presents a range of preferred land uses,
46 Planning Principles (Principles), and Planning District Guidelines (PDG) for identified planning districts
47 within Area B of the Presidio; the Principles and PDG are intended as a policy framework to guide the
48 Trust’s future activities as well as further project-specific and/or district-level planning prior to building
49 demolition or new construction with the potential to adversely affect historic properties; and

50 **WHEREAS**, the Trust, SHPO, NPS, and the ACHP consulted on the PTMP, including its Principles and
51 PDG, and executed an agreement document in 2002, which the National Trust for Historic Preservation
52 and Presidio Historical Association signed as concurring parties, that was to expire on April 30, 2014, or
53 upon execution of a successor agreement; and

54 **WHEREAS**, the Trust, SHPO, NPS, and the ACHP consulted on the 2002 agreement and executed a
55 programmatic agreement on April 29, 2014 (2014 PA), which the National Trust for Historic Preservation
56 and PHA signed as concurring, that was set to expire on December 31, 2024,

57 **WHEREAS**, the Trust, SHPO, NPS, and the ACHP initiated consultation on the renewal of the 2014 PA
58 on January 12, 2024, and subsequently entered into an agreement to extend the 2014 PA through June 30,
59 2025; and upon execution of this PA, a separate action will be taken to terminate the 2014 PTPA
60 agreement document; and

61 **WHEREAS**, the Trust executed the Programmatic Agreement among the Presidio Trust, the California
62 State Historic Preservation Officer, the National Park Service, and the Advisory Council on Historic
63 Preservation for the Main Post Update to the Presidio Trust Management Plan Presidio of San Francisco
64 National Historic Landmark, San Francisco, California (PA-MPU) in 2010; and

65 **WHEREAS**, the PA-MPU expired in October 2020 with undertakings not completed; and

66 **WHEREAS**, the Trust has notified the Secretary of the Interior (SOI) in accordance with 36 CFR §
67 800.10(c), and the NPS’s Regional Office Interior Regions 8, 9, 10 and 12 (NPS Regional Office) and the
68 GGNRA are representing the SOI, and the NPS has been invited to sign this Programmatic Agreement
69 (PA) as an invited signatory, and that both the NPS Regional Office and GGNRA will receive information
70 and participate in consultations; and

71 **WHEREAS**, in accordance with the regulations of 36 CFR § 800.14(b)(2), the Trust has notified and
72 invited the ACHP to participate in the development of this PA, and the ACHP responded regarding their
73 participation in their correspondence dated March 8, 2024; and

74 **WHEREAS**, the Trust has identified and notified parties as consulting parties (Appendix F) and invited
75 them to sign as concurring parties; and

76 **WHEREAS**, on January 19, 2024, the Trust invited the concurring parties from the PA-MPU to sign this
77 PA as concurring parties; and

78 **WHEREAS**, on February 1 and September 19, 2024, the Trust notified the public through its regular
79 “eNews” electronic mail distribution list of the consultation for the development of this PA, and afforded
80 them the opportunity to comment; and

81 **WHEREAS**, the Trust has made a good faith effort to locate federally recognized Indian Tribes that may
82 attach religious and cultural significance to properties under the administrative jurisdiction of the Trustor
83 with which the Trust could consult under the Native American Graves Protection and Repatriation Act
84 (NAGPRA); and the Trust has determined that there are no such federally recognized Tribes; and

85 **WHEREAS**, the remaining area of the Presidio depicted as “Area A” on the map in Appendix C remains
86 under the administrative jurisdiction of the NPS and is not subject to this PA; and

87 **WHEREAS**, the San Francisco National Cemetery remains under the administrative jurisdiction of the
88 United States Department of Veterans Affairs and is not subject to this PA; and

89 **WHEREAS**, the Trust and NPS have conducted numerous surveys and evaluations to identify NRHP-
90 eligible and NHLD-contributing properties for the entire Presidio NHLD, including archaeological
91 surveys, regardless of administrative jurisdiction; the most complete survey to date is the 1993 NHLD
92 update; the Trust has documented potential contributors to the NHLD via the draft 2008 NHLD update,
93 which considers eligibility of post-1945 resources, but does not re-evaluate resources listed in the 1993
94 NHLD update; and

95 **WHEREAS**, the Trust shall strive to manage and preserve the integrity of that portion of the NHLD in
96 Area B through planning, research, and specific undertakings consistent with good historic preservation
97 management and stewardship, the goals of the NHPA and related regulations, standards, and guidelines;
98 these efforts are with the objective of remaining in compliance with the applicable provisions of the
99 NHPA and the Presidio Trust Act; and

100 **WHEREAS**, the Trust as the federal agency with administrative jurisdiction for Area B is the responsible
101 agent for design consistency, conformance with building codes, life/safety and accessibility standards,
102 conformance with sustainability guidelines and goals, and integration and operation of infrastructure
103 systems such as electricity, water, and sewer and has developed a Tenant Handbook and other such
104 descriptive materials to guide this responsibility; and

105 **WHEREAS**, the Trust has consulted with the SHPO, NPS and the ACHP regarding ways to ensure that
106 the Trust’s operation, management, and administration of the NHLD provides for management of the
107 Presidio’s historic properties in accordance with the relevant sections of the NHPA; and

108 **NOW, THEREFORE**, the Trust, NPS, SHPO, and ACHP agree that the undertakings shall be
109 implemented in accordance with the following stipulations in order to take into account the effect of the
110 undertakings on historic properties.

111

112 **STIPULATIONS**

113 The Trust shall ensure that the following measures are carried out:

114 **I. ROLES AND RESPONSIBILITIES**

115 A. The Trust

- 116 1. The Trust’s Chief Executive Officer (CEO) shall be responsible for funding the agency’s
117 preservation program and assigning qualified staff and other resources to carry out
118 identification and management responsibilities effectively.
- 119 2. The CEO shall designate a Federal Preservation Officer (FPO) who shall be responsible for
120 coordination of the preservation program and implementation of the terms of this PA. The
121 FPO will have sufficient authority and control over internal processes to ensure that
122 decisions made pursuant to this PA are carried out. The FPO shall meet the requirements
123 for a Preservation Officer as defined in “The Secretary of the Interior’s Standards and
124 Guidelines for Federal Agency Historic Preservation Programs Pursuant to the National
125 Historic Preservation Act,” have five years or more experience in historic preservation and
126 meet the professional qualifications for Archaeologist, Historian, Architectural Historian or
127 Historic Architect included in “The Secretary of the Interior’s Historic Preservation
128 Professional Qualification Standards.” The FPO shall coordinate with the National
129 Environmental Policy Act (NEPA) Compliance Manager and Historic Compliance
130 Coordinator in carrying out the provisions of Stipulations IV and V.
- 131 3. All work pursuant to this PA regarding historic properties will be performed by, reviewed
132 by, or under the supervision of, a person or persons having five years or more experience in
133 historic preservation and meeting the professional qualifications for Archaeologist,
134 Historian, Architectural Historian, or Historic Architect included in “The Secretary of the
135 Interior’s Historic Preservation Professional Qualification Standards.”
- 136 4. The Trust shall ensure that the agency’s operation, management, and administration of the
137 Presidio’s historic properties are carried out in accordance with Section 112 of the NHPA.

138 B. SHPO, NPS, and the ACHP

- 139 1. The SHPO and the NPS will review and comment on undertakings in accordance with
140 Stipulations IV, V, VI, VII, VIII and IX, may raise and resolve objections according to
141 Stipulation X, and may amend or terminate this PA according to Stipulations XI and XII.
- 142 2. The ACHP may raise and resolve objections according to Stipulations IV and X, and may
143 amend or terminate this PA according to Stipulations XI and XII.

144 C. Concurring Parties

145 Concurring parties may review and comment on undertakings pursuant to Stipulations III
146 and IV, and may raise objections according to Stipulation X. Upon execution of this PA,

147 the Trust will notify concurring parties and invite them to sign the document. The Trust
148 will notify signatories at such time that a concurring party joins the agreement, and any
149 new concurring parties will be noted in each year's annual report.

150 D. The Public

151 The public may participate in public comment periods and review undertakings according
152 to Stipulation IV, and review and comment on the Trust's annual report in accordance
153 with Stipulation XV.

154 **II. CONTINUING EDUCATION**

155 A. The Trust shall provide ongoing and appropriate training to Trust personnel involved in the
156 maintenance, repair, and rehabilitation of historic buildings, structures and housing units, and for
157 all personnel responsible for making decisions regarding maintenance, repair, and rehabilitation
158 at the Presidio.

159 B. The Trust shall regularly organize, facilitate, or partner with outside organizations to provide
160 specialized crafts training programs in practical application of "The Secretary of the Interior's
161 Standards for the Treatment of Historic Properties" (Secretary's Standards) and other subject
162 matter related to management of the NHLD to applicable Trust staff.

163 C. The Trust shall provide training in conservation practices as applied to historic structures and
164 archaeological sites to Trust personnel for work at the Presidio.

165 D. The Trust shall develop and implement an in-house training program to advise Trust personnel
166 of this PA and procedures, techniques, and related matters regarding the preservation of the
167 historic properties located within Area B within six months of execution of this PA. The
168 training will be repeated every other year thereafter.

169 E. The Trust shall provide guidance and available research materials, reports, NRHP forms,
170 condition assessments, the Tenant Handbook, design standards, and all such materials in its
171 possession that will assist tenants or other parties in designing projects that may affect historic
172 properties at the Presidio, including the following:

173 1. Provide guidance in Presidio design and construction standards as indicated in the Tenant
174 Handbook and other verbal and written guidance materials.

175 2. Provide guidance in the professional areas of historic preservation, architecture,
176 engineering, fire and life/safety, security, building construction, materials conservation,
177 historic architecture, historic landscape architecture, archaeology, and history as
178 appropriate.

179 3. Provide ongoing review in the disciplines of historic architecture, historic landscape
180 architecture, and archaeology, on historic building and landscape rehabilitation designs,
181 and advise project proponents as designs progress and on modifications to scopes of work
182 that will bring them into compliance with the Secretary's Standards.

183 F. The Trust shall detail the scope of professional development undertaken each year as part of the
184 Trust’s annual report in accordance with Stipulation XV.

185 **III. DOCUMENTATION, IDENTIFICATION, EVALUATION & ANALYSIS OF HISTORIC**
186 **PROPERTIES**

187 A. Documentation, Identification & Evaluation of Historic Properties

188 1. Evaluation of buildings or structures shall be conducted within the framework of the
189 National Historic Landmarks (NHL) Criteria, the NRHP Criteria, and the “National
190 Register of Historic Places Registration Forms for the Presidio of San Francisco National
191 Historic Landmark District” (1993, or subsequent updates). If properties are found that date
192 to either before or after the period of significance or do not fit the NHL criteria, those
193 properties will be individually evaluated under NRHP criteria.

194 2. If a property in Area B that was not previously listed as a contributor to the NHL or
195 determined eligible for listing on the NRHP is determined by the Trust to be eligible, the
196 Trust shall treat that property as eligible for purposes of this PA. The Trust shall transmit
197 its determinations of eligibility and supporting documentation to signatory and concurring
198 parties, and consult on such decisions with the NPS and SHPO in order to achieve
199 concurrence. As part of the consultation, the Trust shall provide a summary of the views
200 and opinions of the concurring parties on the eligibility of any resources that the
201 Trust received during earlier consultations. Consultation on these decisions should not
202 exceed 30 days unless another time period is agreed to by the signatories. Any such
203 consultations will be documented in the Trust’s annual report in accordance with
204 Stipulation XV below, and according to appropriate documentation protocols determined
205 in consultation with SHPO and the NPS.

206 3. If the Trust determines that a property not previously listed or evaluated is not eligible for
207 listing on the NRHP, the Trust shall transmit its determinations of eligibility and
208 supporting documentation to signatory and concurring parties, and consult on such
209 decisions with the NPS and SHPO in order to achieve concurrence. As part of the
210 consultation, the Trust shall provide a summary of the views and opinions of the
211 concurring parties on the eligibility of any resources that the Trust received during earlier
212 consultations. Consultation on these decisions should not exceed 30 days unless another
213 time period is agreed to by the signatories. Such consultations will be documented in the
214 Trust’s annual report in accordance with Stipulation XV below, and according to
215 appropriate documentation protocols determined in consultation with SHPO and the NPS.

216 4. The Trust shall evaluate, or cause to be evaluated, the significance of and apply NHL and
217 NRHP criteria to archaeological properties that have not previously been evaluated for
218 contributing to the NHL or determined eligible for listing on the NRHP. The Trust shall
219 transmit its determinations of eligibility and supporting documentation to signatory and
220 concurring parties, and consult on such decisions with the NPS and SHPO in order to
221 achieve concurrence. As part of the consultation, the Trust shall provide a summary of the
222 views and opinions of the concurring parties on the eligibility of any resources that the

223 Trust received during earlier consultations. Consultation on these decisions should not
224 exceed 30 days unless another time period is agreed to by the signatories. Such
225 consultations will be documented in the Trust’s annual report in accordance with
226 Stipulation XV below, and according to appropriate documentation protocols determined in
227 consultation with SHPO and the NPS.

228 5. If the Trust, NPS, and SHPO disagree about a property the Trust has determined eligible or
229 ineligible, the Trust will proceed in accordance with 36 CFR 800.4(c)(2).

230 6. Should a concurring party to this PA or a member of the public believe that a property
231 found ineligible under this stipulation is eligible as a contributor to the NHL or for listing
232 in the NRHP, that party or person may contact the Trust, SHPO, and NPS to request
233 consultation on the determination. Consultation should not exceed 30 days. Should the
234 consultation fail to reach concurrence on the determination, the Trust will proceed in
235 accordance with 36 CFR 800.4(c)(2).

236 7. Within one year following the publication by the NPS of the 2026 Golden Gate National
237 Recreation Area Historic Resource Study (GGNRA HRS), the Trust shall initiate the next
238 comprehensive update to the NHL. The Trust will notify the signatory parties by
239 electronic mail when the NPS has published the GGNRA HRS. Within 30 days of
240 publication the Trust will send the Regional Office a Letter of Inquiry to initiate the
241 process of updating the NHL nomination. The Trust will complete the work to prepare the
242 nomination for presentation to the Landmarks Committee within 5 years of the NPS
243 response to the Letter of Inquiry unless an extension is agreed to in writing by the signatory
244 parties.

245 B. Analysis of Historic Properties

246 1. The Trust may, at its discretion, prepare analysis documents and issue-oriented plans in
247 order to inform maintenance plans or consultation around rehabilitation or management
248 strategies for historic properties. These documents shall include sub-district or site-specific
249 design guidelines, Historic Structure Reports (HSRs), Cultural Landscape Reports (CLRs),
250 or issue-oriented plans (e.g., Vegetation Management Plan, Historic Forest Character
251 Study), as well as other similar types of analysis documents.

252 a) The Trust shall prepare CLRs according to the format recommended by Chapter 7
253 (Management of Cultural Landscapes) of *NPS 28: Cultural Resource Management*
254 *Guideline* (or current iteration).

255 b) All HSRs shall be written in accordance with the standards established in *Preservation*
256 *Brief 43: The Preparation and Use of Historic Structure Reports* (NPS, 2005, or
257 current iteration). The HSRs will include a history of the property/building,
258 construction history, archaeology, architectural evaluation, conditions assessment,
259 maintenance requirements, recommendations for proposed work, copies of original
260 drawings and specifications (if available), current drawings if different from the
261 original, and historic and current photographs.

- 262 c) Sub-district or site-specific design guidelines shall remain consistent with applicable
263 Principles and PDGs to the maximum extent possible.
- 264 2. The Trust shall notify signatory parties of its intent to prepare a document under this
265 stipulation via electronic mail once a project has been initiated.
- 266 a) Upon completion of a first draft, the Trust shall provide copies of the document to
267 signatory and concurring parties for a 30-day review and comment period, unless
268 another time period is agreed to by the signatories, prior to finalization. Documents
269 will be sent in electronic or hard copy according to the recipient organization's
270 requirements.
- 271 b) Comments received within the comment period will be considered in the finalization
272 of the documentation.
- 273 c) The Trust will circulate a summary of all comments received during the review period
274 and the Trust's responses along with final copies of the documents.
- 275 • Should a signatory party object to the Trust's response(s), the Trust will resolve
276 the dispute in accordance with Stipulation X.
- 277 d) Final copies of the documents shall be posted to the Trust's website (www.presidio.gov –
278 Public Documents page) and described in the Trust's annual report in accordance with
279 Stipulation XV.
- 280 3. Completion of an analysis document that contains treatment recommendations shall not
281 substitute for review of an undertaking involving applicable historic properties under
282 Stipulation IV. Review and comment on analysis documents does not constitute
283 concurrence with treatment recommendations. Rather, the documents prepared under this
284 stipulation are intended to inform the Trust's and consulting parties' ability to assess and
285 reach determinations of effect for undertakings reviewed under Stipulation IV.

286 **IV. REVIEW OF UNDERTAKINGS**

287 **A. Determine the Undertaking**

- 288 1. Early in the planning process, consistent with 36 CFR § 800.1(c), the FPO shall determine
289 if a proposed project, which may originate from the Trust, Trust's permittees, federal or
290 non-federal tenants, or other parties, constitutes an undertaking.
- 291 a) If the FPO determines the proposed project has no potential to cause effects to historic
292 properties, then the Trust has no further obligations under this Stipulation.
- 293 b) If the FPO determines the proposed project is an undertaking with the potential to
294 cause effects on historic properties, the FPO will proceed to the next step in the review
295 process in accordance with Stipulation IV(A)(2).

- 296 2. The FPO shall assign one of the following categories to the undertaking.
- 297 a) Undertakings that are repetitive and low impact in nature (as described in Appendix A;
- 298 to be reviewed in accordance with Stipulation IV(A)(3)).
- 299 b) b) Undertakings that relate to the ongoing operation and maintenance of the Presidio
- 300 that include the following: maintenance, rehabilitation of historic properties, repair,
- 301 moving, interim and long-term leasing, road modifications or improvements, and work
- 302 regarding grounds and associated landscaping, traffic and parking improvements,
- 303 utility and infrastructure work, natural resource restoration, environmental remediation
- 304 and forestry work, permits, leases, or other agreements issued by the Trust (as
- 305 described further in Appendix A). These undertakings will be reviewed through the
- 306 Trust's N² process that includes joint NHPA and NEPA (at the Categorical Exclusion,
- 307 or CE, level) in accordance with Stipulation IV(C)(1).
- 308 c) Undertakings that relate to stand-alone new construction, substantial additions to
- 309 historic buildings or landscapes, partial or full demolition of historic properties, a
- 310 rehabilitation that includes any of the previous actions as part of its scope, or
- 311 undertakings that are not associated with the PTMP, an issue oriented plan, or site
- 312 specific design guidelines, within Area B. These undertakings will be reviewed by
- 313 coordinating NHPA and NEPA (at the Environmental Assessment/Environmental
- 314 Impact Statement (EA/EIS) level in accordance with Stipulation IV(C)(2)).
- 315 d) Undertakings involving stand-alone new construction or substantial additions to
- 316 historic buildings not already addressed in the PTMP, an issue-oriented plan, or site
- 317 specific design guidelines, and that are not subject to review by an EA or EIS, will
- 318 follow the NHPA-specific steps beginning with Stipulation IV(C)(2)(c)(1). Substantial
- 319 in this case refers to a structure or addition 1,000 square feet or greater and that cannot
- 320 be otherwise defined as ancillary to an existing building or site, using guidance
- 321 contained in Preservation Brief 14 – New Exterior Additions to Historic Buildings:
- 322 Preservation Concerns (2010) regarding relative size of new construction.
- 323 e) Undertakings that seek to obtain certification under the Federal Historic Preservation
- 324 Tax Incentives Program (known as Tax Credit Reviews), and reviewed in accordance
- 325 with Stipulation V.
- 326 f) Undertakings described under the 2010 Main Post Update to the PTMP shall be
- 327 reviewed in accordance with Stipulation VI.
- 328 g) Undertakings that may affect historic properties, but do not fit into one of the above
- 329 categories listed in Stipulation IV(A)(2)(a) through (f) shall be reviewed in accordance
- 330 with 36 C.F.R. § 800.
- 331 3. If the FPO determines the undertaking is an activity that is listed in Appendix A, the FPO
- 332 will document this determination for inclusion in the Trust's annual report (Stipulation
- 333 XV), and the Trust has no further obligations under this Stipulation.

334 4. If the FPO determines the undertaking is not an activity that is listed in Appendix A, the
335 FPO will continue the analysis and review process, beginning with Stipulation IV(B).

336 B. Define the Area of Potential Effects and Identify Historic Properties

337 1. The FPO shall determine and document the undertaking's APE, taking into account direct,
338 indirect, and cumulative effects.

339 2. The FPO will identify historic properties within the APE using the 1993 update, the draft
340 2008 update, subsequent NHL updates, or additional surveys if warranted. If there are
341 unevaluated properties in the APE that may be eligible individually or as contributors to the
342 NHL, the Trust shall consult with the SHPO and NPS according to Stipulation III.

343 3. If the FPO determines that the APE contains no contributing or eligible resources, the FPO
344 shall consider the effect the project may have on the NHL as a whole. If the FPO
345 determines that the NHL or other historic properties will not be affected, this
346 determination shall be documented for inclusion in the Trust's annual report (Stipulation
347 XV).

348 4. If the FPO identifies a historic property that may be directly, indirectly, or cumulatively
349 affected within the APE, the FPO will continue the review process with Stipulation IV(C).

350 C. Assessment of Effects from the Undertaking and Resolution of Adverse Effects

351 The FPO will assess the effects of the proposed undertaking, including cumulative effects, on
352 historic properties using the criteria of adverse effects (36 CFR § 800.5(a)(1)) and the Trust will
353 complete the review process using one of the following compliance pathways.

354 1. N² Review Process (coordinated National Environmental Policy Act and Section 106 of
355 National Historic Preservation Act reviews)

356 a) The Trust will assign a Project Manager (PM) or Trust Designated Representative
357 (TDR) responsible for each undertaking. The PM or TDR, who will represent the
358 Trust, Trust's permittees, federal or non-federal tenants, or other parties, shall submit a
359 package describing the proposed undertaking to the Historic Compliance Coordinator
360 for review by the FPO and Trust NEPA Compliance Manager. The package will
361 consist of a project summary document (known as a "Planning Review Submittal"),
362 plans, drawings, specifications, photos, and any other information useful for
363 describing the proposed undertaking.

364 b) The FPO shall add a description of the APE, in accordance with Stipulation IV(B)(1),
365 to the Planning Review Submittal Form.

366 c) The FPO shall add identified historic properties, in accordance with Stipulation
367 IV(B)(2), to the Planning Review Submittal Form.

- 368 d) If necessary, the FPO shall consult with the PM, TDR and other staff qualified
369 according to Stipulation I(A)(3) in order to ensure that the undertaking can achieve a
370 finding of no adverse effect.
- 371 e) In collaboration with the Trust's Archaeologist or other qualified archaeologist, the
372 FPO shall ensure that an appropriate level of archaeological identification, assessment,
373 or monitoring is performed for undertakings on top of or in proximity to
374 archaeological areas of the NHLD (see Appendix D), in accordance with an
375 Archaeological Management Assessment (AMA) prepared for the undertaking in
376 accordance with Stipulation VII.
- 377 f) The FPO shall make one of the following determinations (see Appendix E for a flow
378 chart of the below steps):
- 379 (i) Historic Property Affected, No Adverse Effect (Administrative Review) - If the
380 above process results in the FPO determining there is no adverse effect, the
381 Trust will document that finding in the undertaking's administrative record,
382 along with stipulations to ensure that any unanticipated adverse effects are
383 avoided, and ensure that the finding is included within the Trust's annual report
384 in accordance with Stipulation XV, and the undertaking may be implemented.
- 385 (ii) Historic Property Affected, No Adverse Effect through Conditions - If the
386 above process results in the FPO's finding that the proposed undertaking will
387 have no adverse effect on historic properties with conditions, the Trust will
388 place the item on the agenda for the weekly N² review, which will consist of the
389 following:
- 390 (1) The PM or TDR will prepare a Project Screening Form (Appendix I) The
391 Trust will prepare a project summary for circulation via electronic mail to
392 qualified Trust staff that will participate in the review, signatory parties,
393 except the ACHP, and concurring parties no later than the Monday before
394 the regular Thursday morning meetings (occurring each week at 10:00 am
395 Pacific Time). The project summary shall include information describing
396 how the undertaking has been designed to avoid adverse effects. The Trust
397 will make Project Screening Forms available online (www.presidio.gov -
398 Public Documents page).
- 399 (2) Signatory, concurring parties and the public may submit comments or
400 questions about the project, or conditions required to support the no
401 adverse effect determination ahead of the Thursday meetings; the Trust
402 shall invite signatory and concurring parties, who may also attend the
403 meeting in person. Trust staff qualified under Stipulation I(A)(3) will
404 review the project documents ahead of time and be present at the meeting
405 to contribute to the discussion and development of conditions.

- 406 (3) Trust compliance staff will document meeting minutes and conditions
407 required to support the no adverse effect determination, and circulate these
408 draft minutes to signatory and concurring parties via electronic mail for
409 comment or questions within five (5) business days of the meeting. The
410 minutes and conditions shall reflect input from the FPO and qualified Trust
411 staff, as well as comments received from signatory and concurring parties
412 or the public.
- 413 (4) Within five (5) business days following circulation of the meeting minutes
414 and project conditions, the Trust will distribute final minutes via electronic
415 mail and then prepare a Certificate of Compliance (CoC) and Categorical
416 Exclusion (CE) to be included in the undertaking's administrative record.
- 417 (5) The Trust will include the project description and finding in the Trust's
418 annual report in accordance with Stipulation XV and make the finding
419 available upon request to any party or the public.
- 420 (6) Following the issuance of the CoC and/or CE, and absent objection by any
421 consulting party or member of the public, the undertaking may proceed
422 without further review per this Stipulation.
- 423 (7) Because the Trust coordinates its NEPA and NHPA review, projects may
424 appear on the N² agenda that have only NEPA implications (e.g. approval
425 of new herbicides for use in Area B), and do not constitute an undertaking.
426 In these cases, the Trust will note on the agenda that the project has no
427 potential to affect historic properties and thus will not be subject to NHPA
428 review.
- 429 (iii) Historic Property Affected, Adverse Effect - If the FPO identifies potential
430 adverse effects associated with the proposed undertaking, the Trust shall consult
431 the NPS and SHPO for a period not to exceed thirty days to determine if the
432 adverse effect may be avoided.
- 433 (1) If the Trust, SHPO, and the NPS agree on measures to avoid adverse
434 effects, the Trust shall resubmit its finding of effect as No Adverse Effect
435 and request SHPO concurrence. Upon receiving SHPO concurrence, the
436 Trust shall document the consultation and concurrence in the
437 administrative record for the project, and include a summary of avoidance
438 measures for the undertaking in the annual report in accordance with
439 Stipulation XV. The undertaking may proceed without further review per
440 this Stipulation.
- 441 (2) If the Trust, SHPO, and the NPS consult and agree that the proposed
442 undertaking will result in an adverse effect but do not reach an agreement
443 about how to avoid adverse effects, then the Trust shall consult with all

444 signatory and concurring parties to resolve the adverse effect in
445 accordance with 36 CFR 800.6.

446 2. Coordination of Section 106 of NHPA with an Environmental Assessment (EA) or
447 Environmental Impact Statement (EIS) Process

448 a) If the Trust is preparing an EA or an EIS for NEPA it shall follow ACHP guidance on
449 integrating NEPA and Section 106 relative to development of a comprehensive
450 communication plan, creation of an integrated strategy for completing studies to fill
451 data gapsthat meet information standards and timing requirements for both NEPA and
452 NHPA processes, and – where appropriate – descriptions of mitigation commitments
453 inthe decision record. The Trust will include a project-specific description of its
454 intended process integration as part of the scoping notice for NEPA and initiation of
455 NHPA consultation under this stipulation.

456 b) The Trust shall ensure that the undertakings reviewed under this compliance pathway
457 conform to the Secretary’s Standards, the Principles, and any applicable PDG to the
458 maximum extent possible.

459 c) First Consultation Package - In coordination with the opening of public scoping for the
460 NEPA process and consistent with 36 CFR § 800.1(c), the Trust shall simultaneously
461 provide the SHPO, the NPS, and concurring parties with an initial consultation
462 package.

463 (i) The First Consultation Package shall include the following: a determination of
464 the project to be an undertaking (Stipulation IV(A)(2)), a graphic and written
465 justification for the proposed APE and list of historic properties identified in the
466 proposed APE (Stipulation IV(B)(1) and (2)), and a preliminary assessment of
467 effect based on the undertaking’s consistency with the Secretary’s Standards,
468 Principles, and relevant PDGs.

469 (ii) Provided the purpose and need describes a project that has been determined to
470 be an undertaking (in accordance with Stipulation IV(A)(2)), the preliminary
471 assessment of effect shall be one of the following: (1) Historic Property
472 Affected, No Adverse Effect, (2) Historic Property Affected, No Adverse Effect
473 through Conditions, or (3) Historic Property Affected, Adverse Effect. The
474 comment period on this consultation package shall be coordinated with the
475 NEPA scoping period, and will be specified in the cover letter and shall not be
476 fewer than thirty (30) days.

477 d) Second Consultation Package & Process - In coordination with the release of a draft
478 EA/Finding of No Significant Impact (FONSI) or draft EIS, the Trust shall distribute a
479 second consultation package to the SHPO, the NPS, and concurring parties for
480 comment.

481 (i) For undertakings with a preliminary finding of “historic property affected, no
482 adverse effect” or “historic property affected, no adverse effect through
483 conditions”, the Second Consultation Package will contain the following: a final
484 APE, summary of public scoping comments and the Trust’s responses,
485 comments received in response to the First Consultation Package, and a
486 determination of effect regarding the undertaking on historic properties. The
487 Trust will include supplemental information in the second consultation package
488 that describes the historic properties and an analysis of how the undertaking
489 will affect them. The package will also contain a request for a consultation
490 meeting among the signatory parties in order to discuss the Trust’s finding that
491 the undertaking will not adversely affect historic properties, conforms to the
492 Secretary’s Standards, the Principles and any applicable PDGs to the maximum
493 extent possible.

494 (1) The concurring parties will have thirty (30) days following the date of
495 receipt of the second consultation package to provide written comments to
496 the Trust for the signatory parties’ consideration during this consultation.
497 The Trust shall provide a summary of all comments from the public and
498 concurring parties gathered via review of the draft EA or EIS to the
499 signatory parties.

500 (2) The signatory parties will have thirty (30) days following the date of
501 receipt of the second consultation package to provide written comments to
502 the Trust regarding the determination of effect and changes, if any, that are
503 needed for the undertaking to avoid adverse effects, meet the Secretary’s
504 Standards, the Principles and applicable PDGs.

505 (3) If the signatory parties agree to meet, the consultation meeting to discuss
506 these comments will be held within ten (10) days of the close of the thirty
507 (30) day comment period described under Stipulation IV(C)(2)(d)(i)(2), or
508 from the close of any extended comment period. The signatory parties may
509 decide to forego the consultation meeting.

510 (4) If the signatory parties concur with the finding of No Adverse Effect, the
511 Trust shall document these modifications, finalize the EA/EIS and revised
512 description of the undertaking, and provide each of the other parties with
513 copies of the final materials. The Trust shall document this determination
514 for inclusion in the Trust’s annual report (Stipulation XV), and the Trust
515 has no further obligations under this Stipulation.

516 If the Trust modifies the undertaking in response to comments received
517 from the SHPO and NPS, the Trust shall provide documentation
518 describing the changes and request SHPO concurrence on a finding of no
519 adverse effect. Upon receiving SHPO concurrence the Trust shall
520 document these modifications, finalize the EA/EIS and revised description
521 of the undertaking, and provide each of the other parties with copies of the

522 final materials. The Trust shall document this determination for inclusion
523 in the Trust’s annual report (Stipulation XV), and the Trust has no further
524 obligations under this Stipulation.

525 (5) If the Trust consults with NPS and SHPO but the parties do not reach
526 agreement on measures to avoid adverse effects, then the Trust shall
527 consult with all signatory and concurring parties to resolve the adverse
528 effect in accordance with 36 CFR § 800.6.

529 (ii) For undertakings with a preliminary finding of “historic property affected,
530 adverse effect”, the Second Consultation Package will contain the following: a
531 final APE, summary of scoping comments and the Trust’s responses, and an
532 assessment of the undertaking’s effects on historic properties. The Trust will
533 include supplemental information in the Second Consultation Package that
534 describes the historic properties and an analysis of how the undertaking will
535 affect them. The package will also contain a request for a consultation meeting
536 among the signatory parties in order to discuss the Trust’s finding.

537 (1) The concurring parties will have thirty (30) days following the date of
538 receipt of the Second Consultation Package to provide written comments
539 to the Trust. The Trust shall provide a summary of all comments from the
540 public and concurring parties gathered via review of the draft EA or EIS to
541 the signatory parties.

542 (2) The signatory parties will have thirty (30) days following the date of
543 receipt of the Second Consultation Package to provide written comments
544 to the Trust regarding the assessment of effect and comment on ways the
545 undertaking could be modified to avoid adverse effects, meet the
546 Secretary’s Standards, the Principles and applicable PDGs.

