

# PRESIDIO TRUST

January 31, 2025

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**Reference: 2024 Annual Report on Activities under the 2014 Presidio Trust Programmatic Agreement, the Presidio of San Francisco National Historic Landmark District, San Francisco, California**

Pursuant to Stipulation XIV of the Presidio Trust Programmatic Agreement (PTPA, 2014), enclosed is the 2024 Annual Report of activities conducted under that Programmatic Agreement.

In 2024 the Trust marked significant progress in rehabilitating all historic buildings in the Presidio’s central planning district, and home to the birthplace of the NHLD: the Main Post. After reviewing rehabilitation plans in 2023 for three historic Main Post buildings (B.2, 41, 102), the Trust made substantial progress on construction and leasing of these properties in 2024. With the acceptance of rehabilitation plans for B.201 at the northeastern corner of the Main Post, the Trust now begins 2025 with rehab and occupancy plans for all 111 buildings – a significant milestone in the decades-long effort to bring the entirety of this district back into service.

The enclosed report documents all compliance decisions, including Appendix A, administrative and full reviews for the calendar year 2024. Between January and December 2024, Trust preservation professionals reviewed 104 projects through Stipulation IV of the PA (commonly referred to as the “N<sup>2</sup>” process). Of these, 32 were reviewed at the administrative level and one at the full level of review; 43 constituted updates to existing project records. The Trust reviewed more than 634 “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 28 submitted projects did not constitute undertakings, and thus did not warrant review per Stipulation IV.A.1.a.

The N<sup>2</sup> 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. The group of historic preservation staff regularly involved in full N<sup>2</sup> reviews in 2024 is composed of archaeologists Kari Jones and Edward DeHaro; Federal Preservation Officer Rob Thomson and Historic Compliance Coordinator Lauren Golden. Following the departure of Archaeological Specialist Georgie DeAntoni in the spring, the Trust hired a new Specialist, Claire Yancey, who brings three years of private sector cultural resource management experience, along with that from her prior employment at the Trust. Curator Liz Melicker is joined on the Curation team by Ashley Saetern, and Sam (Samantha) Chow who supports the team as a Collections Specialist contractor. Three additional staff in the Trust’s Department of Park Design, Infrastructure and Engineering, responsible for managing the design and construction phases of projects in the park, meet the Secretary’s professional qualification standards for architecture: Brynn McMillan, Genny Bantle, and Teddy Huddleston; their resumes are also included in this year’s report. Since the pandemic, our team has adapted to hybrid work practices, while still maintaining close collaborations with the Trust’s operations and maintenance crews, many of whom work in the park daily. These crews constitute key partners in the Trust’s preservation efforts through their deep experience in the trades and in working with the Presidio’s historic resources.

The historic compliance team reviewed ten tenant improvement projects involving historic buildings and spaces, while also focusing on monitoring the rehabilitation of three major building projects in the Main Post. Tenant improvement projects included two suites in the recently rehabilitated East Mason Warehouses (Warehouses, built 1917-19) for office and retail uses; code-compliance upgrades to accommodate new uses in historic buildings (office to assembly conversion in Building 386 (Post Exchange built 1958); museum to office conversion in Building 101, Suite 150, (built 1895); and cosmetic upgrades to hospitality venues (Building 1299, Enlisted Men’s Club, built 1937; and Building 49 (Chapel, built 1863). Building 201, which received a “warm shell” rehabilitation in 2017 by Caltrans as part of the Doyle Drive project received a new tenant, which will fit the space out for restaurant, grab-and-go food service and public restrooms beginning in 2025. The project proposal is the culmination of a long journey for the former Forage Warehouse (built 1896), which the Doyle Drive project moved, structurally upgraded, and prepared for its eventual public-serving use. Elsewhere in the Main Post, the Trust made significant progress on the rehabilitation of Building 2 (Wright General Hospital, built 1864) for school use, Building 102 (Enlisted Men’s Barracks, built 1895) for office use, and Building 40 (Bachelor Officers’ Quarters, built 1941) for multi-tenant office use. Like the 90,000 sq/ft East Mason

Warehouses project completed in 2023, the Trust will deliver all three buildings in the summer of 2025 with all-electric building systems, maximizing the sustainability potential of these adaptive reuse projects.

Construction at Outpost Meadow progressed over the course of 2024, converting a portion of the non-historic Building 610 (Sports Basement) retail tenant's parking lot into a 1.5-acre landscaped gathering space. The new park amenities at the site will feature spectacular views, picnic tables, grills, lawn areas, and ornamental landscaping. Adjacent to Tunnel Tops, Outpost Meadow will open to the public in late summer 2025. In September of this year, the Trust, in collaboration with the San Francisco Metropolitan Transit Authority (SFMTA), unveiled a new terminus for the 30-Stockton bus line just west of Sports Basement. The project delivers enhanced public transit access to the Golden Gate Bridge, Crissy Field, and Tunnel Tops, in addition to public restrooms to the Presidio's ever-popular northern waterfront. Other landscape improvements in the park in 2024 included renewal of two non-historic residential neighborhood playgrounds (Amatary Loop and Stillwell Road), and restoration of original landscape features in the entry court to the historic Golden Gate Club (Non-Commissioned Officer's Club, built 1949). Two ecological restoration projects enhanced the native plant communities of the Presidio, including a .96-acre site located in the Central Tributary of the Tennessee Hollow watershed that was replanted as oak woodland, and a 4.2-acre site north of Baker Beach Housing that was replanted with native dune species including the endangered San Francisco lessingia.

Over the course of 2024 the Trust conducted preliminary planning and engineering studies for the eventual park-wide upgrade of its electrical system, while upgrading existing wet utilities and addressing other deferred maintenance needs. The Trust replaced the storm drainage systems for historic Storey Avenue (Non-Commissioned Officers Quarters, built 1933) and non-historic Compton Avenue (Officers' Family Quarters, built 1966) neighborhoods ahead of repaving work scheduled for both areas. After a severe storm in early February 2024 caused a large tree to fall onto historic Building 406A (Officer Family Housing, 1948), resulting in structural damage to the roof, roof framing, and chimney – but no injuries - Trust crews oversaw necessary in-kind repairs to the building. The Trust also supervised investigative demolition and structural upgrades to historic Building 572 (Enlisted Men's Barracks, 1903) to address sagging floor framing and to safely accommodate new tenants. At the historic Baker Beach apartments (Enlisted Family Housing, 1953), the Trust Building Stewardship team, working in collaboration with the historic compliance staff, identified a compatible replacement window spec to pilot in one unit (1515A) to replace failing, non-original anodized metal windows. After a successful pilot, the Trust expects future phases of window replacement to roll out in the years to come, addressing critical energy efficiency and performance issues the park's largest residential neighborhood. Finally, in February the Trust circulated finalized design guidelines for the West Letterman/Thornburgh sub-district, which will inform future development and rehabilitation opportunities in that area of the park.

The Trust's Archaeology program worked with Presidio Trust planning staff and outside contractors to support key agency rehab and park infrastructure projects, including a record 49 monitoring projects across the park in 2024 (up from 36 in 2023). The team and its contractors completed three Archaeological Monitoring Plans (AMP) for the Buildings 2 and 102 rehabilitation projects, and pavement renewal work throughout the park; an Archaeological Research Design (ARD) for the Building 2 project; two Archaeological Management Assessments

(AMA) for Building 102 and the paving work (all documents are included as attachments to this report). As in previous years, the team's monitoring efforts were in support of the Trust's utility repair and resource rehabilitation work, which is anticipated to continue at an elevated rate over the next several years. Multiple projects were continuations of work that initially began in 2023, including Building 2 Rehabilitation, Building 40 Rehabilitation, Muni 30 Western Terminal and Outpost Meadow projects. Elective archaeological research excavation within the Presidio remained on hiatus in 2024 due to the high volume of projects requiring archaeological monitoring support. The site of El Presidio, a Spanish-colonial archaeological site and contributing area to the Presidio NHL, remains buried, as it has been since December 2023, in keeping with the Trust's preservation goals. Trust archaeology staff participated in public outreach opportunities and partnerships including 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. Archaeological Specialist Georgie DeAntoni also presented her research at the Society for California Archaeology Annual Meeting in Riverside, California. 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.

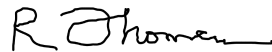
All archaeological material recovered from the Presidio is permanently curated in the on-site federal curation facility, which meets the requirements of a curation facility as described in 36 CFR Part 79 *Curation of Federally Owned and Administered Archaeological Collections*. The Trust's archaeological collections are currently comprised of approximately 1.1M material remains, 100 linear feet of associated records, and 100 GB of digital data, with an annual growth rate of up to 4%. Additional staffing in January 2024 enabled the Trust to implement select process improvements and begin to address critical deferred collections care, while fulfilling ongoing preventive conservation activities. The first bottleneck in addressing deferred processing was reviewing a backlog of acquisition receipts. At the start of the year, 50% of existing acquisitions had been reviewed. By the end of the year, this rose to 100%. In addition to collections, the Trust's curation program manages the agency's exhibitions. In 2024, 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 by 36 CFR Part 79). Exhibitions at the historic Presidio Officers' Club opened two additional days per week in 2024, adding Fridays and Sundays in addition to Saturdays 11am-4pm, and served 5,600 visitors during calendar year 2024. 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 outside of the Presidio. Lastly, the Trust fulfilled eight external research requests about collections and exhibitions, including family history, student research, publication, and curatorial inquiries.

Professional development for agency staff in 2024 included a series of trainings on regulatory process and cultural resource management undertaken by Trust staff. Both the Historic Compliance Coordinator and the new NEPA Compliance Manager took the opportunity to sharpen their skills with a two-day, in person Section 106 for Professionals course in San Francisco in May 2024. To balance out our "N2" (NEPA + NHPA) team training, the same staff attended NEPA training online in July and September 2024. The Trust's landscape architects joined in-person

cultural landscape training sponsored by the National Preservation Institute over the summer in anticipation of neighborhood landscape renewal projects in future years. Lastly, Senior Project Manager for Architecture Brynn McMillan took a three-day course offered by the California Preservation Foundation to improve her expertise on using the California Historical Building Code in historic preservation project design development.

In anticipation of the expiration of the 2014 PTPA at the end of 2024, the Trust initiated consultation on revisions to and renewal of the PA on December 18, 2023. Consultation that included agency contacts from the PA signatory parties, the public, and other interested parties, along with Trust staff, continued throughout 2024, but final agreement was not reached prior to year's end. On December 30, 2024, parties agreed to and executed an amendment to the 2014 PA to extend the agreement by six months. Consultation will continue and a final agreement is expected by the revised June 30, 2025 deadline. Trust staff are looking forward to completing this process in calendar year 2025. Thank you for supporting our preservation program while conducting consultation on the PA renewal over the course of the year. If you have any questions about this report or our activities, please contact me at [rthomson@presidiotrust.gov](mailto:rthomson@presidiotrust.gov). A copy of this annual report has been placed on the Trust's website where interested persons and members of the public may access the report and provide comment.

Sincerely,

A handwritten signature in black ink that reads "R Thomson". The signature is written in a cursive, slightly slanted style.

Rob Thomson  
Federal Preservation Officer, Presidio Trust



**PRESIDIO  
TRUST**

# Cultural Resource Management 2024 Annual Report

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

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# 1 The Presidio Trust N<sup>2</sup> 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 N<sup>2</sup> Process.

### Presidio Trust N<sup>2</sup> Review Process

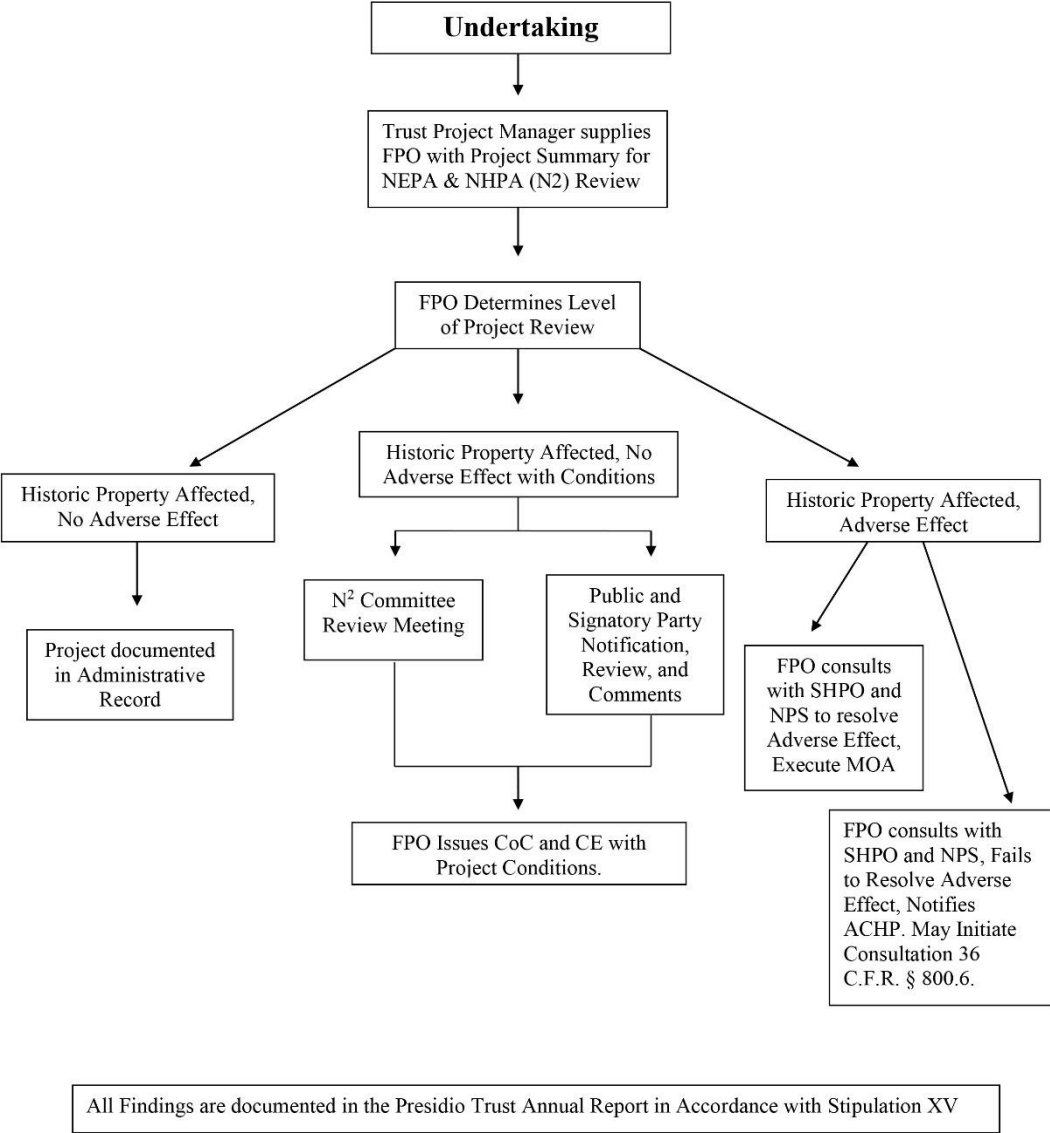


FIGURE 1: N2 PROCESS

The Presidio Trust considers environmental factors and concerns in its decision-making process within the requirements set forth in the NEPA, the Council on Environmental Quality (CEQ) Regulations (40 C.F.R. 1500-1508) (2020), and its own regulations implementing NEPA (36 CFR 1010). To meet its NHPA Section 106 requirements in accordance with implementing regulations (36 CFR Part 800), the Trust follows its 2014 Programmatic Agreement among The Presidio Trust, National Park Service, The Advisory Council on Historic Preservation, and The California State Historic Preservation Officer Regarding the Presidio Trust Management Plan and Various Operation and Maintenance Activities for Area B of the Presidio of San Francisco, National Historic Landmark District, Golden Gate National Recreation Area San Francisco California (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 N<sup>2</sup> review. The Trust N<sup>2</sup> 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 N<sup>2</sup> 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 N<sup>2</sup> committee review, which would trigger the preparation of a screening form. (Stipulation IV.C.1.f.ii.) An N<sup>2</sup> 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 N<sup>2</sup> 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 N<sup>2</sup> Meeting

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

In 2024, the Presidio Trust N<sup>2</sup> Review Team was comprised of the following resource specialists:

### Compliance

Federal Preservation Officer (FPO): Rob Thomson

Historic Compliance Coordinator: Lauren Golden

NEPA Compliance Manager: John Pelka (retired August 2024), Shannon Allen

Archeologist: Kari Jones

Archaeological Specialists: Edward De Haro, GeorgeAnn DeAntoni (departed September 2024), Claire Yancy

Curator: Liz Melicker

### Legal Division

Senior Deputy General Counsel: John Mackel

### Building & Landscape Stewardship

Director of Landscape Stewardship: Eric Love (retired June), 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 N<sup>2</sup> 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 N<sup>2</sup> 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 have an adverse effect to 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 N<sup>2</sup> 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 (<http://www.presidio.gov/presidio-trust/planning/Pages/categorical-exclusions.aspx>).