547 (3) If the signatory parties agree to meet, the consultation meeting to discuss
548 these comments will be held within ten (10) days of the close of the thirty
549 (30) day comment period described under Stipulation IV(C)(2)(d)(i)(2), or
550 from the close of any extended comment period. The Trust shall provide a
551 summary of all comments from the public gathered via review of the draft
552 EA or EIS to the signatory parties prior to the consultation meeting. The
553 signatory parties may decide to forego the consultation meeting.

554 (4) Where the Trust, SHPO, and the NPS agree on how to avoid adverse
555 effects, the Trust shall provide documentation describing the changes,
556 revise the finding of effect to No Adverse Effect, and request SHPO
557 concurrence. Upon receipt of SHPO concurrence, the Trust shall document
558 the consultation agreement in the administrative record for the undertaking,
559 the Trust may finalize the EA/EIS to include the revised description of the
560 undertaking and provide each of the other parties with copies of the final
561 materials. The Trust shall document this determination for inclusion in the

562 Trust's annual report (Stipulation XV), and the Trust has no further
563 obligations under this Stipulation.

564 (5) If the Trust consults with signatories and does not reach agreement on
565 measures to avoid adverse effects, then the Trust shall also consult with all
566 signatory and concurring parties to resolve the adverse effect in accordance
567 with 36 CFR § 800.6.

568 3. Failure of NPS, SHPO, ACHP, or the concurring parties to comment within the timeframes
569 established by this stipulation or within timeframes otherwise agreed to by those parties on
570 any document submitted for review pursuant to this stipulation the Trust may proceed
571 without considering comment(s) that might otherwise have been made. However, the Trust
572 shall consider the reasonable request via written or electronic mail of any signatory party
573 for a modification of the timeframes established by this stipulation.

574 **V. COORDINATION WITH THE FEDERAL OR CALIFORNIA STATE HISTORIC**
575 **PRESERVATION TAX INCENTIVES PROGRAM**

576 This stipulation applies to all undertakings in Area B proposed by tenants or others (hereby referred to as
577 Applicants) seeking to participate in the Federal or California State Historic Preservation Tax Incentives
578 Program. It defines steps and responsibilities for coordinated Section 106 consultation and Certified
579 Rehabilitation review so that the regulatory objectives of both processes may be met, and so that the
580 Trust's role as the long-term manager of properties in Area B is supported.

581 A. Applicants seeking to participate in the Federal or California State Historic Preservation Tax
582 Incentives Program for a historic property or properties located in Area B shall follow the
583 process delineated in 36 CFR Part 67 (for Federal Tax Credits) or the California State corollary
584 regulations respectively. For Tax Incentive project review, applicants are encouraged to engage
585 in early conversations and coordination with the SHPO. Applicants will be responsible for
586 submitting Parts One, Two, and Three electronic applications and amendments to SHPO for
587 review and approval.

588 B. The Trust shall accomplish Section 106 review for all Tax Incentive projects proposed by an
589 Applicant through the processes described in Stipulation IV above. Consultation under
590 Stipulation IV will address direct, indirect and cumulative effects. The Trust shall supplement
591 consultation packages described under subparts IV(C)(1)(f)(ii)(1) and IV(C)(2)(c) and (d) with
592 information from the Parts One and Two submittals that may assist in the review and comment
593 of participating parties.

594 1. If the Applicant receives Part Two approval from the NPS-Technical Preservation Services
595 (NPS-TPS) without conditions, the rehabilitation described in the Part Two application will
596 be considered to conform to the Secretary's Standards; and if Section 106 review under
597 Stipulation IV results in no adverse direct, indirect, or cumulative effects from the
598 undertaking, and Section 106 consultation under Stipulation IV will be concluded.

- 599 2. If conditions are placed on the Part Two approval, the Applicant shall be obligated to
600 comply with those conditions.
- 601 a) The conditions may be resolved through compliance with the condition(s) or a Part
602 Two amendment submitted to SHPO for review and approval. If the conditions are
603 met and/or the amendment approved, the rehabilitation described in the Part Two
604 application will be considered to conform to the Secretary's Standards; and if the
605 Section 106 review under Stipulation IV results in no adverse direct, indirect or
606 cumulative effects from the undertaking, and Section 106 consultation under
607 Stipulation IV will be concluded.
- 608 b) In the event that the Applicant cannot or will not modify the project to comply with
609 the conditions, the Applicant may abandon the project or complete Section 106 review
610 solely in accordance with Stipulation IV.
- 611 3. SHPO and NPS shall be responsible for coordinating comments on consultation packages
612 submitted during the 106 review with comments on tax credit submittals among the
613 separate reviewing offices (e.g., NPS- Regional Office Interior Regions 8, 9, 10 and 12
614 (NPS Regional Office) and NPS-Technical Preservation Services).
- 615 C. In addition to coordinating review under Stipulation IV(C), the Trust shall perform the
616 following tasks in support of Tax Incentive projects:
- 617 1. The Trust will preliminarily review copies of Applicants' Parts One, Two and Three
618 applications, and amendments to Part Two applications, prior to submittal to SHPO. The
619 Trust will review these documents for their accuracy and consistency with Trust codes,
620 regulations, planning documents, guidelines and general design direction as described in
621 the Tenant Handbook and other such descriptive materials adopted or produced by the
622 Trust for Area B. The Trust shall review these documents for no more than fifteen (15)
623 calendar days and submit comments to the Applicant in writing prior to the Applicant's
624 submittal of final documents to SHPO.
- 625 2. The Trust shall assist the Applicant in making a determination regarding Functionally
626 Related Structures (FRS) according to 36 CFR § 67.6(b)(4), and ensure the Applicant
627 submits adequate documentation to NPS-TPS to confirm the determination in conjunction
628 with the Part One application submittal.
- 629 a) If the NPS-TPS confirms that the tax credit project is an FRS, any other work within
630 the complex of historically functionally related buildings that is not subject to the tax
631 credit project must be submitted to the Trust for Section 106 review through
632 Stipulations IV or V and demonstrated to meet the Standards. Such determinations will
633 be documented in the Trust's annual report in accordance with Stipulation XV below.
- 634 b) If NPS-TPS confirms that there are no FRS because there is no historic functional
635 relationship among the structures, a certification decision will be made for the tax
636 credit project only. Any other work must be reviewed separately.

- 637 3. The Trust shall monitor the construction phase of a Tax Incentive project for compliance
638 with any stipulations established through the Certified Rehabilitation process. The Trust
639 shall also monitor the five (5) year recapture period after the Applicant's completion of the
640 rehabilitation beginning from the date when the building or buildings associated with the
641 Certified Rehabilitation is/are placed into service.
- 642 a) The FPO shall employ the review process described under Stipulation IV for any
643 substantive actions proposed involving a Certified Rehabilitation during the five (5)
644 year recapture period.
- 645 b) The FPO shall direct the applicant to notify SHPO in writing to describe the nature of
646 the proposed undertaking and request comment as to its appropriateness according to
647 terms established via the Certified Rehabilitation. SHPO may consult with NPS-TPS
648 as appropriate on the proposed additional work. Any amendments would follow the
649 tax credit amendment process.
- 650 c) The FPO shall ensure that the additional work is carried out according to direction
651 from the SHPO and NPS-TPS.
- 652 d) The Trust shall document the work, along with the rest of the undertaking, in the
653 Trust's annual Section 106 report in accordance with Stipulation XV.

654 VI. UNDERTAKINGS DESCRIBED UNDER THE 2010 MAIN POST UPDATE TO THE PTMP

655 A. Design Review Steps, Process for PA-MPU Projects

- 656 1. Using site-specific and district-wide design guidelines, the design guidelines in the PTMP,
657 and/or treatment recommendations from HSRs, the Trust will work with project
658 proponents to develop designs for new construction and rehabilitation described under
659 Stipulation VI.C.
- 660 2. The Trust is responsible for ensuring that design submittals are complete prior to
661 distributing them for review. These designs will be submitted to signatory and concurring
662 parties, and the public, for further consultation and comment according to the processes
663 described in Appendix H.
- 664 3. The Trust will be responsible for notifying participating parties of the intent to hold public
665 meetings and on-site briefings in accordance with Appendix H at least thirty (30) calendar
666 days prior to the event taking place.

667 B. Consultation on Treatment of Buildings 40 and 41

- 668 1. Prior to completion of schematic designs for El Presidio interpretive landscape, and
669 following treatment recommendations in the 2012 Main Post CLR, the Trust will initiate
670 consultation with signatory and concurring parties to determine the appropriate treatment
671 of Buildings 40 and 41, and will consider all measures for avoidance, minimization or
672 mitigation.

- 673 2. Because the landscape design for El Presidio will be phased, phases of the plan that do not
674 propose to adversely affect Buildings 40 and 41 may proceed according to the process
675 described in Appendix H. Implementation of earlier phases of the treatment plan will not
676 preclude any outcome as to the final treatment of Buildings 40 or 41.
- 677 3. The Trust will initiate consultation by notifying signatory and concurring parties of its
678 intent to hold a public meeting thirty (30) calendar days prior to scheduling the meeting.
679 Trust staff will present proposals, with the full range of treatment options, related to the
680 above-referenced project at the session and will solicit comment from attendees. Following
681 the public meeting, the Trust, NPS, SHPO and concurring parties will meet to consider the
682 proposals and comments from the meeting and discuss how effects should be resolved.
- 683 4. Where the Trust, NPS, SHPO, and concurring parties agree on how effects will be
684 resolved, they shall document such agreement along with a process for implementing the
685 terms of agreement (including, documentation, rehabilitation and/or relocation plans, or
686 other mitigation measures).
- 687 5. If, after consultation, the Trust, NPS, SHPO, or concurring parties cannot agree on how
688 effects will be resolved, then the Trust shall notify the ACHP and treat the matter as an
689 objection under the terms of Stipulation X, Dispute Resolution.

690 C. Summary of Treatment Measures and Limits of New Construction For components of the Main
691 Post Update determined to result in adverse effects to historic properties and to the cultural
692 landscape as documented in the final Finding of Effect for the Main Post Update, measures to
693 avoid, minimize and mitigate the adverse effects of the undertaking are described below.

694 1. Project-Specific Treatments

695 a) El Presidio: The Birthplace of San Francisco The archaeological program at El
696 Presidio may only proceed as follows:

697 (i) Standards and guidelines to direct archaeological efforts at El Presidio have
698 been developed and will apply to all work undertaken at the site, including
699 work by professional and academic partners of the Trust; terms and details for
700 these standards and guidelines to direct archaeological methods at El Presidio
701 are set forth in Stipulation VII. The Trust will include a current copy of the
702 Archaeology Standards & Guidelines in Appendix J. Any changes to the
703 standards and guidelines will be summarized in the annual report each year
704 under the terms of Stipulation XV.

705 (ii) Treatment recommendations will be developed for the phased implementation
706 of an interpretive landscape at El Presidio, including:

707 (1) Reduction of parking from 252 daily stalls to 75 daily stalls, and;

708 (2) Measures to periodically close Moraga Avenue, Mesa and Graham Streets
709 using removable bollards for ongoing excavation and special events, and;

- 710 (3) Representations of the dimensions and layout of the colonial settlement,
711 and measures to rehabilitate the character-defining features of the *plaza de*
712 *armas*. Review of schematic designs for above will be conducted
713 according to terms set forth in Appendix H.
- 714 (iii) Prior to implementing a course of action involving removal or relocation of
715 NHL-contributing Buildings 40 or 41 the Trust will consult with signatory and
716 concurring parties according to terms set forth in Stipulation VI(B).
- 717 (iv) In 2024, the Trust began a project to rehabilitate Building 40 for multi-tenant
718 office use, with expected completion and occupancy by 2025. As of the same
719 year, Building 41 is fully occupied for residential use.
- 720 b) Presidio Lodge
721 Rehabilitation and new construction associated with the Presidio Lodge may only
722 proceed as follows:
- 723 (i) Total new construction for lodging use on the site bound by Lincoln Boulevard,
724 Sheridan Avenue, Graham and Anza Streets will not exceed 70,000 sq/ft
725 (reference conceptual site plan attached as Appendix G).
- 726 (ii) New construction will be roughly based on the historic barracks layout that was
727 present between Anza and Graham Streets (ca. 1860-1945), with heights not to
728 exceed 30'; the southern edge of new construction will be set back no less than
729 150' from Building 95 (reference conceptual site plan attached as Appendix G).
- 730 (iii) Designs for foundations, utility connections and underground parking using the
731 basement footprint of former Building 34 will take into account the presence of
732 subsurface archaeological features, and the Trust will seek solutions through the
733 review process to avoid adverse effects associated with excavation.
- 734 (iv) Buildings 86 and 87 may be adaptively reused for lodging according to
735 treatment recommendations in an HSR, developed according to terms set forth
736 in Stipulation III and the Secretary's Standards.
- 737 (v) Prior to completion of schematic designs for the Presidio Lodge, an
738 Archaeological Management Assessment (AMA) will be prepared (reference
739 Stipulation VII). If the AMA anticipates an adverse effect to archaeological
740 features, the Trust will draft a proposed Treatment Plan according to terms set
741 forth in Stipulation VII.
- 742 (vi) Reviews of rehabilitation and new construction will be conducted according to
743 terms set forth in Stipulation VI(A) and will follow conceptual plans attached as
744 Appendix G.

- 745 c) Presidio Chapel
746 Rehabilitation and new construction associated with the Presidio Chapel (Building
747 130) may only proceed as follows:
- 748 (i) In order to minimize the effect of an addition, Building 130 and its surrounding
749 landscape will be rehabilitated and new construction designed according to the
750 treatment recommendations in the 2012 HSR.
- 751 (ii) An addition not to exceed 4,000 sq/ft may be located to the west of Building
752 130, with a height not to exceed the sills of the west elevation windows; the
753 addition will be perpendicular to the west wall of the sanctuary, allowing a
754 large portion of the west wall to be visible.
- 755 (iii) Designs for the addition will take into account the presence of subsurface
756 archaeological features and the Trust will seek solutions through the review
757 process to avoid adverse effects associated with excavation.
- 758 (iv) Review of rehabilitation and new construction will be conducted according to
759 terms set forth in Stipulation VI(A), and will follow conceptual plans attached
760 as Appendix G.
- 761 d) Pedestrian Access & Parking Improvements Pedestrianization of specified roads and
762 development of the following parking facilities in the Main Post may only proceed in
763 accordance with the Secretary's Standards and as follows:
- 764 (i) Traffic signals will not be installed at any location in the Main Post.
- 765 (ii) Portions of Arguello Boulevard (between Moraga and Sheridan Avenues) and
766 Sheridan Avenue (between Graham and Montgomery Streets) will be closed to
767 vehicular traffic using removable bollards; historic widths and alignments of
768 these NHL-contributing resources will be retained and roads will be resurfaced
769 with a historically compatible paving material; reviews for treatment of historic
770 roads will be conducted according to terms set forth in Stipulation VI(A).
- 771 (iii) The parking lot at Moraga Avenue will be developed to avoid adverse effects to
772 Building 386, according to conceptual plans attached as Appendix G; treatment
773 of archaeological resources will follow terms set forth in Stipulation VII.
- 774 (iv) The Main Post Bluff parking facility will be developed according to conceptual
775 plans attached as Appendix G; an archaeological Identification Plan will be
776 developed for the Main Post Bluff parking facility prior to completion of
777 schematic designs. An AMA will be prepared based on any additional testing
778 that may be required according to the Identification Plan. If the AMA
779 anticipates an adverse effect to archaeological features, the Trust will draft a
780 proposed Treatment Plan according to terms set forth in Stipulation VII.

- 781 (v) Reviews for the design of the parking facility will be conducted according to
782 terms set forth in Stipulation VI(A).
- 783 e) Coordination with Design of the Main Parade
- 784 (i) Guidelines have been included in the 2011 Main Post Planning and Design
785 Guidelines to ensure compatibility between the Presidio Lodge design and the
786 rehabilitated Main Parade.
- 787 (ii) Project specific design guidelines for the Presidio Lodge will incorporate
788 directives from the Main Post Planning and Design Guidelines ensuring
789 compatibility between the new Lodge construction and the adjacent Main
790 Parade.
- 791 (iii) Prior to finalizing schematic designs for the eastern edge of the Main Parade
792 (also known as the “Anza Esplanade”, reference Appendix G), the Trust will
793 hold a public meeting on the proposed design for that feature.
- 794 (iv) Following the public meeting the Trust will distribute a 90% design
795 development submittal to the signatory and concurring parties for review. The
796 design submittal will be made available via the Trust website
797 (www.presidio.gov – Public Documents page), or in hard copy mailed upon
798 request.
- 799 (v) Written comments from the signatory parties on these design submissions
800 received by the Trust within twenty-one (21) calendar days of the submission
801 will be considered. If a party does not comment within twenty-one (21)
802 calendar days, and does not notify the Trust and request an additional period to
803 submit comments that shall not exceed ten (10) calendar days, the Trust may
804 proceed.

805 VII. ARCHAEOLOGY

806 The Trust shall take all reasonable measures to protect archaeological sites and features identified inside
807 the NHLD. To accomplish this and inform the design process, an AMA shall be prepared by a qualified
808 archaeologist for all undertakings that involve ground-disturbing activities within or adjacent to
809 archaeologically sensitive areas (Stipulation IV(A)(2)(b-d)). All other ground disturbing activities are
810 subject to archaeologist review via the Trust’s dig permit process. The Trust’s qualified archaeologist
811 shall include copies of completed AMA’s in the Trust’s annual report in accordance with Stipulation XV.
812 Based on the Trust’s assessment under Stipulation IV(C)(1)(e), the AMA will outline a course of action
813 for the projects. This course of action shall include one or more of the following:

- 814 A. The Trust shall develop a project-specific monitoring plan for those projects that are not
815 anticipated to have an adverse effect, or that have been designed to avoid adverse effects during
816 design development but that nonetheless are in or adjacent to identified or predicted
817 archaeological areas (in accordance with Stipulation IV(C)(1)(f)(i) or IV(C)(1)(f)(ii)). The
818 monitoring plan will describe measures to protect archaeological features and will include the

819 proposed location and frequency of monitoring along with required documentation procedures.
820 Measures to identify, assess, and determine the appropriate treatment of archaeological features
821 should they be encountered will be consistent with the discovery protocols (Appendix B).

822 B. The Trust shall develop a project-specific treatment plan at the completion of the schematic
823 phase for projects that may have an adverse effect as determined under Stipulation
824 IV(C)(1)(f)(ii) but that require further identification to understand the content and dimensions of
825 the features, to assess the nature and extent of the effect, and/or to guide continuing efforts to
826 avoid the adverse effect. For the purposes of the undertaking, the Trust may assume NRHP
827 eligibility for archaeological features identified, but only if the effects on such features will not
828 be adverse. Full evaluation is required if adverse effects are likely. Identification will further
829 refine recommendations in the AMA and may lead to a monitoring or treatment plan so that
830 adverse effects will be avoided.

831 C. The Trust shall develop a project-specific treatment, monitoring, or other plan for those projects
832 that have unavoidable adverse effects and where existing identification is sufficient to proceed
833 with a treatment plan, or for which further identification is incorporated within the treatment
834 plan. If this determination is reached through Stipulation IV(C)(1)(f)(iii), the Trust shall consult
835 with NPS and SHPO on the proposed treatment plan according to the terms of that Stipulation.
836 The proposed plan will include a description of protection measures for unaffected
837 archaeological features, relevant research questions to be answered, methods for data recovery,
838 monitoring during construction, responsibilities and coordination, and the interpretation and
839 curation of recovered materials. The plan will describe the mitigation sufficiently to serve as a
840 scope of work and for the purpose of developing a budget. These reports will be summarized in
841 the Trust's annual report in accordance with Stipulation XV.

842 D. All material remains and associated records generated by such projects, and not subject to
843 NAGPRA, will be accessioned, catalogued, and managed in accordance with 36 CFR Part 79,
844 "Curation of Federally Owned or Administered Archeological Collections," the Trust's
845 *Archaeological Collections Policy*, and the *Archaeological Collections Management*
846 *Guidelines*.

847 1. In accordance with 36 CFR Part 79, the Trust shall use "qualified museum professionals"
848 to provide "professional, systematic, and accountable curatorial services on a long-term
849 basis" so that the Trust's collections are "managed and preserved" and "available for
850 scientific, education, and religious uses."

851 2. According to 36 CFR Part 79 "material remains means artifacts, objects, specimens and
852 other physical evidence that are excavated or removed in connection with efforts to locate,
853 evaluate, document, study, preserve or recover a prehistoric or historic resource." Likewise,
854 "associated records means original records (or copies thereof) that are prepared, assembled
855 and document efforts to locate, evaluate, record, study, preserve or recover a prehistoric or
856 historic resource"; these include but are not limited to AMAs, monitoring plans and
857 treatment plans as described in Stipulation VI.

858

859 3. Curatorial activities will be summarized in the Trust’s annual report in accordance with
860 Stipulation XV.

861 **VIII. UNANTICIPATED EFFECTS & POST REVIEW DISCOVERY**

862 A. If after completion of an undertaking’s review pursuant to Stipulation IV(C)(1) through (3), or if
863 during the implementation of any previously reviewed undertaking, the Trust finds it necessary
864 to modify the project scope or construction documents, the FPO shall determinethe necessary
865 compliance pathway to address this modification in accordance with Stipulation IV(C).

866 B. The Trust shall utilize its Standard Archaeological Discovery Protocol (see Appendix B) for
867 projects without any anticipated effects; this will be the only condition required prior to
868 implementation. In the event of an archaeological discovery the Trust may assume eligibility for
869 the purposes of treatment for the current undertaking. Should circumstances arise where the
870 Trust cannot address discoveries in a manner consistent with the protocol, the Trust shall notify
871 the SHPO and NPS of the discovery and any project-related time constraints, then agree upon
872 reasonable time frames for consultation. The Trust shall take into account any timely comments
873 prior to making a final decision on treatment. This protocol will describe the Trust’s methods to
874 comply with the Archaeological Resources Protection Act (ARPA) and NAGPRA for
875 discoveries.

876 **IX. EMERGENCY RESPONSE**

877 A. In the event that an emergency occurs at the Presidio that affects historic properties, the Trust
878 may take actions without consultation to preserve life or property.

879 1. Trust will notify SHPO and NPS within 24 hours of the emergency or as soon as conditions
880 permit.

881 2. The Trust will notify the SHPO and NPS of any actions taken to preserve life or property
882 within five days of completing the action.

883 3. The Trust will include a summary of the emergency and any actions taken in the Trust’s
884 annual report in accordance with Stipulation XV.

885 B. In the event of a disaster or emergency declared by the President or the Governor of California,
886 the Trust can undertake actions involving historic properties to prevent further damage within
887 thirty (30) days from the declaration of the disaster or emergency.

888 1. Emergency response work will be conducted in a manner that avoids or minimizes effects
889 on historic properties and, where possible, such emergency measures will be undertaken in
890 a manner that does not foreclose future preservation or restoration.

891 2. The Trust shall notify the NPS and SHPO of the emergency within two (2) days of the
892 declaration and include the steps being taken to address the emergency, and shall provide
893 on-site monitoring of emergency response work by qualified personnel (safe working
894 conditions permitting). NPS and SHPO may comment on the proposed steps in order to

895 facilitate the Trust's emergency response plan while also avoiding adverse effects to
896 affected properties.

897 3. The Trust will include a summary of the emergency and response taken in the Trust's
898 annual report in accordance with Stipulation XV.

899 4. The thirty (30) day timeframe referred to in Stipulation IX(B) may be extended with
900 approval of the ACHP.

901 C. Actions as part of the recovery of a disaster or emergency shall be reviewed in accordance with
902 Stipulation IV.

903 **X. DISPUTE RESOLUTION**

904 Should any signatory or concurring party to this PA object at any time to any actions proposed or the
905 manner in which the terms of this PA are implemented, the Trust shall notify all parties and consult with
906 the objecting party for a period not to exceed thirty (30) days to resolve the objection. If the Trust
907 determines that such objection cannot be resolved, the Trust will:

908 A. Notify signatory and concurring parties of the intent to resolve a dispute through the
909 involvement of the ACHP, and forward all documentation relevant to the dispute, including the
910 Trust's proposed resolution, to the ACHP. The ACHP shall provide the Trust with its advice on
911 the resolution of the objection within thirty (30) days of receiving adequate documentation. Prior
912 to reaching a final decision on the dispute, the Trust shall prepare a written response that takes
913 into account any timely advice or comments regarding the dispute from the ACHP, signatories
914 and concurring parties, and provide them with a copy of this written response. The Trust will
915 then proceed according to its final decision.

916 1. If the ACHP does not provide its advice regarding the dispute within the thirty (30) day
917 time period, the Trust may make a final decision on the dispute and proceed accordingly.
918 Prior to reaching such a final decision, the Trust shall prepare a written response that takes
919 into account any timely comments regarding the dispute from the signatories and
920 concurring parties to the PA, and provide them and the ACHP with a copy of such written
921 response.

922 B. The Trust's responsibility to carry out all other actions subject to the terms of this PA that are not
923 the subject of the dispute remain unchanged.

924 **XI. AMENDMENTS**

925 A. This PA may be amended when such an amendment is agreed to in writing by all signatories.
926 The amendment will be effective on the date a copy signed by all of the signatories is filed with
927 the ACHP.

928 B. Any such amendment will be documented in the Trust's annual report in accordance with
929 Stipulation XV.

930 **XII. TERMINATION**

931 A. If any signatory to this PA determines that its terms will not or cannot be carried out, the
932 signatory party proposing termination shall immediately notify all other signatories in writing,
933 explain the reasons for proposing termination, and consult with the other signatories to attempt
934 to develop an amendment per Stipulation XI.

935 B. If within thirty (30) days (or another time period agreed to by all signatories) an amendment
936 cannot be reached, any signatory may terminate the PA upon written notification to the other
937 signatories.

938 C. Once the PA is terminated, the Trust must review all undertakings identified post termination in
939 accordance with 36 CFR §§ 800.3 through 800.7.

940 **XIII. DURATION**

941 A. This PA shall become effective upon execution by the Trust, the SHPO, the NPS, and the
942 ACHP and shall remain in effect until December 31, 2035, or unless terminated prior to that
943 time in accordance with Stipulation XII.

944 B. Prior to such time, the Trust may consult with the other signatories to reconsider the terms of
945 the PA and amend it in accordance with Stipulation XI.

946 **XIV. DEFINITIONS**

947 The definitions of terms appearing at 36 CFR § 800.16 are incorporated by reference into this PA.

948 **XV. ANNUAL REVIEW AND MONITORING**

949 A. On or before January 31st of each year so long as this PA is in effect, the Trust shall prepare and
950 provide to all parties an annual report describing how the Trust is carrying out its responsibilities
951 under this PA.

952 B. The Trust shall ensure that the report is made available to the public and that potentially
953 interested persons and members of the public are invited to provide comments to the SHPO,
954 NPS, and the ACHP as well as to the Trust. At the request of the SHPO, NPS, or the ACHP, the
955 Trust shall supplement this process through meeting(s) to address comments and/or questions.

956 C. The report shall include, at a minimum:

957 1. A list of all undertakings reviewed under Stipulation IV.

958 2. Efforts to identify and/or evaluate potential historic properties, monitoring efforts, AMA or
959 research designs, and treatment of historic properties.

960

- 961 3. Reports of any training given to Trust personnel pursuant to Stipulation II, identification of
962 current Trust points of contact, and notification of any qualified personnel changes.
- 963 4. Any recommendations to amend this PA or improve communications among the parties.
- 964 D. The SHPO and NPS may monitor activities carried out pursuant to this PA, and the ACHP will
965 review such activities if it deems necessary or is so requested. The Trust shall cooperate with
966 the SHPO, NPS and the ACHP in carrying out their monitoring and review responsibilities.
- 967 E. The Trust shall coordinate a meeting of the signatory and concurring parties to be scheduled
968 within ninety (90) days of distribution of the annual report, or another mutually agreed upon
969 date, to discuss activities carried out pursuant to this PA during the preceding year and activities
970 scheduled for the upcoming year. This meeting, should it be deemed unnecessary, may be
971 cancelled by mutual consent of the signatory parties.

972 **XVI. AVAILABILITY OF APPROPRIATIONS**

973 The Trust's obligations under this PA are subject to the availability of appropriated funds, and the
974 stipulations of this PA are subject to the provisions of the Anti-Deficiency Act. The Trust shall make
975 reasonable and good faith efforts to secure the necessary funds to implement this PA in its entirety. If
976 compliance with the Anti-Deficiency Act alters or impairs the Trust's ability to implement the stipulations
977 of this PA, the Trust shall consult in accordance with the amendment and termination procedures found at
978 Stipulations XI and XII of this PA.

979 **EXECUTION** of this PA by the Trust, SHPO, NPS, and the ACHP and implementation of its terms
980 evidence that the Trust has taken into account the effects of this undertaking on historic properties and
981 afforded the ACHP an opportunity to comment.

982

983 **PROGRAMMATIC AGREEMENT**
984 **AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,**
985 **THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,**
986 **AND THE CALIFORNIA STATE HISTORIC PRESERVATION OFFICER**
987 **REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN**
988 **AND**
989 **VARIOUS OPERATION AND MAINTENANCE ACTIVITIES**
990 **FOR AREA B OF**
991 **THE PRESIDIO OF SAN FRANCISCO NATIONAL HISTORIC LANDMARK DISTRICT,**
992 **GOLDEN GATE NATIONAL RECREATION AREA**
993 **SAN FRANCISCO, CALIFORNIA**

994 SIGNATORY PARTY:

995 PRESIDIO TRUST

996 Name: Fraser, Jean Digitally signed by Fraser,
Jean
Date: 2025.05.20
12:16:11 -07'00'

997 Title: Chief Executive Officer

998 Date: _____

999 **PROGRAMMATIC AGREEMENT**
1000 **AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,**
1001 **THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,**
1002 **AND THE CALIFORNIA STATE HISTORIC PRESERVATION OFFICER**
1003 **REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN**
1004 **AND**
1005 **VARIOUS OPERATION AND MAINTENANCE ACTIVITIES**
1006 **FOR AREA B OF**
1007 **THE PRESIDIO OF SAN FRANCISCO NATIONAL HISTORIC LANDMARK DISTRICT,**
1008 **GOLDEN GATE NATIONAL RECREATION AREA**
1009 **SAN FRANCISCO, CALIFORNIA**

1010 SIGNATORY PARTY:

1011 NATIONAL PARK SERVICE – REGIONS 8, 9, 10, 12

1012 Name: MATTHEW BROWN  Digitally signed by
MATTHEW BROWN
Date: 2025.06.02
07:59:25 -07'00'

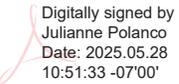
1013 Title: Acting Regional Director

1014 Date: _____

1015 **PROGRAMMATIC AGREEMENT**
1016 **AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,**
1017 **THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,**
1018 **AND THE CALIFORNIA STATE HISTORIC PRESERVATION OFFICER**
1019 **REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN**
1020 **AND**
1021 **VARIOUS OPERATION AND MAINTENANCE ACTIVITIES**
1022 **FOR AREA B OF**
1023 **THE PRESIDIO OF SAN FRANCISCO NATIONAL HISTORIC LANDMARK DISTRICT,**
1024 **GOLDEN GATE NATIONAL RECREATION AREA**
1025 **SAN FRANCISCO, CALIFORNIA**

1026 SIGNATORY PARTY:

1027 CALIFORNIA STATE HISTORIC PRESERVATION OFFICER

1028 Name: Julianne Polanco  Digitally signed by
Julianne Polanco
Date: 2025.05.28
10:51:33 -07'00'

1029 Title: CA SHPO

1030 Date: _____

1031 **PROGRAMMATIC AGREEMENT**
1032 **AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,**
1033 **THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,**
1034 **AND THE CALIFORNIA STATE HISTORIC PRESERVATION OFFICER**
1035 **REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN**
1036 **AND**
1037 **VARIOUS OPERATION AND MAINTENANCE ACTIVITIES**
1038 **FOR AREA B OF**
1039 **THE PRESIDIO OF SAN FRANCISCO NATIONAL HISTORIC LANDMARK DISTRICT,**
1040 **GOLDEN GATE NATIONAL RECREATION AREA**
1041 **SAN FRANCISCO, CALIFORNIA**

1042 SIGNATORY PARTY:

1043 ADVISORY COUNCIL ON HISTORIC PRESERVATION

1044 Name:  _____

1045 Title: Executive Director

1046 Date: 6/6/2025

APPENDIX A

Undertakings addressed under Stipulation IV.A.2.a: REPETITIVE OR LOW IMPACT ACTIVITIES

The following projects are exempt from further review or consultation with the SHPO, NPS, and the ACHP under the terms of this PA.