## 2 Projects Reviewed under Stipulation IV in 2024

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: BUILDING 2 SURROUNDED BY SCAFFOLDING DURING REHABILITATION**

## 2.1 Trust Directed Projects

Included in this year's report are photos that document the progress made during 2024 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.

### 2.1.1 Rehabilitation and Tenant Improvements

#### **24-016 Building 39 Fire Life Safety Improvements**

The panel that supports the fire-life-safety (FLS) system at Building 39 (Enlisted Men's Barracks, 1940) has reached the end of its useable life and is technologically obsolete. There are also leasable spaces that are not covered by the existing system. The Trust will replace the fire panel in the basement with a new panel that will be sufficient to provide new coverage devices to the entire building. This project will install new devices to provide FLS detection in the uncovered spaces and prepare for the future upgrade of each tenant space as leases turn over. All existing conduit and devices will be reused where they exist. For new coverage areas, new conduit will be installed.

#### **24-028 Amatury Loop Playground Renewal**

The non-historic playground equipment at the west end of the residences on Amatury Loop has reached the end of its usable life. To provide safe and engaging play areas for Presidio residents, the playground equipment will be exchanged for newer wooden play structures, benches will be replaced, and landscaping around the perimeter fencing will be rehabilitated and replanted. The existing fencing will remain.

#### **24-030 Stilwell Road Playground Renewal**

The playground at the center of the Baker Beach neighborhood on Stilwell Road has reached the end of its useful life. To provide safe and engaging play areas for Presidio residents, the non-historic playground equipment will be exchanged for newer wooden play structures, benches will be replaced, and the landscaping around the perimeter fencing will be rehabilitated and replanted. The existing fencing will remain.

#### **B572 Fire-Life-Safety Upgrade**

The fire-life-safety system at Building 572 (Enlisted Men's Barracks, 1903) does not meet current codes and due to its age, cannot be repaired and therefore needs to be replaced. The Trust will upgrade this system by replacing it in its entirety, including the panel. New conduit will connect all new devices throughout the building utilizing the attic spaces as much as possible to limit impacts to the historic tongue and groove wood walls.



**FIGURE 3: LOOKING SOUTHEAST AT BUILDING 40 DURING REHABILITATION**

## 2.1.2 Maintenance and Stabilization

### **24-020 Building 572 Seismic Upgrade Discovery Demolition**

Historic building 572 (Enlisted Men's Barracks, 1903) needs structural stabilization in order to safely accommodate new tenants. To determine the precise location and type of structural interventions needed, the Trust will remove historic and non-historic material at strategic locations on the interior to make the necessary determination about existing conditions. Any historic material removed will be documented and

replaced in its original location and configuration to the greatest extent possible. Any materials that may be damaged during disassembly will be documented and reproduced in kind before installation as replacement material. Based on the exploratory demolition, a structural design will be developed and may be implemented as a separate project.



**FIGURE 4: GRAFFITI SCREEN WALL FROM NEARBY HALLECK STREET**

### **24-023 Building 572 Ruger Structural Seismic Upgrade**

The Trust will make improvements to the structural system of building 572 (Enlisted Men's Barracks, 1903) for future occupancy as office space. New concrete footings will be poured in the crawl space, shear walls will be added at strategic locations, and tie downs will be added on the first floor to better secure the building to its foundation. Additionally, blocking, strapping, and clips will be added to the roof framing system for added stability. No visual alterations will be made to the interior or exterior of the building.

### **24-022 Buildings 228 and 229 Temporary Graffiti Screen Wall**

The Trust will construct a temporary screening wall along the north side of the unoccupied buildings 228 (former Post Bakery, 1909) and 229 (former Pastry Bakery, 1897). These buildings face the Presidio Parkway and have been attractive canvases for graffiti artists since the completion of the roadway, causing damage to the historic brick and creating a maintenance challenge in removing the graffiti. The brick on these buildings is not a good place for graffiti preventative coatings, as the brick was compromised by insensitive cleaning at some point. Therefore, the screen wall is needed to physically prevent further damage to the brick. Vertical posts will be set roughly 12" from the building, and framing similar to that of a fence will be constructed between the posts. Plywood sheeting will be attached to the fence-like frame and then painted a brick red to minimize the appearance. This treatment is minimally invasive, easily reversible, and easily repainted should further graffiti occur.

### 24-026 Baker Beach Window Replacement Pilot Mock Up

A mix of window types exist at residences within the Baker Beach neighborhood (Enlisted Family Housing, 1953) have passed the end of their useable life and need to be replaced. Plans show that steel windows were specified originally, but physical evidence shows only aluminum windows installed. The U.S. Army replaced nearly all of the aluminum windows with anodized metal at some point. These windows all have similar configurations and sash profiles: sliding sashes, fixed picture, and thin frame profiles. The Trust has explored a variety of replacement types with



**FIGURE 5: BAKER BEACH HOUSING REPLACEMENT WINDOWS IN FOREGROUND, EXISTING WINDOWS IN BACKGROUND**



**FIGURE 6: 406B E WASHINGTON STORM DAMAGE**

aluminum being preferred, but vinyl, fiberglass, and composite have all been considered. This project will install the Milguard composite window that most closely resembles the metal configuration and proportion as a pilot replacement window in building 1515 unit A.

### 24-027 Building 406A Roof and Seismic Repairs

A severe storm in early February 2024 caused large trees to fall throughout the Presidio's forest. One of those trees fell from the edge of the Presidio Golf Course onto Building 406A (406 Washington: Officer Family Housing, 1948). The building suffered some structural damage to the roof, roof framing, and chimney. This project will make the necessary in-kind repairs to the building by reframing the roof and damaged walls, rebuilding the chimney, and replacing the roof and gutters in kind. The structural integrity of the building and

proposed repairs have been evaluated by a structural engineer.

### 2.1.3 Landscape and Conservation

#### 24-013 Log Yard Air Burner

The Trust will install an air curtain burner (ACB) for its log yard to minimize wood waste. The ACB will efficiently convert wood into biochar, providing an environmentally friendly material for integration into the Trust's composting program. Notably, the ACB will substantially reduce greenhouse gas



**FIGURE 7: 406B E WASHINGTON AFTER REPAIRS**

emissions and hazardous particulates compared to the conventional grinders that are currently in use. In light of the escalating costs of fuel for large equipment, leveraging this technology will also curtail fuel demand, resulting in cost savings for the wood-to-wood chips conversion process. The ACB will observe local air quality management district rules deployed for this type of equipment. The ACB aligns with the Trust’s commitment to sustainability and cost-effectiveness in its forestry operations.

**24-015 B135 Golden Gate Club Landscape Improvements**

The Trust will update the landscape plantings at building 135 (former Non-Commissioned Officer’s Club, 1949). Historic photos and existing design guidelines were reviewed during consultation between the Trust landscape architects and compliance staff and determined that the palms that flank the south facing entrance would be best replaced by dwarf Italian cypress. Additionally, the planter boxes at the southern access to the sidewalk will be replanted with a mix of agave and echeveria.

**24-021 Silvery Blue Butterfly Reintroduction**

The Trust seeks to re-establish the Silvery Blue butterfly (*Glaucopsyche lygdamus*) in newly restored dune habitats in the Presidio. The Silvery Blue is a regionally common species along sections of the California coast that once inhabited San Francisco. The Silvery Blue is also a closely related species to the Xerces Blue butterfly, the first invertebrate known to go extinct due to human-caused habitat loss. The Silvery Blue fills a similar ecological role as the Xerces Blue and can therefore serve as an ‘ecological stand-in’ that may alleviate some of the food web losses suffered when the Xerces Blue went extinct. Reintroduction will involve collection of butterflies from Big Sur, Julia Pfeiffer Burns State Park, and Fort Ord Nature Reserve. Cal Academy has acquired state permits for this collection and translocation. Release sites include Rob Hill, Presidio hills, and Lobos Dunes, where dune restoration has created a suitable habitat. The releases would consist 2-3 visits in the spring for the next three years. The Trust will coordinate with NPS staff for project actions at Lobos Dunes or other Area A lands. The project is a partnership between the Presidio Trust, Cal Academy, Creekside Science, Revive and Restore, and NPS.

**24-038 Tennessee Hollow Central Tributary West Tree Restoration**

To reduce potential hazards from aging trees and enhance native plant communities, the Trust will remove trees and vegetation then revegetate a .96-acre site southeast of Quarry Road and northwest of Wallen Street, within the tributary of the Tennessee Hollow watershed. The aging, non-native Monterey pines, in proximity to structures, 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.



**FIGURE 8: NORTH DUNE LANDSCAPE AFTER TREE REMOVAL**



**FIGURE 9: VOLUNTEERS GATHERED TO PLANT NATIVE DUNE SPECIES TO COMPLETE RESTORATION**

**24-039 North Dune Corridor Restoration**

To enhance and restore a low maintenance coastal dune scrub community, the Trust will remove trees, invert the soil profile, and revegetate a 4.2-acre site north of Baker Beach Housing. The aging, non-native Monterey pines will be removed, and the soil profile inverted to encourage the growth of native dune annuals. The Trust will also revegetate the area with native dune species including the endangered San Francisco lessingia, consistent with the Presidio Recovery Unit in the Recover Plan for Coastal Plants.

**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 to the Storey Avenue Line, as opposed to its current configuration continuing



**FIGURE 10: STOREY AVE HOUSING WHERE FLOODING FREQUENTLY OCCURS DURING STORMS**

northward. An approximately 125-foot-long, 5-foot-wide drainage swale will be added west of and adjacent to Storey Avenue in an area that is currently grass.

#### **24-042 1415 Compton Road New Drainage System**

This project will address drainage issues at the entrances to the residences at 1415 Compton Road. The project will include construction of two small (8-inch by 8-inch) inlet drain boxes adjacent to the low spots in the two walkways. The inlets will be connected to a 4-inch PVC drain line that will run approximately 85 feet and connect to an existing storm drain line between 1415 and 1415 Compton Road. The inlets and pipes will be in an area that is currently grass.

### **2.1.5 Property Management and Visitor Services**

#### **24-012-Parking Payment Compliance Program**

The Trust regulates and charges for parking in balance with providing access for visitors of all ages and abilities, while meeting the transportation needs of our residential and commercial tenants. Parking management using parking fees is identified in both the Presidio Trust Management Plan and in detail in the Presidio Parking Management Plan. The Trust began implementation of parking management in residential areas in 2003 and non-residential areas in 2005. Revenue collection methods in use to date include in-car parking permits, ticket booklets and pay & display machines. Today, the parking management industry has evolved and mobile payment options for customers are now standard practice. The Trust will transition from in-car or display permits/passes (pay-and display) to purchasing parking using a vehicle license plate number to track purchases (pay-by-plate). Proof of purchase will be stored electronically in the cloud and will use License Plate Reader (LPR) technology to confirm payments. ACE Parking (parking management contractor) will operate the parking patrol vehicle and LPR equipment on behalf of the Presidio Trust. The use of LPR technology will be subject to the requirements set forth in the Parking Payment Compliance Program Policy. The new parking payment system will be more convenient for the customer, potentially resulting in greater compliance, and will allow for more efficient and cost-effective methods to identify vehicles that are in violation of posted payment requirements and time limits.

#### **24-018 Emergency Landing Aviation Site at Fort Scott**

Disasters that impact ingress and egress of the City and County of San Francisco (CCSF) will result in the need for aviation support (rotary wing aircraft) to deliver requested resources during an emergency response. To this end, the Trust will provide use of the PresidioGo parking lot in the Fort Scott area near building 1206 for emergency aviation landings as part of CCSF's Emergency Operations Plan. This location has been recognized by the U.S. Coast Guard as an appropriate landing site based on a November 2023 site survey. Crissy Field in Area A will continue to be the primary landing location, with the Fort Scott parking lot being a secondary location, should it be needed. The site will be used for various emergency response scenarios, including evacuation of individuals from the area or efficient delivery of supplies. Training exercises will provide, at minimum, 72 hours advance notice. The Trust is committed to ensuring effective emergency response preparedness while responsibly coordinating the use of the designated landing site.

#### **24-025 Flock Safety Automated License Plate Recognition System Pilot Program**

The Trust wishes to enhance safety for park visitors, which is a critical aspect of ensuring a positive visitor experience and support the United States Park Police (USPP) in their role as the law enforcement for the Presidio. To these ends, the Trust, under agreement with Flock Safety, will initiate a one-year pilot program using an Automated License Plate Recognition (ALPR) system to provide the USPP and the Trust with a tool to assist with public safety investigations and crime prevention. The presence of such technology can act as a deterrent to potential criminals, thereby making the park safer for visitors. The ALPR technology will capture automobile images and license plate data along with the location and time of capture. The system consists of 24 cameras strategically placed at park entrances and exits. The data is securely stored in a cloud-based computing system and accessible only to law enforcement personnel for the purpose of crime prevention and investigation. Personal data such as images of individuals or vehicle occupants will not be collected or stored. Public areas monitored by the system will be marked in a conspicuous manner with unobstructed signs to inform individuals of surveillance activities. The Trust will ensure that the deployment of ALPR technology complies with applicable privacy rights, including the Privacy Act and Constitutional protections, aligns with organizational safeguards, and contributes to overall security and efficiency of park operations.

#### **24-029 East Mason Warehouse Camera Installation**

The recently rehabilitated East Mason Warehouses (buildings 1182 through 1188; warehouses 1917, 1919) have been targets of crime and vandalism. To address this activity, and in anticipation of forthcoming occupation by tenants, the Trust will install closed circuit security cameras around the exterior perimeter of the building new conduit runs and camera locations have been selected to minimize physical and visual impact on the historic buildings.

#### **24-033 2024 Compendium**

Like other national park units, the Trust uses a Compendium to summarize park specific rules implemented under the Code of Federal Regulations (CFR). The 2024 Compendium supersedes the Trust's 2008 Interim Compendium and serves as public notice, identifies areas closed for public use, provides a list of activities requiring either a special use permit or reservation, and elaborates on public use and resource protection regulations pertaining to the administration of Area B. The 2024 Compendium includes rules for speed limits, parking areas and fees, areas closed for sensitive habitat, or administrative purposes and trail designations; and rules for such activities as assembling, biking, dog walking, camping, and picnicking. The 2024 Compendium interprets and aligns with other Trust regulations, including those found in Title 36 CFR 1001-1005, and is supported by consistent signage/maps/online information. The 2024 Compendium will be made available on the Trust's website.

## 2.2 Tenant Directed Projects

### 2.2.1 Rehabilitation and Tenant Improvements

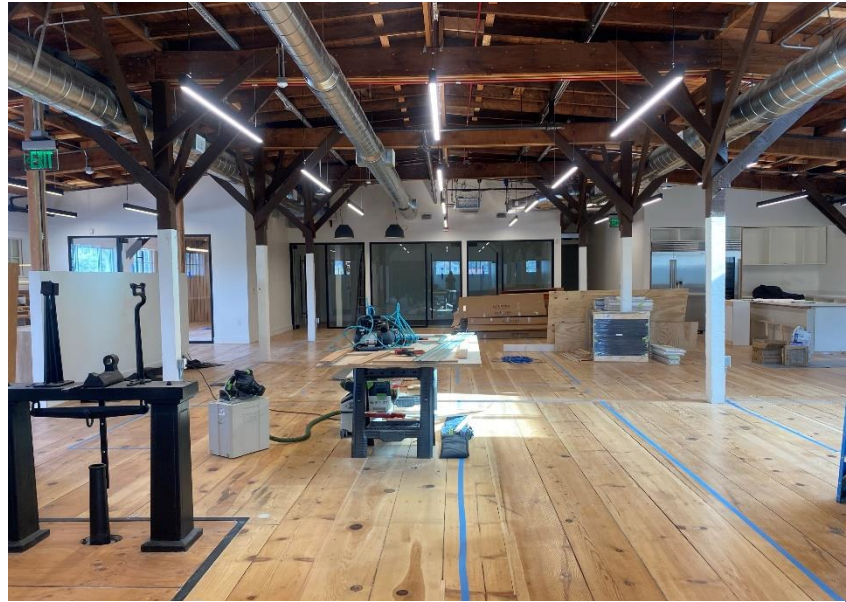
#### **24-014 B385 Canvas Church Tenant Improvements**

Canvas SF (tenant) will make modifications to building 385 (former Post Exchange, 1955) necessary to use the building as a religious assembly space. The originally open interior will be subdivided to create formal worship space, informal gathering space, meeting rooms, and storage. Original interior historic elements including the open truss ceiling, offices along the north wall, and east façade service entrance with loading dock and double doors will remain.

**24-017 45 Moraga Courtyard Improvements and ABA Access**

Wedgewood (tenant) will make modifications to the courtyard area west of historic building 45 (Chapel of our Lady, 1862) to create an accessible event space to support their operations. The existing non-historic concrete pavers in the courtyard will be removed and the area will be repaved with minimal ground disturbance at select location only in the archaeologically sensitive area. A new accessible ramp will be added to the Moraga entry, and the south ramp will be reconfigured. The courtyard surface paver pattern will

delineate the layout of El Presidio de San Francisco, similar to other site treatments in the Main Post. The chapel entry doorway on the southern end of the west façade will be modified to move the flue and bracket to allow the door to swing fully 90 degrees, and an automatic door opener with push button will be installed to meet accessibility requirements.



**FIGURE 11: INTERIOR OF THE NORTHWESTERN-MOST TENANT SPACE NEARING COMPLETION**

**24-019 Building 1185A Tenant Improvements**

City Ventures (tenant) will make improvements to historic building 1185A (Warehouse, 1917) for their use as offices. New interior partitions will be installed in the space without



**FIGURE 12: BUILDING 45 COURTYARD BEFORE (LEFT) AND AFTER (RIGHT)**

interrupting the existing fenestration pattern. A new drop ceiling will improve sound deadening. A new door and fixed light assembly will replace the existing full-height warehouse bay storefront window facing Mason Street. A coffee bar and traditional bar will be added, and light fixtures will be replaced. The historic scale will remain unaltered by the tenant improvements.

#### **24-031 Building 39 Suite 200 Tenant Improvements**

Build Group (tenant) will make improvements to Suite 200 in the northeast corner of Building 39 (Enlisted Men's Barracks, 1940) for their use as a conference room and meeting space. Cabinets will be installed along the western wall near the entry to create a kitchenette. New electrical and plumbing will be installed to support the kitchenette. Structural scans will be conducted prior to saw cutting to avoid structural elements in the concrete.

#### **24-032 Building 1188 Pet Food Express Leasing and Tenant Improvements**

Building 1188 is part of the historic East Mason Street Warehouses (buildings 1182 through 1188, 1917-1919) along the Crissy Field waterfront near the Marina Gate and East Beach. The buildings comprise a distinctive row of seven mostly identical structures constructed as a warehouse complex totaling 84,000 square feet of space. The Trust recently rehabilitated the warehouses for office/commercial occupancy by one or multiple tenants (21-042). Pet Food Express (tenant) will occupy approximately 80 percent (11,800 square feet) of the west side of building 1188 for retail use; the remaining 20 percent will be sublet to another yet unidentified tenant. The new flagship store will offer pet products and services, including pet wash stations, training classes, and animal care. The tenant will construct interior partitions and install plumbing, electrical, and mechanical throughout. A cash wrap (check out area), walk-in freezer, and sales and storage shelving will be installed. A main, double door entrance will be installed in an existing opening on the west elevation. The existing, non-historic exterior stairs and landing at the south door will be removed and replaced with a new exterior ramp. Signs consistent with the Presidio Sign Standards and Guidelines will be added to the building's exterior. Two parking lots will serve the store, one with 210 spaces that are available to all park visitors, including 19 EV chargers, and another smaller lot adjacent to Girard Road that will have 15-minute parking for online order pickup.

#### **24-034 Building 38 Suites 125 & 130 Tenant Improvements**

Presidio Internet Center (tenant) will install demising walls in the southern portion of the first floor of historic building 38 (former Enlisted Men's Barracks, 1940) to create two suites (125 and 130) of offices and conference rooms in the recently created suite 150 (23-030). Radiators and electric receptacles will be reconfigured and relocated to support the new layout. Acoustic tiles will be added to the ceiling and the concrete floor will be polished and carpeted.

#### **24-035 Building 558 Chase Bank Tenant Improvements**

Chase Banks (tenant) will modify the interior of the western portion of historic building 558 (former Post Exchange restaurant, 1920) for their use as a bank. A former lunchroom and teller area (16-009) will be subdivided to create a secure room for cash and a safe, and private customer service offices. The non-historic kitchenette and bathrooms will be updated to meet current building code, and the non-historic opening between the banking area and the staff space will be widened to create a new seating area and allow greater accessibility to the conference room.

**24-037 1299 Storey Log Cabin  
Wedgewood Tenant Improvement**

Wedgewood (tenant) will make modifications to the interior of building 1299 (Non-Commissioned Officer’s Club, 1937) for their use as an event space. The central dance floor will be resurfaced, the south arcade will be enclosed to formalize the south entry, the acoustic ceiling tiles will be removed, and the historic wood ceiling will be restored. The two bathrooms will be reconfigured to meet accessibility requirements, and lighting will be reconfigured. The painted logs on the interior of the building will be repainted using Trust maintenance standards to create a more even appearance.



**FIGURE 13: LOG CABIN INTERIOR SHOWING ACOUSTIC CEILING TILE TO BE REMOVED**

**25-002 101 Montgomery Suite 150 Oath Tenant Improvements**

Oath, Inc. (tenant) will make modifications to NHLD-contributing Building 101 (Enlisted Men’s Barracks, 1895) Suite 150 (northern half of first floor) to change the space from museum to office use. Storefront style partition walls will be added to create four new office spaces along the north wall and a kitchenette with a sink will be added. In the western room (former kitchen area), the non-historic partition wall will be removed in order to convert the space to a board room.

**25-003 Building 201 & 224 Mess Hall Tenant Improvements**

A new tenant (Mess Hall) will make tenant improvements to building 201 (NHLD contributing former Forage Warehouse, 1897) necessary to operate a restaurant, bar, and food market. In 2017, Building 201 was relocated from its original site during the Doyle Drive/Presidio Parkway project to accommodate project construction, and shortened from a two to single-story structure. This action, along with the cold-shell rehabilitation of Building 201 for future food service use, was evaluated as part of that project’s FEIS/R (ROD published in 2008). The adjacent landscape, hardscape and parking area was evaluated as part of the Presidio Tunnel Tops Environmental Assessment (FONSI published in 2017).



**FIGURE 14: LOOKING NORTH AT THE PRIMARY FACADE OF 201 HALLECK STREET**



**FIGURE 15: RENDERING OF PLANS FOR INTERIOR IMPROVEMENTS TO 201 HALLECK. THIS VIEW SHOWS THE BAR AT THE NORTHEAST CORNER OF THE BUILDING, INTEGRATED INTO THE EXISTING FORMER OFFICE PARTITIONS**

This 2024 tenant improvement project includes the full interior build out for food service occupancy, including a restaurant kitchen, hot line bar, retail area, beverage storage, interior/ exterior seating, and restrooms. Exterior alterations were concentrated on the west (historically rear) elevation, including select window/door conversions to accommodate service flows and operational functions (trash, deliveries, public restroom access), and new mechanical venting equipment on the west slope of the roof. The primary historic façade, facing Halleck Street, remains unaltered. Inside, the historic offices on the north end and storage rooms on the south end will be incorporated into the new layout as part of the bar and kitchen functions, respectively. The historic lift and meat rack will be incorporated into the café and market spaces. New publicly accessible bathrooms will be added between the restaurant and kitchen spaces. The historic floor will be repaired where it remains intact, and reinstalled where needed with modifications to meet current building code requirements.

A previous restaurant tenant rehabilitated nearby Building 224 (NHL D contributing former storehouse, 1940) in 2006 (project 06-067) to serve as a food storage facility. The current project will address code deficiencies and re-commission existing appliances in the small (386 sq/ft) concrete building. The scope includes fixing the historic, exterior steel double doors in the open position and installing new, operable entry doors; addition of a new step and handrail; and installation of a drywall ceiling.

### 2.2.2 Cell Tower Modifications

No cell tower projects were conducted in 2024, therefore no reviews by N2 were required

## 3 Projects Reviewed Under Stipulation IV and Requiring Additional Consultation

No project activity under Stipulation IV.C.2. *Coordination with an Environmental Assessment or Environmental Impact Statement Process* took place in calendar year 2024.

### 3.1

## 4 Agreement Document Updates

### 4.1 Presidio Trust Programmatic Agreement (PTPA)

In anticipation of the expiration of the 2014 PTPA on December 31, 2024, the Trust initiated consultation on revisions and renewal to the PA on December 18, 2023. Consultation that 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 continued throughout 2024, but final agreement was not reached prior to December 31. On December 30, 2024 parties agreed to and executed an amendment to the 2014 PTPA to extend the agreement by 6 months. Under this extension, the Trust will continue operating under the 2014 Programmatic Agreement. Consultation will continue and a final agreement is expected by the revised June 30, 2025 deadline.

### 4.2 Main Post Update

The 2010 Programmatic Agreement on the Main Post Update expired in 2020. Remaining provisions of the PA will be incorporated into the revised and renewed 2025 agency-wide PA.

## 5 Identification, Evaluation, and Documentation of Potential Historic Properties

In November, the Trust informed the signatory parties of its intent to prepare a draft subdistrict design guidelines document under Stipulation III.B.1.c. The 2023 *West Letterman/Thornburgh* document updates the existing 2007 *West Letterman Planning & Design Guidelines* and the 2000 *Planning and Design Guidelines for New Development and Uses on 23 Acres Within the Letterman Complex* to reflect current conditions, and to address the remaining projects anticipated by the 2002 *Presidio Trust Management Plan* (PTMP). Should the Trust move forward with any projects in the West Letterman/Thornburgh planning subdistrict under these guidelines, we will notice that action as a separate project under Stipulation IV *Review of Undertakings* if and when project proposals have been prepared. Comments were received on the draft document in January, and the Trust issued a final version of the Guidelines on February 9, 2024, which is now available on the Trust's public website.

## 6 Continuing Education

The Trust has embarked on an ambitious scope of park-wide infrastructure improvements thanks to funding from the Inflation Reduction Act that will help upgrade the electrical systems within the park. This increased work load has limited the staff time available for additional trainings but despite this, we are happy to report participation in the following trainings.

Both the Historic Compliance Coordinator and the new NEPA Compliance Manager took the opportunity to sharpen their skills with a two-day in person Section 106 for Professionals course in San Francisco in May 2024. To balance out our “N2” (NEPA + NHPA) team training, the same staff attended NEPA training online in July and September 2024. Additionally, the new NEPA Compliance Manager joined an American Planning Association webinar co-hosted by the ACHP about newly adopted federal policy statements on Housing and Historic Preservation and Climate Change and Historic Preservation as part of familiarizing herself with the historic preservation related mission of the Trust.

The Trust’s landscape architects joined in-person Cultural Landscape training, hosted by the National Preservation Institute, during the summer as part of the preparation for projects planned for the coming years. Lastly, Senior Project Manager for Architecture Brynn McMillan took a three-day course offered by the California Preservation Foundation to improve her expertise on using the California Historical Building Code in historic preservation project design development.

## 7 Archaeology Program

In 2024, Trust archaeology staff provided NHPA compliance support for ongoing Trust operations, contributed research at professional conferences, 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.

### 7.1 Archaeological Management Assessments, Identification, and Monitoring

Archaeology staff worked with Presidio Trust planning staff and outside contractors to support several projects within the Presidio in 2024. Archaeologist Kari Jones completed an Archaeological Monitoring Plan (AMP) for the Building 2 Rehabilitation project, pursuant to the Building 2 Rehabilitation Archaeological Management Assessment (AMA) completed in 2023. Additionally, Pacific Legacy, Inc. prepared an Archaeological Research Design (ARD) for the Building 2 project in collaboration with Trust archaeology staff. Ms. Jones also completed both an AMA and AMP for the Building 102 Rehabilitation Work. Archaeological Specialist Edward De Haro prepared an AMA and AMP for the Trust’s ongoing Pavement Plus work throughout the park. These documents are included as attachments to this report. Archaeological monitoring of construction for the Building 2 project was provided by Pacific Legacy, Inc. and a report will be completed upon project completion, expected in calendar year 2025.

Archaeological Specialists Georgie DeAntoni and Edward De Haro provided archaeological monitoring for 49 projects this year, an increase from 2023’s total of 36 monitoring projects. As in previous years,

many of these efforts were related to the Trust's utility repair and rehabilitation work, which is anticipated to continue over the next several years. Multiple projects were continuations of work that initially began in 2023, including Building 2 Rehabilitation, Building 40 Rehabilitation, Muni 30 Western Terminal and Outpost Meadow projects.

Additional monitoring work was conducted for: demolition and landscape alterations at 653 Mason Street; storm drain replacement at 434 Amatory Loop; irrigation installation at Lincoln Boulevard and McDowell Avenue; water main repair at 1204 Ralston Avenue; sewer lateral installation at 352 Park Avenue; potholing for utilities at 640 Mason Street; water valve replacement at 1373 Gibson Street; test pits for the Mountain Lake East Arm bioswale drainage repair; PresidioGo signage upgrades throughout the park; utility installation at 215 Lincoln Boulevard; storm drain inlet repairs at 1185 Mason Street; Arguello Gate kiosk repairs; drainage repair at Storey Avenue; high voltage undergrounding at Park Avenue and Amatory Loop; water main improvements at the National Cemetery; sanitary sewer installation at 1028 Girard Road; storm drain repairs at 1<sup>st</sup> Drive East; improvements to the Presidio Chapel courtyard at 45 Moraga Avenue; pole replacements at 300 Finley Street in the golf course; installation of a graffiti screen wall at 228 and 229 Halleck Street; palm tree replanting at 135 Fisher Loop; irrigation backflow replacement at 1205 Ralston Avenue; water valve replacement at 50 Moraga Avenue, 530 Simonds Loop, Bowley Street at Gibson Road, Building 682, and 1230 Ralston Street; parking improvements at 65 Funston Avenue; potholing for utilities and irrigation at Letterman Drive and Lombard Street; seismic upgrades at 1188 Mason Street; storm drain investigative excavations at 36 Lincoln Boulevard; water service repair at 1224 Ralston Avenue; water line abandonment at 1401 Washington Boulevard; geotechnical testing at Morton Street and Rodriguez Street; soil hotspot removal at 220 Halleck Street; bike rack installation at 16 Funston Avenue; water service repair at 777 and 779 Morton Street; and sinkhole repair at 755 Portola Street. Work also included monitoring for the Trust's ongoing Pavement Plus rehabilitation project throughout the park.