- A. Maintenance of contributing buildings and structures which includes:
 - 1. Housekeeping, routine maintenance, building monitoring, and other such actions (such as repair/replacement of light switches, and rewiring existing fixtures in existing conduit, replacement of window putty) that do not damage historic fabric.
 - 2. Painting of historic structures (exterior and interior) to match existing color, consistent with approved Residential Paint Palette, or based on paint analysis by an architect or exhibit specialist.
- B. Maintenance operations for non-contributing buildings and structures in a historic district, except excavations and borings in archaeologically sensitive areas.
- C. Painting of non-historic buildings and structures (exterior and interior).
- D. Maintenance and repair or replacement of roofs or parts of a roof on historic and non- historic structures that are deteriorated beyond repair, when replacement matches existing or original material and design, and the Secretary's Standards, or maintenance scope of work that does not alter the integrity of the historic property.
- E. Grading of terrain adjacent to a building to achieve positive water runoff in areas not designated as archaeologically sensitive or having vegetation or other characteristics which contribute to the cultural landscape and would be affected by grading.
- F. Routine grounds maintenance such as grass cutting and treatment, maintenance of shrubs, and tree trimming, provided these activities are consistent with the Vegetation Management Plan and preservation of the cultural landscape.
- G. Maintenance of existing roads or existing parking areas, including repaving and grading, within previously disturbed areas, where the work does not affect the historic integrity and character defining features of roads that are historic properties.
- H. Rehabilitation, maintenance, or replacement of utility lines, transmission lines, and non- historic fences and walls within previously disturbed areas, not including known archaeological sites.
- I. Health and safety activities such as non-destructive testing for radon gas, asbestos, lead- based paint, lead pipes, and hazardous materials and wastes.
- J. Conducting non-ground disturbing elements of the applicable Integrated Pest Management program for control of pests such as termites, insects, and rodents.
- K. Maintenance of existing facilities that does not involve new or additional ground disturbance (e.g., maintenance or replacement of guard rails, barriers, traffic control devices, light fixtures, non- historic curbs and sidewalks).
- L. Maintenance of existing electronic communication sites that does not change the configuration or appearance of the existing facilities, and does not involve ground disturbance.

M. Drilling test wells outside the boundaries of known archaeological sites for such purposes as water, slope stability, and detection of contaminants when continuous core sample is submitted to archaeology lab.

N. Mitigation or abatement of hazardous materials where this can be accomplished without impact to historic integrity or character-defining features of historic properties in situations such as the following:

1. Removal of asbestos insulation from piping and around duct work in open areas;
2. Removal of damaged asbestos floor tile and replacement with similar non- asbestos tile;
3. Carpeting over damaged asbestos floor tiles which do not contribute to the historic significance of a structure;
4. Encapsulation of lead-based paint in window trim and molding where there is no change to appearance.

O. Conducting small-scale and select destructive testing in contributing buildings to expose and assess concealed structural conditions (such as removal of small areas of plaster wall finish) and/or to assess material capacities (such as masonry push testing or concrete slab coring) when performed in areas that are easily repairable or otherwise inconspicuous.

Undertaking types reviewed under Stipulation IV.C.1: N² REVIEW PROCESS

A. The following project types will be subject to review and a determination of “no adverse effect” by the Trust FPO in accordance with the process outlined in Stipulation IV.C.1.

B. Maintenance, including replacement in kind or upgraded building or park infrastructure (e.g, utilities, building systems, roadway infrastructure), including projects involving ground disturbance

C. Rehabilitation of historic properties, including buildings, landscapes and other individually-eligible or contributing elements of the Presidio of San Francisco National Historic Landmark District (NHLD)

D. Repair or replacement of building systems, HVAC or utilities

E. Interim and long-term leasing of historic properties and landscapes

F. Modifications to NHLD-contributing roads, trails, or other landscape features for traffic and parking-related projects

G. Utility and infrastructure work

H. Natural resource and habitat restoration

I. Archaeological testing programs and research excavations

J. Commemorative works and public artwork in conformance with applicable Trust policies

K. Special events and public programming

L. Trail construction and repair

M. Environmental remediation and hazardous materials abatement in contributing buildings or landscapes

N. Historic forest rehabilitation, maintenance, and general forestry work, including tree hazard abatement

O. Issuance of permits, leases, or other agreements

P. Tenant improvements, including addition or creation of kitchenettes, restrooms, addition of new partitions, furniture/fixture/equipment (FF&E) alterations

Q. Installation of tenant-specific, wayfinding, interpretive, traffic or other signage, in accordance with the Trust's Sign Guidelines

R. Installation of physical security infrastructure, including cameras, fences, gates and other physical barriers

S. Sustainability projects, such as electric car charging stations, renewable energy infrastructure

T. Building changes of permitted use that conform with PTMP

APPENDIX B

STANDARD ARCHAEOLOGICAL DISCOVERY PROTOCOL

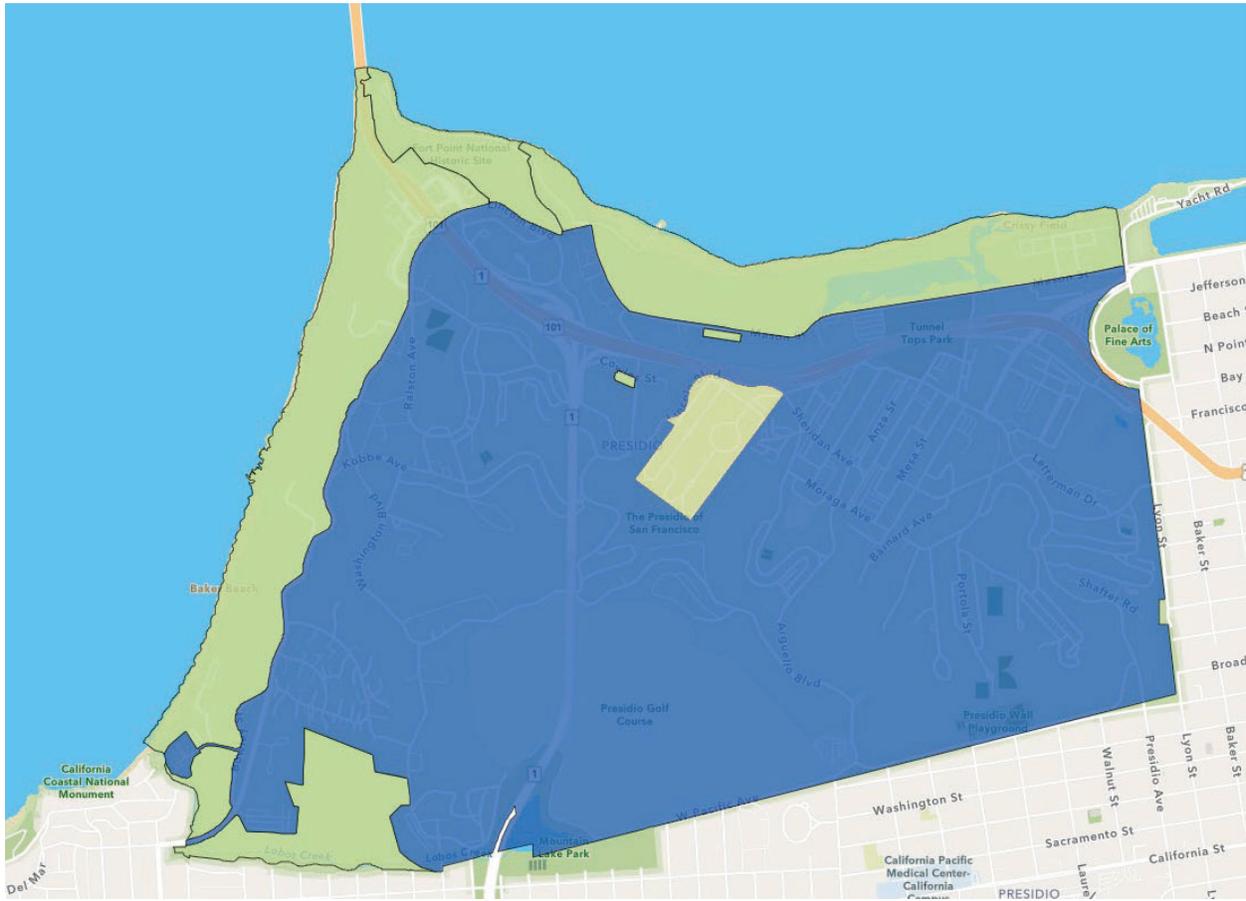
- A. There are three types of discoveries that are covered by this protocol.
1. Human remains of Native American or other derivation.
 2. Cultural resources that have the potential to be significant.
 3. Cultural resources not requiring further consideration.
- B. An unanticipated discovery refers to any situation where previously unidentified archaeological resources or human remains are encountered during ground-disturbing activities. Unanticipated discovery protocols apply to those archaeological finds that are exposed during construction or construction-related activities whether an archaeologist is present or not. All contractors will immediately report to the Trust archaeologist if archaeological materials are uncovered during construction activities. All contractors must cease operations within the vicinity of the find until the Trust archaeologist is consulted. Cultural materials should be avoided by all future project activities and protected in place until a decision about their potential significance can be made. The Trust may assume NHL or NRHP eligibility of inadvertently discovered archaeological features for purposes of this treatment. All materials are property of the Trust and are not to be taken for personal use or display. The removal of artifacts from federal land is a federal offense and can result in substantial fines and/or imprisonment.
- C. Archaeological resources include, but are not limited to, stone, brick, and concrete building foundations, isolated historic artifacts, historic privy pits and household waste deposits, and items of Native American derivation such as stone tools, shell and animal bone waste, shell beads, and habitation areas. A more detailed list follows:
1. Human remains
 2. Concentrations of rock, ash, animal bone or shell
 3. Buried layers containing dark, almost black or very dark brown soil often containing charcoal and shell fragments
 4. Concentrations of artifacts such as stone bowls, arrowheads, bone tools, shell beads, etc.
 5. Architectural foundations made of stone, brick, wood, or concrete
 6. Architectural fabric
 7. Concentrations or historic material such as fragments of glass bottles, ceramic dishes, old cans, metal hardware, or other obvious trash dumps
 8. Pockets of debris containing food remains (e.g. cut bone, seeds, pits)
 9. Other materials that do not qualify as archaeological resources might also be encountered. These include: subsurface utilities such as water or sewer lines, materials manufactured after 1950, and small concentrations of broken concrete, broken asphalt, modern aluminum cans or beer bottles, and/or unmarked, un-mortared bricks that have been deposited as fill, if no other cultural materials are present. These are generally not considered significant finds but should be brought to the Trust archaeologist's attention to inform future oversight.
- D. Human Remains
1. All project related ground disturbing activities at the presidio are designed to avoid human remains. If human remains, funerary objects, sacred objects, or objects of cultural patrimony are

inadvertently discovered they shall be protected in place and avoided by all project activities. Ground disturbing work in the vicinity of the find must immediately cease and the trust archaeologist must be contacted. Presidio Archaeology Lab staff will notify the Trust's FPO. If necessary, the trust will notify the San Francisco Medical Examiner of the inadvertent discovery of human remains.

2. The immediate protection of human remains at the site shall be accomplished by
 - a. Keeping any discover confidential, and;
 - b. Securing the location to prevent disturbance of the remains and any associated materials.
3. The Trust Archaeologist shall determine whether NAGPRA applies to the discovery and will ensure that the finds are treated in compliance with all requirements outlined in 43 C.F.R. § 10.4. Any materials not subject to NAGPRA will remain under Federal control.
4. The Trust archaeologist shall determine whether the human remains are a single isolated burial or are potentially part of a cemetery or larger archaeological site. This may necessitate the involvement of a consulting physical anthropologist. Articulated human remains, either as part of a single burial or larger cemetery, will be protected in place and avoided by all project activities. This may involve abandonment or redesign of the project.
5. If the discovery is limited to disarticulated human remains, the Trust archaeologist or a consulting physical anthropologist will direct necessary collection efforts. Further identification work may be necessary to determine the frequency of disarticulated human remains in the project area, and to determine an appropriate course of action. Any disarticulated remains collected from the site will be stored in archival boxes in a secure location until appropriate re-interment can take place. No human remains will be accessioned into the Presidio Trust Archaeological Collections.

APPENDIX C

AREA OF POTENTIAL EFFECT



Area A & **Area B**, reflecting adjustments made in 2015; N.C. indicates National Cemetery (outside APE)



Area A

National Cemetery

Area A

Area A

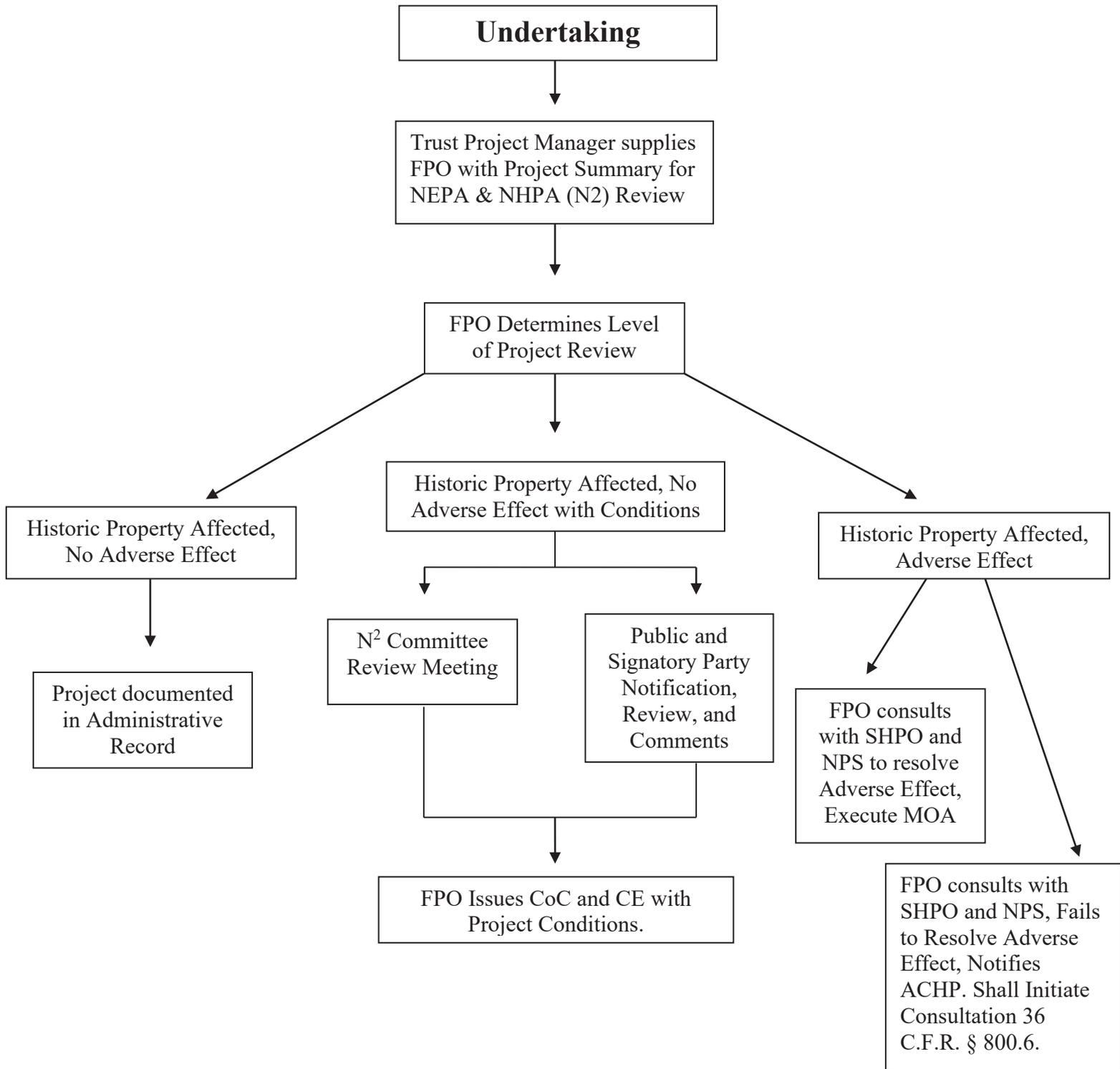
Appendix E: Presidio Trust Reviews of Undertakings

Stipulation IV.A.2: The FPO shall assign one of the following categories to the undertaking

<p>IV.A.2.a Appendix A: Repetitive & Low Impact Activities - IV(A)(3)</p> <p>If activity is listed in Appendix A, document in the Trust's annual report</p> <p>END</p>	<p>IV.A.2.b N2 projects: Ongoing operation and maintenance, incl. maintenance, rehabilitation of historic properties, repair, moving, interim and long-term leasing, road modifications or improvements, and work regarding grounds and associated landscaping, traffic and parking improvements, utility and infrastructure work, natural resource restoration, environmental remediation and forestry work, permits, leases, or other agreements</p>	<p>IV.A.2.c EA/EIS</p> <p>Coordinated Review: New construction, demo, additions, issue-oriented or non PTMP plans - IV(C)(2)</p>	<p>IV.A.2.d Tax Credit</p> <p>Projects: Rehabs seeking Federal or CA tax credits – Stipulation V</p>	<p>IV.A.2.e Main Post Update Projects (MPU): Projects described in MPU – Stipulation VI</p>	<p>IV.A.2.f All Other Projects</p> <p>Review in accordance with 36 C.F.R. § 800.</p> <p>END</p>
		<p>First Consultation Pkg., Initiate Consultation, Draft APE, Prelim. Assessment of Effect</p>	<p>Follow 36 CFR Part 67 (for Federal Tax Credits) or California State corollary regulations</p>	<p>Reviews vary by project, see flow chart in Appendix H</p>	
		<p>Second Consultation Pkg/Final APE, Consultation on Assessment of Effect</p>	<p>Trust reviews project under Stipulation IV to assess indirect or cumulative effects</p>		
		<p>Concurrence on Finding of Effect</p> <p>END or</p>	<p>Trust assists in preparation of Parts I, II, III, determination of Functionally Related Complex, processes amendments, monitors during 5-year recapture period</p> <p>END</p>		
		<p>Failure to concur – consult per 36 C.F.R. § 800.6</p> <p>END</p>			
	<p>See flow chart on following page</p>				

APPENDIX E

Presidio Trust N² Review Process



All Findings are documented in the Presidio Trust Annual Report in Accordance with Stipulation XIV

APPENDIX F
LIST OF PARTIES NOTIFIED DURING THE CONSULTATION PROCESS
(December 2023 - December 2024)

Concurring Parties to the 2014 PTPA, notified, comments requested DATE: Jan 19, 2024

National Trust for Historic Preservation

Presidio Historical Association

Participating Parties to the 2014 PTPA notified and invited to participate DATE: Jan 19, 2024

National Trust for Historic Preservation

Presidio Historical Association

San Francisco Architectural Heritage

People for a Golden Gate National Recreation Area

National Parks Conservation Association

Sierra Club

Descendants of the de Anza and Portola Expedition

Neighborhood Associations for Presidio Planning

Cow Hollow Association

Laurel Heights Improvement Association

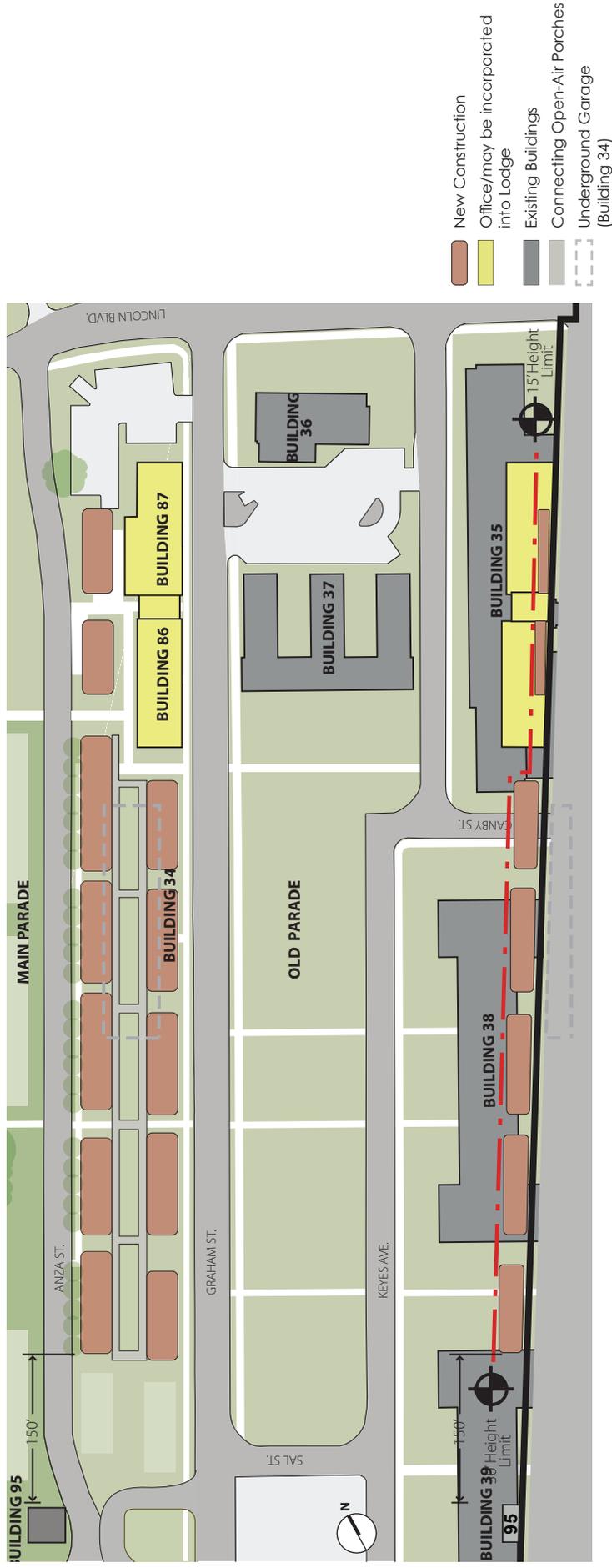
Marina Community Association

San Francisco Film Society

Interfaith Center at the Presidio

**eNews Announcements to 9,000 subscribed members of the public on Feb 1 and Sept 19, 2024,
notifying them of the process and inviting comment**

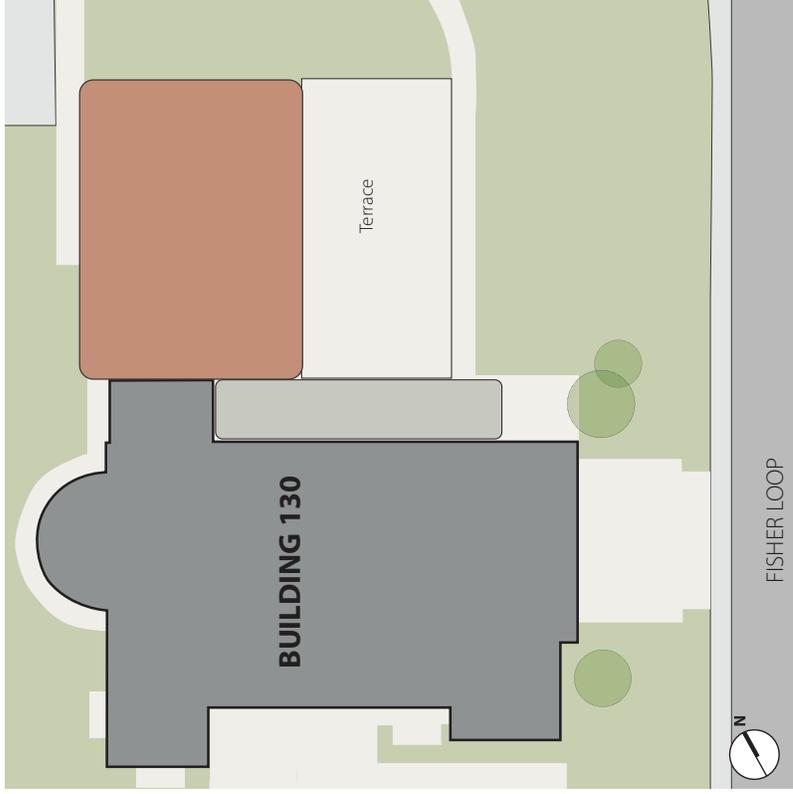
APPENDIX G: PRESIDIO LODGE



PROJECT PARAMETERS

- Demolish non-NL contributing Building 34.
- Limit new construction to 70,000 square feet.
- Apply design guidelines and HSR treatment recommendations; design review process for new construction, guided by PA-MPU.
- Design the lodge to respond to Main Parade Ground rehabilitation design.
- Limit height of new construction to 30 feet above existing grade.
- Base the building footprint on the pattern of the historic barracks that once occupied the site between Graham Street and Anza Street.
- Set back the southern edge of new construction at least 150' from Building 95 to avoid El Presidio archaeology.
- Identification of buried archaeological features will be completed prior to final design to inform efforts to avoid or minimize adverse effects.
- An underground parking garage may also be constructed utilizing the basement of Building 34 to serve the Presidio Lodge (up to 50 spaces).
- Buildings 86 and 87 may be rehabilitated and incorporated into the Lodge.

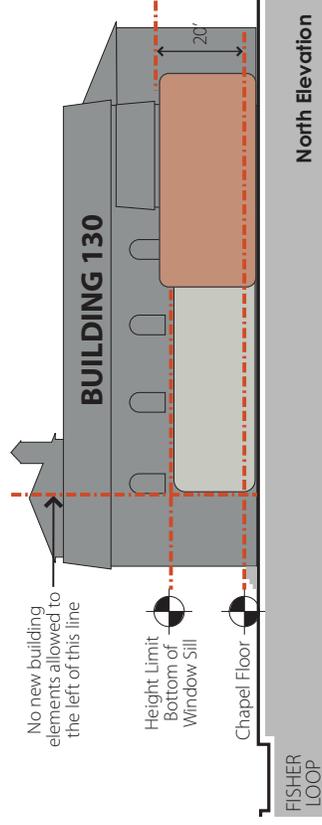
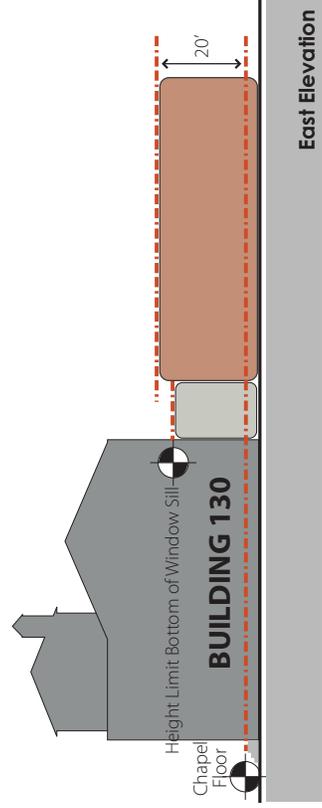
APPENDIX G: PRESIDIO CHAPEL



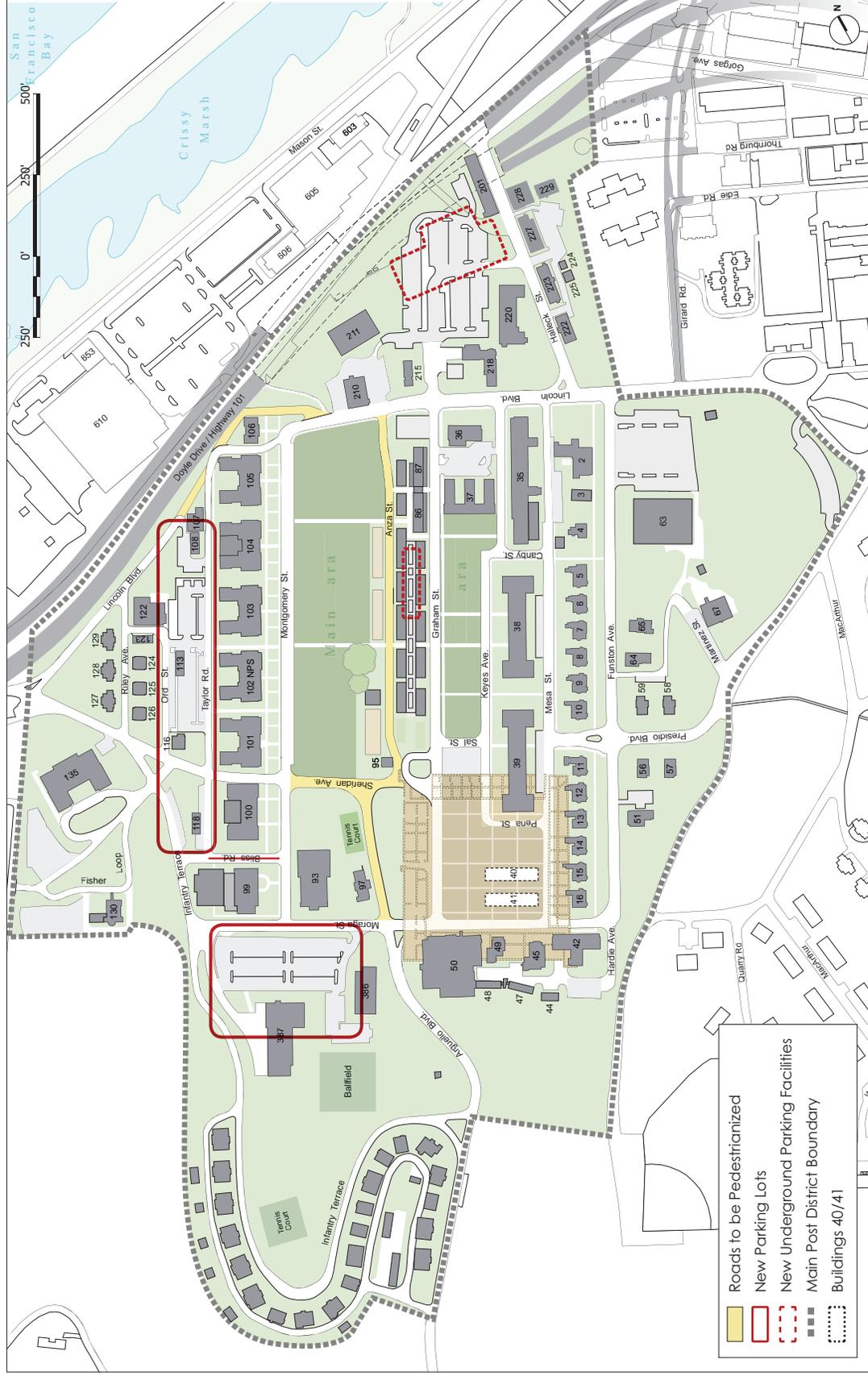
PROJECT PARAMETERS

- Prepare an HSR for Building 130.
- Rehabilitate NHL-contributing Building 130.
- Limit new construction to 4,000 square feet on the west of building 130; limit the height of the connecting structure to the sills of the west elevation windows and the height of new construction to 20 feet above finished floor level.
- Orient the addition to be perpendicular to the west wall of the sanctuary, allowing a large portion of the west wall to be visible.
- Apply design guidelines and HSR treatment recommendations; design review process for new construction guided by PA-MPU.

- New Construction
- Existing Historic Chapel
- Connecting Structure



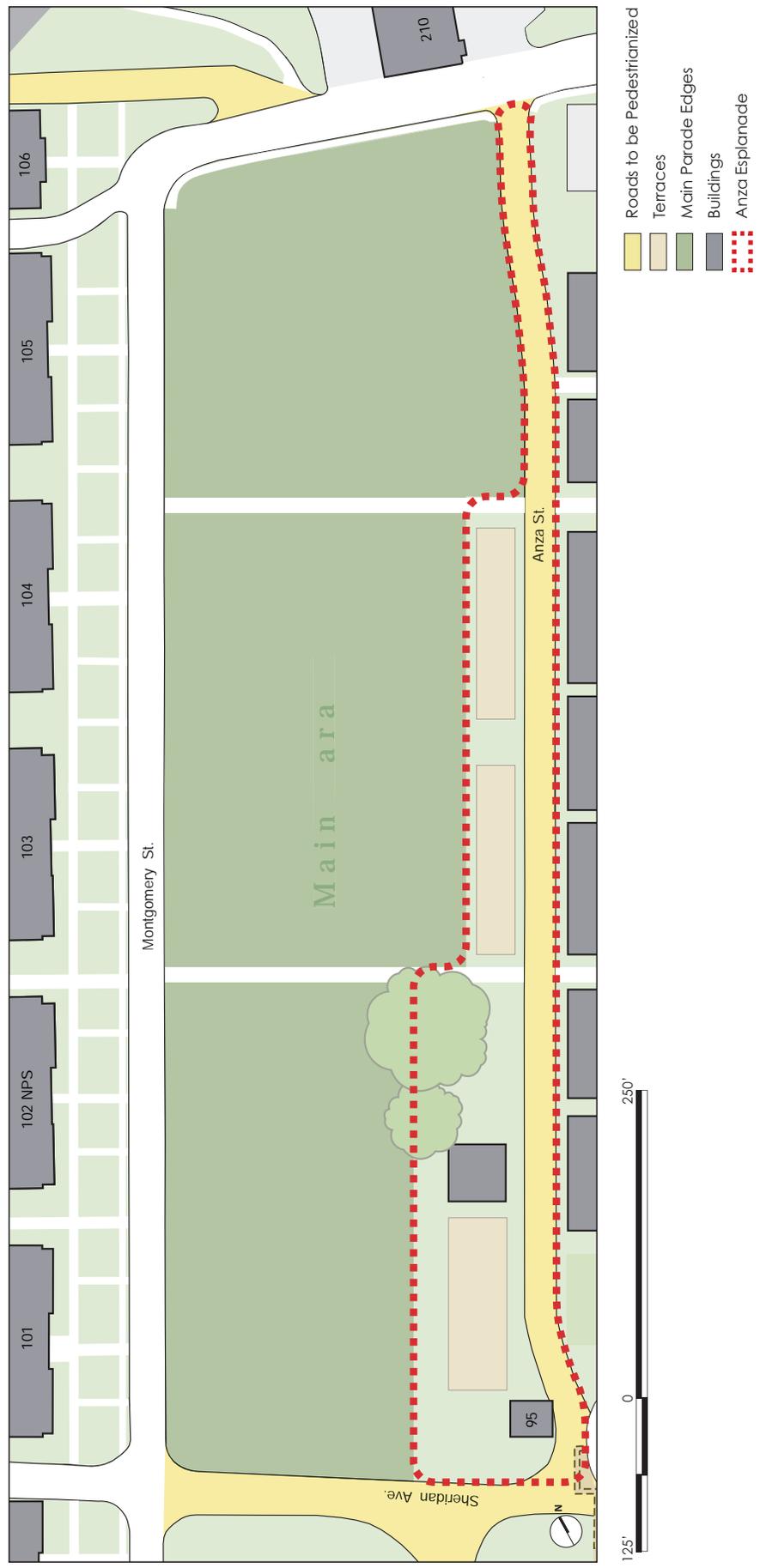
APPENDIX G: PEDESTRIAN ACCESS AND PARKING IMPROVEMENTS



PROJECT PARAMETERS

- Traffic signals will not be installed in the Main Post.
- Portions of the NHL-contributing Arguello Boulevard and Sheridan Avenue will be converted to pedestrian use.
- Current widths and alignments of NHL-contributing roads will be retained; roads will be resurfaced with a historically compatible paving material.
- Identification of buried archaeological features will be completed prior to final design to inform efforts to avoid or minimize adverse effects.
- Taylor Street parking lot will retain historic garages. Buildings 113 and 118; Moraga Avenue parking lot will retain Building 386.