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 Research and Program Highlights**

Elective archaeological research excavation within the Presidio continued to be on hiatus for the 2024 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 NHL, 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. Georgie DeAntoni and Edward De Haro 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. Georgie DeAntoni also presented her research at the Society for California Archaeology Annual Meeting in Riverside, California. 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 Georgie DeAntoni with "meet the staff" interactive exhibits.

## 8 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 is obligated 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 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.

### **Management and 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 addition of a third FTE-equivalent position in January 2024 enabled the Trust to implement select process improvements and begin to address deferred collections care, while fulfilling ongoing preventive conservation activities.

Key collections management activities in 2024 include:

- initial implementation of the Collections Management Plan,
- completion of outstanding backlog of acquisition reviews,
- curation intake processing for newly accessioned data recovery collection and returning research loan collection,
- and improvements to data and information management practices.

The Trust's Draft Collections Management Plan (CMP), completed last year, establishes a single, comprehensive strategy for directing and improving collections management activities at the Presidio Trust. It identifies collections management issues facing the agency and establishes prioritized recommendations for addressing them. In doing so, the plan is designed to raise internal awareness of

agency's collections management responsibilities and increase its accountability for preserving and providing access to the collections.

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

The first bottleneck in addressing deferred processing was reviewing a backlog of acquisition receipts. At the start of the year, 50% of existing acquisitions had been reviewed. By the end of the year, this rose to 100%. With the completion of outstanding reviews, the team has a better understanding of the scope of materials to be formally reviewed for an accession determination in the coming years, and is positioned to keep current in reviewing new acquisitions as they are logged.

One large data recovery collection, submitted in 2023 using a newly formalized curation submission process, was accessioned into the permanent collection in 2024. Processing the material remains and associated records into the permanent collection for curation provided an opportunity to enumerate a specific, detailed workflow, with the goals of increasing the efficiency of the intake process and establishing robust metadata about the managing of the collection as part of curatorial record-keeping. A variation of this newly documented process was then applied to the return of a collection that had been on loan to Dr. M. Reifschneider of San Francisco State University for research and student training. The result is that detailed documentation about a collections' processing history is recorded in a clear, standardized format and is available to all team members in real-time.

Additional improvements to data and information management practices include the following:

- Increasing efficiency and reliability of data retrieval, by making more data sources discoverable via the agency's collections management software (CMS). Notably, data from the most recent 100% baseline inventory of the material remains (conducted 2015-2018) was integrated into the CMS. In addition, artifact catalogs from the collections described above were normalized, mapped, cleaned, and ingested into the CMS, resulting in percentage of material remains represented by a CMS record rising from 37% to 44%.
- Improving quality assurance by thoroughly documenting specific curatorial workflows, including acquisition review, accession review, and curation intake processing, along with mapping the overall curation lifecycle.

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 2024. 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 serves as the Trust representative to the GGNRA Museum Advisory Committee. In addition, Melicker and Federal Preservation Officer Rob Thomson continue to regularly meet with GGNRA Curator Amanda Williford and Chief of Cultural Resources Management Gordon White to review the agencies' joint curatorial concerns.

## Use of the Collections

In 2024, 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 by 36 CFR Part 79.

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 opened two additional days per week in 2024, adding Fridays and Sundays in addition to Saturdays 11am-4pm. The exhibitions have served 5,600 visitors during calendar year 2024. In addition to showcasing its own collections, the Trust has 19 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, exhibition multimedia, and other technical aspects of the exhibitions.

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. A research/teaching loan between the Trust and Dr. Meredith Reifschneider of San Francisco State University was concluded in summer 2024 and processed into the collection as described above. This loan served to facilitate student training in artifact analysis and museum collections management and Dr. Reifschneider's research on personal medical practices and institutional healthcare within the setting of the United States Army, while also aiding in the documentation, preservation, and use of a partially processed "backlog" collection.

Lastly, the Trust fulfilled eight external research requests about collections and exhibitions, including family history, student research, publication, and curatorial inquiries.

## 9 SOI Qualified Staff and Professional Development

The Trust's Planning and Compliance Department houses the cultural resources team which includes Secretary of the Interior (SOI) qualified staff in the areas of Architectural History, Archaeology, and Curation. Three additional staff in the Trust's Department of Park Design, Infrastructure and Engineering, responsible for managing the design and construction phases of projects in the park, meet the Secretary's professional qualification standards for architecture: Brynn McMillan and Teddy Huddleston; we've included their resumes in this year's report, along with all other staff resumes in Appendix C.

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

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**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**

13 **WHEREAS**, the Presidio Trust (the Trust), pursuant to the Presidio Trust Act, Title I of Public Law 104-  
14 333, was established as a wholly owned government corporation to manage a portion of the Presidio of  
15 San Francisco (Presidio); and

16  
17 **WHEREAS**, pursuant to Public Law 104-333, administrative jurisdiction was transferred to the Trust on  
18 July 1, 1998 for approximately 80% of the Presidio that was depicted as Area B on the map entitled  
19 “Presidio Trust Number 1,” dated December 7, 1995, (see Appendix C) which may be amended from  
20 time to time, and which serves as the area of potential effect (APE) for this undertaking; and

21  
22 **WHEREAS**, the entire Presidio is within the Golden Gate National Recreation Area (GGNRA) and is a  
23 designated National Historic Landmark District (NHLD) representing 218 years of military history, is  
24 listed on the National Register of Historic Places (NRHP), and contains individually eligible NRHP  
25 historic properties that are both prehistoric and historic; and

26  
27 **WHEREAS**, the Trust, in order to uphold its Congressionally mandated requirement of preserving Area  
28 B of the Presidio as part of GGNRA and of financial self-sufficiency, carries out a variety of  
29 undertakings subject to review under Section 106 of the National Historic Preservation Act (NHPA), 16  
30 U.S.C. § 470f, and its implementing regulations, 36 C.F.R. Part 800, including but not limited to  
31 maintenance, rehabilitation, repair, moving, interim and long-term leasing, construction and demolition of  
32 buildings, structures, and roads, and work regarding grounds and associated landscaping as proposed  
33 under the Presidio Trust Management Plan (PTMP, 2002 with updates), or proposed under the direct or  
34 indirect jurisdiction of the Trust including undertakings proposed by the Trust's permittees, federal or  
35 non-federal tenants, or other parties; and

36  
37 **WHEREAS**, the Trust has determined that these undertakings may have an effect upon historic  
38 properties listed in or eligible for listing in the NRHP, including properties that contribute to the NHLD,  
39 and has consulted with the Advisory Council on Historic Preservation (ACHP) and California State  
40 Historic Preservation Officer (SHPO) pursuant to 36 C.F.R. Part 800; and

41  
42 **WHEREAS**, the Trust has notified the Secretary of the Interior (SOI) in accordance with 36 C.F.R. §  
43 800.10(c), and the National Park Service’s (NPS) Pacific West Regional Office and the GGNRA are  
44 representing the SOI, and have been invited to sign this Programmatic Agreement (PA) as an invited  
45 signatory, and that both the Pacific West Regional Office and GGNRA will receive information and  
46 participate in consultations, and that the Pacific West Regional Office will be the signatory authority for  
47 NPS; and

48  
49 **WHEREAS**, the Trust has identified and notified parties as consulting parties (Appendix G); and  
50

51 **WHEREAS**, the Trust has invited the National Trust for Historic Preservation (NTHP) and the Presidio  
52 Historical Association (PHA) to sign this PA as concurring parties; and

53  
54 **WHEREAS**, in July and November 2013 the Trust notified the public through its regular “eNews”  
55 electronic mail distribution list of the consultation for the development of this PA, and afforded them the  
56 opportunity to comment; and

57  
58 **WHEREAS**, the Trust has made a good faith effort to locate federally recognized Indian tribes that may  
59 attach religious and cultural significance to properties under the administrative jurisdiction of the Trust or  
60 with which the Trust could consult under the Native American Graves Protection and Repatriation Act  
61 (NAGPRA); and the Trust has determined that there are no such federally recognized tribes; and

62  
63 **WHEREAS**, in accordance with 36 C.F.R. § 800.6(a)(1), the Trust has notified the Advisory Council on  
64 Historic Preservation (ACHP) of its effect determination providing the specified documentation, and the  
65 ACHP has chosen to participate in the consultation pursuant to 36 C.F.R. § 800.6(a)(1)(iii) (the Trust,  
66 SHPO, and the ACHP are each a “Signatory,” and the NPS is an “Invited Signatory” to the PA and,  
67 hereafter are “Signatories”); and

68  
69 **WHEREAS**, the remaining area of the Presidio depicted as Area A on “Presidio Trust Number 1,” dated  
70 December 7, 1995,(see Appendix C) remains under the administrative jurisdiction of the NPS and is not  
71 subject to this PA; and

72  
73 **WHEREAS**, the San Francisco National Cemetery remains under the administrative jurisdiction of the  
74 United States Department of Veterans Affairs and is not subject to this PA; and

75  
76 **WHEREAS**, the undertakings contemplated under the Main Post Update (MPU), adopted by the Trust in  
77 2011, are not subject to this PA, but are within the scope of the *Programmatic Agreement Among the*  
78 *Presidio Trust, the California State Historic Preservation Officer, the National Park Service, and the*  
79 *Advisory Council on Historic Preservation for the Main Post Update to the Presidio Trust Management*  
80 *Plan, Presidio of San Francisco National Historic Landmark, San Francisco, California (PA-MPU,*  
81 *2011); and*

82  
83 **WHEREAS**, the undertakings contemplated under the *Programmatic Agreement Among the Presidio*  
84 *Trust, the Advisory Council on Historic Preservation, the National Park Service and the California State*  
85 *Historic Preservation Officer Regarding Deconstruction, New Construction, and the Execution of*  
86 *Associated Leases at the Letterman Complex, Presidio of San Francisco, California (LDA PA, 2000)*  
87 have been completed and according to Stipulation XIII of the LDA PA the signatory parties have agreed  
88 to terminate the PA; and

89  
90 **WHEREAS**, the PTMP is a comprehensive programmatic plan developed by the Trust to guide the  
91 management of Area B and is a programmatic document that presents a range of preferred land uses,  
92 Planning Principles (Principles), and Planning District Guidelines (PDG) for identified planning districts  
93 within Area B of the Presidio; the Principles and PDG are intended as a policy framework to guide the  
94 Trust’s future activities as well as further project-specific and/or district-level planning prior to building  
95 demolition or new construction with the potential to adversely affect historic properties; and

96  
97 **WHEREAS**, the Trust, SHPO, NPS, and the ACHP consulted on the PTMP, including its Principles and  
98 PDG, and executed an agreement document in 2002, which the NTHP and PHA signed as concurring  
99 parties, that expires on April 30, 2014, or upon execution of this PA; and

100

101 **WHEREAS**, the Trust will employ the 2013 Council for Environmental Quality (CEQ) and ACHP  
102 guidance for coordinating its agency procedures and mechanisms (including mechanisms under the  
103 National Environmental Policy Act (NEPA)) to fulfill their consultation requirements as found in the  
104 "NEPA and NHPA: Handbook for Integrating NEPA and Section 106 Reviews" (CEQ/ACHP Guidance);  
105 and

106  
107 **WHEREAS**, the Trust and NPS have conducted numerous surveys and evaluations to identify NRHP-  
108 eligible and NHLD-contributing properties for the entire Presidio NHLD, including archaeological  
109 surveys, and regardless of administrative jurisdiction; the most complete survey to date is the 1993  
110 NHLD update; the Trust is currently determining if there are additional properties in Area B not  
111 previously listed or determined eligible for listing on the NR or as contributors to the NHLD via the 2008  
112 NHLD update, which considers eligibility of post-1945 resources, but does not re-evaluate resources  
113 listed in the 1993 NHLD update; and

114  
115 **WHEREAS**, the Trust has secured a commitment from the Federal Highways Administration (FHWA)  
116 through the *Programmatic Agreement among the Federal Highway Administration, the California*  
117 *Department of Transportation, the San Francisco County Transportation Authority, the Presidio Trust,*  
118 *the National Park Service, the Department of Veterans Affairs, the California State Historic Preservation*  
119 *Officer, the Advisory Council on Historic Preservation, and the San Francisco County Recreation and*  
120 *Parks Department for the South Access to the Golden Gate Bridge, Doyle Drive Replacement Project,*  
121 *San Francisco, California* (Doyle Drive PA, 2008) to comprehensively update the NHLD forms again at  
122 the conclusion of the Doyle Drive/Presidio Parkway construction project (estimated 2016); and

123  
124 **WHEREAS**, the Trust shall strive to manage and preserve the integrity of that portion of the NHLD in  
125 Area B through planning, research, and specific undertakings consistent with good historic preservation  
126 management and stewardship, the goals of the NHPA and related regulations, standards, and guidelines;  
127 these efforts are with the objective of remaining in compliance with the applicable provisions of the  
128 NHPA and the Presidio Trust Act; and

129  
130 **WHEREAS**, the Trust as the federal agency with administrative jurisdiction for Area B is the responsible  
131 agent for design consistency, conformance with building codes, life/safety and accessibility standards,  
132 conformance with sustainability guidelines and goals, and integration and operation of infrastructure  
133 systems such as electricity, water, and sewer and has developed a Tenant Handbook and other such  
134 descriptive materials to guide this responsibility; and

135  
136 **WHEREAS**, the Trust has consulted with the SHPO, NPS and the ACHP regarding ways to ensure that  
137 the Trust's operation, management, and administration of the NHLD provides for management of the  
138 Presidio's historic properties in accordance with the relevant sections of the NHPA; and

139  
140 **NOW, THEREFORE**, the Trust, NPS, SHPO, and ACHP agree that the undertakings shall be  
141 implemented in accordance with the following stipulations in order to take into account the effect of the  
142 undertaking on historic properties.

143 **STIPULATIONS**

144  
145  
146 The Trust shall ensure that the following measures are carried out:

147  
148 **I. ROLES AND RESPONSIBILITIES**

149  
150 A. The Trust

151  
152 1. The Trust’s Executive Director shall be the designated Federal Preservation  
153 Officer (FPO) and shall be responsible for funding the agency’s preservation program  
154 and assigning qualified staff and other resources to carry out identification and  
155 management responsibilities effectively. The FPO will have sufficient authority and  
156 control over internal processes to ensure that decisions made pursuant to this PA are  
157 carried out.

158  
159 2. The FPO shall designate a Deputy Federal Preservation Officer (DFPO) who  
160 shall be responsible for coordination of the preservation program and implementation of  
161 the terms of this PA. The DFPO shall meet the requirements for a Preservation Officer as  
162 defined in “The Secretary of the Interior’s Standards and Guidelines for Federal Agency  
163 Historic Preservation Programs Pursuant to the National Historic Preservation Act,” have  
164 five years or more experience in historic preservation and meet the professional  
165 qualifications for Archaeologist, Historian, Architectural Historian or Historic Architect  
166 included in “The Secretary of the Interior’s Historic Preservation Professional  
167 Qualification Standards.” The DFPO shall coordinate with the NEPA Compliance  
168 Manager and N<sup>2</sup> Compliance Coordinator in carrying out the provisions of Stipulations  
169 IV and V.

170  
171 3. All work pursuant to this PA regarding historic properties will be performed by,  
172 reviewed by, or under the supervision of, a person or persons having five years or more  
173 experience in historic preservation and meeting the professional qualifications for  
174 Archaeologist, Historian, Architectural Historian, or Historic Architect included in “The  
175 Secretary of the Interior’s Historic Preservation Professional Qualification Standards.”  
176

177 4. The Trust shall ensure that the agency’s operation, management, and  
178 administration of the Presidio’s historic properties are carried out in accordance with  
179 Section 112 of the NHPA.

180  
181 B. SHPO, NPS, and the ACHP

182  
183 1. The SHPO and the NPS will review and comment on undertakings in accordance  
184 with Stipulations IV, V, VI, VII and VIII may raise and resolve objections according to  
185 Stipulation IX, and may amend or terminate this agreement according to Stipulations X  
186 and XI.

187  
188 2. The ACHP may raise and resolve objections according to Stipulations IV and IX  
189 and may amend or terminate this agreement according to Stipulations X and XI.

190  
191 C. Concurring Parties

193 1. Concurring parties may review and comment on undertakings pursuant to  
194 Stipulation IV, VI, and VII and may raise objections according to Stipulation IX.

195  
196 D. The Public

197  
198 1. The public may participate in public comment periods and review undertakings  
199 according to Stipulation IV, and review and comment on the Trust’s annual report in  
200 accordance with Stipulation XIV.

201  
202 **II. CONTINUING EDUCATION**

203  
204 A. The Trust shall provide ongoing and appropriate training to Trust personnel involved in  
205 the maintenance, repair, and rehabilitation of historic buildings, structures and housing units, and  
206 for all personnel responsible for making decisions regarding maintenance, repair, and  
207 rehabilitation at the Presidio.

208  
209 B. The Trust shall regularly organize, facilitate, or partner with outside organizations to  
210 provide specialized crafts training programs in practical application of “The Secretary of the  
211 Interior’s Standards for the Treatment of Historic Properties” (Secretary’s Standards) and other  
212 subject matter related to management of the NHLD to applicable Trust staff.

213  
214 C. The Trust shall provide training in conservation practices as applied to historic structures  
215 and archaeological sites to Trust personnel for work at the Presidio.

216  
217 D. The Trust shall develop and implement an in-house training program to advise Trust  
218 personnel of this PA and procedures, techniques, and related matters regarding the preservation of  
219 the historic properties located within Area B within six months of execution of this PA. The  
220 training will be repeated every other year thereafter.

221  
222 E. The Trust shall provide guidance and available research materials, reports, NRHP forms,  
223 condition assessments, the Tenant Handbook, design standards, and all such materials in its  
224 possession that will assist tenants or other parties in designing projects that may affect historic  
225 properties at the Presidio, including the following:

226  
227 1. Provide guidance in Presidio design and construction standards as indicated in  
228 the Tenant Handbook and other verbal and written guidance materials.

229  
230 2. Provide guidance in the professional areas of historic preservation, architecture,  
231 engineering, fire and life/safety, security, building construction, materials conservation,  
232 historic architecture, historic landscape architecture, archaeology, and history as  
233 appropriate.

234  
235 3. Provide ongoing review in the disciplines of historic architecture, historic  
236 landscape architecture, and archaeology, on historic building and landscape rehabilitation  
237 designs, and advise project proponents as designs progress and on modifications to  
238 scopes of work that will bring them into compliance with the Secretary’s Standards.

239  
240 F. The Trust shall detail the scope of professional development undertaken each year as part  
241 of the Trust’s annual report in accordance with Stipulation XIV.

242

243 **III. DOCUMENTATION, IDENTIFICATION, EVALUATION & ANALYSIS OF HISTORIC**  
244 **PROPERTIES**

245 A. Documentation, Identification & Evaluation of Historic Properties  
246  
247

248 1. Evaluation of buildings or structures shall be conducted within the framework of  
249 the National Historic Landmarks Criteria, the NRHP Criteria, and the “National Register  
250 of Historic Places Registration Forms for the Presidio of San Francisco National Historic  
251 Landmark District” (1993, or subsequent updates). If properties are found that date to  
252 either before or after the period of significance (such as prehistoric) or do not fit the NHL  
253 criteria, those properties will be individually evaluated under NRHP criteria.  
254

255 2. If a property in Area B that was not previously listed as a contributor to the  
256 NHLD or determined eligible for listing on the NRHP is determined by the Trust to be  
257 eligible, the Trust shall treat that property as eligible for purposes of this PA. The Trust  
258 shall consult on such decisions with the NPS and SHPO. Consultation on these decisions  
259 should not exceed 30 days unless another time period is agreed to by the signatories. Any  
260 such consultations will be documented in the Trust’s annual report in accordance with  
261 Stipulation XIV below, and according to appropriate documentation protocols determined  
262 in consultation with SHPO and the NPS.  
263

264 3. If the Trust determines that a property not previously listed or evaluated does not  
265 contribute to the NHLD or is not eligible for listing on the NRHP, the Trust shall consult  
266 with the SHPO and NPS on such decisions. Consultation on these decisions should not  
267 exceed 30 days unless another time period is agreed to by the signatories. Such  
268 consultations will be documented in the Trust’s annual report in accordance with  
269 Stipulation XIV below, and according to appropriate documentation protocols determined  
270 in consultation with SHPO and the NPS.  
271

272 4. The Trust shall evaluate, or cause to be evaluated, the significance of and apply  
273 NHL and NRHP criteria to archaeological properties that have not previously been  
274 evaluated for contributing to the NHLD or determined eligible for listing on the NRHP.  
275 The Trust shall consult with the SHPO and NPS on such decisions. Consultation on these  
276 decisions should not exceed 30 days unless another time period is agreed to by the  
277 signatories. Such consultations will be documented in the Trust’s annual report in  
278 accordance with Stipulation XIV below, and according to appropriate documentation  
279 protocols determined in consultation with SHPO and the NPS.  
280

281 5. If the Trust, NPS, and SHPO disagree about a property the Trust has determined  
282 eligible or ineligible, the Trust will submit the matter to the Keeper of the National  
283 Register in accordance with 36 C.F.R. Part 63(d).  
284

285 6. Should a concurring party to this PA or a member of the public believe that a  
286 property found ineligible under this stipulation is eligible as a contributor to the NHLD or  
287 for listing in the NRHP, that party or person may contact the Trust, SHPO, and NPS to  
288 request consultation on the determination. Consultation should not exceed 30 days.  
289 Should the consultation fail to reach concurrence on the determination, that party or  
290 person may contact the Keeper of the National Register and request a determination of  
291 eligibility under 36 C.F.R. § 63.4.  
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7. Ten years following the acceptance by the NPS of the NHLD update that will be completed by FHWA in accordance with the Doyle Drive PA, the Trust shall initiate the next comprehensive update to the NHLD.

B. Analysis of Historic Properties

1. The Trust may, at its discretion, prepare analysis documents and issue-oriented plans in order to inform maintenance plans or consultation around rehabilitation or management strategies for historic properties. These documents shall include, but not be limited to, sub-district or site-specific design guidelines, historic structure reports (HSRs), cultural landscape reports (CLRs), or issue-oriented plans (e.g., Vegetation Management Plan, Historic Forest Character Study).

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

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

c) Sub-district or site-specific design guidelines shall remain consistent with applicable Principles and PDGs to the maximum extent possible.

2. The Trust shall notify parties of its intent to prepare a document under this stipulation via electronic mail once a project has been initiated.

a) Upon completion of a first draft, the DFPO shall provide copies of the document to signatory and concurring parties for a 30 day review and comment period, unless another time period is agreed to by the signatories, prior to finalization. Documents will be sent in electronic or hard copy according to the recipient organization's requirements.

b) Comments received within the comment period will be considered in the finalization of the documentation.

c) The DFPO will circulate a summary of all comments received during the review period and the Trust's responses along with final copies of the documents.

d) Final copies of the documents shall be posted to the Trust's website and described in the Trust's annual report in accordance with Stipulation XIV.

341 3. Completion of an analysis document that contains treatment recommendations  
342 shall not substitute for review of an undertaking involving applicable historic properties  
343 under Stipulation IV. Rather, the documents prepared under this stipulation are intended  
344 to inform the Trust's and consulting parties' ability to assess and reach determinations of  
345 effect for undertakings reviewed under Stipulation IV.  
346

#### 347 **IV. REVIEW OF UNDERTAKINGS**

##### 348 **A. Determine the Undertaking**

349 1. Early in the planning process, consistent with 36 CFR 800.1(c), the DFPO shall  
350 determine if a proposed project, which may originate from the Trust, Trust's permittees,  
351 federal or non-federal tenants, or other parties, constitutes an undertaking.  
352

353 a) If the DFPO determines the proposed project has no potential to cause  
354 effects to historic properties, then the Trust has no further obligations under this  
355 Stipulation.  
356

357 b) If the DFPO determines the proposed project is an undertaking with the  
358 potential to cause effects on historic properties, the DFPO will proceed to the  
359 next step in the review process in accordance with Stipulation IV(A)(2).  
360

361 2. The DFPO shall assign one of the following categories to the undertaking.  
362

363 a) Undertakings that are repetitive and low impact in nature (as described in  
364 Appendix A; to be reviewed in accordance with Stipulation IV(A)(3)).  
365

366 b) Undertakings that relate to the ongoing operation and maintenance of the  
367 Presidio that include, but are not limited to the following: maintenance,  
368 rehabilitation, repair, moving, interim and long-term leasing, road modifications  
369 or improvements, and work regarding grounds and associated landscaping, traffic  
370 and parking improvements, utility and infrastructure work, natural resource  
371 restoration, environmental remediation and forestry work, permits, leases, or  
372 other agreements issued by the Trust. These undertakings will be reviewed  
373 through the N<sup>2</sup> process that includes joint NHPA and NEPA (at the Categorical  
374 Exclusion, or CE, level) in accordance with Stipulation IV(C)(1).  
375

376 c) Undertakings that relate to stand-alone new construction, substantial  
377 additions to historic buildings or landscapes, partial or full demolition of historic  
378 properties, a rehabilitation that includes any of the previous actions as part of its  
379 scope, or undertakings that are not associated with the PTMP, an issue oriented  
380 plan, or site specific design guidelines, within Area B. These undertakings will  
381 be reviewed by coordinating NHPA and NEPA (at the Environmental  
382 Assessment/Environmental Impact Statement (EA/EIS) level in accordance with  
383 Stipulation IV(C)(2)).  
384

385 d) Undertakings that seek to obtain certification under the Federal Historic  
386 Preservation Tax Incentives Program (known as Tax Credit Reviews), and  
387 reviewed in accordance with Stipulation V.  
388  
389  
390

391 e) Undertakings that may affect historic properties, but do not fit into one of  
392 the above categories listed in Stipulation IV(A)(2)(a) through (d) shall be  
393 reviewed in accordance with 36 C.F.R. § 800.  
394

395 3. If the DFPO determines the undertaking is an activity that is listed in Appendix  
396 A, the DFPO will document this determination for inclusion in the Trust’s annual report  
397 (Stipulation XIV), and the Trust has no further obligations under this Stipulation.  
398

399 4. If the DFPO determines the undertaking is not an activity that is listed in  
400 Appendix A, the DFPO will continue on in the analysis and review process, beginning  
401 with Stipulation IV(B).  
402

403 B. Define the Area of Potential Effects and Identify Historic Properties  
404

405 1. The DFPO shall determine and document the undertaking’s APE taking into  
406 account direct, indirect, and cumulative effects.  
407

408 2. The DFPO will identify historic properties within the APE using the 1993  
409 Update, the 2008 Update, subsequent NHL updates, or additional surveys if warranted. If  
410 there are unevaluated properties in the APE that may be eligible individually or as  
411 contributors to the NHL, the Trust shall consult with the SHPO and NPS according to  
412 Stipulation III.  
413

414 3. If the DFPO determines that the APE contains no contributing or eligible  
415 resources, the DFPO shall consider the effect the project may have on the NHL as a  
416 whole. If the DFPO determines that the NHL or other historic properties will not be  
417 affected, this determination shall be documented for inclusion in the Trust’s annual report  
418 (Stipulation XIV).  
419

420 4. If the DFPO identifies a historic property that may be directly, indirectly, or  
421 cumulatively affected within the APE, the DFPO will continue on in the review process.  
422

423 C. Assessment of Effects from the Undertaking and Resolution of Adverse Effects  
424

425 The DFPO will assess the effects of the proposed undertaking, including cumulative effects, on  
426 historic properties using the criteria of adverse effects (36 C.F.R. § 800.5(a)(1)) and the Trust will  
427 complete the review process using one of the following compliance pathways.  
428

429 1. N<sup>2</sup> Review Process  
430

431 a) The Trust will assign a responsible project manager (PM) for each  
432 undertaking. The PM, who will represent the Trust, Trust’s permittees, federal or  
433 non-federal tenants, or other parties, shall submit a package describing the  
434 proposed undertaking to the N<sup>2</sup> Compliance Coordinator for review by the DFPO  
435 and Trust NEPA Compliance Manager. The package will consist of a project  
436 summary document (known as a “Project Screening Form”), plans, drawings,  
437 specifications, photos, and any other information useful for describing the  
438 proposed undertaking.  
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- b) The DFPO shall add a description of the APE, in accordance with Stipulation IV(B)(1), to the Project Screening Form.
  
- c) The DFPO shall add identified historic properties, in accordance with Stipulation IV(B)(2), to the Project Screening Form.
  
- d) If necessary, the DFPO shall consult with the PM and other staff qualified according to Stipulation I(A)(3) in order to ensure that the undertaking can achieve a finding of no adverse effect.
  
- e) In collaboration with the Trust’s Principal Archaeologist, Archaeologist or other qualified archaeologist, the DFPO shall ensure that an appropriate level of archaeological identification, assessment, or monitoring is performed for undertakings on top of or in proximity to archaeological areas of the NHLD (see Appendix D), in accordance with an Archaeological Management Assessment (AMA) prepared for the undertaking in accordance with Stipulation VI.
  
- f) The DFPO shall make one of the following determinations (see Appendix E for a flow chart of the below steps):
  - (1) **Historic Property Affected, No Adverse Effect** - If the above process results in the DFPO determining there is no adverse effect, the DFPO will document that finding in the undertaking’s administrative record, along with stipulations to ensure that any unanticipated adverse effects are avoided, and ensure that the finding is included within the Trust’s annual report in accordance with Stipulation XIV, and the undertaking may be implemented
  
  - (2) **Historic Property Affected, No Adverse Effect through Conditions** - If the above process results in the DFPO’s finding that the proposed undertaking will have no adverse effect on historic properties with conditions, the DFPO will place the item on the agenda for the weekly N<sup>2</sup> review, which will consist of the following:
    - (a) The DFPO will prepare a project summary for circulation via electronic mail to qualified Trust staff that will participate in the review, signatory parties, except the ACHP, and concurring parties no later than the Monday before the regular Thursday morning meetings (occurring each week at 10:00 am Pacific Time). The project summary shall include information describing how the undertaking has been designed to avoid adverse effects. Hard copies of the Project Screening Form and supporting materials will also be made available in the Trust library, located at 103 Montgomery Street, for review and comment by the public.

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(b) Signatory, concurring parties and the public may submit comments or questions about the project ahead of the Thursday meetings; signatory and concurring parties may also attend the meeting in person. Trust staff qualified under Stipulation I(A)(3) will review the project documents ahead of time and be present at the meeting to contribute to the discussion and development of conditions.