APPENDIX G: CONCEPTUAL DESIGN FOR MAIN PARADE REHABILITATION



Appendix H: Design Review Steps, Process for MPU Projects

MPU Projects:

Presidio Lodge	Pedestrian Access (Historic Road Conversions)
Presidio Chapel	Parking Improvements (Main Post Bluff Parking Facility)
El Presidio: The Birthplace of San Francisco	Parking Improvements (Moraga Avenue Parking Lot)

Review timelines for each phase: twenty-one (21) calendar days. Unless otherwise specified, review steps described below involve signatory parties only.

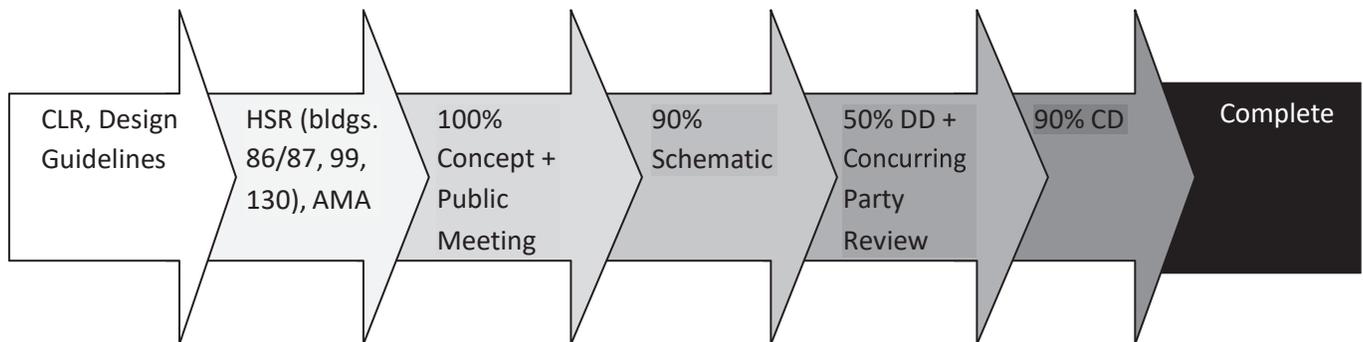
The Trust FPO will be responsible for distributing design submissions and/or information for review. Design submittals and/or information will be made available via the Trust website (www.presidio.gov), or in hard copy mailed upon request.

Written comments from all parties on these design submissions received by the Trust within twenty-one (21) calendar days of the submissions will be considered. If a party does not comment within twenty-one (21) days, and does not notify the Trust and request an additional period that shall not exceed ten (10) days, the Trust may proceed. In the event that multiple review periods overlap, the Trust will consult with signatory parties to prioritize and determine alternative review timelines.

Group A:

Project(s): Presidio Lodge, Presidio Chapel, El Presidio: The Birthplace of San Francisco, Parking Improvements (Main Post Bluff Parking Facility)

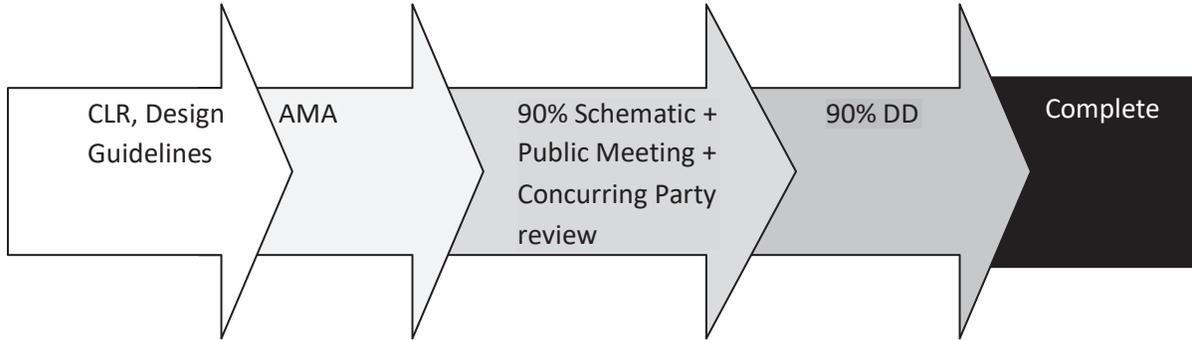
Review Process: Begins with conceptual design described by the project parameters in MPU and Appendix D of the PA-MPU, followed by the below sequence:



Group B:

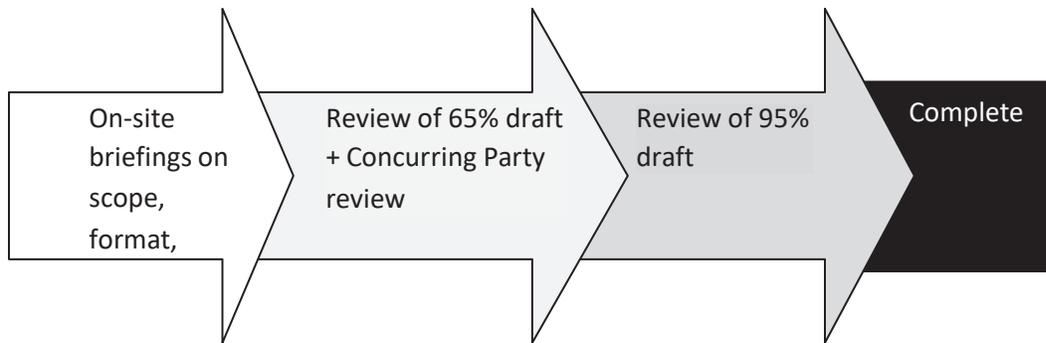
Project(s): Parking Improvements (Moraga Avenue Parking Lot), Pedestrian Access (Historic Road Conversions)

Review Process: Begins with conceptual design described by the project parameters in MPU and Appendix G of the PA-MPU, followed by the below sequence:



Process for Development of HSR's (for buildings 86/87), Archaeological Treatment Plans,

Review timelines for each phase: 21 days



Appendix I – N2 Screening Form



PLEASE SUBMIT TO:
 Historic Compliance Coordinator
 103 Montgomery Street
 San Francisco, CA 94129
 compliance4@presidiotrust.gov
 415-635-4800

PLANNING REVIEW

N² • DESIGN REVIEW • PERMITTING

NEPA / NHPA (N²) PROJECT SCREENING FORM

The filing of this Project Screening Form is in compliance with Section 1010.1(a) of the Presidio Trust’s Regulations implementing the National Environmental Policy Act (NEPA) and Section IV.C.1. of the 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, Golden Gate National Recreation Area, and pursuant to Section 106 of the National Historic Preservation Act (NHPA). To access this form and other N² compliance information, go to <https://presidiotrust.sharepoint.com/:u:/r/sites/PCD/SitePages/NEPA%20and%20NHPA.aspx?csf=1&web=1&e=2HXsl2>

PROJECT INFORMATION

PROJECT TITLE:

TRUST DESIGNATED REPRESENTATIVE:

PHONE NUMBER:

EMAIL ADDRESS:

TO BE COMPLETED BY N2 ADMINISTRATOR	SUBMITTAL DATE:	PROJECT NO.:	<input type="checkbox"/> NEPA <input type="checkbox"/> NHPA
--	-----------------	--------------	---

A. PROJECT COORDINATION

Are there other coordinated public, Trust or interagency review requirements necessary to implement the project? Discuss below all items checked yes. Would the project:

1. Require a Building Permit and/or an Excavation Clearance? YES NO

Explain:

2. Require outside review/consultation (California Environmental Quality Act, Regional Water Quality Control Board, U.S. Fish and Wildlife Service, Native American tribes, etc.)? YES NO

Explain:

3. Be within Area A or have the potential to affect Area A lands, and require National Park Service notification? YES NO

Explain:

4. Disturb soil in the drip line of a building? YES NO
 If so, has the remediation program for lead-based paint soil? been initiated? N/A YES NO

If unknown, consult the Remediation Project Manager at 561-5421

Explain:

5. Generate controversy or questions from the public, and hence require public outreach, education or notice? YES NO

Explain:

6. Be within an environmental land use control zone? YES NO
If unknown, consult the N² Administrator at 635-4800

Explain:

7. Have design components (such as aesthetic/visual features, architectural/interior design elements, designed landscape components or special maintenance/sustainability considerations) that do not give rise to potential environmental effects, but may require additional review? YES NO

If unknown, consult the Design Review Committee Coordinator at 961-7776

Explain:

8. Implement or terminate a restriction, condition, public use limit or closure, requiring a written determination by the Board or Chief Executive Officer justifying the action? YES NO

If unknown, consult the Compliance Manager at 561-5365.

Explain:

B. ALTERNATIVES CONSIDERED

Describe below all alternatives considered including timing, cost, potential environmental effects and/or logistical issues that influenced the rejection of each alternative. “No Action” should always be one alternative considered.

C. CONSULTATION

Early consultation with the N2 and resource staff will expedite the review process. Describe below communication with Trust resource specialists or input from outside agencies or experts. Any potential environmental impacts identified must be discussed with the relevant staff specialist.

D. RESOURCE EFFECTS TO CONSIDER

Yes answers must be accompanied by an explanation of how the potential impact will be avoided. Justify no answers with an explanation when needed. Attach additional sheets as necessary. Would the project:

- 1. Alter, destroy, disturb or remove any portion of historic structures, archaeological resources, cultural landscape features or other contributors to the National Historic Landmark District (NHLD)? YES NO

If unknown, consult the Historic Compliance staff at 561-2758 or 635-4800.

Explain:

- 2. Introduce elements out of character with the NHLD? YES NO

If unknown, consult the Historic Compliance staff at 561-2758 or 635-4800.

Explain:

- 3. Substantially alter any ground cover or vegetation? Affect a species of special concern (plant or animal; state or federal listed or proposed for listing) or essential or important habitat? YES NO

Explain:

- 4. Attract animal or insect pests or introduce or promote non-native species (plant or animal)? YES NO

Explain:

- 5. Inhibit surface water drainage, alter the landscape topography, lead to increased runoff or erosion or compromise slope stability? YES NO

Explain:

6. Involve handling, storage or disposal of potentially hazardous substances (such as toxic substances, flammables or explosives)? YES NO

Explain:

7. Degrade surface or ground water quality? Alter streamflow characteristics? YES NO

Explain:

8. Affect wetland, riparian or coastal habitat? YES NO

Explain:

9. Be inconsistent with existing or formally proposed land use plans or policies (Presidio Trust Management Plan, Vegetation Management Plan, Trails and Bikeways Plan, etc.)? YES NO

If unknown, consult the Compliance Manager at 561-5365.

Explain:

10. Impact recreation resources (visitation, activities, etc.) or visitor access (parking, trails, roads, etc.)? YES NO

Explain:

11. Greatly increase the demand for parking? YES NO

Explain:

12. Substantially increase traffic congestion, traffic volume, or adversely affect traffic safety for vehicles, pedestrians and bicyclists? YES NO

Explain:

13. Substantially increase vehicle emissions or emissions of other air pollutants? Generate nuisance dust or odors? YES NO

Explain:

14. Perceptibly increase existing noise levels or expose people to loud noise? YES NO

Explain:

15. Substantially increase the amount of energy or water used? YES NO

Explain:

16. Substantially increase the amount of solid waste or litter generated? YES NO

Explain:

17. Increase light or glare? YES NO

Explain:

18. Block an existing view, be visually intrusive or contribute to a degraded visual condition? YES NO

Explain:

19. Maintain or create a public or employee safety or health hazard, or an attractive nuisance? YES NO

Explain:

20. Substantially increase demand for municipal services (police, fire, water, sewage, etc.)? YES NO

Explain:

Appendix J:

Archaeological Standards & Guidelines

PRESIDIO ARCHAEOLOGY

REPORTING GUIDELINES (Updated 2016)

INTRODUCTION

Reporting guidelines are presented in order to provide consistency in reporting without constraining creative expression. These guidelines provide a basic organizational and content outline in order to facilitate synthetic research amongst projects and generate answers to a common set of basic questions that can be used to manage the archaeological site and aid in public interpretation.

PURPOSE AND STRUCTURE

Reporting is an essential aspect of every archaeological investigation. Archaeological excavation projects are incomplete until the data are appropriately documented. The purpose of this standard is to encourage consistency in both format and style without unnecessarily constraining the investigator's creative expression. This document consists of two sections that outline and describe the content of a standard Archaeological Excavation Report (AER) and associated Nontechnical Summary (NTS) as well as a MS Word templates that provides both heading levels and text styles and report structure for each.

APPLICABILITY

The structure and style described here should be considered the default in the absence of other direction from the Presidio Heritage Program and are applicable to both compliance and elective research excavations. Depending on the scale of the investigations, it is reasonable to place greater or lesser emphasis on certain elements of the AER—a six-week excavation conducted by a 20 person crew that results in important findings will require a substantially different document than a short trench mechanically excavated to characterize the local stratigraphy.

SPECIFICATIONS: NON-TECHNICAL SUMMARY

As part of the Trust's plan to make the results of archaeological work at the Presidio readily available to non-specialists as described in [Interpreting El Presidio de San Francisco](#) (Tringham and Praetzellis 2008), every archaeological excavation shall be described in a Non-Technical Summary (NTS). A draft of this report shall be finalized no later than 12 weeks after the conclusion of fieldwork. This requirement may be waived when revealing sensitive information may endanger the resources or results are unlikely to evoke public interest.

The NTS should be constructed to make conversion to a project summary Web page easy. The writer should consider the audience to be adults who have an interest in archaeology but little knowledge of its methods or goals. To ensure readability at the 10th grade, avoid technical phrases and the passive voice, using instead short familiar words in active sentences. Bulleted or numbered lists will help to break up the text and make the document visually appealing. Insert a break after two or three sentences. Be enthusiastic: archaeologists who are (or affect to be) blasé about their discoveries will evoke the same response from the public.

The NTS shall consist of a total of not more than 700 words within the following sections:

- Overview.
- Documentary Evidence.
- Archaeological Evidence.
- Summary of Results.

The NTS shall be accompanied by two high resolution photographs in .jpg format, each with a title and a description of about 20 words. As these photos may be incorporated into the project summary Web page, they should be visually appealing, e.g., working shots that include named individuals, archaeology in scenic or unexpected locations, readily comprehensible archaeological features, artifacts and lab work/workers.

An MS Word template and guidance text is presented below.

SPECIFICATIONS: ARCHAEOLOGICAL EXCAVATION REPORT

A comprehensive technical report will be prepared that describes the archaeological project's goals and methods, and presents its findings and interpretations. Depending on the nature of the findings, it may be appropriate to produce separate reports on prehistoric and historic-era resources. The report(s) will synthesize the important archaeological data recovered through excavation with the information from archival research in order to address the research issues. Unless an alternative is described, the report structure shall follow the following outline:

Executive Summary

Table of Contents

- I. Project Area Description
 - a. Project Description
 - b. Area Description
 - c. Previous Work
 - d. Known Archaeological Areas
- II. Research Context
 - a. Prehistoric Context
 - i. Research Themes/Questions

- b. Historic Context
 - i. Research Themes/Questions

III. Methods

- a. Field Methods and Goals
- b. Laboratory Methods and Goals

IV. Results

- a. Excavation Area Description
 - i. Stratigraphic Sequence
 - ii. Artifacts and Ecofacts

V. Conclusions and Discussion

VI. References

Figures- Project Location Map
 Photographs
 Section Drawings
 Stratigraphic Sequence

Appendices- Artifact Catalog
 Faunal Analysis
 Botanical Analysis

An MS Word template and guidance text is presented below.

NON-TECHNICAL SUMMARY [PROJECT NAME]

Prepared by

[Insert authors' names]

[Insert authors' affiliation]

[Insert authors' address]

Prepared for

Heritage Program

The Presidio Trust

P.O. Box 29052

San Francisco, CA 94129

[Insert day month year]

[INSERT PROJECT NAME]

OVERVIEW.

Begin with a one sentence summary of the investigation. Describe the location of the investigation; the type of investigation (a mechanically excavated trench? a 1x1 meter hand-dug unit?); and the construction or research project that led to the investigation. Explain why archaeologists thought it worthwhile to examine this location.

[Insert text]

DOCUMENTARY EVIDENCE.

Describe the archival sources were consulted and what they say about the history of this location. If little or nothing is known, mention that.

[Insert text]

ARCHAEOLOGICAL EVIDENCE.

Describe any archaeological investigations that have been conducted here or nearby and the results. Describe the current investigation: dates of fieldwork, field methods, size of excavations, lab work.

[Insert text]

SUMMARY OF RESULTS.

Describe the important results of this work. Use at least one example of an interesting discovery. Cite the technical report if the title is known as well as other relevant archaeological or historical reports or articles that relate to this location.

[Insert text]

ARCHAEOLOGICAL EXCAVATION REPORT: [PROJECT NAME]

Prepared by

[Insert authors' names]

[Insert authors' affiliation]

[Insert authors' address]

Prepared for

Heritage Program

The Presidio Trust

P.O. Box 29052

San Francisco, CA 94129

[Insert day month year]

This report contains confidential archaeological resources location information; its distribution should be restricted to those with a need to know. Archaeological resources are nonrenewable, and their scientific, cultural, and aesthetic values can be harmed by disturbance. The legal authority to restrict archaeological resources information is in Section 304 of the National Historic Preservation Act of 1966.

EXECUTIVE SUMMARY

Briefly describe the area investigated, reasons for and goals of excavation, methods employed, dates of excavation, personnel, results, and recommendations. The Executive Summary is intended for an audience that may only have time to read this section of the report and it should summarize the investigation in less than one page.

[Insert text]

TABLE OF CONTENTS

[Insert text]

I. PROJECT AREA DESCRIPTION

PROJECT DESCRIPTION

Concisely describe the project and its goals. For compliance-related projects, describe the proposed project the archaeological excavation was conducted in advance of and the project area's relationship to known or predicted archaeological areas of concern. For elective research excavations, describe the goals of the archaeological excavation project very briefly and introduce the reasons the area was selected for research. This should be discussed more fully in the Research Context sections, so be brief.

[Insert text]

AREA DESCRIPTION

Describe the site setting. Where is the project area in relation to the rest of the Presidio? Briefly outline any relevant geological, environmental, and landscape history of the site.

[Insert text]

PREVIOUS WORK

Summarize previous archaeological investigations and historical research conducted in the proposed project area to introduce the predicted or known archaeological areas of the Presidio National Historic Landmark District (NHLD).

[Insert text]

KNOWN AND PREDICTED ARCHAEOLOGICAL AREAS

Concisely discuss the known or predicted archaeological area of the Presidio NHLD within the Project Area. The current Presidio NHLD nomination should form the basis of this section and modifications to that information should be made only when necessary to explain the archaeological excavation project more fully. The NHLD description includes:

Period of archaeological area occupation

Historical context

NHLD/NHRP significance and Integrity

Expected physical integrity of the archaeological area and predictions about site structure

Expectations for features—their probable function and dating, and the likelihood that additional features may be found—and the general kinds and quantities of artifacts and ecofacts found during prior investigations.

Additional information may include, the historical association, including name, ethnicity, and occupation of residents/users, if known. This section may also include a more detailed history of the specifically selected project area within the larger archaeological area.

[Insert text]

[Insert location map]

II. RESEARCH CONTEXT

Present a very brief historic context and set of research issues the archaeological excavation was designed to address. This section should be drawn from the Project Specific Work Plan (PSWP) for the archaeological excavation project and should refer to [Revelar: Archaeological Research Design for El Presidio](#) and the [Main Post \(2008\)](#) for further explication. This section is designed to provide a basis for the discussion and conclusions section of the AER and does not need to repeat all of the information already presented in the PSWP and [Revelar](#).

[Insert text]

III. METHODS

FIELD METHODS AND GOALS

This section should summarize the methods used in the field. Wherever applicable, the rationale for those methods should be discussed with reference to the project goals. Methods and goals should be drawn from the PSWP and repeated in full in the AER. Special attention should be paid to instances in which actual field methods deviated from those proposed in the PSWP.

For mechanical excavation include dimensions and locations of trenches; state the rationale for using this approach.

Identify the number, size, and kinds of hand-excavation exposures and their locations.

State where stratigraphic excavation techniques were employed and identify any instances of arbitrary excavation; state the rationale for any arbitrary excavation.

Show the placement of all excavation exposures on a site plan of appropriate scale.

Identify the hand-excavation tools used, including screen sizes and whether wet or dry screening was used and the rationale for each.

Identify other steps in the excavation process, including documenting methods and findings (e.g., context records, profiles, photography).

Describe the method of artifact collection and any field discard policy.

Describe samples collected (e.g., soil, flotation, special samples).

Describe the site-mapping process.

[Insert text]

LABORATORY METHODS AND GOALS

Describe methods used in the laboratory to process and catalog the artifacts and other remains recovered from the site. The Presidio Archaeology Lab has standard procedures for Laboratory processing and standard language describing those procedures. That language is included below and should only be amended where the laboratory work deviated from proposed standards. Rationale for any deviation from the standards should be included.

The laboratory work on the samples recovered from [insert project name] was performed in three stages: preliminary processing, cataloging and analysis, and data entry.

- 1) *Preliminary processing.* After materials were recovered, recorded, and bagged in the field, they were transported to the on-site laboratory facility. The preliminary processing phase included washing, sorting, and brief inventory of materials including count and weigh.

The goals of preliminary processing were to provide immediate feedback in support of field efforts, create a baseline characterization of assemblages, and prepare artifacts and samples for further characterization and analysis in the second phase of laboratory work. Preliminary processing was done according to the Presidio Archaeology Lab's *Laboratory Standards* guidelines, and occurred simultaneously with field excavations [insert dates of field work].

- 2) *Cataloging and analysis.* The second step of laboratory work was cataloging and further analysis of recovered cultural materials and samples. Artifacts were described and separated using a number of attributes including material, object type, condition, dimensions, function, decoration, and other technological and morphological characteristics. Some artifacts (e.g. gravels, asphalt, and concrete pieces) were selectively recorded, sampled, and discarded.

The primary goal of cataloging and analysis was to prepare information for data entry into the Re:discovery database, which uses a standardized data structure and vocabulary for describing archaeological assemblages. Additionally, cataloging and analysis provided real-time feedback to field efforts. Cataloging and analysis were done according to the Presidio Archaeology lab's *Laboratory Standards* guidelines, and occurred primarily simultaneously with field excavations.

- 3) *Data entry.* Project staff entered Context Records, associated documentation, and artifact data in the Re:discovery database. Re:discovery is a relational database which uses a standardized data structure and vocabulary to ensure that the data sets generated are inter-relatable and consistent. Quality assurance was performed throughout the data entry process to ensure that the *Lab Standards* guidelines were followed, and that data sets are accurate, consistent, and as complete as possible.

The goal of data entry is to generate digital records in support of laboratory and post-field analysis efforts and to generate comparative data sets.

LEGAL NOTICE REGARDING FINDINGS

Curation

All archaeological materials (“the collection”) generated by this project, with the exception of human remains and materials subject to NAGPRA, will remain the property of the Presidio Trust. Per 36 CFR Part 79.4(a), the collection includes archaeological artifacts, samples, and associated documentation. Associated documentation may include, but is not limited to, field, lab and administrative records, reports, photographs and slides, digital media and records, correspondence, and other project documentation.

The collection is curated by the Presidio Trust on-site in the Presidio Archaeology Lab’s secure, climate-controlled curation facility. Collections are curated in compliance with 36 CFR Part 79 and in accordance with the Presidio Trust’s *Archaeological Collections Policy* and *Archaeological Collections Management Guidelines* (Presidio Trust 2011, 2012). Information about the collections is accessible through the Re:discovery archaeology and collections management database.

Human Remains

Human remains are not considered as research objects by the Lab and this research design does not include study of human remains as a goal. The Lab follows all applicable laws concerning the proper treatment of human remains on Federal lands including the Native American Graves Protection Act (NAGPRA) *25 U.S.C. 3001 et seq.* and the Archaeological Resources Protection Act (ARPA) *16 U.S.C. 470 aa-mm*. No human remains were discovered during this project.

IV. RESULTS

Present the results of investigation with reference to 1) individual excavation exposures and 2) the overall site structure. Individual exposures or groups of exposures can be discussed separately for the sake of clarity. Any features discovered can also be discussed separately. Conclusions about overall site structure should be introduced in this section, but discussed more fully in the Conclusions and Discussion section. Include:

Size and location of the exposure

Why the exposure (augers, shovel test pits, backhoe trench, hand excavation unit) was selected for excavation, why it was placed in its specific location, and what questions it was designed to answer

The stratigraphic sequence recorded in the exposure

Cultural constituents of the individual strata and their value in interpreting the age and nature of the strata and the depositional history of the area

Any post-excavation analysis of cultural constituents that illuminates the age, nature, or function of contexts

Reasons for terminating excavation

A general statement about the results of the excavation relative to the goals identified for each exposure.

Stratigraphic matrices as applicable

Photographs as warranted

Plan and profile drawings where illustrative

[Insert text]

V. CONCLUSIONS AND DISCUSSION

Provide a synthetic overview of the results of the investigation with reference to the goals of the project. Refer back to the research themes and identify the ways the investigation was able to address them or not. A concise set of interpretations should be presented in this section and should reference not only the current project but archival research and comparative data sets from previous investigations at the project location, the greater Presidio, and other relevant archaeological and historical sites. Also include an overview of overall site structure that brings together results of individual exposures and features. Provide recommendations for future research, identify additional questions that this investigation generated, and summarize the potential the archaeological area has for addressing important research themes. Provide recommendations for public presentation and dissemination.

[Insert text]

VII. REFERENCES CITED

In the absence of other guidance from the Principal Archaeologist, include all references cited in the text using the American Antiquity style guide, available online at <http://www.saa.org/Publications/StyleGuide/styleGuide.pdf>.

[Insert text]

VIII. APPENDIXES

A. ARTIFACT CATALOG

B. FAUNAL ANALYSIS

C. BOTANICAL ANALYSIS

PRESIDIO ARCHAEOLOGY REPORT

FIGURES DRAWING GUIDELINES

(Updated 2016)

INTRODUCTION

All profile and plan drawings that are done in the field are scanned (minimum 600dpi) and a selection of them are digitized using Adobe Illustrator. Once the drawings have been digitized, they will be published in the Final Report and available for all to see. In order to have a consistent set of drawings, a set of guidelines have been put in place. There is a set template used for all drawings, as well as a standardized legend and scale.

Here are a set of guidelines to help you in labeling correctly all drawings for PAL Reports:

- Always include unit coordinates and profile orientation in the Title Box.
- All plan drawings must have a north arrow but keep in mind that the north arrow should **never** point down. If that is the case, use a different orientation such as East or West. Profile drawings do not need a north arrow.
- Use a scale of 1cm : 10cm (for 1m x 1m) and 1cm : 20cm (for 2m x 2m)
- Stratigraphic layers will **NOT** be color coded and will be left blank.
- Different materials encountered such as large pieces of brick, serpentinite, sandstone, terracotta, etc. will be labeled accordingly. If materials are too small then there's no need to include them in the profile. See table below for key.
- Context numbers in the profile will be in size 9 font (font size may vary depending on context)
- Context numbers in legend will be size 10 and bolded to .5pt font (this may vary depending on the amount of contexts)

As field work continues, new materials will likely be uncovered and may require specific labeling. If that happens, the staff member can decide on their own labeling convention and should include it in this guide.

This guide is meant to be constantly updated as the field seasons go by so feel free to add information as needed. If you have never used Illustrator before, read over the instructions on page 3, and read them over while having Illustrator open, that way it will all make sense.

Key for Labeling Materials



Surface



Cut



Disturbed Surface



Plaster (Fill: Crosses)



Bone (Fill: Diagonal lines)



Terracotta (Fill: Diamond)



Brick (Fill: USGS 8 sewage disposal)



Concrete (Fill: Circles)



Rodent (Brush definition: Rodent 2)



Sandstone (fill: Sand)



Pipe



Serpentinite (Fill: Stipple irregular)



Chert (Fill: USGS 8B Intermit. Pond)



Unexcavated (Color of fill is D8D2D2)

USING ADOBE ILLUSTRATOR

Using Illustrator

1. Open Illustrator and open PAL template (PAL Template version 2.ai) for profiles.
2. In Illustrator, open pdf file for the profile you are about to trace. Rotate the image by using transform option.
3. Go back to PAL template and add a new layer. Then copy paste pdf into the template. Name this as your image layer.
4. Drag the image so that the profile fits the square. Also double check that your scale is accurate by making sure your digital scale and profile scale are the same.
5. Add unit coordinates and profile direction in title box. Save as a new file and name the file as PAL-project number unit coordinates profile view direction (e.g. PAL-2015-007 N1026-7 E939-40 East Profile.ai).
6. Now it's time to start tracing! Add new layer to draw a new context, that way you can edit them one by one if needed. For this use the pencil tool. To keep track of which layer is which, in the layer box double click on the layer you just created. A box titled 'Layer Option' should open up. This is where you can give the layer a name (for example: name them as your topsoil and then by context number). Then make sure the color is set to black. No need to do anything else with the other settings. If you start tracing and notice that the tracing is blank, make sure that the color is also set to black on the second square on the top left corner of your screen (this is your stroke box).
7. If you have an artifact, feature or material type in a given context that is large enough to label, do so by creating a new layer and labeling according to the material key above. If objects are too small, don't include them in the profile. Once you have traced the outline of the feature or artifact, add a fill by clicking on the fill box (first box of top left corner) and adding the appropriate fill.
8. Once everything is traced, use the Text tool and add the context numbers into the profile (into each layer). Font size should be 9 or smaller if needed.
9. After the profile has been traced and labeled, add the needed information into the legend (indicate what is what) and add context number and brief interpretation. Use the Text tool for this, font 10 (smaller if there is too much information).
10. Your profile is almost done! Now you can hide the original pdf image by going to your Image layer and clicking on the eye (this is on the first column of your layer box).
11. Lastly, edit the Caption layer by adding the appropriate figure number and information.
12. Save as .ai file and then as a pdf.

TIPS AND ADDITIONAL INFORMATION

- If you need to zoom in, increase the % in the box located in the lower left corner
- If you make a mistake, don't worry, you can always use Control+Z
- If you need to edit a layer, go to your layer box, click on that layer and then make sure you click on the circular option that is on the right side. By doing this you'll be able to edit the pathway or do any other changes.
- Once you are finished with a layer, you can lock that layer (can't change any features unless you unlock it) by clicking on the second column on the left side of the layer box. This way you'll make sure you're not editing the wrong layer or adding sublayers in the wrong place.
- You can also prioritize layers over another. In your Layer Box, the top layer will come first (or on top) of another one, especially if they are next to each other. This will be useful when filling your unexcavated area and you fill outside of the lines.

PRESIDIO ARCHAEOLOGY FIELD GUIDELINES (UPDATED DECEMBER 2018)

INTRODUCTION

This manual presents the Presidio Archaeology Lab's (Lab) guidelines for documenting public research excavations at *El Presidio de San Francisco (El Presidio)*, a contributing archaeological area of the Presidio National Historic Landmark District (NHL). These guidelines are designed to assist the Lab, its contractors, and partners in adhering to the Standards for archaeological excavation within the Presidio of San Francisco. While brief discussions are included in this section when necessary, Collections and Reporting Guidelines are discussed more fully elsewhere. Blank forms are included as Appendix A of this document.

Although these guidelines are meant to be comprehensive, they do not substitute for careful planning of methods in consultation with the Lab before field work begins and on a continuing basis as conditions warrant. Archaeological field work is a series of shifting demands and challenges unique to a particular locus, cluster, feature, or context. These guidelines are not intended to replace professional judgment in responding to those challenges. All personnel responsible for field work should maintain contact with the Collections Specialist, Curator, and Archaeologist and remain flexible and responsive to field conditions. Deviations from this manual will be necessary and justification for decisions should be consequently documented.