(c) Trust compliance staff will document meeting minutes and conditions required to support the no adverse effect determination, and circulate these draft minutes to signatory and concurring parties via electronic mail for comment or questions within five (5) business days of the meeting. The minutes and conditions shall reflect input from the DFPO and qualified Trust staff, as well as comments received from signatory and concurring parties or the public.

(d) Within five (5) business days following circulation of the meeting minutes and project conditions, the DFPO will distribute final minutes via electronic mail and then prepare a Certificate of Compliance (CoC) and Categorical Exclusion (CE) to be included in the undertaking's administrative record.

(e) The Trust will include the project description and finding in the Trust's annual report in accordance with Stipulation XIV and make the finding available upon request to any party or the public.

(f) Following the issuance of the CE and/or CoC, and absent objection by any consulting party or member of the public who has requested a copy of the finding, the undertaking may proceed without further review per this Stipulation.

(g) Because the Trust coordinates its NEPA and NHPA review, projects may appear on the N<sup>2</sup> agenda that have only NEPA implications (e.g. approval of new herbicides for use in Area B), and do not constitute an undertaking. In these cases, the Trust will note on the agenda that the project has no potential to affect historic properties and thus will not be subject to NHPA review.

(3) **Historic Property Affected, Adverse Effect** - If the DFPO finds that the proposed undertaking will have an adverse effect on historic properties, the DFPO shall consult with the NPS and SHPO to determine if the adverse effect may be avoided.

532 (a) Where the Trust, SHPO, and the NPS agree on measures  
533 to avoid adverse effects, they shall document their agreement in  
534 the administrative record for the project, and include a summary  
535 of avoidance measures for the undertaking in the annual report in  
536 accordance with Stipulation XIV. The undertaking may proceed  
537 without further review per this Stipulation.  
538

539 (b) If the DFPO finds the proposed undertaking will result  
540 in an adverse effect and consults with NPS and SHPO but fails to  
541 reach agreement pursuant to paragraph IV(C)(1)(f)(3)(a) above,  
542 then the DFPO shall also consult with ACHP and the concurring  
543 parties to resolve the adverse effect in accordance with 36 CFR  
544 800.6.  
545

546 2. Coordination with an Environmental Assessment or Environmental Impact  
547 Statement Process  
548

549 a) If the Trust is preparing an EA or an EIS for NEPA it shall follow  
550 recommendations in the CEQ/ACHP Guidance, Section IV “Road Map for  
551 Coordination,” relative to development of a comprehensive communication plan,  
552 creation of an integrated strategy for completing studies to fill data gaps that  
553 meet information standards and timing requirements for both NEPA and NHPA  
554 processes, and – where appropriate – descriptions of mitigation commitments in  
555 the decision record. The Trust will include a project-specific description of its  
556 intended “Road Map for Coordination” as part of the scoping notice for NEPA  
557 and initiation of NHPA consultation under this stipulation.  
558

559 b) The Trust shall ensure that the undertakings reviewed under this  
560 compliance pathway conform to the Secretary’s Standards, the Principles, and  
561 any applicable PDG to the maximum extent possible.  
562

563 c) First Consultation Package - In coordination with the opening of public  
564 scoping for the NEPA process and consistent with 36 CFR 800.1(c), the Trust  
565 shall provide the SHPO, the NPS, and concurring parties with an initial  
566 consultation package.  
567

568 (1) The First Consultation Package shall include the following: a  
569 determination of the project to be an undertaking (Stipulation IV(A)(2)),  
570 a graphic and written justification for the proposed APE and list of  
571 historic properties identified in the proposed APE (Stipulation IV(B)(1)  
572 and (2)), and a preliminary assessment of effect based on the  
573 undertaking’s consistency with the Secretary’s Standards, Principles, and  
574 relevant PDGs.  
575

576 (2) Provided the purpose and need describes a project that has been  
577 determined to be an undertaking (in accordance with Stipulation  
578 IV(A)(2)), the preliminary assessment of effect shall be one of the  
579 following: (1) Historic Property Affected, No Adverse Effect, (2)  
580 Historic Property Affected, No Adverse Effect through Conditions, or (3)  
581 Historic Property Affected, Adverse Effect. The comment period on this  
582 consultation package shall be coordinated with the NEPA scoping  
583 period, and will be specified in the cover letter. The comment period  
584 shall not be fewer than thirty (30) days.

585  
586 d) Second Consultation Package & Process - In coordination with the  
587 release of a draft EA/Finding of No Significant Impact (FONSI) or draft EIS, the  
588 Trust will distribute to the SHPO, the NPS, and concurring parties for comment a  
589 second consultation package.  
590

591 (1) For undertakings with a preliminary finding of “historic property  
592 affected, no adverse effect” or “historic property affected, no adverse  
593 effect through conditions”, the Second Consultation Package will contain  
594 the following: a final APE, summary of scoping comments and the  
595 Trust’s responses, and a determination of effect regarding the  
596 undertaking on historic properties. The Trust will include supplemental  
597 information in the second consultation package that describes the historic  
598 properties and an analysis of how the undertaking will affect them. The  
599 package will also contain a request for a consultation meeting among the  
600 signatory parties in order to discuss the Trust’s finding and seek a  
601 consensus that the undertaking will not adversely affect historic  
602 properties, conforms to the Secretary’s Standards, the Principles and any  
603 applicable PDGs to the maximum extent possible.  
604

605 (a) The concurring parties will have thirty (30) days  
606 following the date of receipt of the second consultation package  
607 to provide written comments to the Trust for the signatory  
608 parties’ consideration during this consultation. The Trust shall  
609 provide these comments to the signatory parties.  
610

611 (b) The signatory parties will have thirty (30) days  
612 following the date of receipt of the second consultation package  
613 to provide written comments to the Trust regarding the  
614 determination of effect and changes, if any, that are needed for  
615 the undertaking to avoid adverse effects, meet the Secretary’s  
616 Standards, the Principles and applicable PDGs.  
617

618 (c) The consultation meeting to discuss these comments will  
619 be held in person or by telephone within ten (10) days of the  
620 close of the thirty (30) day comment period described under  
621 Stipulation IV(C)(2)(e)(1), or from the close of any extended  
622 comment period. The Trust shall provide a summary of all  
623 comments from the public gathered via review of the draft EA or  
624 EIS to the signatory parties prior to the consultation meeting.  
625 The signatory parties may decide to forego the consultation  
626 meeting if they have indicated concurrence with the Trust's  
627 findings in their comments.

628  
629 (d) If the Trust modifies the undertaking in response to  
630 comments received from the SHPO and NPS in order to achieve  
631 concurrence on a finding of no adverse effect, or the signatory  
632 parties concur with the findings or decline to comment, the Trust  
633 shall document these modifications, finalize the EA/EIS and  
634 revised description of the undertaking, and immediately provide  
635 each of the other parties with copies of the final materials. The  
636 Trust shall document this determination for inclusion in the  
637 Trust's annual report (Stipulation XIV), and the Trust has no  
638 further obligations under this Stipulation.

639  
640 (2) For undertakings with a preliminary finding of "historic property  
641 affected, adverse effect", the Second Consultation Package will contain  
642 the following:  
643 a final APE, summary of scoping comments and the Trust's responses,  
644 and an assessment of the undertaking's effects on historic properties. The  
645 Trust will include supplemental information in the second consultation  
646 package that describes the historic properties and an analysis of how the  
647 undertaking will affect them. The package will also contain a request for  
648 a consultation meeting among the signatory parties in order to discuss the  
649 Trust's finding and seek a consensus on avoidance measures.

650  
651 (a) The concurring parties will have thirty (30) days  
652 following the date of receipt of the second consultation package  
653 to provide written comments to the Trust for the signatory  
654 parties' consideration during this consultation.

655  
656 (b) The signatory parties will have thirty (30) days  
657 following the date of receipt of the second consultation package  
658 to provide written comments to the Trust regarding the  
659 assessment of effect and comment on ways the undertaking  
660 could be modified to avoid adverse effects, meet the Secretary's  
661 Standards, the Principles and applicable PDGs.

662

663 (c) The consultation meeting to discuss these comments will  
664 be held in person or by telephone within ten (10) days of the  
665 close of the thirty (30) day comment period described under  
666 Stipulation IV(C)(2)(e)(1), or from the close of any extended  
667 comment period. The Trust shall provide a summary of all  
668 comments from the public gathered via review of the draft EA or  
669 EIS to the signatory parties prior to the consultation meeting.  
670

671 (d) Where the Trust, SHPO, and the NPS agree on how to  
672 avoid adverse effects, they shall document their agreement in the  
673 administrative record for the undertaking, the Trust may finalize  
674 the EA/EIS to include the revised description of the undertaking  
675 and immediately provide each of the other parties with copies of  
676 the final materials. The Trust shall document this determination  
677 for inclusion in the Trust's annual report (Stipulation XIV), and  
678 the Trust has no further obligations under this Stipulation.  
679

680 (e) If the DFPO consults with NPS and SHPO but fails to  
681 reach agreement, then the DFPO shall also consult with ACHP  
682 and the concurring parties to resolve the adverse effect in  
683 accordance with 36 CFR 800.6.  
684  
685

686 3. Failure of NPS, SHPO, ACHP, or the concurring parties to comment within the  
687 timeframes established by this stipulation or within timeframes otherwise agreed to by  
688 those parties on any document submitted for review pursuant to this stipulation will be  
689 deemed a waiver of the opportunity to comment, and the Trust may proceed without  
690 considering comment(s) that might otherwise have been made. However, the Trust shall  
691 consider the reasonable request via written or electronic mail of any signatory party for a  
692 modification of the timeframes established by this stipulation.  
693

## 694 **V. Coordination with the Federal Historic Preservation Tax Incentives Program**

695

696 This stipulation applies to all undertakings in Area B proposed by tenants or others (hereby  
697 referred to as Applicants) seeking to participate in the Federal Historic Preservation Tax  
698 Incentives Program. It defines steps and responsibilities for coordinated Section 106 consultation  
699 and Certified Rehabilitation review so that the regulatory objectives of both processes may be  
700 met, and so that the Trust's role as the long-term manager of properties in Area B is supported.  
701

702 A. Applicants seeking to participate in the Federal Historic Preservation Tax Incentives Program for  
703 a historic property or properties located in Area B shall follow the process delineated in 36 CFR  
704 Part 67. For Tax Incentive project review, applicants are encouraged to engage in early  
705 conversations and coordination with the SHPO. Applicants will be responsible for submitting  
706 two copies each of Parts One, Two, and Three applications and amendments to SHPO for review  
707 and approval.  
708

709 B. The Trust shall accomplish Section 106 review for all Tax Incentive projects proposed by an  
710 Applicant through the processes described in Stipulation IV above. Consultation under  
711 Stipulation IV will address direct, indirect and cumulative effects. The Trust shall supplement  
712 consultation packages described under subparts IV(C)(1)(f)(2)(a) and IV(C)(2)(c) and (d) with

713 information from the Parts One and Two submittals that may assist in the review and comment of  
714 participating parties.  
715

- 716 1. If the Applicant receives Part Two approval from the NPS-Technical Preservation  
717 Services (NPS-TPS) without conditions, the rehabilitation described in the Part Two  
718 application will be considered to conform to the Standards; and if Section 106 review  
719 under Stipulation IV results in no adverse direct, indirect, or cumulative effects from the  
720 undertaking, and Section 106 consultation under Stipulation IV will be concluded.  
721
- 722 2. If conditions are placed on the Part Two approval, the Applicant shall be obligated to  
723 comply with those conditions.  
724
  - 725 i. The conditions may be resolved through compliance with the condition(s) or a  
726 Part Two amendment submitted to SHPO for review and approval. If the  
727 conditions are met and/or the amendment approved, the rehabilitation described  
728 in the Part Two application will be considered to conform to the Standards; and if  
729 the Section 106 review under Stipulation IV results in no adverse direct, indirect  
730 or cumulative effects from the undertaking, , and Section 106 consultation under  
731 Stipulation IV will be concluded.  
732
  - 733 ii. In the event that the Applicant cannot or will not modify the project to comply  
734 with the conditions, the Applicant may abandon the project or complete Section  
735 106 review solely in accordance with Stipulation IV.  
736
- 737 3. SHPO and NPS shall be responsible for coordinating comments on consultation packages  
738 submitted during the 106 review with comments on tax credit submittals among the  
739 separate reviewing offices (e.g., NPS-PWRO and NPS-TPS).  
740

741 C. In addition to coordinating review under Stipulation IV(C), the Trust shall perform the following  
742 tasks in support of Tax Incentive projects:  
743

- 744 1. The Trust will preliminarily review copies of Applicants' Parts One, Two and Three  
745 applications, and amendments to Part Two applications, prior to submittal to SHPO. The  
746 Trust will review these documents for their accuracy and consistency with Trust codes,  
747 regulations, planning documents, guidelines and general design direction as described in  
748 the Tenant Handbook and other such descriptive materials adopted or produced by the  
749 Trust for Area B. The Trust shall review these documents for no more than fifteen (15)  
750 calendar days and submit comments to the Applicant in writing prior to the Applicant's  
751 submittal of final documents to SHPO.  
752
- 753 2. The Trust shall assist the Applicant in making a determination regarding Functionally  
754 Related Structures (FRS) according to 36 CFR 67.6(b)(4), and ensure the Applicant  
755 submits adequate documentation to NPS-TPS to confirm the determination in conjunction  
756 with the Part One application submittal.  
757
  - 758 i. If the NPS-TPS confirms that the tax credit project is an FRS, any other work  
759 within the complex of historically functionally related buildings that is not  
760 subject to the tax credit project must be submitted to the Trust for Section 106  
761 review through Stipulations IV or V and demonstrated to meet the

- 762 Standards. Such determinations will be documented in the Trust's annual report  
763 in accordance with Stipulation XIV below.
- 764 ii. If NPS-TPS confirms that there are no FRS because there is no historic  
765 functional relationship among the structures, a certification decision will be made  
766 for the tax credit project only. Any other work must be reviewed separately.  
767
- 768 3. The Trust shall monitor the construction phase of a Tax Incentive project for compliance  
769 with any stipulations established through the Certified Rehabilitation process. The Trust  
770 shall also monitor the five (5) year recapture period after the Applicant's completion of  
771 the rehabilitation beginning from the date when the building or buildings associated with  
772 the Certified Rehabilitation is/are placed into service.  
773
- 774 i. The DFPO shall employ the review process described under Stipulation IV for  
775 any substantive actions proposed involving a Certified Rehabilitation during the  
776 five (5) year recapture period.  
777
- 778 ii. The DFPO shall direct the applicant to notify SHPO in writing to describe the  
779 nature of the proposed undertaking and request comment as to its appropriateness  
780 according to terms established via the Certified Rehabilitation. SHPO may  
781 consult with NPS-TPS as appropriate on the proposed additional work.  
782
- 783 iii. The DFPO shall ensure that the additional work is carried out according to  
784 direction from the SHPO and NPS-TPS  
785
- 786 iv. The DFPO shall document the work, along with the rest of the undertaking, in the  
787 Trust's annual Section 106 report in accordance with Stipulation XIV.  
788

## 789 VI. ARCHAEOLOGY

790  
791 The Trust shall take all reasonable measures to protect archaeological sites and features identified inside  
792 the NHL. To accomplish this and inform the design process, an AMA shall be prepared by a qualified  
793 archaeologist for all undertakings that involve ground-disturbing activities within or adjacent to  
794 archaeologically sensitive areas (Stipulation IV(A)(2)(b-d)). All other ground disturbing activities are  
795 subject to archaeologist review via the Trust's dig permit process. The Trust's qualified archaeologist  
796 shall include copies of completed AMA's in the Trust's annual report in accordance with Stipulation XIV.  
797 Based on the Trust's assessment under Stipulation IV(C)(1)(e), the AMA will outline a course of action  
798 for the projects. This course of action shall include one or more of the following:  
799

- 800 A. The Trust shall develop a project-specific monitoring plan for those projects that are not  
801 anticipated to have an adverse effect, or that have been designed to avoid adverse effect during  
802 design development but that nonetheless are in or adjacent to identified or predicted  
803 archaeological areas (in accordance with Stipulation IV(C)(1)(f)(1) or IV(C)(1)(f)(2)). The  
804 monitoring plan will describe measures to protect archaeological features and will include the  
805 proposed location and frequency of monitoring along with required documentation procedures.  
806 Measures to identify, assess, and determine the appropriate treatment of archaeological features  
807 should they be encountered will be consistent with the discovery protocols (Appendix B).  
808

809 B. The Trust shall develop a project-specific treatment plan at the completion of the  
810 schematic phase for projects that may have an adverse effect as determined under Stipulation  
811 IV(C)(1)(f)(2) but that require further identification to understand the content and dimensions of  
812 the features, to assess the nature and extent of the effect, and/or to guide continuing efforts to  
813 avoid the adverse effect. For the purposes of the undertaking, the Trust may assume NRHP  
814 eligibility for archaeological features identified. Identification will further refine  
815 recommendations in the AMA and may lead to a monitoring or treatment plan so that adverse  
816 effects will be avoided.

817  
818 C. The Trust shall develop a project-specific treatment, monitoring, or other plan for those  
819 projects that have unavoidable adverse effects and where existing identification is sufficient to  
820 proceed with a treatment plan, or for which further identification is incorporated within the  
821 treatment plan. If this determination is reached through Stipulation IV(C)(1)(f)(3), the Trust shall  
822 consult with NPS and SHPO on the proposed treatment plan according to the terms of that  
823 Stipulation. The proposed plan will include a description of protection measures for unaffected  
824 archaeological features, relevant research questions to be answered, methods for data recovery,  
825 monitoring during construction, responsibilities and coordination, and the interpretation and  
826 curation of recovered materials. The plan will describe the mitigation sufficiently to serve as a  
827 scope of work and for the purpose of developing a budget. These reports will be summarized in  
828 the Trust's annual report in accordance with Stipulation XIV.

829  
830 D. All material remains and associated records generated by such projects, and not subject to  
831 NAGPRA, will be accessioned, catalogued, and managed in accordance with 36 C.F.R. Part 79,  
832 "Curation of Federally-Owned and Administered Archaeological Collections," the Trust's  
833 *Archaeological Collections Policy* and the *Archaeological Collections Management Guidelines*.  
834 According to 36 C.F.R. Part 79 "material remains" means artifacts, objects, specimens and other  
835 physical evidence that are excavated or removed in connection with efforts to locate, evaluate,  
836 document, study, preserve or recover a prehistoric or historic resource.

837  
838 **VII. UNANTICIPATED EFFECTS & POST REVIEW DISCOVERY**

839  
840 A. If after completion of an undertaking's review pursuant to Stipulation IV(C)(1) through  
841 (3), or if during the implementation of any previously reviewed undertaking, the Trust finds it  
842 necessary to modify the project scope or construction documents, the DFPO shall determine the  
843 necessary compliance pathway to address this modification in accordance with Stipulation IV(C).

844  
845 B. The Trust shall utilize its Standard Archaeological Discovery Protocol (see Appendix B)  
846 for projects without any anticipated effects; this will be the only condition required prior to  
847 implementation. In the event of an archaeological discovery the Trust may assume eligibility for  
848 the purposes of treatment for the current undertaking. Should circumstances arise where the Trust  
849 cannot address discoveries in a manner consistent with the protocol, the Trust shall notify the  
850 SHPO and NPS of the discovery and any project-related time constraints, then agree upon  
851 reasonable time frames for consultation. The Trust shall take into account any timely comments  
852 prior to making a final decision on treatment. This protocol will describe the Trust's methods to  
853 comply with the Archaeological Resources Protection Act (ARPA) and NAGPRA for  
854 discoveries.

855  
856 **VIII. EMERGENCY RESPONSE**

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

860  
861 1. Trust will notify SHPO and NPS within 24 hours of the emergency or as soon as  
862 conditions permit.

863  
864 2. The Trust will notify the SHPO and NPS of any actions taken to preserve life or  
865 property within five days of completing the action.

866  
867 3. The Trust will include a summary of the emergency and any actions taken in the  
868 Trust's annual report in accordance with Stipulation XIV.

869  
870 B. In the event of a disaster or emergency declared by the President or the Governor of  
871 California, the Trust can undertake actions involving historic properties to prevent further damage  
872 within thirty (30) days from the declaration of the disaster or emergency.

873  
874 1. Emergency response work will be conducted in a manner that avoids or  
875 minimizes effects on historic properties and, where possible, such emergency measures  
876 will be undertaken in a manner that does not foreclose future preservation or restoration.

877  
878 2. The Trust shall notify the NPS and SHPO of the emergency within two (2) days  
879 of the declaration and include the steps being taken to address the emergency, and shall  
880 provide on-site monitoring of emergency response work by qualified personnel (safe  
881 working conditions permitting). NPS and SHPO may comment on the proposed steps in  
882 order to facilitate the Trust's emergency response plan while also avoiding adverse  
883 effects to affected properties.

884  
885 3. The Trust will include a summary of the emergency and response taken in the  
886 Trust's annual report in accordance with Stipulation XIV.

887  
888 4. This timeframe may be extended with approval of the NPS and SHPO.

889  
890 C. Actions as part of the recovery of a disaster or emergency shall be reviewed in  
891 accordance with Stipulation IV.

## 892 893 **IX. DISPUTE RESOLUTION**

894  
895 Should any signatory or concurring party to this PA object at any time to any actions proposed or the  
896 manner in which the terms of this PA are implemented, the Trust shall consult with such party to resolve  
897 the objection. If the Trust determines that such objection cannot be resolved, the Trust will:

898  
899 A. Notify signatory and concurring parties of the intent to resolve a dispute through the  
900 involvement of the ACHP, and forward all documentation relevant to the dispute, including the  
901 Trust's proposed resolution, to the ACHP. The ACHP shall provide the Trust with its advice on  
902 the resolution of the objection within thirty (30) days of receiving adequate documentation. Prior  
903 to reaching a final decision on the dispute, the Trust shall prepare a written response that takes  
904 into account any timely advice or comments regarding the dispute from the ACHP, signatories  
905 and concurring parties, and provide them with a copy of this written response. The Trust will then  
906 proceed according to its final decision.

908 1. If the ACHP does not provide its advice regarding the dispute within the thirty  
909 (30) day time period, the Trust may make a final decision on the dispute and proceed  
910 accordingly. Prior to reaching such a final decision, the Trust shall prepare a written  
911 response that takes into account any timely comments regarding the dispute from the  
912 signatories and concurring parties to the PA, and provide them and the ACHP with a  
913 copy of such written response.  
914

915 2. The Trust's responsibility to carry out all other actions subject to the terms of this  
916 PA that are not the subject of the dispute remain unchanged.  
917

## 918 **X. AMENDMENTS**

919  
920 A. This PA may be amended when such an amendment is agreed to in writing by all  
921 signatories. The amendment will be effective on the date a copy signed by all of the signatories is  
922 filed with the ACHP.  
923

924 B. Appendices A, B, C or D may be revised with the written agreement of the Trust, SHPO,  
925 and NPS without a revision being made to the underlying PA in accordance with an MOA and  
926 filed with the ACHP. Any such change will be documented in the Trust's annual report in  
927 accordance with Stipulation XIV.  
928

## 929 **XI. TERMINATION**

930  
931 A. Only a signatory party may terminate this PA. If any signatory party proposes  
932 termination of this PA, the signatory party proposing termination shall notify all other signatories  
933 in writing, explain the reasons for proposing termination, and consult with the other signatories  
934 for no more than thirty (30) days to seek alternatives to termination. Should such consultation  
935 result in an agreement on an alternative to termination, then the signatories shall proceed with an  
936 amendment to the agreement.  
937

938 B. If within thirty (30) days (or another time period agreed to by all signatories) an  
939 amendment cannot be reached, any signatory may terminate the PA upon written notification to  
940 the other signatories.  
941

942 C. Once the PA is terminated, and prior to work continuing on an undertaking, the Trust  
943 must either (a) execute a Memorandum of Agreement pursuant to 36 C.F.R. § 800.6, or (b)  
944 request, take into account, and respond to the comments of the ACHP under 36 C.F.R. § 800.7.  
945 The Trust shall notify the signatories as to the course of action it will pursue.  
946

## 947 **XII. DURATION**

948  
949 A. This PA shall become effective upon execution by the Trust, the SHPO, the NPS, and the  
950 ACHP and shall remain in effect until December 31, 2024, or unless terminated prior to that time  
951 in accordance with Stipulation XI, or unless it is extended for an additional period of time by  
952 mutual written agreement of the signatory parties.  
953

## 954 **XIII. DEFINITIONS**

956 A. The definitions of terms appearing at 36 C.F.R. § 800.16 are incorporated by reference  
957 into this PA.

958  
959 **XIV. ANNUAL REVIEW AND MONITORING**  
960

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

964  
965 B. The Trust shall ensure that the Report is made available to the public and that potentially  
966 interested persons and members of the public are invited to provide comments to the SHPO, NPS,  
967 and the ACHP as well as to the Trust. At the request of the SHPO, NPS, or the ACHP, the Trust  
968 shall supplement this process through meeting(s) to address comments and/or questions.

969  
970 C. The Report shall include, at a minimum:

- 971  
972 1. A list of all undertakings reviewed under Stipulation IV.  
973  
974 2. Efforts to identify and/or evaluate potential historic properties, monitoring  
975 efforts, AMA or research designs, and treatment of historic properties.  
976  
977 3. Reports of any training given to Trust personnel pursuant to Stipulation II,  
978 identification of current Trust points of contact, and notification of any qualified  
979 personnel changes.  
980  
981 4. Any recommendations to amend this PA or improve communications among the  
982 parties.

983  
984 D. The SHPO and NPS may monitor activities carried out pursuant to this PA, and the  
985 ACHP will review such activities if it deems necessary or is so requested. The Trust shall  
986 cooperate with the SHPO, NPS and the ACHP in carrying out their monitoring and review  
987 responsibilities.  
988

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

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**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**

SIGNATORY PARTY:

THE PRESIDIO TRUST

Name:



Title: Executive Director

Date: April 23, 2014

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**PROGRAMMATIC AGREEMENT  
AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,  
THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,  
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REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN  
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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**

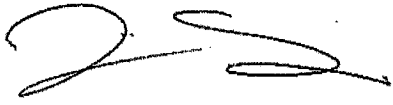
SIGNATORY PARTY:  
NATIONAL PARK SERVICE: PACIFIC WEST REGION

Name: *Cristina Flynn - Christine Lehmetz*  
Title: *Reg. Dir. DMRCB*  
Date: *4/24/2014*

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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

SIGNATORY PARTY:  
CALIFORNIA STATE HISTORIC PRESERVATION OFFICER



Name: Jenan Saunders  
Title: Deputy State Historic Preservation Officer  
Date: April 25, 2014

1063 PROGRAMMATIC AGREEMENT  
1064 AMONG THE PRESIDIO TRUST, NATIONAL PARK SERVICE,  
1065 THE ADVISORY COUNCIL ON HISTORIC PRESERVATION,  
1066 AND THE CALIFORNIA STATE HISTORIC PRESERVATION OFFICER  
1067 REGARDING THE PRESIDIO TRUST MANAGEMENT PLAN  
1068 AND  
1069 VARIOUS OPERATION AND MAINTENANCE ACTIVITIES  
1070 FOR AREA B OF  
1071 THE PRESIDIO OF SAN FRANCISCO NATIONAL HISTORIC LANDMARK DISTRICT,  
1072 GOLDEN GATE NATIONAL RECREATION AREA  
1073 SAN FRANCISCO, CALIFORNIA  
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1076 SIGNATORY PARTY:

1077  
1078 ADVISORY COUNCIL ON HISTORIC PRESERVATION  
1079

1080  
1081  
1082  
1083 Name: \_\_\_\_\_

1084 Title: \_\_\_\_\_

1085 Date: \_\_\_\_\_

*John W. Stuber*  
EXECUTIVE DIRECTOR  
4/29/14

1086 **APPENDIX A**

1087 **REPETITIVE OR LOW IMPACT ACTIVITIES**

1088 The following projects are exempt from further review or consultation with the SHPO, NPS, and the  
1091 ACHP under the terms of this PA.

- 1092
- 1093 A. Maintenance of contributing buildings and structures which includes:
- 1094
- 1095 1. Housekeeping, routine maintenance, building monitoring, and other such actions  
1096 (such as repair/replacement of light switches, and rewiring existing fixtures in existing  
1097 conduit, replacement of window putty) that do not damage historic fabric.
- 1098
- 1099 2. Painting of historic structures (exterior and interior) to match existing color,  
1100 consistent with approved Residential Paint Palette, or based on paint analysis by an  
1101 architect or exhibit specialist.
- 1102
- 1103 B. Maintenance operations for non-contributing buildings and structures in a historic  
1104 district, except excavations and borings in archaeologically sensitive areas.
- 1105
- 1106 C. Painting of non-historic buildings and structures (exterior and interior).
- 1107
- 1108 D. Maintenance and repair or replacement of roofs or parts of a roof on historic and non-  
1109 historic structures that are deteriorated beyond repair, when replacement matches existing or  
1110 original material and design, and the Secretary’s Standards, or maintenance scope of work that  
1111 does not alter the integrity of the historic material.
- 1112
- 1113 E. Grading of terrain adjacent to a building to achieve positive water runoff in areas not  
1114 designated as archaeologically sensitive or having vegetation or other characteristics which  
1115 contribute to the cultural landscape and would be affected by grading.
- 1116
- 1117 F. Routine grounds maintenance such as grass cutting and treatment, maintenance of shrubs,  
1118 and tree trimming, provided these activities are consistent with the Vegetation Management Plan  
1119 and preservation of the cultural landscape.
- 1120
- 1121 G. Maintenance of existing roads or existing parking areas, including repaving and grading,  
1122 within previously disturbed areas, where the work does not affect the historic integrity and  
1123 character defining features of roads that are historic properties.
- 1124
- 1125 H. Rehabilitation, maintenance, or replacement of utility lines, transmission lines, and non-  
1126 historic fences and walls within previously disturbed areas, not including known archaeological  
1127 sites.
- 1128
- 1129 I. Health and safety activities such as non-destructive testing for radon gas, asbestos, lead-  
1130 based paint, lead pipes, and hazardous materials and wastes.
- 1131
- 1132 J. Conducting non-ground disturbing elements of the applicable Integrated Pest  
1133 Management program for control of pests such as termites, insects, and rodents.
- 1134

- 1135 K. Maintenance of existing facilities that does not involve new or additional ground  
1136 disturbance (e.g., maintenance or replacement of guard rails, barriers, traffic control devices, light  
1137 fixtures, non-historic curbs and sidewalks).  
1138
- 1139 L. Maintenance (that does not change the configuration or appearance of the existing  
1140 facilities) of existing electronic communication sites involving no ground disturbance.  
1141
- 1142 M. Drilling test wells outside the boundaries of known archaeological sites for such purposes  
1143 as water, slope stability, and detection of contaminants when continuous core sample is submitted  
1144 to archaeology lab.  
1145
- 1146 N. Mitigation or abatement of hazardous materials where this can be accomplished without  
1147 impact to historic integrity or character-defining features of historic properties in situations such  
1148 as the following:  
1149
- 1150 1. Removal of asbestos insulation from piping and around duct work in open areas;  
1151
  - 1152 2. Removal of damaged asbestos floor tile and replacement with similar non-  
1153 asbestos tile;  
1154
  - 1155 3. Carpeting over damaged asbestos floor tiles which do not contribute to the  
1156 historic significance of a structure;  
1157
  - 1158 4. Encapsulation of lead-based paint in window trim and molding where there is no  
1159 change to appearance.  
1160
- 1161 O. Conducting small-scale and select destructive testing in contributing buildings to expose  
1162 and assess concealed structural conditions (such as removal of small areas of plaster wall finish)  
1163 and/or to assess material capacities (such as masonry push testing or concrete slab coring) when  
1164 performed in areas that are easily repairable or otherwise inconspicuous.