Substantial portions of this manual owe debts to the Archaeological Site Manual developed for the urban context of London (MoLAS 1994) and have been modified only where necessary for the specific conditions of the Presidio of San Francisco. The methods and best practices set forth in this manual are adapted from and are heavily indebted to *The Principles of Archaeological Stratigraphy* (Harris 1993), which should be consulted for a fuller explication of theory and method briefly summarized here.

SINGLE CONTEXT RECORDING

The Lab and all its contractors will employ a single context recording system for research excavation at *El Presidio*. Single context recording is designed to fully document the stratigraphic sequence as a series of discrete cultural and natural events. These events are recovered during stratigraphic excavation in the reverse order of their creation and deposition. The archaeologist is responsible for reconstructing those events as completely as possible through interpretation of the physical traces that remain in the archaeological record. Robust documentation techniques are imperative since the excavation process is the orderly destruction of these traces.

Single context recording documents stratigraphic excavation. Stratigraphic units (i.e., contexts) are given sequential numbers (*Context Numbers*) and are excavated **in the reverse order** that they were deposited (i.e. the latest context is removed first). Each context is documented separately. This documentation consists of *pro forma* context documentation records (*Context Records*), a single context plan drawing, a stratigraphic (Harris) matrix, photography, and, as needed, a section (or profile) drawing and photogrammetry. These records, along with the

artifact collection and environmental samples, form the basis from which interpretations of site history and use will be made.

Arbitrary Levels: While single context recording of stratigraphic excavation is ideal practice, some situations may call for the use of an excavation methodology that employs arbitrary levels. When site structure or excavation goals warrant it, arbitrary levels can be used. Arbitrary levels should not, however, cross-cut recognizable natural stratigraphic layers. When natural stratigraphic transitions become recognizable, a switch to stratigraphic excavation should be made.

CONTEXT

“Context” is the basic unit of recording. Context generally refers to archaeological stratigraphic units, but it can also apply to arbitrary excavation volumes when necessary. Stratigraphically, a context is a discrete archaeological entity and has interfaces with or is bounded by other contexts. The excavator must identify each context and its boundaries within the excavation area. These differences may only be distinguishable through minute changes in soil color, composition, and texture. Each stratigraphic context should be excavated separately and all material from that context treated separately. The context is the basic level of *provenience* for cultural material and documentation. Each context is given a unique number and recorded on a *Context Record (Appendix A)*.

Context Numbers: Context numbers are unique identifiers assigned to all contexts in order to associate relevant records with excavated material. The context numbers serve as the reference for the *provenience* for the archaeological documentation and material. The context numbers and the context type are recorded in the project *Context Register (Appendix A)*.

There are three major types of context: deposits, cuts, and interfaces. All three can exist within a single feature. For example, the cut for a pit is one context, and the fill within the pit is another context or series of contexts. Interfaces may also be present at the transition between fills or between cut and fill.

Deposits or Fills: These are strata, and represent physical *accumulation* of material (e.g., sediment).

Cuts: These represent *removal* of material from the record, for example, pits and postholes. While these contexts cannot be excavated in themselves, it is important to record them as separate contexts from the fills within them since they predate the fill and represent distinct stratigraphic and chronological events. A well, for example, will probably predate the fill within it by a considerable amount.

Interfaces: These are the boundaries between contexts that represent former surfaces, such as occupation surfaces. Not every interface between two strata needs to be treated as a context. Care should always be taken, however, to distinguish cultural material on the surface (i.e., the interface with overlying contexts) from material within the underlying deposit, which is probably earlier.

STRATIGRAPHIC RELATIONSHIP

The stratigraphic sequence is identified by establishing the stratigraphic relationship between individual contexts and linking these individual relationships together into a single sequence. There are three possible stratigraphic relationships between contexts:

no relationship;

they are superimposed (i.e. one overlies the other);

or they are correlated (i.e. the contexts are parts of a once whole deposit, a single event) (Harris 1979:36).

STRATIGRAPHIC SEQUENCE (HARRIS MATRIX)

The stratigraphic sequence is the “sequence of the deposition of strata or the creation of feature interfaces on a site through the course of time” (Harris 1979:86). The identification and recording of a sequence is based on careful and accurate recording of contexts and their physical relationships and is the major component of archaeological fieldwork. The stratigraphic sequence provides the chronological framework for the site and permits the ordering through time of the cultural material recovered from each context.

A Harris Matrix is a diagrammatic representation of the stratigraphic sequence recorded during excavation. Each box represents a context and is connected to immediately succeeding stratigraphic contexts above and preceding ones below. The *Context Record* has a localized Harris Matrix to be completed by excavators for each context. A comprehensive area-level Harris Matrix, will be updated at the completion of each field effort and will incorporate information gained from laboratory analysis of cultural material (post-excavation analysis).

EXCAVATION FIELD METHODS AND SAMPLING

EXCAVATION STRATEGY

- The Presidio Archaeology Lab is committed to using open area excavation for elective research excavation at El Presidio. Areal exposures are employed for all research excavations. All excavation blocks are staked-out using a total station set on primary or secondary control points within the El Presidio Archaeological Grid.

The extents of these horizontal exposures and the methods employed to excavate them are recorded at the in the Daily Field Record and ongoing field supervisor notes. Each stratigraphic context is assigned a Context Number by the field supervisor and is recorded in a running log of all contexts for the project. Individual excavators and excavation teams are responsible for completing a *Context Record* for each individual stratigraphic unit noted. The *Context Record* is intended to focus primarily on description of the context itself, its relationship to those contexts directly above and below it, and interpretation of the events that led to its deposition. The field supervisor keeps a *Daily Field Record* to outline field methods selected for each context, explain decisions to open new exposures, and keep notes on the stratigraphic sequence (Harris Matrix).

The Presidio Archaeology Lab considers the archaeological grid a tool for recording and not the driving force behind excavation. All archaeological excavation is done with reference to the grid and all *Context Records* must note grid coordinates encompassed by the context. The goal, however, is to foreground the stratigraphic sequence of the site and not archaeological methods. There is, therefore, no separate numbering system for units of archaeological excavation, nor are units of excavation given context numbers. Explanations of the decision-making process about the size of exposures, what samples to take, and methods of excavation will be outlined in the Work Plan and recorded in the *Daily Field Record*. Together, the *Context Record*, the *Daily Field Records*, and the field-level Harris Matrix form the field documentary basis for post-excavation analysis.

EL PRESIDIO ARCHAEOLOGICAL GRID INFORMATION

The archaeological grid is an arbitrary grid that has been set across the site to control the mapping during the excavation of the site. The grid is aligned to the site so that the curb of Moraga Street is due east-west on the grid and the quadrangle is roughly aligned with the grid. Many of the control points within the grid have been set so that the backsight directions between indivisible control points are cardinal directions on the grid, making it easier to set up a survey instrument on the grid. Please refer to Table 1 for the coordinates of the controlling points. Table 1 also provides California State Plane values for all of the control points on the grid and can be used for referencing the archaeological grid to the California State Plane coordinate system.

Secondary control points may be established for areas that are obscured using a total station to measure in the new point from the primary control. A tripod and tribrach must be used over the new point during the measurement process; face one and face two measurements should also be taken to establish an accurate (averaged) elevation for the secondary point.

Archaeological Grid specifications:

- Units: Meters
- Grid System: Arbitrary
- Elevation System: North American Vertical Datum 1988 meters (NAVD88)

Table 1. Control Table

Arch Grid Point#	CCS83 ft Northing	CCS83 ft Easting	NAVD88 ft Elev	NAVD88 M Elev	Arch Grid Northing	Arch Grid Easting	DESCRIPTION
1	2119052.58	5996402.01	84.72	25.82	1165.77	1112.21	TWL BD
4	2118951.63	5995524.47	105.94	32.29	999.51	900.43	TWL BD
5	2118781.96	5995803.62	106.46	32.45	1000.00	1000.00	REBAR INSIDECURB
6	2118709.41	5995992.96	102.58	31.27	1011.38	1060.75	SET CUT + ON TC
7	2119055.00	5995942.46	92.36	28.15	1093.06	992.48	SS+TT
8	2118984.22	5996134.22	88.98	27.12	1105.28	1053.57	SS+TT
108	2118890.14	5995717.28	106.01	32.31	1014.32	960.32	FD SS&TT #8
1355	2119136.80	5995716.06	98.39	29.99	1078.18	920.64	MAIN POST SOUTH
1368	2119363.07	5995791.50	82.56	25.16	1148.97	904.12	FND 90D
2002	2119338.67	5995837.64	83.41	25.42	1150.00	919.99	SS+TT
2003	2118919.37	5995580.02	108.05	32.93	1000.00	920.01	RBR&TWL DISK
2005	2119674.08	5996043.78	67.56	20.59	1270.00	920.00	SS+TT
2006	2119201.24	5996061.28	83.34	25.40	1150.00	1000.00	SS+TT
2007	2119845.86	5995764.26	65.28	19.90	1270.00	820.00	SS+TT
2008	2119107.33	5996427.16	81.92	24.97	1184.00	1110.00	SS+TT
2009	2118593.01	5996111.07	97.05	29.58	1000.00	1110.00	TWL BD

EXCAVATION METHODS AND SAMPLING

Elective research excavation at *El Presidio* is intended to inform our understanding primarily of the Spanish colonial and Mexican periods at the Presidio. Recognizably intact Spanish colonial contexts are excavated by hand following natural stratigraphy. Generally, hand excavation should proceed either with shovel skimming or troweling while taking care to follow natural contours and keep a clean excavation surface. In some cases, it may be advisable to excavate by arbitrary levels within large undifferentiated strata such as pit fill or a massive midden with no discernable internal organization. Arbitrary excavation should not cross-cut recognizable cultural or natural stratigraphy.

ARTIFACTS

Any artifacts noted during excavation are collected in bags clearly labeled with the project name, project number, context number, date, and excavator initials. Any artifacts that would not fare well during screening should be pulled in this way, but most cultural material can be left in soil buckets for screening. If necessary, artifacts can be point-provenienced (PP); however, this is only done in the exceptional circumstance that the artifact's *exact 3-dimensional location* may provide meaningful information for interpretation of a context or the relationship between contexts. A point provenience log is kept in the event that significant artifacts are found. Each point provenience should be measured with the appropriate equipment and its XYZ coordinates entered into the PP log. Point-provenienced artifacts should be individually bagged and labeled.

At the screening area, all artifacts should be bagged with complete provenience information and combined with artifacts noted and collected during excavation. All cultural material discovered during excavation and wet screening should be saved for examination unless the field supervisor has specifically advised otherwise. All additional culling of cultural material is done in the Laboratory.

SAMPLES

Soil samples are taken from each deposit. These will usually be a twenty liter flotation sample and a one-liter archival sample. Flotation is conducted concurrently with excavation. All remaining soil is wet-screened through 1/4" or 1/8" mesh. The Presidio Archaeology Lab maintains a dedicated wet-screening area. Soils to be screened need to be placed in buckets and transported to this area for screening. Buckets should be filled to the 4-gallon mark to make volume calculations consistent and accurate. To maintain provenience, all buckets of soil from a context should be labeled with a unique flagging color or pattern and the following information should be written on the flagging tape in indelible ink:

Operation Name
Project Number
Context Number
Date
Screen size
Initials of excavator(s)

For soil samples taken from potentially significant contexts, sample locations should be marked and labeled on the plan-view and/or the profile view drawings. A top and bottom elevation of the sample may also be desirable.

FIELD PROCESS

The Excavation Strategy section outlines the general process for excavation and recording. This section provides specific guidance on how this strategy is to be carried out in the field. The flow chart on page 13 of this document specifies the roles of various field personnel including the field supervisor, field personnel, surveyor, screeners, laboratory personnel, and laboratory supervisor and details the order of tasks that should be followed for every context.

CONTEXT RECORD

The *Context Record* is the basic unit of archaeological recording and one form should be completed for each context excavated. Each record describes the physical characteristics of the context and its relationship with other contexts, and provides an interpretation of the behavioral or natural processes that created it. The *Context Record* is associated with photographs and measured drawings of the context.

INSTRUCTIONS FOR CONTEXT RECORD FIELDS

Date ID'd: This is the date the Context was originally identified and the Context number was pulled.

Exc. Begin: This is the date that excavation began after initial recording of the Context. This can be days or weeks after the Context was originally identified.

Exc. End: This is the date that the context was no longer being actively excavated.

Date Closed: This is the date all soil from the context has been screened the context record is completed/closed.

Operation: This is a unique designation for the project being worked on. This is assigned by the Presidio Archaeological Lab. A Presidio Archaeology Lab number (PAL-YEAR-00#) should also be included here.

Context Type: Circle one. Use the appropriate prompts in the observation section to record the characteristics of the cut, fill, or surface. If this is an arbitrary excavation, please include observations in the fill section and fully describe the justification behind arbitrary excavation in the Additional Observations section.

Context Number: This is the sequential number assigned to the context. This should be obtained from the *Context Register*.

DOCUMENTATION

Grid Coordinates: Enter the grid coordinates that the context encompasses. All recording at *El Presidio* is done with reference to the *El Presidio* grid. A fuller discussion of this grid and how to set up on it is included in these guidelines. Grid coordinates are recorded in 1m x 1m blocks and are designated using the grid southwest corner of the block. If the context encompasses more than one grid square a range should be given e.g. N974-976, E1025-1030. If the context is smaller than a full grid square, the southwest corner of the grid square it is within should be used. The plan drawing of the context should be used to clarify its relationship to the grid.

Dimensions:

East/West and North/South, give the actual maximum dimension of the context in the exposure. For example, a context may measure 30 centimeters east-west and 60 centimeters meter north/south but cross a couple of grid squares and be within a very large exposure. Maximum dimension is usually apparent after completing the *Single Context Plan*.

Thickness is give as a range from the minimum thickness to the maximum thickness. For example 5-8 centimeters or 10-15 centimeters. This information is gathered from using beginning elevations from the current context subtracted from the previous context(s).

Beginning Elevations: Take enough elevations to record the contours of the surface and to determine the thickness of the overlying contexts (see above). Elevations will be cross-recorded in the *Auto level Log* and on the *Single Context Plan*. Include the elevation point number and grid node in all entries where it is possible.

Plan: Check each place where the context has been drawn in plan. A sketch may be made on the back of the *Context Record* but a measured plan drawing should also always be completed as well.

Section drawings: If the context is a cut or is at the edge of an exposure, a section (or profile) drawing was probably done. List any such drawing and what was drawn.

Photos: List the frame numbers of the photographs of this context.

RECOVERY

Excavation Methods: Shovel/Trowel/Pick/Other. Circle the relevant tools. If "Other" note what it is.

Excavated By: Name of excavator(s)

Artifact Recovery Methods: Note whether deposits were screened, whether screening was wet or dry, and the size of mesh used. Intact deposits will usually be wet-screened through 1/4 or 1/8" mesh.

Recovered By: Generally the name of the of screener

Flagging: Color and pattern of flagging tape assigned to this context

Samples Taken: The kind and volume of any samples taken from a deposit should be noted here. A 20 Liter flotation sample and a 1 liter soil sample are standard and the numbers must be entered on the form.

Bucket Count: Number of buckets screened from the context. This should be taken from the *Wet Screening Log*.

Suggested Analysis: List any analysis that you think would be especially fruitful for this context.

Methods Determined by: Enter the name of the person who decided the sampling methods. This will usually be the field supervisor or crew chief.

Analysis suggested by: Enter the name of the person who suggested the analysis. This can be the excavator, screener, field supervisor, crew chief or others.

OBSERVATION

If the context is a cut or deposit/fill use the appropriate prompts. Do not record deposit information if you are recording a cut. For consistency and ease of comparison and data entry, please use the appropriate terminology to describe the primary characteristics of the context. Any information that does not conform to the prompts should be reserved for the Additional Observations space in this section.

FOR FILLS

Level of Disturbance: Circle the appropriate level of disturbance using these guidelines.

Intact: no disturbances observed; a pristine buried deposit

Minimal: small disturbances (roots, minor rodent disturbance) in an otherwise intact deposit

Moderate: more widespread disturbance observed including modern cuts, invasive rodents, roots in a deposit that may have intact portions.

Extensive: the deposit appears to have been subject to enough post-depositional disturbance to no longer appear even moderately intact.

Munsell#: This is based on moist soil and described using a Munsell book. Enter the page number Hue and Value (e.g. 10YR 3/4). If the soil is mottled or mixed with other colors, describe the predominant color first and the other colors second and third. Mottling can be further described in the Additional Observations section of the form. All Munsells should be done wet.

Name: This also based on moist soil and described using a Munsell book. Enter the color (“dark yellowish brown”). If the soil is mottled or mixed with other colors, describe them in the same order as the Munsell #.

Composition: This is the proportion of sand, silt, and clay that compose the soil. The proportions and their designations (e.g. “loam” “sandy clay”) are based on the USDA Soil Texturing Flow Field Flow Chart and associated soil triangle.

Compaction: Note the compactness of the deposit. This is usually one of the first things noticed during excavation.

Indurated sediments are compacted to the point of being almost impenetrable and do not respond well to wetting. This is sometimes called “hardpan.” Adobe melt is often indurated.

Compact sediment is difficult to dig but will respond to wetting and can be broken up in clumps with high effort.

Firm sediment holds together well but does not break up without some effort

Loose sediment has minimal structure, breaks easily, takes minimal effort to dig, and generally has high sand content or evidence of being disturbed.

Moisture: Note how dry or wet the soil is (e.g, wet, moist, or dry) when *in situ*.

Transitions Top: Describe the sharpness of the contact with the deposits above. This will need to be retrieved from the context record for the deposit above (see below and use abrupt, clear, gradual, and diffuse).

Transitions bottom: Describe the sharpness of the contact with the lower deposit (eg. abrupt, clear, gradual, or diffuse).

Abrupt: Transition zone less than 1 cm.

Clear: Transition zone is 1-5 cm

Gradual: transition zone is >5 cm.

Diffuse: Transition zone is hard to detect or measure. Diffuse transitions often lead to somewhat arbitrary closing of one context and opening of the new context.

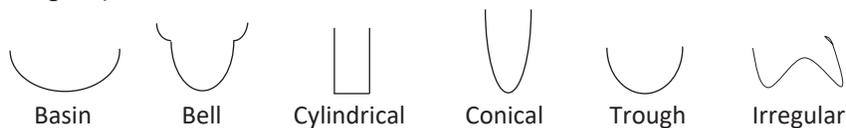
FOR CUTS

Fills contained: List the context numbers of the fills within the cut.

Shape in plan: Describe the shape in plan of the top of the cut (e.g., circular, oval, square, rectangular, linear or irregular). This will also be depicted on the plan view of the context or unit.



Shape in profile: Describe the shape of the cut when fully excavated (e.g. basin, bell, cylindrical, conical, trough, or irregular)



FOR SURFACES

Level of disturbance: Circle the appropriate level of disturbance using these guidelines.

Intact: no disturbances observed; a pristine buried surface

Minimal: small disturbances (roots, minor rodent disturbance) on an otherwise intact surface

Moderate: more widespread disturbance observed including modern cuts, invasive rodents, roots on a surface that may have intact portions.

Munsell#: This is based on moist soil and described using a Munsell book. Enter the page number Hue and Value (e.g. 10YR 3/4). If the soil is mottled or mixed with other colors, describe the predominant color first and the other colors second and third. Mottling can be further described in the Additional Observations section of the form. All Munsells should be done wet.

Name: This also based on moist soil and described using a Munsell book. Enter the color (“dark yellowish brown”). If the soil is mottled or mixed with other colors, describe them in the same order as the Munsell #.

Plane: Is the surface a planar (or horizontal) surface such as a prepared floor or is it a vertical surface, such as a wall plaster? If the surface is irregular, please specify its form in the “Additional Observations” space in this section.

Recognized by: It is rare to be able to identify an intact historical surface. Select the method you used to determine that the context is a discrete surface. If “other”, please specify in the “Additional Observations” space in this section.

Additional Observations: This is your chance to escape the constraints of the context record prompts. Use this space for any additional observations that the form did not allow you to address. Examples can include artifact densities, inclusions, lenses, or ways that this context stands out from others you have excavated. You are also encouraged to describe any limitations or ambiguities that made observations difficult. Please limit this to basic observations about the context, however, as there is a separate space for your interpretation.

SEQUENCE

Harris Matrix: Write the context number for this context in the central box and the immediately overlying and underlying contexts in the appropriate boxes (above or below).

Sketch Plan/Profile: Measured drawings (plans and sections) should be completed on a separate sheet. This space is for a sketch of the context and its apparent relationships to other contexts, if applicable. This is called a composite plan.

Narrative description: Use this space to elaborate on the Harris Matrix. It is especially important that you note any difficulties in creating the sequence.

INTERPRETATION

Field Interpretation: Describe what human behavior or natural processes you think may have produced this context, and how it relates to other contexts.

Interpreted by: Name of interpreter. This will normally be the excavator(s).

Post-Processing Interpretation: This section is for the field supervisor to note their impressions of this context and how it may relate to the site as a whole. A post-processing interpretation will not be made until post-excavation analysis is complete. The context can be closed without a post-processing interpretation.

Interpreted by: Name of person making post-processing interpretation. This is usually the field or lab supervisor.

FIELD DRAWINGS

An excavation will usually result in several measured drawings—horizontal plan views and vertical section (profile) drawings. Single context recording requires that each context be drawn in plan and that most cuts be drawn in plan and section. Note that the cut, not the fill, is drawn, but both are labeled. Judgment should be exercised as to how many measured drawing are necessary. For example, it is not necessary to complete section drawings of rodent burrows.

All plans and sections should be on metric graph paper. Use a scale that is appropriate to the size of the context and provides a sufficient level of detail. Drawings should be simple and uncluttered, with legible labels. Make sure the lines are dark enough that they will be visible after copying. Specifications for both plan and profiles are below.

PLAN DRAWING

Title Block:

PAL Project Number and Name, Plan view

Context , Northing and Easting Range

Name of Mapper, Date

EXAMPLE:

PAL-2012-008 MacArthur Meadow Identification Testing, Plan View

Context 49, N987-N988, E876-E877

John Doe, 5/16/2012

OTHER ELEMENTS:

Graphic Scale (to allow for reduction in copying) and textual scale.

Orientation—A north arrow on plans or facing on section drawing.

Elevations. If known, elevations should be included on plan views. If a sub-datum or unit datum is being used please provide reduced elevations (real elevations) rather than the depth below or above sub-datum on the map. Also include the elevation point number on the plan, either on the drawing or in the margins. If a sub-datum is being used please specify the sub-datum name and elevation on the sheet. On section drawings, the real elevation of the datum line should be noted.

Point-Provenience. Point-provenience numbers should be included on the map in the location that they were found. For larger items, that number should appear next to the drawn item.

Adjoining excavations. Please indicate any adjoining exposures on the margins of the map.

Key. If symbols are used in the drawing include a key to indicate what the symbol is. Use a numbered or lettered list in the sidebar to call out items in the map to avoid cluttering the body of the map with labels.

Key for Labeling Materials

	Surface
	Cut
	Disturbed Surface
	Plaster (Fill: Crosses)
	Bone (Fill: Diagonal lines)
	Terracotta (Fill: Diamond)
	Brick (Fill: USGS 8 sewage disposal)
	Concrete (Fill: Circles)
	Rodent (Brush definition: Rodent 2)
	Sandstone (fill: Sand)
	Pipe
	Serpentinite (Fill: Stipple irregular)
	Chert (Fill: USGS 8B Intermit. Pond)
	Unexcavated (Color of fill is D8D2D2)

SECTION DRAWING

Title Block:

PAL Project Number, Plan View or Profile View

Context , Northing and Easting Range, Wall Direction

Name of Mapper, Date

EXAMPLE:

PAL-2012-006 MacArthur Meadow Identification Testing, Profile View

Context 49, N987-N988, E876-E877, West Wall

John Doe, 7/16/2012

APPENDIX A- FORMS

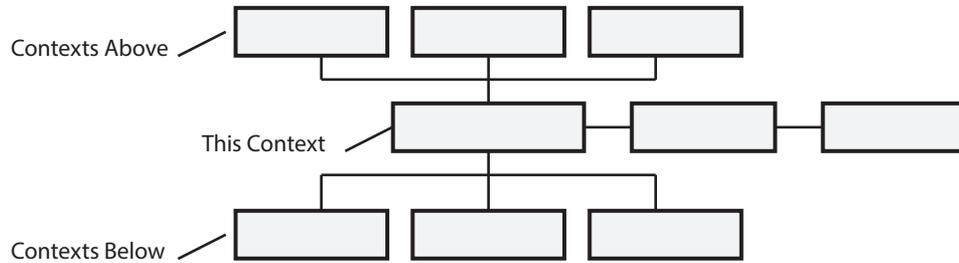


Date ID'd: Exc. Begin: Exc. End: Date Closed: Operation:	Context Type: Fill Cut Surface	Context Number:
--	---	-----------------

DOCUMENTATION	Grid Coordinates:	
	Dimensions: East/West_	North/South_ Thickness_
	Beginning Elevations:	
	Plan Drawing: <input type="checkbox"/> on reverse <input type="checkbox"/> attached	Section Drawing: <input type="checkbox"/> on reverse <input type="checkbox"/> attached
RECOVERY	Photos:	
	Excavation Methods: Shovel / Trowel / Pick / Other	Excavated by:
	Artifact Recovery Methods:	Recovered by:
		Flagging:
	Samples Taken: <input type="checkbox"/> Soil _____ <input type="checkbox"/> Flot _____ <input type="checkbox"/> Bucket Count _____	
Suggested Analysis:	Methods determined by:	
	Analysis suggested by:	
OBSERVATION	<input type="checkbox"/> Observations for Fills	Level of Disturbance: intact / minimal / moderate / extensive
	Munsell#	Name
	Transitions: Top (from previous context _____)	Bottom: abrupt / clear / gradual / diffuse
	Compaction: indurated / compact / firm / loose	Moisture: wet / moist / dry
	<input type="checkbox"/> Observations for Cuts	Fills Contained:
	Shape in Plan:	circular / oval / square / rectangular / linear / irregular
	Shape in Profile:	basin / bell / cylindrical / conical / trough / irregular
	<input type="checkbox"/> Observations for Surfaces	Level of Disturbance: intact / minimal / moderate
Munsell#	Name	
Recognized by:	Plane: horizontal / vertical / irregular	
	compaction / deposition / finish / decoration / other	

Additional Observations:

Harris Matrix:



Sketch Plan / Profile

Narrative Description of Stratigraphic Sequence:

Described by:

Field Interpretation:

Interpreted by:

Post-Processing Interpretation:

Interpreted by:



Date ID'd: Exc. Begin: Exc. End: Date Closed: Operation:	Feature Period: Modern Historic Prehistoric	Feature Number:
--	--	-----------------

DOCUMENTATION	Grid Coordinates:
	Dimensions: East/West_ North/South_ Thickness_
	Elevations at Top of Feature:
	Elevations at Bott of Feature:
OBSERVATION	Plan Drawing: <input type="checkbox"/> on reverse <input type="checkbox"/> attached Section Drawing: <input type="checkbox"/> on reverse <input type="checkbox"/> attached
	Photos:
	Contexts Contained:
Level of Disturbance: intact / minimal / moderate / extensive	
Transitions: Top (from previous context_____) Bottom: abrupt / clear / gradual / diffuse	
Compaction: indurated / compact / firm / loose Moisture: wet / moist / dry	
Shape in Plan: circular / oval / square / rectangular / linear / irregular	
Shape in Profile: basin / bell / cylindrical / conical / trough / irregular	
Additional Observations:	

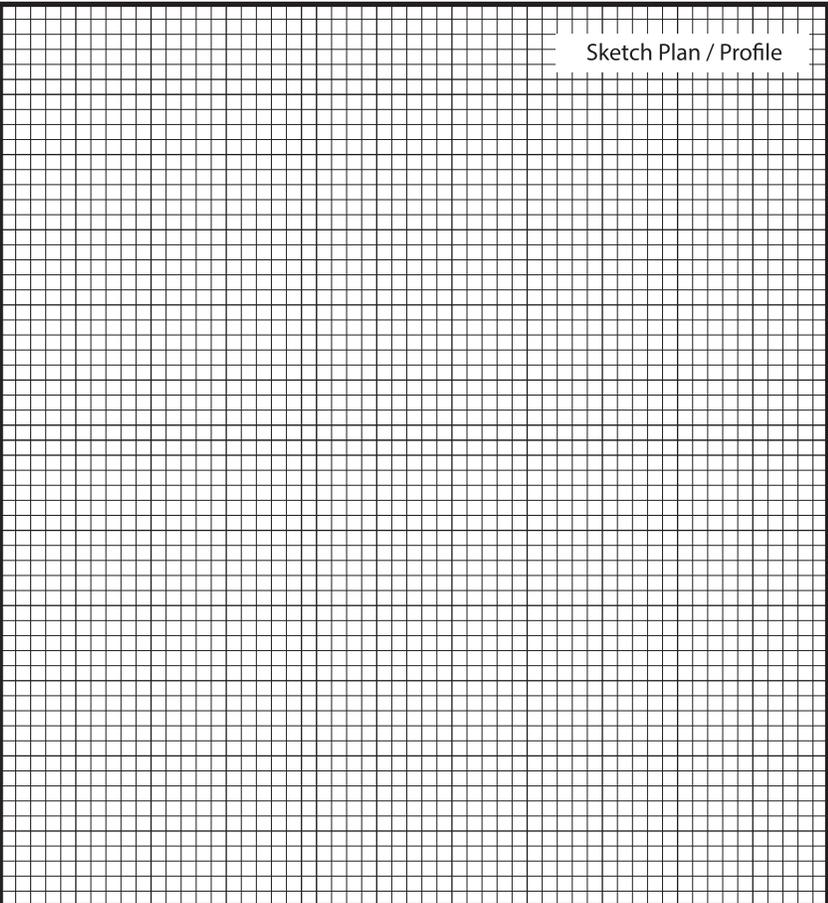
List of Contexts:

Harris Matrix:

Younger Contexts

Older Contexts

Sketch Plan / Profile



Narrative Description of Stratigraphic Sequence:

Described by:

Field Interpretation:

Interpreted by:

Post-Processing Interpretation:

Interpreted by:

Photo numbers:

Contexts Wet Screened:	Complete? Y / N				
Contexts Sorted:	Complete? Y / N				
Contexts Floated:	Complete? Y / N				
Contexts ready for Cataloging:					

Follow up required:

Priorities for tomorrow:



Project # _____

Context # _____

Name _____

Date _____

Material	Present?	Weight	Diagnostic Info and Notes
Bone (BO)			
Structural Ceramics (CE:ST)			
Other Ceramics (CE:OT)			
Composite (CO)			
Glass (GL)			
Metal (ME)			
Other Inorganic (IN:OT)			
Other Organic (OR:OT)			
Plant (PL)			
Shell (SH)			
Modified Stone (ST:MO)			
Building Stone (ST:BU)			
Unmodified Chert (CH:UM)			
Unknown Material (UN)			

Inventory Instructions:

After sorting, record the presence and the weight for each type of material listed in the table above. Note readily available diagnostic information. Make sure to record the context number, your name and the date.

Composite objects are made of more than one material type. Some examples: adobe, which contains both organic and inorganic content; cutlery, which may contain metal and wood; and boots, which may contain leather and metal.

Other inorganic materials are those not listed specifically in the table above. Some examples include: cement, concrete, and slag. Specify the type(s) of materials present in the “diagnostic information” column.

Other organic materials are those not listed specifically in the table above. Some examples include: coal, leather, rubber, and plastic. Specify the type(s) of material in the “diagnostic information” column.

Building stone includes several types of stone, which may not be clearly modified, but were extensively used in building. Serpentine and sandstone, which were heavily used in building foundations and construction, are included in this category.

Unknown material can be used to record any objects whose material is not readily discernable.

----- STAFF USE ONLY -----

Appendix B: N^2 Forms

INSTRUCTIONS ON SUBMITTING THIS FORM

page 1 of

The Planning Review process is for all projects led by both Trust Staff and tenants/outside the Agency users. All project submittals will need a Project Manager (PM) or Trust Designated Representative (TDR). Please visit our [FAQ](#) or email planningreview@presidiotrust.gov if you have any questions.

FILLING OUT THE SUBMITTAL FORM

For tenant projects, please review the [Tenant Handbook](#) PART C- PROJECT COMPLIANCE REVIEW AND PERMITTING GUIDELINES (starts at page [52](#) / [83](#)).

Please use the latest forms on the [Planning Review Sharepoint Site](#). The information on the submittal form should be as complete as possible to avoid review delays with the following important pieces:

A. Do you have a *PROJECT MANAGER (PM)* or *TRUST DESIGNATED REPRESENTATIVE (TDR)* assigned?
A *PM/TDR* needs to:

- be able to conduct preliminary consultations with Trust’s various specialists -- from transportation, utilities, landscape & maintenance BEFORE initiating Planning Review;
- be able to read & review drawings to make sure it is complete & accurate;
- have an understanding of constructibility and feasibility within the parameters of the Presidio Trust’s codes, regulations and standards;
- be able to convey information to the stakeholder or tenant and provide guidance throughout the Planning Review process.

If you need PM/TDR assistance, please reach out to planningreview@presidiotrust.gov prior to submittal so the team can direct you for assistance. The Planning Review team is also available for preliminary consultation.

B. Writing a succinct but detailed *PROJECT DESCRIPTION* is very important for Planning Review to gauge the level of reviews needed for your project. Not providing enough information will delay the review process. Some key pieces to include are:

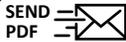
- Explain the need for the project: Why does this project need to be completed?
- Provide a scope of work: What physical work will be done such as digging, attaching, removing, adding, etc?
- Describe supporting actions involved: Will there be staging areas, blocked parking spots, closed streets, additional signage? Will there be any impacts to historic or natural resources, or any visual impacts?

For examples of PROJECT DESCRIPTIONS that meet the criteria, please view the [Form Instructions for Project Review](#), slides 10-11.

C. Provide *SUPPORTING INFORMATION* - Include pictures, location maps, architectural drawings, specs – any document that further illustrates the scope of work.

D. *CONSULTATION* - Informing Planning Review on pre-consultations with other relevant staff specialists will save on review time. Please include information on other departments, divisions, teams, or staff have you already discussed the project with.

SENDING IN THE SUBMITTAL FORM

When you are ready, save your PDF form; please do not flatten the PDF as the Planning Review staff will need to complete page 3. Click on  at the top of this form. An email will automatically generate with this form attached.

In the email subject line, please have following information in this format
PLANNING REVIEW SUBMITTAL: Location/address – Project Name

! Before sending, please also include all the relevant attachments and supporting documentation.

PROJECT SUBMITTAL FORM page 2 of

Project Managers should file this form when submitting projects for Planning Review. Please fill out the form, attach the supporting information, and submit your form by clicking on the send button icon above. The Planning Review team meets once a week on Mondays to coordinate Planning Review processes. Please email your submittal form by **Thursday at noon** for it to be added to the following Monday's agenda.

TO BE COMPLETED BY PLANNING REVIEW STAFF	SUBMITTAL STATUS	SUBMITTAL DOCUMENTATION IS SUFFICIENT <i>PLEASE SEE PG.3 - LEVELS OF REVIEW</i>	INSUFFICIENT SUBMITTAL DOCUMENTATION <i>PLEASE SEE PG.3 - REQUEST FOR INFORMATION</i>	PRELIMINARY CONSULTATION
--	---------------------	--	--	-----------------------------

SUBMITTAL DATE:

A. PROJECT INFORMATION

PROJECT TITLE:

PROJECT LOCATION:

PROPOSED START DATE:

PROPOSED COMPLETION DATE:

PROJECT MANAGER / TDR:

TRUST DEPARTMENT:

PHONE NUMBER:

EMAIL ADDRESS:

B. PROJECT DESCRIPTION

Describe the proposed project in a way that will be meaningful to Trust Directors, the public and other reviewing agencies. State the underlying purpose of the project, what the project hopes to accomplish, and how it would be implemented. Focus on the major areas of importance (objectives, location, proposed actions, technical characteristics, methods and/or consequences). Use clear and simple language to promote understanding and do not supply extensive detail beyond that needed for initial evaluation.

C. SUPPORTING INFORMATION

Provide a project location map and the following attachments as applicable. Check below if content is included.

- Site plan
- Photographs, graphics or other images
- Design and/or construction drawings
- Correspondence

Will the project have:

- Ground disturbance
- Public right-of-way/traffic/road impacts
- Mechanical, electrical or plumbing (MEP)
- Fire & Life Safety - fire alarm/sprinker/suppression
- Lead and/or Asbestos

D. CONSULTATION

Early consultation with Planning Review staff and others will expedite the review process. Describe below communication with Trust resource specialists or input from outside agencies or experts. PLEASE PROVIDE DOCUMENTATION OF CONSULTATION (i.e. email, memo, summaries etc.) with this submittal. Any potential environmental impacts, areas of controversy or issues raised by agencies and the public must be discussed with the relevant staff specialist.

This page to be completed by Planning Review staff during Planning Review coordination meeting (gray sections). If more information is needed to gauge the level of reviews, please respond in the APPLICANT'S RESPONSE section.

LEVELS OF REVIEW

Not Applicable

N ²	No Review Required	Note to File	Admin Review	Full Review
DESIGN REVIEW	No Review Required	Note to File	Admin Review	Full Review
PERMITTING	No Permit Required	Permit(s) Required (see below)		

If levels of review cannot be determined, the Planning Review team would like to set up a meeting for clarification.

ADDITIONAL FORMS NEEDED

REQUIRED

RECEIVED

N²	Completed Project Scening Form
PERMITTING	Building Permit Application (includes Health & Food Facility/Demolition/deferred submittals) Excavation Permit Application Encroachment Permit Application

REQUEST FOR INFORMATION

If Planning Review has determined that more information is needed to proceed with review, it will be entered below:

RESOLVED

01	
02	
03	
04	

01
02
03
04

NEPA / NHPA (N²) PROJECT SCREENING FORM

The filing of this Project Screening Form is in compliance with Section 1010.1(a) of the Presidio Trust’s Regulations implementing the National Environmental Policy Act (NEPA) and Section IV.C.1. of the 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, Golden Gate National Recreation Area, and pursuant to Section 106 of the National Historic Preservation Act (NHPA). To access this form and other N² compliance information, go to <https://presidiotrust.sharepoint.com/:u:/r/sites/PCD/SitePages/NEPA%20and%20NHPA.aspx?csf=1&web=1&e=2HXsl2>

PROJECT INFORMATION

PROJECT TITLE:

TRUST DESIGNATED REPRESENTATIVE:

PHONE NUMBER:

EMAIL ADDRESS:

TO BE COMPLETED BY N2 ADMINISTRATOR	SUBMITTAL DATE:	PROJECT NO.:	NEPA	NHPA
--	-----------------	--------------	------	------

A. PROJECT COORDINATION

Are there other coordinated public, Trust or interagency review requirements necessary to implement the project? Discuss below all items checked yes. Would the project:

- | | |
|---|---|
| <p>1. Require a Building Permit and/or an Excavation Clearance?
<i>Explain:</i></p> | <p>YES NO</p> |
| <p>2. Require outside review/consultation (California Environmental Quality Act, Regional Water Quality Control Board, U.S. Fish and Wildlife Service, Native American tribes, etc.)?
<i>Explain:</i></p> | <p>YES NO</p> |
| <p>3. Be within Area A or have the potential to affect Area A lands, and require National Park Service notification?
<i>Explain:</i></p> | <p>YES NO</p> |
| <p>4. Disturb soil in the drip line of a building?
If so, has the remediation program for lead-based paint soil? been initiated?
<i>If unknown, consult the Remediation Project Manager at 561-5421</i>
<i>Explain:</i></p> | <p>YES NO
N/A YES NO</p> |
| <p>5. Generate controversy or questions from the public, and hence require public outreach, education or notice?
<i>Explain:</i></p> | <p>YES NO</p> |

- | | | |
|---|-------------------|------------------|
| <p>6. Be within an environmental land use control zone?
 <i>If unknown, consult the N² Administrator at 635-4800</i>
 Explain:</p> | <p>YES</p> | <p>NO</p> |
| <p>7. Have design components (such as aesthetic/visual features, architectural/interior design elements, designed landscape components or special maintenance/sustainability considerations) that do not give rise to potential environmental effects, but may require additional review?
 <i>If unknown, consult the Design Review Committee Coordinator at 561-5433</i>
 Explain:</p> | <p>YES</p> | <p>NO</p> |
| <p>8. Implement or terminate a restriction, condition, public use limit or closure, requiring a written determination by the Board or Chief Executive Officer justifying the action?
 <i>If unknown, consult the Compliance Manager at 561-5365.</i>
 Explain:</p> | <p>YES</p> | <p>NO</p> |

B. ALTERNATIVES CONSIDERED

Describe below all alternatives considered including timing, cost, potential environmental effects and/or logistical issues that influenced the rejection of each alternative. “No Action” should always be one alternative considered.

C. CONSULTATION

Early consultation with the N2 and resource staff will expedite the review process. Describe below communication with Trust resource specialists or input from outside agencies or experts. Any potential environmental impacts identified must be discussed with the relevant staff specialist.

D. RESOURCE EFFECTS TO CONSIDER

Yes answers must be accompanied by an explanation of how the potential impact will be avoided. Justify no answers with an explanation when needed. Attach additional sheets as necessary. Would the project:

- | | | |
|---|-------------------|------------------|
| <p>1. Alter, destroy, disturb or remove any portion of historic structures, archaeological resources, cultural landscape features or other contributors to the National Historic Landmark District (NHLD)?
<i>If unknown, consult the Historic Compliance staff at 561-2758 or 635-4800.</i>
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>2. Introduce elements out of character with the NHLD?
<i>If unknown, consult the Historic Compliance staff at 561-2758 or 635-4800.</i>
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>3. Substantially alter any ground cover or vegetation? Affect a species of special concern (plant or animal; state or federal listed or proposed for listing) or essential or important habitat?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>4. Attract animal or insect pests or introduce or promote non-native species (plant or animal)?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>5. Inhibit surface water drainage, alter the landscape topography, lead to increased runoff or erosion or compromise slope stability?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>6. Involve handling, storage or disposal of potentially hazardous substances (such as toxic substances, flammables or explosives)?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>7. Degrade surface or ground water quality? Alter streamflow characteristics?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>8. Affect wetland, riparian or coastal habitat?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>9. Be inconsistent with existing or formally proposed land use plans or policies (Presidio Trust Management Plan, Vegetation Management Plan, Trails and Bikeways Plan, etc.)?
<i>If unknown, consult the Compliance Manager at 561-5365.</i>
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |

- | | | |
|---|-------------------|------------------|
| <p>10. Impact recreation resources (visitation, activities, etc.) or visitor access (parking, trails, roads, etc.)?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>11. Greatly increase the demand for parking?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>12. Substantially increase traffic congestion, traffic volume, or adversely affect traffic safety for vehicles, pedestrians and bicyclists?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>13. Substantially increase vehicle emissions or emissions of other air pollutants? Generate nuisance dust or odors?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>14. Perceptibly increase existing noise levels or expose people to loud noise?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>15. Substantially increase the amount of energy or water used?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>16. Substantially increase the amount of solid waste or litter generated?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>17. Increase light or glare?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>18. Block an existing view, be visually intrusive or contribute to a degraded visual condition?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>19. Maintain or create a public or employee safety or health hazard, or an attractive nuisance?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |
| <p>20. Substantially increase demand for municipal services (police, fire, water, sewage, etc.)?
<i>Explain:</i></p> | <p>YES</p> | <p>NO</p> |

Appendix C: Presidio Trust Secretary of the Interior Qualified Staff Resumes

Other Work Experience

- Worked as a marketing and public relations manager for technology client (principally Microsoft) and Internet start-up (Ask.com); developed product marketing materials, supported product management and sales staff in the launch of new software products.

ADVOCACY WORK

2016-2023 Victorian Alliance of San Francisco

- Elected to two terms as President of the Victorian Alliance of San Francisco, the oldest all-volunteer advocacy organization for historic preservation in San Francisco; responsible for board member recruitment, program development, chairing monthly meetings; planned and executed public house tour of the Lower Haight neighborhood (1,000 participants) that raised \$35,000 for the Alliance's preservation grants program (2018), planned and executed a virtual house tour event (2020), and supporting capital campaign (\$15,000).

EDUCATION

2005 Columbia University New York, NY

M.S. Historic Preservation, Preservation Planning concentration

- Founding student editor of *Future Anterior*, the first journal for preservation theory and criticism, now published by Univ. of Minnesota.
- Elected to the Graduate School of Architecture, Planning and Preservation Program Council.
- Served as research assistant for Time Honored: A Global View of Architectural Conservation by John Stubbs.
- Participated in and helped organize the "Mostar 2004" international workshop, focused on the restoration of historic structures in post-conflict environment in Mostar, Bosnia & Herzegovina.
- Thesis title: "Modeling Mostar: Evaluating the Mostar 2004 Program in the Context of Present & Future Trends in Historic Preservation Education".

1997 University of Virginia Charlottesville, VA

B.A. Archaeology

- Madison House Volunteer Center Program Director, leading two student trips to Casa Grande, AZ.
- Selected to the Jefferson Literary and Debating Society, the oldest debating club at UVA.
- Honors thesis title: "Archaeological Field Survey Techniques and Practice at Monticello".

AWARDS

- Awarded Questers Scholarship, a two-year, merit-based grant given yearly to one Columbia student.
- 2004 Samuel H. Kress Foundation fellowship recipient for research in Mostar, Bosnia & Herzegovina.
- Awarded 2005 William Kinne Fellows Memorial Prize for post-graduate study in India and Sri Lanka.
- Recipient of 2004 Kinne Grant for study of historic architectural sites in China and Japan.
- University of Virginia Anthropology Department Dean's List.

PUBLICATIONS

- Architectural Conservation in Asia: National Experiences and Practice. London: Routledge (2016), first of its kind, 595-page study of Asian preservation practice in each country and region on the continent, co-authored with John H. Stubbs.
- "Authenticity and the Post-Conflict Reconstruction of Historic Sites." CRM: The Journal of Heritage Stewardship 5.1 (Winter 2008).

- "On-Site Conservation Training in Cambodia: A Critical Survey of Activities at Angkor." Built Environment 33.3 (2007).
- "Looking East: What will the West learn from historic preservation tactics in Asia's rapidly growing cities?" The Next American City 12 (Fall 2006).
- "Preservation in Search of the Historic." Future Anterior 1.2 (Winter 2005).
- "Taking Steps Toward a New Dialogue." Future Anterior 1.1 (Spring 2004).

LECTURES, ADDITIONAL TRAINING & AFFILIATIONS

- Guest lecturer at UC Berkeley, Goucher College, Columbia University; Regular guest lecturer in UC Davis landscape architecture department.
- Completed post-graduate training in Section 106, application of the Sec. Standards, Agreement Documents, Historic Building Surveys CEQA, NAGPRA, NEPA and NHPA Project Coordination.
- Organized and conducted numerous training courses at the Presidio, including National Register Nominations, Secretary of the Interior's Standards in Practice, Cultural Landscapes, Seismic Upgrades.
- Program Committee Member for US/ICOMOS International Symposia (2007, 2018); Program Committee Member for CA Preservation Foundation annual conferences (2010, 2011, 2012, 2016).
- Invited to serve as a juror for the 2022 California Preservation Foundation Preservation Design Awards.

LAUREN GOLDEN, MSHP

Architectural Historian

PROFESSIONAL EXPERIENCE

Historic Compliance Coordinator | Presidio Trust. | San Francisco, CA
August 2022 – Present

Ensure the Trust's activities comply with Section 106 of the National Historic Preservation Act and the Trust's Programmatic Agreement. Work includes coordinating project reviews, construction monitoring, approvals, research, and report preparation.

Senior Architectural Historian | Garavaglia Architecture, Inc. | San Francisco, CA
October 2021 – August 2022

- Historic Resource Evaluations including National Register Nominations, HREs, HSRs, and SISR
- CEQA Compliance reports and CA DPR 523 forms
- Historic Tax Credit applications
- Assisted with setting project milestones, timelines, and budget
- Collaborate with clients and stakeholders to assist with resource management needs

Trail and Stewardship Manager | Delaware & Lehigh National Heritage Corridor | Easton, PA
December 2015 – November 2020

- Direct management of trail projects including planning, funding, partnership and management agreements, and regulatory compliance to adaptively reuse a 165-mile historic transportation system
- Develop, research, and execute conservation plans and permits per state and federal (NEPA) requirements for the protection of significant historic and natural sites and features along the trail
- Write and execute agreements that facilitate strategic relationships/partnerships; serve as primary point of contact for 30+ landowning partners at the state and local level
- Coordinate project timelines, budgets, deliverables, and milestones; allocate resources; apply to and manage awarded local, state, and federal grants
- Research and write interpretive and educational narratives for internal and external publication
- Lead innovative planning of the adaptive reuse potential for the canal as a stormwater management facility
- Manage internal and external contractors and consultants throughout project life cycle
- Train staff and volunteers on project development procedures and status
- Facilitate meetings and give presentations to internal and external partners/stakeholders

Architectural Historian | Golden Preservation Company | Allentown, PA
April 2014 – November 2020

- Historic preservation services including national register nominations, historic tax credits, Section 106, preservation planning, deed and will research
- Historic Structures Reports including conditions assessments
- Design consultation on integrating modern features into historic environs
- Historic rehabilitation project management

Volunteer Service

- Allentown Preservation League Board of Directors, 2014-2020, President 2018-2020
- Allentown Redevelopment Authority Board of Directors, 2018-2020

METHODOLOGIES & TECHNICAL SKILLS

- Meet/exceed the Secretary of the Interior's Professional Qualifications for Architectural History
- Expertise in Adobe Creative Suite, Microsoft Office Suite, AutoCAD, ArcGIS, and Cloud based file storage and sharing (ie SharePoint, Google Docs)

EDUCATION & CERTIFICATIONS

M.S. in Historic Preservation | Clemson University and College of Charleston | May 2012

Thesis: Unlocking Drayton Hall; Inventory and Analysis of Hardware at a Historic Plantation House

B.A. in Art History and Studio Art | Sonoma State University | Rohnert Park, CA | May 2009

Kari Len Jones, Archaeologist

QUALIFICATIONS

I have been involved in both academic archaeology and cultural resource management since 1997, with 28 years of experience both in North America and abroad. I meet the Secretary of the Interior's professional qualification standards for both historic and prehistoric archaeology. I have broad experience in completing compliance-oriented projects in accordance with the California Environmental Quality Act (CEQA), the National Environmental Policy Act (NEPA), and Section 106 of the National Historic Preservation Act (NHPA). I am also highly skilled in the application of various other state and federal authorities, including Section 110 of the NHPA, the Archaeological Resources Protection Act (ARPA), and the Native American Graves Protection and Repatriation Act (NAGPRA).

EDUCATION

M.A. January 2002

University of California, Berkeley, Department of Anthropology

B.A. January 2000

University of Illinois at Urbana-Champaign, Department of Anthropology, *Magna cum Laude*

PROFESSIONAL EXPERIENCE

July 2009-Present

Archaeologist: Presidio Trust, Presidio of San Francisco. Federal Agency

2009-2014 GS-12 Archaeologist

2014-Present GS-12 Supervisory Archaeologist

Duties and Responsibilities

- Manages the archaeology team of 2 archaeological technicians, the collections specialist, 4 full-time archaeology interns, 300 trained archaeology volunteers, and 14 archaeology site docents.
- Conducts research, evaluates resources, provides recommendations and prepares all necessary documents to ensure compliance with Section 106 and 110 of the National Historic Preservation Act (NHPA) and other relevant legislation and regulations.
- Serves as an expert advisor on cultural resources and identifies, evaluates, and makes treatment recommendations regarding the avoidance or mitigation of adverse effects to contributing archaeological elements of the Presidio National Historic Landmark District [NHLD].
- Prepares archaeological management assessments, archaeological monitoring plans, archaeological identification plans required by Section 106 and Section 110 of the National Historic Preservation Act (NHPA), and the Archaeological Resources Protection Act (ARPA) and the Trust's Programmatic Agreement. Prepares the Plan of Action (POA) for compliance with the Native American Graves Protection and Repatriation Act (NAGPRA).
- Provides archaeological content and review for Trust documents including management plans, resource management strategies, cultural landscape assessments, design guidelines, environmental remediation projects, environmental assessments and impact statements, and findings of effect.
- Designs, manages, implements, and provides oversight for the public research excavation of El Presidio de San Francisco; supervises laboratory analysis of recovered scientific data and professional report writing.

Kari Len Jones, Archaeologist

- Solicits and reviews research proposals, scopes of work, and task orders and serves as the Contracting Officer's Technical Representative (COTR) for projects that are conducted through contracts, interagency agreements and cooperative agreements. Carries out program management duties by developing work plans and schedules, scopes of work, cost estimates, and proposals and/or grants to justify funding requests and accomplish goals.

April 2004- July 2009

Supervisor: Pacific Legacy, Inc., Berkeley, California. Cultural resources management firm.

Duties and Responsibilities

- Project management and supervision of cultural resource investigations including survey, recording, monitoring, test excavation, and data recovery at prehistoric and historical archaeological sites
- Development of archaeological research designs and management plans
- Prehistoric and historic archeological site testing and evaluation to determine National Register of Historic Places (NRHP) significance and California Environmental Quality Act (CEQA) importance
- NEPA, NHPA, and CEQA regulatory compliance
- Technical report writing for a variety of compliance-related projects and contributing to compliance documents, including EIR and EIS sections
- Technical field illustration and mapping, including the use of GPS and GIS
- Collaboration and consultation with diverse stakeholders including Native Americans, private landowners, construction professionals, and governmental representatives
- Development and management of substantial budgets for archaeological field investigations laboratory analyses, and reporting
- Represented employees as a member of the corporate board

TECHNICAL DOCUMENTS

Bartoy, K., K. Jones, J. Holson, and E. Reese

2007 Cultural Resources Literature Search, Inventory, and National Register of Historic Places Evaluations for the Folsom Dam Safety and Flood Damage Reduction EIS/EIR, El Dorado, Placer, and Sacramento Counties, California. *Prepared for:* U.S. Bureau of Reclamation for compliance with Section 106 of the NHPA.

Holm, L. and K. Jones and T. Jackson

2009 Construction Phase Management Plan for Segments 4-11 of the Tehachapi Renewables Transmission Project, Kern and Los Angeles Counties, California. *Prepared for:* Southern California Edison, Angeles National Forest, California Public Utilities Commission, and the Army Corps of Engineers for compliance with Section 106 of the NHPA, NEPA, and CEQA.

Jackson, T. and K. Jones

Kari Len Jones, Archaeologist

2009 Supplemental Survey Report and Cultural Resources Management Plan for Segment 3B of the Tehachapi Renewables Transmission Line Project, Kern and Los Angeles Counties, California. *Prepared for:* Southern California Edison for compliance with CEQA.

Jones K.

2008 Archaeological Survey of 4000 acres for the Belgian Anticline 3D Seismic Project, Kern County, California. *Prepared for* the U.S. Bureau of Land Management for compliance with Section 106 of the NHPA.

2009 Archaeological Survey Report for the Cal-Am Coastal Water Project Draft EIR, Monterey County, California. *Prepared for* Environmental Science Associates for compliance with CEQA.

2009 Archaeological Management Assessment: International Center to End Violence, Building 100. *Prepared for* Presidio Trust Project Management Services in compliance with the NHPA.

2010 Archaeological Management Assessment: Tennessee Hollow Upper Watershed Revitalization. *Prepared for* Presidio Trust Planning, Projects and Programs in compliance with the NHPA and Mitigation Measure CR-8 of the Tennessee Hollow Watershed Revitalization Project.

Archaeological Monitoring Plan: Fill Site 1 and Landfill 2 Remediation. *Prepared for* Presidio Trust Environmental Remediation Program in compliance with the NHPA and implementing the Tennessee Hollow Upper Watershed Revitalization Archaeological Management Assessment (AMA).

Archaeological Management Assessment: Main Parade Greening Project. *Prepared for* Presidio Trust Planning, Projects, and Programs in compliance with the NHPA.

Archaeological Identification Plan: Main Parade Greening Project. *Prepared for* Presidio Trust Planning, Projects and Programs in compliance with the NHPA.

Archaeological Monitoring Plan: Main Parade Greening Project. *Prepared for* Presidio Trust Planning, Projects and Programs in compliance with the NHPA.

Archaeological Management Assessment: Building 103 Rehabilitation. *Prepared for* Presidio Trust Planning, Projects, and Programs in compliance with the NHPA.

Archaeological Management Assessment: Building 101 Rehabilitation. *Prepared for* Trust Planning, Projects, and Programs in compliance with the NHPA.

Archaeological Management Assessment: Remediation of Former Buildings 207/208. *Prepared for* Presidio Trust Remediation in compliance with the NHPA.

Archaeological Management Assessment: Building 50 Rehabilitation, Presidio Heritage Center. *Prepared for* Presidio Trust Planning, Projects, and Programs in compliance with the NHPA.

2011 Archaeological Identification and Monitoring Plan: Building 50 Rehabilitation, Presidio Heritage Center. *Prepared for* Presidio Trust Planning, Projects, and Programs in compliance with the NHPA.

Archaeological Monitoring Plan Site Development and Habitat Improvements at El Polin Springs. *Prepared for* Presidio Trust Planning Department in compliance with the NHPA

Archaeological Management Assessment: Taylor Road Surface Parking Lots Project. *Prepared for* Presidio Trust Project Management Services in compliance with the NHPA

Archaeological Management Assessment: Montgomery Street Barracks Landscape Improvements. *Prepared for* Presidio Trust Planning, Projects, and Programs in compliance with the NHPA

Kari Len Jones, Archaeologist

- 2012 Archaeological Management Assessment: Mountain Lake Remediation. *Prepared for* Presidio Trust Remediation in compliance with the NHPA.
- Archaeological Identification Plan: Mountain Lake East Arm Wetland Restoration Project. *Prepared for* Presidio Trust Conservation, Stewardship, and Research in compliance with the NHPA.
- Archaeological Management Assessment: MacArthur Meadow Wetland Restoration. *Prepared for* Presidio Trust Conservation, Stewardship, and Research in compliance with the NHPA.
- Archaeological Identification Plan: MacArthur Meadow Wetland Restoration. *Prepared for* Presidio Trust Conservation, Stewardship, and Research in compliance with the NHPA.
- Archaeological Management Assessment: Barnard Avenue Protected Range (BAPR) Remediation. *Prepared for* Presidio Trust Remediation in compliance with the NHPA.
- Archaeological Management Assessment: Remediation of Buildings 228, 230, and (former) 231. *Prepared for* Presidio Trust Remediation in compliance with the NHPA.
- 2013 Archaeological Management Assessment: Lead in Soil Remediation at Buildings 40, 41,45, 49, &50. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- Archaeological Management Assessment: Building 637 Area Corrective Action Excavations. *Prepared for* Presidio Trust Remediation in compliance with the NHPA.
- Archaeological Management Assessment and Identification Plan: YMCA Reach Wetland Restoration. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- Archaeological Management Assessment: Building 95 Lead in Soil Remediation and ADA Accessibility. *Prepared for* Presidio Trust Remediation and Planning, Projects and Programs in compliance with the NHPA.
- Archaeological Monitoring Plan: Building 95 Lead in Soil Remediation and ADA Accessibility. *Prepared for* Presidio Trust Remediation and Planning, Projects and Programs in compliance with the NHPA.
- 2015 Archaeological Management Assessment: Building 99 Theater. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- Archaeological Management Assessment and Monitoring Plan: Quartermaster Reach Culverts. *Prepared for* Presidio Trust Utilities and Infrastructure in compliance with the NHPA.
- Archaeological Monitoring Plan: MacArthur Meadow Wetland Restoration. *Prepared for* Presidio Trust Conservation Stewardship and Research in compliance with the NHPA.
- Archaeological Management Assessment: New Presidio Parklands Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- 2016 Archaeological Identification Plan: New Presidio Parklands Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- 2017 Archaeological Identification Plan: Building 105 Rehabilitation. *Prepared for* Presidio Trust Real Estate and Design in compliance with the NHPA.
- A Written Plan of Action for the Treatment of Inadvertently Discovered and Intentionally Excavated Human Remains, Funerary Objects, or Objects of Cultural Patrimony for the Presidio Trust Building 105 Rehabilitation Project Presidio of San Francisco. *Prepared for* Presidio Trust Planning in compliance with the National Graves Protection and Repatriation Act (NAGPRA).

Kari Len Jones, Archaeologist

- 2020 Archaeological Management Assessment for the East Mason Warehouses Rehabilitation Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- 2021 Archaeological Management Assessment and Monitoring Plan for Verizon Cell Site 27 A-D. *Prepared for* Presidio Trust Planning in compliance with the NHPA.
- 2022 Archaeological Monitoring Plan for the East Mason Warehouses Rehabilitation Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.

Jones, K. and D. Craig Young

- 2006 Final Extended Phase I Report: Geoarchaeological Investigations for the West Merced Overhead and Bear Creek Structures Replacement 10-MER-99 K.P. 25.4/27.8 (P.M. 15.8/17.3) EA: 10-0K0200. *Prepared for:* California Department of Transportation (Caltrans) for compliance with CEQA.

Jones, K. and J. Holson

- 2006a Archaeological Investigations and National Register of Historic Places Evaluations at CA-SJO-301, CASJO-302H, and CA-SJO-303 State Route 99 and Hammer Lane Interchange, Stockton, San Joaquin County, California. *Prepared for:* Parsons Brinkerhoff Construction and California Department of Transportation (Caltrans) for compliance with CEQA and Section 106 of the NHPA

- 2006b Archaeological Test Excavation at CA-SJO-19/H for the South Quierolo Project, Lathrop, San Joaquin County, California. *Prepared for:* Mark Thomas and Company for compliance with CEQA.

Jones K. and M. Greenberg

- 2009 Archaeological Survey Report for the San Antonio Reservoir Hypolimnetic Oxygenation System, Alameda County, CA. *Prepared for* the San Francisco Public Utilities Commission in accordance with Water Improvement System (WISP) guidelines for compliance with CEQA.

Jones, K. and T. Jackson

- 2006 Archaeological Inventory for the Orion 3D Geophysical Survey Project, Kern County, California. *Prepared for:* U.S. Bureau of Land Management for compliance with Section 106 of the NHPA.
- 2007 Cultural Resources Inventory for the Proposed Southern California Edison Lee Vining to Conway Summit Communications Line Project, Mono County, California. *Prepared for:* Southern California Edison, U.S. Bureau of Land Management, and Inyo National Forest for compliance with CEQA, NEPA, and Section 106 of the NHPA.

Jones, K. and E. Reese

- 2007 Cultural Resources Management Plan for the New Melones Lake Project Area, Calaveras and Tuolumne Counties, California. *Prepared for:* U.S. Bureau of Reclamation.

Jones, K., K. Bartoy, and L. Holm

- 2006 Archaeological Survey Report for the Middle Baker Ranch and Peninsula Project, Tuolumne County, California. *Prepared for:* Altmann Construction for compliance with CEQA.

Jones, K., K. Bartoy, and J. Holson

- 2005 Archeological Testing, Data Recovery, and National Register of Historical Places Evaluation of CA-MRP-123/136 at Yosemite Creek Campground, Yosemite National Park, California. *Publications in Anthropology No. 28.* *Prepared for:* Yosemite National Park for compliance with the NHPA and NEPA.

Osterlye, M. and K. Jones

Kari Len Jones, Archaeologist

2014 Archaeological Management Assessment: Lyon Street Reforestation III and Boundary Wall Repair. *Prepared for* Presidio Trust Planning in compliance with the NHPA.

2015 Archaeological Identification Plan: Lyon Street Boundary Wall Repair. *Prepared for* Presidio Trust Planning in compliance with the NHPA and implementing the Archaeological Management Assessment (AMA).

Reese. E., K. Jones, and J. Holson

2007 Archaeological Survey Report for the Abbott / Turkey Run Remediation Lake County, California. *Prepared for:* U.S. Environmental Protection Agency in compliance with NEPA and Section 106 of the NHPA.

Way K., T. Jackson, and K. Jones

2009 Testing, Data Recovery, and CRHR Evaluation of CA-KER-2821/H, the Bean Spring Complex. *Prepared for:* Southern California Edison and the California Public Utilities Commission for compliance with CEQA.

HONORS AND AWARDS

2001-2004 National Science Foundation Graduate Research Fellowship

1997 National Science Foundation Undergraduate Research Award

PROFESSIONAL AFFILIATIONS & MEMBERSHIPS

Member, Society for American Archaeology

Member, Southeastern Archaeological Conference

Member, Society for California Archaeology

EDWARD DE HARO

POSITION

Archaeology Specialist for the Presidio Trust.

EDUCATION

2011 – 2013 University of California, Berkeley – Berkeley, CA

Bachelor of Arts, Anthropology

[August 2013]

- Cumulative GPA: 3.64
- Focus on Historical Archaeology with emphasis on California and Zooarchaeology.

2009 – 2011 Napa Valley College - Napa, CA

Associate of Science, Natural Science and Mathematics [May 2011]

- Honors at graduation.

EXPERIENCE

08/08/2016-Present The Presidio Trust of San Francisco

- Reviewing, approving and monitoring construction and ground disturbing activities to minimize possible adverse effects of archaeological sites that contribute to the National Historic Landmark District designation.
- Mentored interns in proper archaeological techniques during May-October excavations of Pershing Square in search of El Presidio de San Francisco, an 1815 Spanish fort.
- Photographing, labeling and cataloging artifacts for curation, and digitizing documentation for entry into collections database.
- Writing work plan and co-authoring final report for research excavation.
- Lead tours and interact with public to make archaeology accessible to all ages.

03/16/2016-8/05/2016 Pacific Legacy, Inc. Historic Preservation

- Faunal Analysis as part of a final cultural resource management report for clients.
- Monitoring construction and working alongside Most Likely Descendant for proper procedures and handling of culturally sensitive areas.
- Working alongside construction foremen and laborers to coordinate schedules so that all ground disturbances can be properly monitored.

02/23/2016-05/13/2016 UC Berkeley, Department of Anthropology

- Overseeing and mentoring three undergraduate students in the creation of an archaeological museum display and guiding them in the laboratory procedures to insure proper documentation and accountability.
- Taught proper safety procedures while in the lab. Demonstrated and then had them handle, photograph, research, and label artifacts.

07/10/2015-01/30/2016 Ghost Ranch Education and Retreat Center

- Worked in the Florence Hawley Ellis Museum of Anthropology, and the Ruth Hall Museum of Paleontology. Acted as liaison to The Abiquiu Public Library.
- Helped in converting physical card catalog system to digital database. Consolidated 3 separate databases to a single Access database. Standardized nomenclature for cataloging artifacts as well as naming conventions and file structures for digital scans and photographs. Developed protocols for effective off-site database redundancy.
- Took over 650 digital photos of artifacts, and scanned over 3100 catalog cards.

- Researched, photographed, cataloged, and appraised when possible, incoming and curated artifacts into digital database, ranging from modern to Paleo-Indian artifacts.
- Helped design and install 4 displays and exhibits.
- Helped with educational workshops and assisted on-staff archaeologist and paleontologist with tour groups and student visitors. Led onsite archaeology tours.
- Greeted and directed guests and handled point-of-sales transactions.
- Worked with The Abiquiu Public Library in preliminary designs of their museum extension.

03/2015-03/2015 Albion Environmental, Inc.

- Participated in monitoring and salvage excavation prior to construction.
- Participated in wet screening and artifact record keeping.

03/05/2014-03/15/2015 Archaeology Volunteer Internship for the Presidio Trust

- Started a Zooarchaeological comparative collection of faunal bones for use in; ongoing archaeological excavations, by visiting scholars, and in educational programs, and integrated it with Re:discovery collections software.
- Created a comprehensive handbook and PowerPoint for how to use, and maintain the comparative collection.
- Participated in the May-October excavation of Pershing Square in search of a Spanish Colonial Fort built in 1815. Utilized an autolevel for elevations, used standardized forms, photographs and hand drawings to document progress. Helped in survey and stringing of units and utilized controlled hand-excavation using shovels and trowels.
- Recovered, identified and documented artifacts ranging from modern to Spanish Colonial era using flotation and dry-screening techniques.
- Cataloged, photographed, and label artifacts in preparation for curation.
- Utilized Adobe Creative Suite and Microsoft Office suite for creating and writing reports and schematics for use in publication and scientific papers.
- Led public tours, participated in public education initiatives and during the dig season, oversaw, trained, and coordinated public volunteers.
- Attended multiple training seminars for new technology for use in archaeological contexts. Introductory training in monitoring techniques and Section 106 compliance.

06/09/2013-07/07/2013 Archeological Field School at Fort Davis Historic Site

- Participated in pedestrian surface surveys and recorded artifact type and concentrations. Helped design and build a grid system using PVC pipe and mason string to streamline the coordinate recording process of artifacts within large units.
- Worked in the lab to identify and record historical artifacts found in prior excavations using standardized forms.
- Received introductory training in the use of Ground Penetrating Radar and Soil Resistivity in an archaeological context.

08/2012 – 05/2013 Bear Bones Zooarchaeological Lab at UC Berkeley

- Helped to setup, acquire, inventory, and transport comparative specimen collection from the Museum of Vertebrate Zoology to the Lab.
- Re-analyzed faunal collections that were either curated or in storage from 100 to 30 years at the Phoebe Hearst Museum of Anthropology.
- Was in charge of and identified faunal remains to the lowest taxa using the comparatives as well as looking for, and identifying possible butchery and cut marks.
- Directed two undergrads during research and identification.
- Helped set up the lab computer for database entry of our findings as well as an imaging computer attached to a digital microscope.

07/01/2012-07/30/2012 Mono Mills Field School by San Jose State University

- Pedestrian surface surveys and recorded artifact type and concentrations.
- Assisted in digging, collecting, washing and cataloging artifacts, and recording various excavation units at three different historical archaeological sites.
- Digitized an historical 500 page store ledger circa 1908-1912, for the Mono County Historical Society and San Jose State University.
- Participated in community outreach with the Kutzadika^a Piute tribe of Mono Lake. Helped in interviewing, recording, and transcribing oral histories of tribal elders for inclusion in their application for federal recognition.

SKILLS

- *Languages:* English, Spanish: reading knowledge, intermediate speaking fluency.
- *Computing:* Windows platform, MS Office suite (Word, Powerpoint, Excel, Outlook), Adobe (Photoshop, Acrobat, Elements, Illustrator), Express Scribe dictation software. IT training with computer hardware, networking and operating system with ability to identify and troubleshoot minor issues.
- Historical Archaeology and Zooarchaeological artifact analysis training.
- IPM monitoring training and implementation.
- Trained in proper handling of museum specimens.
- Detail oriented and at home either in the lab or out in the field.
- Conducting scholarly and archival research.
- First Aid, CPR, AED Certified
- Hazardous Waste Operations and Emergency Response (HAZWOPER) certified.

EXTRACURRICULAR ACTIVITIES

01/2018: Co-lead Symposium at the Society of Historical Archaeology

- Co-hosted a symposium on the Intersection of Technology and Public Archaeology that highlighted the use of technology to enhance the visitor experience on-site using 3D modelling, augmented reality and other emerging technology.

04/2015: Society for American Archaeology

- Registration volunteer and room attendant for symposiums

03/2013: Poster Presentation at the Society for California Archaeology's Meeting

- Created poster showcasing my Zooarchaeological research. Interacted with the public and answered their questions. Attended multiple presentations from various leaders in the field of California Archaeology.

11/10/2012: Flying Knives competition at The Eat Real Festival in Oakland, Ca.

- The competition entailed two experienced butchers creating as many high quality cuts of meat under a certain time, from a single pig half. I studied butchery practices, tools and techniques used when butchering an animal.

9/23/2012: Experimental Ethnoarchaeology Project: Caprine Butchery

- Helped in acquiring and butchering two sheep and one goat for a demonstration of butchering techniques by two Dine (Navajo) descendants. I compared and contrasted practices between this event and the Flying Knives competition.

Claire Yancey

EDUCATION

January 2016 M.A., Archaeology (Distinction), University of Bristol, Bristol, United Kingdom
May 2014 B.A., History, Russian Language, Russian Area Studies (*magna cum laude*), St. Olaf College,
Northfield, MN

PROFESSIONAL EXPERIENCE

Archaeological Specialist, Presidio Trust

San Francisco, CA

Nov. 2024 - present

- Conduct archaeological monitoring to support Presidio Trust operations and make determinations about the significance of artifacts and features discovered in compliance with the National Historic Preservation Act (NHPA).
- Write management plans, including Archaeological Monitoring Assessments and Archaeological Monitoring Plans, for compliance efforts associated with ground-disturbing Presidio projects.
- Contribute to research designs. Write annual work plans for excavation and artifact processing, including the identification of staffing needs and the scheduling of volunteers.
- Serve as the site supervisor in the field and during subsequent laboratory work, overseeing the work of interns, docents, and volunteers.
- Represent the Presidio Trust through interactions with the public. Serve as the point of contact for and work with outside partners on programmatic collaborations.

Sr. Archaeologist/Project Manager, Kleinfelder/GANDA

Oakland, CA

April 2020 – Nov. 2024

- Project manager for Cultural Resources Management (CRM) work protecting prehistoric and historic cultural resources. Concurrently managed 25-30 projects of all sizes and budgets, totaling over \$1.5 million.
- Designed and maintained scopes, budgets and work plans; interfaced with clients, agencies, and other stakeholders; managed field and office staff; managed subcontractors; and ensured quality of work and timely production of deliverables.
- Served as lead tribal liaison: collaborate with Native American tribes throughout Northern California, organized contracting and tribal monitoring for projects with federal, state, and local agencies.
- Conducted archaeological fieldwork, including construction monitoring, surveys, and excavations, and historical research. Prepared technical documents including California Department of Parks and Recreation (DPR) 523 site record forms and cultural resource inventory and evaluation reports for compliance with the California Environmental Quality Act (CEQA) and Section 106 of the NHPA.

Curator, Veterans Curation Program

San Mateo, CA

July 2019 - March 2020

- Trained and supervised recently separated military veterans in all aspects of artifact and archive rehabilitation. Provided veterans with individualized support and assisted in matriculation to permanent employment opportunities and educational programs with 100% success rate.

- Established and maintained relationships with regional veterans' organizations and community groups. Communicated with target populations, identified candidates, screened for eligibility, and managed participant recruitment and onboarding.
- Oversaw the rehabilitation and analysis of U.S. Army Corps of Engineers (USACE)-owned archaeological and archival collections. Managed data and ensured accuracy of data and artifact analysis by carrying out quality assurance and quality control.
- Assisted with budget management and financial accounting by tracking supplies, collections, and costs.

Archaeology Technician, Presidio Trust

San Francisco, CA

Dec. 2016 – July 2019

- Reviewed permits, monitored construction and ground disturbing activities to mitigate possible adverse effects on National Historic Landmark District features and archaeological sites. Contributed to archaeological management assessments and archaeological management plans.
- Performed archaeological field investigations and conducted post-field laboratory processing. Managed and monitored collections, adhering to federal curation standards.
- Supervised and trained interns and volunteers in the field and laboratory; performed quality control for all field and laboratory work.
- Developed research designs, prepared archaeological reports, performed background research, assembled bibliographies, and acquainted Trust staff and the public with ongoing archaeological and historical scholarship.
- Utilized established methods of data collection, analysis, and illustration software (Adobe Photoshop, Illustrator); input data into digital forms; and used computer applications for data analysis, manipulation, and presentation (ArcGIS, PhotoScan).
- Developed and maintained strategic partnerships with Bay Area and national organizations. Created and hosted biannual large-scale community archaeology events (100-300 visitors).

SELECTED PROJECTS

Project Manager, Crane Valley Archaeological and Tribal Monitoring

Bass Lake, CA

2020-2022

Managed Kleinfelder's cultural resources team for the ongoing maintenance of the Pacific Gas and Electric (PG&E) Crane Valley Substation. Responsibilities included scoping, managing budgets, overseeing field staff, coordinating with Native American tribes, and implementing cultural resources management plans subject to United States Forest Service review. Up to ten resources were updated or recorded each year using California DPR forms.

Project Manager, Silverado Pines Mobile Home Park Project

Napa, CA

2020-2022

Managed Kleinfelder's cultural resources team assisting with the installation of new gas and electric lines throughout the Silverado Pines Mobile Home Park, covering an area of approximately 350,000 square feet. Responsibilities included scoping, managing budgets, overseeing field staff, and coordinating with Native American tribes.

Project Manager, Castro-Mission Health Center Project
San Francisco, CA
2020-2022

Managed Kleinfelder's cultural resources team assisting with the renovation of the 15,000 square foot health center building. Responsibilities included scoping, managing budgets, overseeing field staff, and preparing an archaeological management plan and archaeological resources report subject to San Francisco Planning Department review. One resource was updated and one resource was recorded using California DPR forms. Both resources were assessed for eligibility for listing on the California Register of Historic Places.

Project Manager, Hunters View Redevelopment Project
San Francisco, CA
2020-2022

Managed Kleinfelder's cultural resources team assisting with Phase III of the Hunter's View Redevelopment Project, which will construct nearly 300 new affordable housing units, new roads, sidewalks, utilities, and community centers. Responsibilities included scoping, managing budgets, overseeing field staff, and preparing an archaeological management plan and archaeological resources report subject to San Francisco Planning Department review.

Project Manager, City of Novato On-Call
Novato, CA
2020-2022

Managed Kleinfelder's cultural resources team assisting with a variety of projects for the City of Novato, including the development of a community garden and recreation area. Responsibilities included scoping, managing budgets, preparing an archaeological testing plan and archaeological management plan, conducting Phase II testing, coordinating with Native American tribes and Most Likely Descendants, and overseeing field staff.

Project Manager, Winship Avenue Bridge Replacement Project
Ross, CA
2020-2022

Managed Kleinfelder's cultural resources team assisting with the replacement of the Winship Avenue Bridge. Responsibilities included scoping; managing budgets; preparing an archaeological survey report, a historic property survey report, and an archaeological testing plan and report to be included in the project Environmental Impact Report; overseeing field staff; and coordinating with Native American tribes. The project and all reports were subject to review by the Town of Ross and the California Department of Transportation (Caltrans).

Project Manager, Nicasio Bridge Replacement Project
Marin County, CA
2020-2024

Managed Kleinfelder's cultural and biological resources teams assisting with the replacement of the Nicasio Bridge. Responsibilities included scoping; managing budgets; preparing an archaeological survey report, a historic property survey report, an archaeological testing plan and report, an environmentally sensitive area action plan, a biological assessment, a wetland study, and a natural environment study to be included in the project Initial Study/Environmental Assessment; overseeing field staff; and coordinating with Native American tribes. The project and all reports were subject to review by the County of Marin and Caltrans.

**Project Manager, Sir Francis Drake Bridge Replacement Project
Marin County, CA
2020-2024**

Managed Kleinfelder's cultural and biological resources teams assisting with the replacement of the Sir Francis Drake Bridge. Responsibilities included scoping; managing budgets; preparing an archaeological survey report, a historic property survey report, an archaeological testing plan and report, a biological assessment, a wetland study, and a natural environment study to be included in the project Initial Study/Environmental Assessment; overseeing field staff; and coordinating with Native American tribes. The project and all reports were subject to review by the County of Marin and Caltrans.

**Project Manager, Mt. Lassen Bridge Replacement Project
Marin County, CA
2020-2024**

Managed Kleinfelder's cultural and biological resources teams assisting with the replacement of the Mt. Lassen Bridge. Responsibilities included scoping; managing budgets; preparing an archaeological survey report, a historic property survey report, a biological assessment, a wetland study, and a natural environment study to be included in the project Initial Study/Environmental Assessment; overseeing field staff; and coordinating with Native American tribes. The project and all reports were subject to review by the County of Marin and Caltrans.

**Field Director, Caltrans Cultural District 4 East Counties
Alameda and Contra Costa Counties, CA
2020-2024**

Served as field director for all Caltrans District 4 East Counties projects with cultural resources concerns. Responsibilities included scoping, managing budgets, preparing archaeological survey reports, historic property survey reports, archaeological testing plans and reports, overseeing archaeological surveys, overseeing construction monitoring efforts, and coordinating with Native American tribes.

**Senior Environmental Planner, Bruns Court Pedestrian Overcrossing Project
Oakland, CA
2022-2024**

Prepared an Initial Study with Negative Declaration, Environmental Assessment, and *de minimis* Section 4(f) for compliance with the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) as part of the Bruns Court Pedestrian Overcrossing Project. Responsibilities included coordinating with all functional units, including cultural resources, biological resources, air quality, water quality, and hazardous waste. Following the completion of all relevant reports, developed and hosted a public meeting to gain feedback for later project design phases. The project also required coordination with the City of Oakland as project partner, and all reports were subject to review by both Caltrans and the City of Oakland.

**Senior Environmental Planner, Broadband Middle Mile Project
Alameda and Contra Costa Counties, CA
2022-2024**

Prepared Categorical Exclusions and Categorical Exemptions for compliance with NEPA and CEQA as part of the placement of broadband conduit and connection points totaling over 300 miles throughout Alameda and Contra Costa Counties. Responsibilities included coordinating with all functional units, including cultural

resources, biological resources, paleontological resources, air quality, water quality, and hazardous waste. All reports were subject to review by Caltrans.

Senior Environmental Planner, Caldecott Tunnel Rehabilitation Project

Alameda and Contra Costa Counties, CA

2023-2024

Prepared an Initial Study with Mitigated Negative Declaration, Environmental Assessment, and an Individual Section 4(f) for compliance with the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) as part of the Caldecott Tunnel Rehabilitation Project. Responsibilities included coordinating with all functional units, including cultural resources, biological resources, air quality, water quality, and hazardous waste. Following the completion of all relevant reports, organized a public meeting to gain feedback for later project design phases. All reports were subject to review by Caltrans.

Project Manager, Marin Transit Electric Bus Depot

San Rafael, CA

2024

Managed Kleinfelder's cultural and biological resources teams assisting with the construction of a new electric bus depot proposed by Marin Transit. Responsibilities included scoping, managing budgets, preparing an archaeological survey report and a biological assessment to be included in the project Environmental Impact Report, overseeing field staff, and coordinating with Native American tribes. The project and all reports were subject to review by Marin Transit and the Federal Highway Administration (FHWA).

TECHNICAL DOCUMENTS

De Haro, E. and K. Jones, C. Yancey

2018 Work Plan: El Presidio Archaeological Investigation Season 2018. San Francisco, California. Prepared for the Presidio Trust.

Fies, R. and R. Gordon, C. Yancey

2022 Archaeological Monitoring Plan for the Hunters View Redevelopment Project Phase III. San Francisco, California. Prepared for the City of San Francisco for compliance with CEQA.

Jones, K. and E. De Haro, C. Yancey

2017 Archaeological Excavation Report: El Presidio Archaeological Identification 2016. San Francisco, California. Prepared for the Presidio Trust.

Osterlye, M. and J. Fernandez, K. Jones, C. Yancey

2016 Work Plan: El Presidio Archaeological Investigation Season 2016. San Francisco, California. Prepared for the Presidio Trust.

Thibault, J. and D. Frazier, K. Fittingoff, C. Yancey

2022 Archaeological Monitoring Results Report for the Hunters View Redevelopment Project Phase III. San Francisco, California. Prepared for the City of San Francisco for compliance with CEQA.

Thibault, J. and C. Yancey

- 2024 Extended Phase I Testing Report for the Proposed Nicasio Valley Road Bridge Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.
- 2024 Extended Phase I Results Report for the Proposed Sir Francis Drake Bridge Boulevard Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Yancey, C.

- 2022 Extended Phase I Testing Plan for the Proposed Nicasio Valley Road Bridge Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Extended Phase I Testing Report for the Proposed Winship Bridge Replacement Project. Ross, California. Prepared for the Town of Ross for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Historic Property Survey Report for the Proposed Sir Francis Drake Bridge Boulevard Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

- 2023 Bruns Court Pedestrian Overcrossing Project Initial Study with Negative Declaration/Environmental Assessment and *de minimis* Section 4(f) Evaluation. Oakland, California. Prepared for the California Department of Transportation (Caltrans) for compliance with NEPA and CEQA.

Proposal for Extended Phase I Excavation for the Proposed Sir Francis Drake Bridge Boulevard Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

- 2024 Archaeological Survey Report for the Proposed Marin Transit Bus Depot Project. Marin County, California. Prepared for Marin Transit for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Caldecott Tunnel Bores 1, 2, and 3 Rehabilitation Project Initial Study with Mitigated Negative Declaration/Environmental Assessment and Section 4(f) Evaluation. Alameda and Contra Costa Counties, CA. Prepared for the California Department of Transportation (Caltrans) for compliance with NEPA and CEQA.

Environmentally Sensitive Area Action Plan for the Proposed Nicasio Valley Road Bridge Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Historic Property Survey Report for the Proposed Mt. Lassen Drive Bridge Preventive Maintenance Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

San Pablo Avenue Safety Enhancements Project and SHOPP Project Community Impact Assessment. Alameda County, California. Prepared for the California Department of Transportation (Caltrans) for compliance with NEPA and CEQA.

Yancey, C. and R. Fies

2021 Archaeological Survey Report for the Proposed Winship Bridge Replacement Project. Ross, California. Prepared for the Town of Ross for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Extended Phase I Testing Plan for the Proposed Winship Bridge Replacement Project. Ross, California. Prepared for the Town of Ross for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

2024 Archaeological Survey Report for the Proposed Nicasio Valley Road Bridge Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Historic Property Survey Report for the Proposed Nicasio Valley Road Bridge Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Yancey, C. and A. Furniss

2022 Archaeological Monitoring Results Report for the Castro-Mission Health Center Renovation Project. San Francisco, California. Prepared for the City of San Francisco for compliance with CEQA.

Yancey, C. and K. Jones, E. De Haro

2017 Work Plan: El Presidio Archaeological Investigation Season 2017. San Francisco, California. Prepared for the Presidio Trust.

2018 Archaeological Excavation Report: El Presidio Archaeological Identification 2017. San Francisco, California. Prepared for the Presidio Trust.

Yancey, C. and Z. Starke, C. Ward, R. Watson

2022 Archaeological Survey Report for the Proposed Sir Francis Drake Bridge Boulevard Replacement Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Yancey, C. and C. Szmuto

2023 Archaeological Survey Report for the Proposed 1Y580 Broadband Middle Mile Project. Contra Costa County, California. Prepared for Caltrans for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Historic Property Survey Report for the Proposed 1Y580 Broadband Middle Mile Project. Contra Costa County, California. Prepared for Caltrans for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Environmentally Sensitive Area Action Plan for the Proposed 1Y580 Broadband Middle Mile Project. Contra Costa County, California. Prepared for Caltrans for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

Yancey, C. and J. Thibault

2024 Archaeological Survey Report for the Anthony Chabot Regional Park Sewer Line Replacement Project. Castro Valley, California. Prepared for the East Bay Regional Park District for compliance with CEQA.

Yancey, C. and J. Thibault, Z. Starke, R. Watson

2024 Archaeological Survey Report for the Proposed Mt. Lassen Drive Bridge Preventive Maintenance Project. Marin County, California. Prepared for the County of Marin for compliance with Section 106 of the National Historic Preservation Act (NHPA), NEPA, and CEQA.

SUMMARY

Experienced museum professional with expertise in curatorial practice, including community engagement, creative direction, research and content development, exhibition development, and evaluation; collections management and archaeological laboratory management; volunteer management and training; project management, budget management; policy development, strategic planning; mentoring and leadership.

EMPLOYMENT HISTORY

- 2020-present *Curator, Presidio Trust, Presidio of San Francisco, California.*
Lead curatorial activities for the agency, including exhibition development, evaluation, collections management, and related public outreach. Responsible for the research, management, preservation, and interpretation of archaeological and museum collections. Identify topics, engage community collaborators, develop and evaluate exhibitions at heritage sites throughout the National Historic Landmark. Provide direction, guidance, review, and approvals for curatorial team and administer schedule, budget, and work plans. Curatorial staff eliminated in April 2020 and supervisory role not active.
- 2018-2020 *Supervisory Curator, Presidio Trust, Presidio of San Francisco, California.*
Lead curatorial activities for the agency, including exhibition development, evaluation, collections management, and related public outreach. Responsible for the research, management, preservation, and interpretation of archaeological and museum collections. Identify topics, engage community collaborators, develop and evaluate exhibitions at heritage sites throughout the National Historic Landmark. Provide direction, guidance, review, and approvals for curatorial team and administer schedule, budget, and work plans. Supervise curatorial team staff.
- 2014-2018 *Curator, Presidio Trust, Presidio of San Francisco, California.*
Lead curatorial activities for the agency, including exhibition development, evaluation, collections management, and related public outreach. Responsible for the research, management, preservation, and interpretation of archaeological and museum collections. Identify topics, engage community collaborators, develop and evaluate exhibitions at heritage sites throughout the National Historic Landmark. Provide direction, guidance, review, and approvals for curatorial team and administer schedule, budget, and work plans.
- 2009-2014 *Curator of Archaeology, Presidio Trust, Presidio of San Francisco, California.*
Responsible for the research, management, preservation, and interpretation of 500,000+ object collection, including development, transactions, and preservation. Identify research and analysis projects in the collections and facilitate research for other staff, students, and contractors. Support archaeological field efforts and conduct laboratory processing. Develop policy and procedure for collections management program. Develop exhibitions interpreting Presidio's archaeological collections and resources.
- 2005-2009 *Archaeological Collections Specialist, Presidio Trust, Presidio of San Francisco, California.*
Responsible for the research, management, and preservation of archaeological collection, including acquisition, inventory, databasing, conservation, and collections-based research. Identify and conduct research and analysis projects. Support compliance and research-based archaeological field efforts, conduct laboratory processing, prepare analytical and technical reports. Manage archaeological volunteer program, deliver education programs, supervise interns, and support public outreach efforts.
- 2004-2005 *Archaeological Technician, Pacific Legacy Incorporated, Berkeley, California.*

Cultural resource management archaeologist. Duties included the identification, evaluation, and treatment of historic properties in compliance with NHPA, NEPA, and CEQA. Prepared site reports, conducted data recovery excavation, and monitored construction sites. Conducted laboratory processing, artifact analysis, electronic data management, collections assessments, report writing, technical editing, and archival research.

- 2004 *Assistant Field Director, Tennessee Hollow Watershed Archaeological Project, Stanford University, Stanford, California.*
Assisted with project management and pre-field planning, including team selection, procurement, and publicity. Managed field staff, student training, and excavation. Contributed to technical reporting.
- 2003-2004 *Research Assistant, Market Street Chinatown Archaeological Project, Stanford University, Stanford, California.*
Managed large historic artifact collection and computerized MS Access artifact database, including activities such as inventory, maintenance, quality control, and archival rehousing. Oversaw website updates and students' cataloging work. Contributed to report writing and production.
- 2002-2004 *Research Assistant, Stanford Archaeology Lab, Stanford University, Stanford, California.*
Completed laboratory cataloging and analysis projects (historic materials, emphasis on ceramics); assisted with course development, bibliographic research, and report writing and production.
- 2002-2004 *Peer Advisor, Stanford Archaeology Program, Stanford University, Stanford, California.*
Advised current and prospective undergraduate Archaeology majors; planned informational and social events for students.
- 2003 *Crew Chief, Tennessee Hollow Watershed Archaeological Project, Stanford University, Stanford, California.*
Assisted with field management of excavation and lab management of wet screening and flotation; assisted with student training; contributed to report writing.
- 2002 *Archaeological Technician (Student Intern), Pacific Legacy Incorporated, Berkeley, California, and Kailua, Hawai'i.*
Conducted monitoring and participated in data recovery excavation projects for Cultural Resource Management firm.

EDUCATION

- 2004 MA, Cultural and Social Anthropology Stanford University, Stanford, California
Emphasis: Archaeology
Thesis: *Reconstructing Context and Assessing Research Potential: Feature 20 from the San José Market Street Chinatown*
- 2003 BA, Archaeology Stanford University, Stanford, California
Minor: Art History

ADDITIONAL TRAINING

- 2019 Foundations of Accessibility Certificate Program, Eppley Institute for Parks and Public Lands

- 2017 Integrated Leading Program: Leading Others, Presidio Trust
- 2016 Museum Camp, Santa Cruz Museum of Art and History
- 2015 Foundations of Interpretation, National Park Service/Eppley Institute for Parks and Public Lands
- 2012 Leadership Skills for Non-Supervisors, U.S. Office of Personnel Management
- Flaking, Fragile, and Fragmentary: Safe Lifting and Storage of Delicate Objects in the Field, Society for California Archaeology
- 2011 NPS 440: Effective Interpretation of Archaeological Resources, National Park Service and Presidio Trust
- 2010 Leading Technical Professionals, Blessing-White Incorporated
- 2009 Art Handling Workshop, American Association of Museums
- 3D Digital Rock Art Documentation and Preservation Training Program, Cultural Heritage Imaging
- Digital Directions: Fundamentals of Creating and Managing Digital Collections, Northeast Document Conservation Center
- Collection Management Databases, Northern States Conservation Center
- Creating an Emergency Preparedness and Response Plan for Collections, California Association of Museums and Balboa Art Conservation Center
- 2008 Prospection in Depth: A Workshop for Developing Advanced Geophysical Surveying and Interpretive Skills, National Council for Preservation Technology & Training and the Presidio Trust
- Writing Archaeology: How to Write and Publish in Archaeology, Society for California Archaeology
- FileMaker Databases Workshop, University of California, Berkeley – Archaeological Research Facility
- 2007 Collections Management Policies for Museums and Related Institutions, Northern States Conservation Center
- 2006 Project Archaeology Facilitator Training, Bureau of Land Management
- Section 106: Principles and Practice, SRI Foundation
- GIS Workshop, Society for Historical Archaeology and ESRI
- 2005 Section 106 Compliance: An Introduction to Professional Practice under Section 106 of the National Historic Preservation Act, SWCA Environmental Consultants
- Distinguishing Human and Non-Human Osteological Remains, Society for California Archaeology and CSU Chico
- 24-Hour Hazardous Waste Operations Training, Network Environmental Systems, Inc.

EXHIBITION PROJECTS

2017-present *Exclusion: The Presidio's Role in World War II Japanese American Incarceration*
Presidio Officers' Club, San Francisco, California

During World War II, the Presidio of San Francisco – the Army's Western Defense Command – played a pivotal role in the unjust incarceration of 120,000 Japanese Americans, purportedly in the name of national security. This special exhibition marks 75 years since Lieutenant General John L. DeWitt issued Civilian Exclusion Orders from the Presidio, and examines the post's little understood part in these events. The exhibition invites visitors to investigate the choices – both personal and political – that led to this dark chapter in American history. How did leaders arrive at this decision? How did Japanese Americans respond to the violation of their civil liberties? And what, as a nation, have we learned that can help us address the present-day issues of immigration, racism, and mass incarceration?

<http://www.presidio.gov/officers-club/exhibitions/special-exhibition-exclusion>

2016-2017 *Presidio Nature Lab*
Presidio Officers' Club, San Francisco, California

How does exploring the natural world help us understand our place in it? The Presidio Nature Lab is where you can find out! In this all-ages, hands-on exhibition, learn about the Presidio's ever-changing landscape while testing out new tools designed to support your exploration of the park's natural heritage. Delight your senses, engage your imagination, and spark your curiosity!

<http://www.presidio.gov/officers-club/exhibitions/special-exhibition-presidio-nature-lab>

2015-2016 *Operation Babylift: Perspectives and Legacies*
Presidio Officers' Club, San Francisco, California

Explore the diverse experiences and lasting impacts of a dramatic airlift that removed more than 2,000 Vietnamese children from their war-torn country to be adopted by American families as Saigon fell in 1975. The extraordinary story continued at the Presidio, where more than 1,500 of these children were transferred before being placed with adoptive families. As more than 5,400 volunteers in the San Francisco Bay Area cared for the children, Operation Babylift itself was being debated across the country.

This exhibition and program series is co-curated by the Presidio Trust and the Adoption Museum Project, and was shaped by input from community contributors. It marks the 40th anniversary of Operation Babylift and the end of the Vietnam War.

<http://www.presidio.gov/officers-club/exhibitions/special-exhibition-operation-babylift>

2014-2015 *My Ten Years with a Kodak: The Photography of C. Tucker Beckett*
Presidio Officers' Club, San Francisco, California

The biography of a single individual, positioned at the right place and time, can illustrate larger trends and events in history. Clarence Tucker Beckett, born in Mississippi in 1878, was a man of many interests. When he was 20 years old, he fought in the Spanish–American War. After his return home, he became a lawyer, but reenlisted in the Army in 1907.

His years of military service took him to the Philippines, Alaska, Mexico, and California. He was stationed twice at the Presidio between 1912 and 1914. Throughout his travels, he took thousands of photographs, recording soldiers at work and leisure. His images are a stunning record of the modernizing Army.

This exhibition showcases Beckett's photos taken at the Presidio of San Francisco and in northern Mexico. His images capture the jovial community of soldiers living at the Presidio in the early 20th century, and stand as testament to their service while deployed abroad.

The exhibition also displays a small selection of his original prints, albums, writings, and other materials. Beckett was fascinated with the photographic process, from developing film in harsh conditions to keeping detailed records of his negatives. Visitors are invited to share their own photographs and memories of the Presidio. Their stories will become part of the archive used to conduct research and develop future exhibitions.

<http://www.presidio.gov/officers-club/exhibitions/past-exhibitions>

2014-present

Presidio Museum at the Officers' Club
Presidio Officers' Club, San Francisco, California

Explore American history from a distinctly West Coast perspective through multi-media exhibitions, annual special exhibitions, art installations, and opportunities to engage with archaeologists at work. Presidio Officers' Club exhibits trace events from the Ohlone period through the park's latest national park chapter.

PRESIDIO HERITAGE GALLERY – Telling the Presidio Story
Experience the Presidio story from 10,000 years ago to the present through multi-media displays – including films, images, and artifacts. A first-person film gives deeper meaning to the Presidio's legacy and its new national park chapter. Seasonal changing exhibits are hosted within the Presidio Heritage Gallery.

MESA ROOM – Within these Walls
See layers of history literally revealed, from the exposed colonial adobe walls of the 1810s to the Post Headquarters of the 1880s and the Officers' Club of the 1930s and 1970s.

MORAGA HALL – The Life of the Post
The social life of the Officers' Club, past and present, is illustrated here. A scrapbook highlights the Presidio Commanding Officers', and an accompanying display honors the men and women who served here in the U.S. Army. This grand space also hosts free public programs and is a comfortable place for relaxing during a visit.

PASSAGE WAY – Beyond the Gates
Explore the impact the Presidio had on the history of the American West and on events around the globe, and learn about the generations of soldiers who passed through the post.

<http://www.presidio.gov/officers-club/exhibitions/permanent-exhibitions>

MANUSCRIPTS AND PUBLICATIONS

Forthcoming Melicker, Liz and Ani Murray. *Presidio Officers' Club, Welcome Desk Visitor Use Study*. Presidio Trust: San Francisco, California.

- Forthcoming Melicker, Liz, with contributions from Megan Kane, Madeline McLeod, and Ashley Saeteurn. *Presidio Officers' Club, Visitor Circulation Analysis*. Presidio Trust: San Francisco, California.
- 2018 Melicker, Liz and Sarah McFarland, with contributions from Jake Jimenez, Mallory Keller, Madeline McLeod, Ashley Saeteurn, and Rebecca Soloway. *Presidio Officers' Club, Visitor Observation—Front Exterior Campus, Phase I*. Presidio Trust: San Francisco, California.
- 2017 Melicker, Liz, Madeline McLeod, and Ashley Saeteurn. *Presidio Officers' Club, Visitor Observation—Interior Common Areas, Phase I*. Presidio Trust: San Francisco, California.
- 2016 Melicker, Liz. *Presidio Officers' Club, Summative Evaluation—Presidio Nature Lab Special Exhibition*. Presidio Trust: San Francisco, California.
- 2013 [Clevenger, Liz N., ed.] *The Past is our Present: California Archaeology for a Modern World*. Society for California Archaeology 47th Annual Meeting Program, March 7-10, Berkeley, California. Society for California Archaeology: Chico, California.
- 2013 Clevenger, Liz N. *Museum Collections Management Guidelines*. Presidio Trust: San Francisco, California.
- 2012 Clevenger, Liz N. *Archaeological Collections Management Guidelines*. Presidio Archaeology Lab – Presidio Trust: San Francisco, California.
- 2010 Voss, Barbara L., ed., with contributions by Heather Blind, Elizabeth Clevenger, Beatrice Cox, Megan S. Kane, Cheryl Smith-Lintner, Erica Simmons, and Barbara Voss; "Tennessee Hollow Watershed Archaeology Project Final Report – 2005-2010 Laboratory Studies on Collections from El Polín Springs;" Department of Anthropology and Stanford Archaeology enter, Stanford University, Stanford, California.
- 2008 Blind, Eric Brandan, Sannie Kenton Osborn, Barbara L. Voss, and Liz N. Clevenger; "The Presidio of San Francisco," in *Archaeology in America: An Encyclopedia*. Francis P. McManamon, Linda S. Cordell, Kent Lightfoot and George R. Milner, eds. Greenwood Publishing Group: Westport, CT.
- 2007 Clevenger, Liz N., Eric Brandan Blind, and Sannie Kenton Osborn; "Methods for Documenting Colonial California: Case Studies from El Presidio de San Francisco." *Society for California Archaeology Newsletter*: 41(2):24-31.
- 2006 Blind, Eric and Liz Clevenger; "El Presidio de San Francisco Officers' Club Project." *Society for Historical Archaeology Newsletter*: 39(1):40-1.
- 2005 Voss, Barbara L., with contributions by Heather Blind, Stacey Camp, Elizabeth Clevenger, Jenn McCann, Beatrice Cox, Jack Meyer, Ingrid Newquist, Virginia Popper, Joanne Sidlovsky, Erica Simmons, and Michelle Touton. "Tennessee Hollow Watershed Archaeology Project 2004-2005 Annual Progress Report – Excavations at El Polín Springs." Department of Cultural and Social Anthropology, Stanford University, Stanford, California.
- 2004 Clevenger, Elizabeth N. "Reconstructing Context and Assessing Research Potential: Feature 20 from the San José Market Street Chinatown." Master's Thesis, Department of Cultural and Social Anthropology, Stanford University, Stanford, California.

Voss, Barbara L., with contributions by Heather Blind, Elizabeth Clevenger, Karis Eklund, Ingrid Newquist, Virginia Popper, Cheryl A. Smith, Michelle St. Clair, and Bryn Williams. "Tennessee Hollow Watershed Archaeology Project 2003-2004 Annual Progress Report – Test Excavation at El Polín Springs." Department of Cultural and Social Anthropology, Stanford University, Stanford, California.

Stacey Camp, Elizabeth Clevenger, Barbara Voss, and Bryn Williams, with contributions by Beverly Chang, Jun Frank, Cameron Matthews, and Erica Simmons. "2003-2004 Progress Report Market Street Chinatown Archaeological Project." Stanford Archaeology Center, Stanford University, Stanford, California.

SELECT PUBLIC AND PROFESSIONAL PRESENTATIONS

- 2014-present Presenter, Public Tours, Presidio Heritage Gallery and Special Exhibition Gallery, Presidio Officers' Club, San Francisco, California.

- 2018 Invited Presenter, "Exclusion: The Presidio's Role in World War II Japanese American Incarceration," Storytellers' and Supporters' Luncheon, Western Museums Association Annual Meeting, Tacoma, Washington.

- 2018 Moderator, "The Ito Sisters: An American Story," in conjunction with *Exclusion* special exhibition, Presidio Officers' Club, San Francisco, California.

- 2016 Moderator, "Exploring Our Senses of Place," in conjunction with *Presidio Nature Lab* special exhibition, Presidio Officers' Club, San Francisco, California.

- 2014 Guest Speaker, "Anthropology Careers in Non-Profit Work," Stanford University, Stanford, California.

- 2013 Co-presenter with Kari Jones, "The Archaeology of the Presidio of San Francisco: Past, Present, and Future," Santa Cruz Archaeological Society, Santa Cruz, California.

 Plenary Session Introduction, "The Past is Our Present: California Archaeology for a Modern World," 2013 Annual Meeting of the Society for California Archaeology, Berkeley, California.

- 2011 Forum Participant, "Archaeologists and Local Communities: Emerging Approaches in Community Archaeology," 2011 Annual Meeting of the Society for California Archaeology, Rohnert Park, California.

 Co-presenter with Kari Jones, "Dirty Archaeology," Nerd Nite SF #9, San Francisco, California.

- 2010 Forum Chair, "From the Front Lines: Curation Working Group for Collection Managers and Curators," 2010 Annual Meeting of the Society for California Archaeology, Riverside, California.

- 2008 "Research Design Charrette and Beyond: Charting the Future of Archaeology at El Presidio de San Francisco," paper presented at the 2008 Annual Meeting of the Society for California Archaeology, Burbank, California.

 Presenter, "Stanford Archaeology Lunch Club," Stanford University.

- 2007 "Public Outreach at the Presidio of San Francisco," invited paper presented at the 2007 Annual Meeting of the Society for California Archaeology, San José, California.

Symposium Co-Chair (with Sannie Kenton Osborn), "Cultural Heritage Preservation, Education and Tourism: El Presidio de San Francisco: the Site, the Classroom, the Destination," 2007 Annual Meeting of the Society for California Archaeology, San José, California.

"The Adobe Officers' Club: Spanish Colonial Architecture at El Presidio de San Francisco," invited paper presented at the 2007 Annual Meeting of the California Mission Studies Association, San Francisco, California.

Symposium Co-Chair (with Barbara Voss, Stanford University), "Colonial San Francisco: Art, Artifacts, and Archives," 2007 Annual Meeting of the California Mission Studies Association, San Francisco, California.

(with Heather Blind) "Up to Our Elbows in Nightsoil: the Taylor Street Privies Project," paper presented at the 2007 Annual Meeting of the Society for Historical Archaeology, Williamsburg, Virginia.

2006 (with Heather Blind) "Up to Our Elbows in Nightsoil," invited paper presented at the 2006 Annual Meeting of the Society for California Archaeology, Ventura, California

Symposium Chair, "From the Borrow Pit to the Privy: Two Centuries of History at the Presidio of San Francisco," 2006 Annual Meeting of the Society for California Archaeology, Ventura, California.
"Deconstructing the Presidio Officers' Club: Working with the Harris Matrix," invited paper presented at the 2006 Annual Meeting of the Society for Historical Archaeology, Sacramento, California

Symposium Co-Chair (with Eric Brandan Blind), "Mud, Wood, Stones, Matrices and Maps: Exploring the Presidio of San Francisco," 2006 Annual Meeting of the Society for Historical Archaeology, Sacramento, California

2004 "Reconstructing Context and Assessing Research Potential: Preliminary Findings from Feature 20 of the Market Street Chinatown," paper presented at the 2004 Annual Meeting of the Society for California Archaeology, Riverside, California

TEACHING EXPERIENCE

2015 Invited Lecturer, "DIY Evaluation," Cultural Connections

2012 Instructor, "Presidio Archaeology 101," Golden Gate National Parks Conservancy

2007-2013 Invited Lecturer, "Archaeology as a Profession," Stanford University

2007 Invited Lecturer, "American Material Culture," University of California at Berkeley

2007 Workshop Instructor, "Project Archaeology Facilitator Training," Society for California Archaeology

2005-2007 Workshop Instructor, "Advanced Workshop in Historical Archaeology," California Archaeological Site Stewardship Program, Society for California Archaeology

PROFESSIONAL SERVICE

- 2017-present City Ambassador, National Association for Museum Exhibition
- 2012-2013 Program Chair, 2013 Annual Meeting, Society for California Archaeology
- 2006-2007 Public Day Coordinator, 2007 Annual Meeting, Society for California Archaeology

PROFESSIONAL ASSOCIATIONS

American Alliance of Museums
Cultural Connections

AWARDS

- 2018 Charles Redd Award for Exhibition Excellence, Western Museums Association, for *Exclusion: The Presidio's Role in World War II Japanese American Incarceration*
- 2017 Post Exchange, Award for Service and Collaboration, Presidio Trust
- Programs Employee of the Quarter, 2nd Quarter, Presidio Trust
- 2016 Excellence in Exhibition Label Writing Competition, American Alliance of Museums, for *Operation Babylift: Perspectives and Legacies*
- 2004 Cultural and Social Anthropology Prize for Academic Performance by a Masters Student, Stanford University

ASHLEY SAETEURN

EMPLOYMENT HISTORY

- 2021 – Present *Collections Specialist* | Presidio Trust, Presidio of San Francisco, CA
Responsible for curatorial operations in areas of collections and exhibitions with focus on development, documentation, preservation, access, and program management in accordance with federal regulations. This includes processing and accessioning new acquisitions; processing backlogged collections using Re:Discovery; developing exhibitions from conception to installation; managing incoming and outgoing loans, lenders, and vendors; implementing preventive care and maintenance for both program areas and their facilities through environmental and IPM monitoring, cleaning and maintenance, and general artifact care; providing access and information to the general public, researchers, stakeholders, volunteers, and agency staff; and contributing to procedures, reports, and metrics.
- 2019 – 2021 *Timekeeper* | California Franchise Tax Board, Sacramento, CA
Managed over 450 internal employees providing personnel related customer service, including troubleshooting the time reporting database, reviewing timesheets for accuracy and submission, processing employee movement (hires, separations, and transfers), auditing agency wide organization charts, and training new Timekeeping staff.
- 2018 – 2019 *Membership Coordinator & Guest Experience Lead* | Aerospace Museum, McClellan, CA
Oversaw guest and membership services, including education of museum history and policies; tour development, coordination, and outreach; membership sales, care, and outreach; and overall museum maintenance through housekeeping, media troubleshooting, exhibitions care, and opening/closing.
- 2018 *Visual Display Assistant* | California Exposition & State Fair, Sacramento, CA
Collaborated in creating and installing exhibitions for 6 buildings at the California State Fair. This work included research on California history and native plants; writing and mounting exhibition labels; procuring plinths and props for exhibition displays; and installation/deinstallation of over 1,500 competition textiles, artwork, and structures.
- 2017 – 2018 *Exhibition Intern* | Presidio Trust, Presidio of San Francisco, CA
Performed curatorial activities, including the intake and documentation of newly acquired archaeological assemblages; organizing and cross-referencing records for outgoing and incoming loans; exhibition development through concepting, research, writing, and design; engaging in visitor observations through summative evaluations and analysis of over 1000 visitor feedback cards; maintaining gallery spaces through environmental monitoring, pest management, and media troubleshooting; and visitor services.
- 2015 – 2017 *Student Collections Assistant* | California State University Sacramento, Sacramento, CA
Organized and re-housed over 3,850 artifacts from the permanent museum collection. This work included artifact examination and condition reporting, pest remediation, labeling and cataloging, creating space and storage units within the repository, and updating museum records.

ASHLEY SAETEURN

EDUCATION

- 2015 – 2017 *Bachelor of Arts, Anthropology* | California State University Sacramento, Sacramento, CA
- 2010 – 2015 *Associate in Arts (AA) & Associate in Science (AS)* | Cosumnes River College, Sacramento, CA
AA | Social Sciences, Liberal Arts: Math & Science, Social & Behavior Sciences
AS | General Science

RELEVANT EXPERIENCE, TRAINING, & COURSEWORK

- 2025 *California Association of Museums (CAM) Host Committee*
Presidio Trust Representative
- 2021 *Managing Real Collections in a Virtual/Hybrid World*
Texas Historical Commission, Museum Services Webinars
- 2018 *Safeguarding your Textile Treasures with the Textile Arts Council*
de Young Museum, San Francisco, CA
- 2018 *FASH 57: Fabric Glossary*
City College of San Francisco, San Francisco, CA
- 2017 *Angels Project with the Costume Society of America Western Region*
Turtle Bay Exploration Park, Redding, CA

EXHIBITION PROJECTS

- 2018 - Present *Excavating Food* | Presidio Trust, Presidio of San Francisco, CA
- 2017 *Roots of Tradition: Selections from the Gil Herdt Collection of Pacific Art & Ethnology* |
California State University Sacramento, Sacramento, CA
- 2017 *Lester and Florence Koenitzer Collection of Metal Work and Ceramics from Western Iran* |
California State University Sacramento, Sacramento, CA
- 2016 *The Tuareg: A Nomadic Tribe from the Saharan Region* |
California State University Sacramento, Sacramento, CA

Samantha C. Chow

Collections Specialist for the Presidio Trust

Experience

Collections Specialist, Presidio Trust – San Francisco, CA Jan 2024 – Present

- Oversee curatorial operations to fulfill agency's legal and regulatory obligations
- Facilitate access to collections for scientific, educational, and public use through answering inquiries, facilitating incoming and outgoing loans, and preparing museum exhibitions
- Create and maintain documentation records for collections, exhibitions, and loans through curatorial databases
- Inventory archaeological, historical, and cultural collections
- Implement preventative care and maintenance for collections, exhibitions, and facilities

Digitization Technician, Picturae – San Francisco, CA Oct 2023 – Jan 2024

- Collaborated with the Botany department at California Academy of Sciences to digitize North American herbarium specimens
- Transported numerous flat specimens from the collections room to photograph
- Utilized Picturae database software and camera to digitize a minimum of 4,000 specimens a day.

Collections Assistant, Pacific Grove Museum of Natural History – Pacific Grove, CA Dec 2022 – Aug 2023

- Created and updated entries within the museum's database to match the physical collection
- Handled, photographed, rehoused, and organized the museum's extensive natural history collection
- General support of museum collection's relocation, mount creation, and installation in new permanent exhibition
- Connected with experts outside the museum within archeological fields for research

Collections Intern, Santa Cruz Museum of Natural History – Santa Cruz, CA Jun 2022 – Dec 2022

- Created and managed new and existing entries through the museum's database
- Conducted research for object identification and physical tagging
- Generated condition reports for physical objects
- Photographed specimens and objects for the database

Student Curator, Thacher Gallery – San Francisco, CA Aug 2021 – Dec 2021

- Planned, produced, and emceed the exhibit's opening night
- Analyzed alternative photographic processes and wrote individual labels for multiple pieces
- Worked directly with artists to display their work in a way their vision is accurately represented
- Unpacked and mounted 3D and 2D art on walls
- Prepared gallery layout and promotional items for the exhibition

Collections and Animal Assistant, San Jose State University – San Jose, CA May 2019 – May 2020

- Managed digital files through the use of databases such as FileMakerPro and Microsoft Excel and extracted collections data for deaccessions and inventory management
- Rehoused and organized the extensive geology collection by rock type and mineral type
- Curated and handled natural history objects and live specimens for student education and pet therapy
- Coordinated appointments and meetings with educational partners and schools within the Bay Area

Education

University of San Francisco, MA in Museum Studies

Aug 2021 – Dec 2022

San Jose State University, BA in Human Development

Aug 2016 – Dec 2019

Completed Relevant Courses

Collections Management and Preservation

Fall 2021

Curatorial Practicum

Fall 2021

Cultural Heritage and Social Justice

Spring 2022

Museum Management

Spring 2022

Museums and Technology Practicum

Spring 2022

Skills

Collection Databases

- PastPerfect (Online and In-House versions)
- CatalogIt
- Re:Discovery Proficio
- FileMaker Pro

Collections Management

- Object handling
- Condition reporting
- Integrated pest management systems
- Accessions/Deaccessions
- Incoming/Outgoing loan preparation and management

Exhibition Management

- 2D and 3D object installation
- Incoming/Outgoing loan preparation and shipping
- Display fabrication
- Creating needed purchase requests

Miscellaneous

- Microsoft Office
- Digital photography
- Verbal and written communication
- Public speaking
- Administering tours

GENEVIEVE BANTLE

California Registered Architect: License C 30658

United States Green Building Council: LEED Accredited Professional

+1 415 652 6062

SUMMARY

Highly motivated, organized, and versatile owner's representative dedicated to creating cooperative, productive relationships with multi-disciplinary teams to achieve desired results. Architect with established track record of successful leadership of complex publicly funded construction projects.

- Successfully directed concurrent publicly funded projects with construction budgets varying in size from thousands to \$45+ million.
- Researched, developed, and compiled deliverables including: project scopes, feasibility studies, requests for proposals, reports, and design, construction, and bid documents.
- Negotiated regularly with state, regional, and local regulatory agencies for approvals and permits.
- Scheduled and budgeted department and project requirements including overseeing staff, professional consultants, and contractors through all project phases.
- Consistently received outstanding customer service reviews from all stakeholders served.

EXPERIENCE

Presidio Trust • San Francisco, CA

Associate Director, Capital Projects Department 2016 - current

Direct and support team of staff, interns, consultants, and contract employees to successfully manage a capital program of 40+ open planning, design, and construction projects.

Prepare detailed department and individual project budgets, schedules, staffing plans, execution plans, and reports to the board. Track metrics and establish key performance indicators related to capital projects.

Senior Project Manager - Park Projects, Planning & Capital Projects Department 2013 - 2016

Managed capital programs of wetland and campus restoration projects with over \$11M in grant funds from more than 10 sources with a variety of reporting requirements.

Served on Design Review Committee; and on the agency's NEPA/NHPA compliance review committee; and on a number of working groups developing policies, procedures, protocols, and specifications.

Project Manager - Park Projects, Planning & Capital Projects Department 2010 - 2013

Prepared requests for proposals, interviewed, and hired consultants. Managed the public bid process, evaluated contractors, and administered construction of building and landscape rehabilitation. Projects included work on brownfield sites, native habitat restoration, and rehabilitation of historic buildings.

San Jose Redevelopment Agency • San Jose, CA

Project Manager 2006 - 2009

Managed a variety of concurrent projects ranging in scope and scale, including demolition of blighted buildings, commercial tenant improvements, developing a park visitor center, reconstruction of roadways, a museum expansion, upgrading and adding on to a historic stadium, and park rehabilitations.

Engaged neighborhood and instituted community-involved design on projects. Gave presentations and ran planning and programming exercises.

Field Paoli Architects • San Francisco, CA

Project Manager

2005 - 2006

Oversaw ground-up new construction and core and shell projects for urban in-fill sites and within urban context at award-winning architecture and urban design firm. Researched and analyzed products and systems to meet competing needs of budget, schedule, and program.

Hammel, Green and Abrahamson, Inc. (HGA) • San Francisco, CA

Project Manager/Designer

2003 - 2004

Led community college projects ranging in size up to \$15 million as a member of the Arts, Community, and Education Practice Group. Trained in project management methodology. Incorporated passive sustainable features into community college's Student Activities Center.

EDUCATION & TRAINING

Harvard University, Graduate School of Design • Cambridge, MA

Master in Design Studies, Housing and Urbanization

2005

- Harvard Graduate School of Design Scholarship • Graduate School of Design Career Discovery, Instructor
- Urban Land Institute/Gerald D. Hines Student Urban Design Competition, honorable mention

Cornell University • Ithaca, NY

1998

Bachelor of Architecture

- Cornell University study abroad: Scandinavia Summer & Rome Programs • Cornell Tradition Scholarship
- M. Arthur Gensler, Jr. Scholarship • Horace and Florence Zwetsch Scholarship
- Waldo S. Kellogg Scholarship • National Merit Achievement Scholarship for Outstanding Negro Students

University of Chicago: Certificate in Municipal Finance

2019

BayFriendly Landscape Rater

2016

Build It Green: Certified Green Building Professional & GreenPoint New Home Rater

2009

Turner School of Construction Management: Certificate

2002

MEMBERSHIPS & ACTIVITIES

Success Centers, Board of Directors, secretary

National Council of Architecture Registration Boards, member

Governor's Office of Emergency Services Safety Assessment Program, disaster service worker

California Architects Board, Subject Matter Expert for Supplement Exam Development

Cornell University Architecture Art and Planning Diverse Alumni and Student Group

United States Green Building Council (USGBC), San Francisco Bay Bridge Branch founder

San Mateo County, election worker - e-slate judge

TEDDY HUDDLESTON

Senior project manager and licensed architect with extensive experience in multiple project types including site improvements, core & shell, interiors and FF&E projects. Held roles as owner's representative, project manager, construction manager and facilities manager including responsibility for direct reports.

RELEVANT EXPERIENCE

2017-2024

**Presidio Trust
Senior Project Manager/ Owner's Representative**

- Responsible for oversight of design concept through construction and project close-out

Projects

Main Post Development Project (Presidio, San Francisco, CA)

Buildings include

- 2 Funston Street- Seismic upgrade and complete rehabilitation of historic building
- 40 Mesa Street- Seismic upgrade and complete rehabilitation of historic building
- 102 Montgomery Street- Seismic upgrade and complete rehabilitation of historic building

Tunnel Tops- Buildings (Presidio, San Francisco, CA)

Buildings included

- 603 Mason Street- Seismic upgrade and complete rehabilitation of historic building
- 601 and 602 Mason Street- new construction
- 215 Lincoln Street- rehabilitation of existing building

2014-2016

**San Francisco Museum of Modern Art - San Francisco,
CA Project Manager/ Owner's Representative**

- Responsible for oversight of initial design concept through project close-out including development of and adherence to budget, schedule for multiple infill and FF&E projects
- Represented owner, developed strong team relationships with users, architects, GC and vendors
- Managed value engineering efforts and issuance of design changes Responsible for negotiation and management of GC, consultant and vendor contracts
- Represented owner in all interactions with GC and design consultants including review and recommendation of change orders and payment applications

New and renovation projects managed within the museum expansion:

Food service: In Situ Restaurant, Sightglass Coffee Bar, Café

5 Museum Stores: Main and Satellite

Furniture: Design, selection and purchase of all Public Facing, Office and Back-of House

Furnishings Miscellaneous: Coat checks, restroom remodels, atrium refresh, etc.

2006-2013

**Equity Community Builders, LLC - San Francisco,
CA Construction Manager**

- Projects completed include historic rehabilitation and renovation, new ground up construction, residential and corporate interiors and related site and utility infrastructure improvements

Projects

Cavallo Point, The Lodge at the Golden Gate (Sausalito, CA)

Rehabilitation of the historic Fort Baker army base in conjunction with the National Park Service.

Created 142 lodging rooms, restaurant, bar, full spa, and numerous meeting facilities and back of

house support areas in 13 new and 17 historic buildings. Infrastructure and improvements of 45 acres.

The project utilized historic tax credits and achieved LEED Gold. Utilized Lean Construction.

Ed Roberts Campus – Commercial Office Ground Up (Berkeley, CA)

65,000 sf. office building w/ subterranean garage and 47,000 sf of interior tenant improvements for the partner agencies. The project is integrated with a BART station, incorporates principals of Universal Design and was built to LEED Gold standard. Won 2011 ULI Global Award for Excellence.

Simpson Center for Girls- Renovation of Commercial Historic Building (Oakland, CA)

34,000 sf, building with basement garage. Complete rehabilitation including the exterior terra cotta. The project utilized historic tax credits and achieved LEED Silver

Downtown Berkeley YMCA – Renovation of Building Exterior (Berkeley, CA)

- 2002- 2006 GAP Inc. - San Bruno, CA**
Senior Project Manager, Facilities Planning
 - Managed team of 4 direct reports: project managers responsible for capital and expense projects in 14 company owned or managed buildings.
 -
- 2001 Director, Store Construction**
 - Responsible for feasibility studies, budgeting and construction of all Gap brand stores in NE region and Banana Republic in western US. Managed a team of 12 project managers as direct reports.
- 1998-2001 Senior Project Manager, Facilities Planning**
 - Owner's rep during construction of headquarters building. Responsible for oversight of programmatic, design and technical issues, project controls and team relationships.
- Gap Corporate Headquarters - Commercial Office Ground Up (San Francisco, CA)**
534,000 sf core & shell w/ subterranean garage, cafeteria and landscaped roof terraces. Included 21,000 sf art gallery and 61' tall Richard Serra commission. Project built to LEED standards. Won Concrete Institute Award for first use of high volume fly ash in the SF Bay Area.
- 1996- 1998 Thiele & Graham Design and Architecture - San Francisco, CA**
Project Manager
 - Projects included corporate office interiors of up to 15,000 sf in occupied hi-rise buildings and interior design and buildout of educational facility in an existing building
- 1995-1996 Charles Pankow Builders, Ltd. - San Francisco, CA**
Project Manager/Program Manager
 - Oversaw architect's design and documentation for retail bank branch renovations incorporating new design standards. Performed site surveys and developed feasibility and budget estimates
- 1991-1994 Student** - Took extended leave to pursue educational goals
- 1984- 1991 Gensler - Los Angeles, CA and London, England**
Senior Associate/ Project Manager
 - Responsible for project teams producing the design, documentation and construction of commercial shell and core and interiors projects, including overseas assignment
 - Served as lead construction administrator on projects under construction

Projects of Note

Goldman Sachs International Headquarters – Interiors in New Building (London, England)
220,000 sf corporate interiors built in concert with new core and shell building. Project included office space, trading floor, executive dining rooms, cafeteria and gym.

Studio Plaza, Columbia Pictures - Commercial Office Ground Up (Burbank, CA)
474,000 sf core and shell building over 5 level subterranean garage. Included cafeteria, fully landscaped plaza, and terraced roof decks

- 1981-1984 Gruen Associates - Los Angeles, CA**
Senior Technical Manager/ Project Architect
 - Responsible for team producing construction documentation and permit acquisition.
 - Provided code consulting for the firm's architectural projects

Projects

California Plaza & Museum Of Contemporary Art - Commercial Office Ground Up (Los Angeles)
*42-story office tower, retail shell and core, art museum (MOCA) on podium parking structure
 Codes consultant for museum and overall site. Architectural Team Leader for tower lobby and core.*

South Coast Plaza Parking Garage – New Construction (Costa Mesa, CA)
5-story poured concrete structure with glass elevator and landscaping

EDUCATION & CREDENTIALS

B.S. Architecture, University of Southern California (Los Angeles, CA)
M.A. Museum and Gallery Administration, City University (London, England)
Registered Architect: California

Additional Studies: British Institute, Florence Italy: Italian, Art History and Life Drawing

Brynn McMillan

San Francisco, CA

EDUCATION

DECEMBER 2006

BFA ARCHITECTURE & DESIGN, ACADEMY OF ART UNIVERSITY

JUNE 2003

AA LIBERAL ARTS, SANTIAGO CANYON COLLEGE

EXPERIENCE

MARCH 2021 – PRESENT

CONSTRUCTION MANAGER & PROJECT MANAGER OF ARCHITECTURE, PRESIDIO TRUST – SAN FRANCISCO

- Oversee the rehab of the four historic gun batteries at the new Battery Bluff Park. Including but not limited to graffiti removal, concrete joint repair, siting station seismic wall repair, irrigation, low voltage.
- Oversee construction on site design rework and ABA code requirements for Gorgas sidewalk.
- Manage general contractors to ensure that they stay within their scope of work, schedule, and budget. Manage the contractor and their subs follow Presidio guidelines and regulations including archeology, utilities, permitting, and leasing during design and construction.
- Oversee design and pre-construction on site design, code requirements and utility requirements for Trust driven projects.
- Preconstruction review with new tenants & contractors for new tenant improvements
- Schematic design for exiting, utilizing CAD and code knowledge.
- Trust Designated Representative for new tenant improvements for new or existing tenants. Including but not limited to building remodel, utility upgrades, and site conditions.

NOVEMBER 2019 – MARCH 2021

PROJECT MANAGER OF DEVELOPMENT & ARCHITECTURE, HAWKINS WAY CAPITAL – LOS ANGELES

- Design build architect & designer for public spaces in their hotel division. Public spaces include hotel lobby, restaurants, bar or club, restaurant kitchen & guest kitchen.
- Oversee design, rehabilitation, and new construction in their hotel division.
- Manage the general contractor to ensure that the schedule and budget stay on track. Work with the general contractor when any unforeseen conditions arise during construction.
- Manage the owner's stylist to ensure that the design is met and provide alternate items to keep within the desired budget.
- Manage the interior designer & design team to ensure that the owner's needs are met.
- Work with on-site management to ensure that they understand the construction scope and contractors' scope.
- Perform bidding and buyout of general contractor, scope, and budget requirements.
- Perform bidding and managing of purchasing agent, scope, and budget requirements.

NOVEMBER 2014 – NOVEMBER 2019

DESIGN BUILD PROJECT MANAGER of ARCHITECTURE & CONSTRUCTION,

CENTRIC GENERAL CONTRACTORS – BRISBANE, CA

- Design build architect & designer on historic rehabilitations totaling \$5 million.
- Design build architect & designer on tenant improvements totaling \$3 million.
- Project Manager on multiple commercial building upgrades totaling \$10 million.
- Performed bidding and buyout of subcontractor scopes to meet project and budget requirements, monitored buyout process and budget status with client and owner's representative.
- Composed subcontracts and change orders for subcontractors ensuring contract inclusions were in line with prime contract.
- Distributed RFI responses and reviewed submittals to subcontractors, tracking pricing and schedule impacts.
- Performed all document control, updated as-built drawings and organized closeout document packages.
- Worked with clients and end-users to resolve any maintenance or warranty issues.
- Assisted President and Senior Project Managers with preparation and delivery of pre-qualification, proposal and bid documents.

JANUARY 2009 – NOVEMBER 2014

PROJECT MANAGER of ARCHITECTURE, MICHAEL WILK ARCHITECTURE – SAN

FRANCISCO

- Design build architect & designer on historic rehabilitations totaling \$15 million.
- Design build architect & designer on tenant improvements totaling \$10 million.
- Worked directly with clients to meet their budget and design needs.
- Performed proposal requests and drawing review of all subcontractors (structural, MEP & fire) for construction drawings.
- Reviewed all necessary City, County & State code requirements to ensure that all projects were up to code.
- Performed as-built documentation & field documentation prior to design drawings and construction drawings.

- Worked directly with the general contractor to ensure that the design met the client's needs and advised them on alternate packages.

JANUARY 2009 – NOVEMBER 2014

LAB TECH & INSTRUCTOR, ACADEMY OF ART UNIVERSITY – SAN FRANCISCO

- Taught AutoCAD for incoming Master of Architecture students; including but not limited to standard California Building Code, building details and construction documentation.
- Managed the computer lab for Master of Architecture students
- Set up equipment for teachers' presentations
- Maintained computer lab supplies and equipment maintenance of computers and large-scale plotters.

MARCH 2007 – SEPTEMBER 2008

JOB CAPTAIN, ROBINSON HILL ARCHITECTURE – COSTA MESA, CA

- Designer & architect on tenant improvements totaling \$30 million.
- Worked directly with clients to meet their budget and design needs.
- Worked directly with the general contractor to ensure that the design was met the client's needs.
- Created entitlements packages for the City and for city board meetings
- Created marketing boards and brochures for the annual Las Vegas Interior Design Show

Appendix D: Archaeological Management Assessments

No Archeological Management Assessments were completed in 2025

Appendix E: Acronyms

REPORT LIST OF ACRONYMS

Advisory Council for Historic Preservation (ACHP)
Americans with Disabilities Act (ADA)
American Institute for Conservation of Historic and Artistic Works (AIC)
Area of Potential Effect (APE)
Association for Preservation Technology (APT)
Built Environment and Archaeology Treatment Plans (BETP and ATP)
California Office of Historic Preservation (OHP)
Center for Digital Archaeology (CoDA)
Certificate of Compliance (COC)
Cultural Landscape Report (CLR)
Cultural resource inventory report and finding of effect (CRIR-FOE)
Design development (DD)
Environmental Assessment (EA)
Federal Highways Administration (FHWA)
Federal Preservation Officer (FPO)
International Center to End Violence (ICEV)
National Park Service-Technical Preservation Services (NPS-TPS)
Historic American Building Survey (HABS)
Historic American Engineering Record (HAER)
Historic American Landscape Survey (HALS)
Historic Structure Report (HSR)
Leadership in Engineering and Environmental Design (LEED)
Military Intelligence Service (MIS)
National Environmental Policy Act (NEPA)
National Japanese American Historical Society (NJAHS)
National Historic Landmark (NHL)
National Historic Preservation Act (NHPA) National Park Service (NPS)
National Park Service - Pacific West Regional Office (NPS-PWRO)
National Park Service - Golden Gate National Recreation Area (NPS-GOGA)
National Register of Historic Places (NRHP)
National Trust for Historic Preservation (NTHP)
Neighborhood Associations for Presidio Planning (NAPP)
Presidio Historical Association (PHA)
Presidio Trust (Trust)
Presidio Trust's Programmatic Agreement for the Main Post Update (PA-MPU)
Presidio Trust's Programmatic Agreement (PTPA)

Public-Private Partnership (P3)
National Historic Landmark District (NHLD)
San Francisco Conservation Corps (SFCC)
San Francisco Architectural Heritage (SFAH)
San Francisco County Transportation Authority (SFCTA)
State Historic Preservation Officer (SHPO)
U.S. Coast Guard (USCG)