1165 **APPENDIX B**

1166 **STANDARD ARCHAEOLOGICAL DISCOVERY PROTOCOL**

1167  
1168  
1169  
1170 A. There are three types of discoveries that are covered by this protocol:

- 1171  
1172 1. Human remains of Native American or other derivation.  
1173  
1174 2. Cultural resources that have the potential to be significant.  
1175  
1176 3. Cultural resources not requiring further consideration.  
1177

1178 B. An unanticipated discovery refers to any situation where previously unidentified  
1179 archaeological resources or human remains are encountered during ground-disturbing activities.  
1180 Unanticipated discovery protocols apply to those archaeological finds that are exposed during  
1181 construction or construction-related activities whether an archaeologist is present or not. All  
1182 contractors will immediately report to the Trust archaeologist if archaeological materials are  
1183 uncovered during construction activities. All contractors must cease operations within the vicinity  
1184 of the find until the Trust archaeologist is consulted. Cultural materials should be avoided by all  
1185 future project activities and protected in place until a decision about their potential significance  
1186 can be made. The Trust may assume NHL or NRHP eligibility of inadvertently discovered  
1187 archaeological features for purposes of this treatment. All materials are property of the Trust and  
1188 are not to be taken for personal use or display. The removal of artifacts from federal land is a  
1189 federal offense and can result in substantial fines and/or imprisonment.  
1190

1191 C. Archaeological resources include, but are not limited to, stone, brick, and concrete  
1192 building foundations, isolated historic artifacts, historic privy pits and household waste deposits,  
1193 and items of Native American derivation such as stone tools, shell and animal bone waste, shell  
1194 beads, and habitation areas. A more detailed list follows:

- 1195  
1196 1. Human remains;  
1197  
1198 2. Concentrations of rock, ash, animal bone or shell;  
1199  
1200 3. Buried layers containing a dark, almost black or very dark brown soil often  
1201 containing charcoal and shell fragments;  
1202  
1203 4. Concentrations of artifacts such as stone bowls, arrowheads, bone tools, shell  
1204 beads, etc.;
- 1205  
1206 5. Architectural foundations made of stone, brick, wood, or concrete;  
1207  
1208 6. Architectural fabric;  
1209  
1210 7. Concentrations or historic material such as fragments of glass bottles, ceramic  
1211 dishes, old cans, metal hardware, or other obvious trash dumps;  
1212  
1213 8. Pockets of debris containing food remains (e.g. cut bone, seeds, pits); and  
1214

1215 9. Other materials that do not qualify as archaeological resources might also be  
1216 encountered. These include: subsurface utilities such as water or sewer lines, materials  
1217 manufactured after 1950, and small concentrations of broken concrete, broken asphalt,  
1218 modern aluminum cans or beer bottles, and/or unmarked, unmortared bricks that have  
1219 been deposited as fill, if no other cultural materials are present. These are generally not  
1220 considered significant finds but should be brought to the Trust archaeologist's attention to  
1221 inform future oversight.

1222  
1223 D. Human Remains  
1224

1225 1. All project-related ground-disturbing activities at the Presidio are designed to  
1226 avoid human remains. If human remains, funerary objects, sacred objects, or objects of  
1227 cultural patrimony are inadvertently discovered they shall be protected in place and  
1228 avoided by all project activities. Ground disturbing work in the vicinity of the find must  
1229 immediately cease and the Trust archaeologist must be contacted. Presidio Archaeology  
1230 Lab staff will notify the Trust's DFPO. If necessary, the Trust will notify the San  
1231 Francisco Medical Examiner of the inadvertent discovery of human remains.

1232  
1233 2. The immediate protection of human remains at the site shall be accomplished by  
1234  
1235 a) keeping any discovery confidential, and  
1236  
1237 b) securing the location to prevent disturbance of the remains and any  
1238 associated materials.

1239  
1240 3. The Trust archaeologist shall determine whether NAGPRA applies to the  
1241 discovery and will ensure that the finds are treated in compliance with all requirements  
1242 outlined at 43 C.F.R. § 10.4. Any materials not subject to NAGPRA will remain under  
1243 Federal control.

1244  
1245 4. The Trust archaeologist shall determine whether the human remains are a single  
1246 isolated burial or are potentially part of a cemetery or a larger archaeological site. This  
1247 may necessitate the involvement of a consulting physical anthropologist. Articulated  
1248 human remains, either as part of a single burial or larger cemetery, will be protected in  
1249 place and avoided by all project activities. This may involve abandonment or redesign of  
1250 the project.

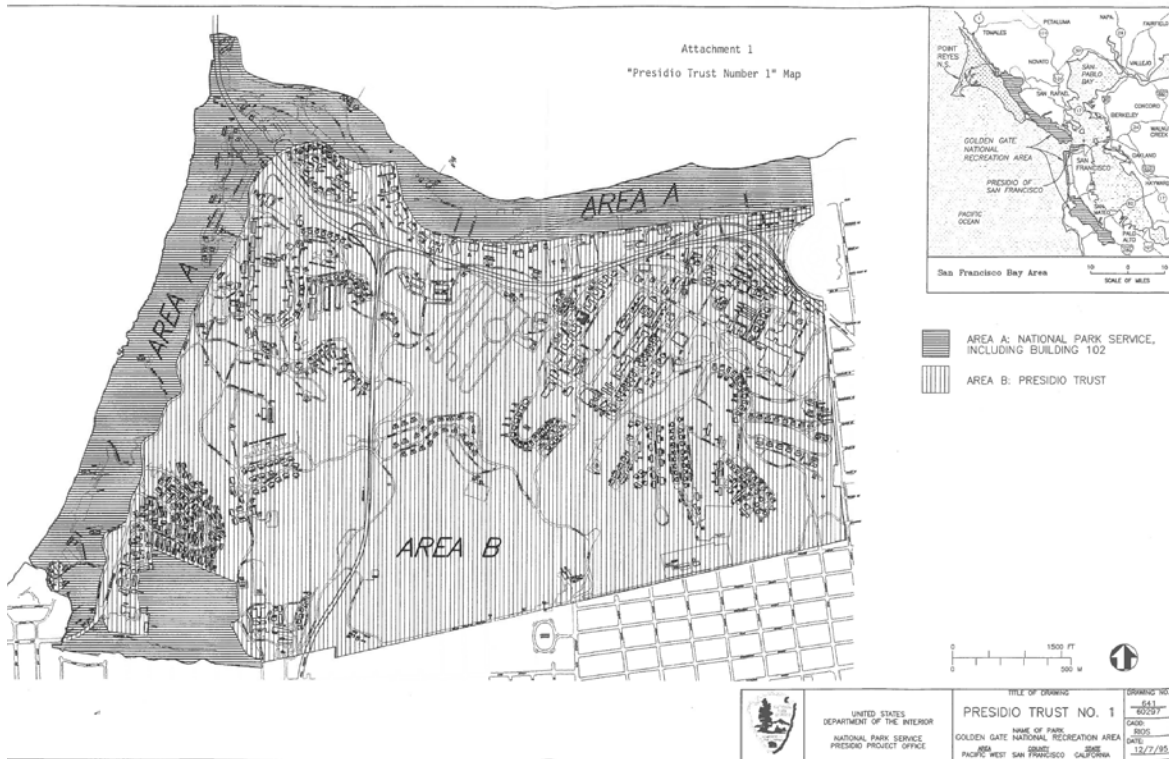
1251  
1252 5. If the discovery is limited to disarticulated human remains, the Trust  
1253 archaeologist or a consulting physical anthropologist will direct necessary collection  
1254 efforts. Further identification work may be necessary to determine the frequency of  
1255 disarticulated human remains in the project area, and to determine an appropriate course  
1256 of action. Any disarticulated remains collected from the site will be stored in archival  
1257 boxes in a secure location until appropriate re-interment can take place. No human  
1258 remains will be accessioned into the Presidio Trust Archaeological Collections.  
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### APPENDIX C

### AREA OF POTENTIAL EFFECT

“Presidio Trust Number 1,” dated December 7, 1995



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# APPENDIX D ARCHAEOLOGICAL AREAS OF THE NHLD

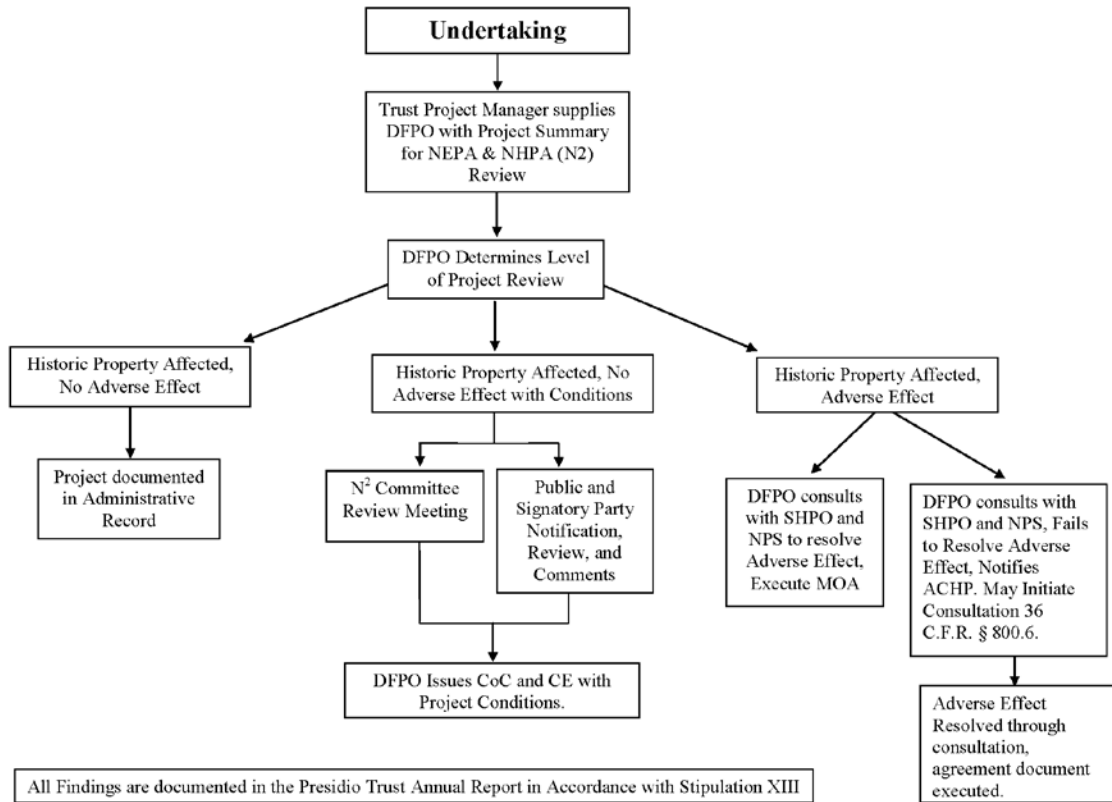


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**APPENDIX E**  
**N<sup>2</sup> REVIEW PROCESS**

**The Presidio Trust N<sup>2</sup> Process**



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APPENDIX F

**LIST OF PARTIES NOTIFIED DURING THE CONSULTATION PROCESS (May – December 2013)**

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**Concurring Parties to the 2002 PTPA, notified, comments requested on May 24, 2013 and November 15, 2013:**

National Trust for Historic Preservation  
Presidio Historical Association

**Participating Parties to the 2011 Main Post Update PA, notified and invited to participate August 26, 2013:**

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  
Decendants 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 July 12, 2013 and November 20, 2013, notifying them of the process and inviting comment**

## Appendix B: $N^2$ Forms

## PROJECT SUBMITTAL FORM

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  
*PLEASE SEE PG.2 - LEVELS OF REVIEW*

INCOMPLETE SUBMITTAL DOCUMENTATION  
*PLEASE SEE PG.2 - REQUEST FOR INFORMATION*

### 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

Correspondence

Design and/or construction drawings

Other (specify):

Photographs, graphics or other images

#### 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. 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**

**LEVELS OF REVIEW**

<b>PLANNING REVIEW</b>	No Meeting Recommended	Meeting Recommended		
<b>N<sup>2</sup></b>	No Review Required	Note to File	Admin Review	Full Review
<b>DESIGN REVIEW</b>	No Review Required	Note to File	Admin Review	Full Review
<b>PERMITTING</b>	No Permit Required	Permit(s) Required		

**SUBMITTAL CHECKLIST - REQUIRED TO PROCEED WITH REVIEW**

	<b>REQUIRED</b>	<b>RECEIVED</b>
<b>PR</b>	Planning review coordination meeting	
<b>N<sup>2</sup></b>	Completed Project Scening Form Schematic Design Documents (if requested to support N2 review)	
<b>DESIGN REVIEW</b>	<p><i>ADMINISTRATIVE DESIGN REVIEW</i> Schematic Design Review (see Schematic Design Submittal Requirements)</p> <p><i>MAJOR DESIGN REVIEW</i> Schematic Design Review (see Schematic Design Submittal Requirements) Design Development Review (see Design Development Submittal Requirements) Construction Documents Review (see Construction Documents Submittal Requirements)</p>	
<b>PERMITTING</b>	Building Permit Application (includes Health & Food Facility/Demolition/deferred submittals) Construction Permit Application Excavation Permit Application Encroachment Permit Application Grading Permit Application	

**REQUEST FOR INFORMATION**

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

**RESOLVED**

**01**

**02**

**03**

## 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

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### 2016-Pres. 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

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- 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.
- Dean's List & University of Virginia Anthropology Department Distinguished Majors Program.

## PUBLICATIONS

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- 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

(610) 554-0444 | goldenlauren@gmail.com | Santa Rosa, CA

### 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, 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, Trello, 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

**Shannon Allen, AICP**  
shannonallen.sa@gmail.com | (415) 722-2003

**PROFESSIONAL EXPERIENCE**

NEPA Compliance Manager, Presidio Trust, April 2024 - Present  
Contract Planner, Presidio Trust, October 2023 – April 2024  
Program Manager, ESA, November 2022 - August 2023  
Principal Planner, Good City Company, October 2021 - October 2022  
Principal Planner, City of Berkeley, October 2014 - October 2021  
Principal, LSA, 2003 - October 2014  
Associate Manager, EIP Associates, 2000 - 2003  
Contract/Staff Planner, Town of Woodside, Neal Martin and Associates, 1999 - 2000  
Senior Environmental Planner, SRF Consulting, 1993 - 1998

**REPRESENTATIVE EXPERIENCE**

**NEPA Compliance Manager, Presidio Trust**

Ensure the Presidio Trust actives, which range from historic building reuse to vegetation management, comply with NEPA. Work includes project review for the appropriate level of NEPA documentation, coordination with subject matter experts, documentation, and maintenance of the administrative record. Participate on the Design Review Committee and the Planning Review team, support Zero Waste and Sustainability staff.

**Program Manager, ESA**

Strategized appropriate environmental documents and processes, developed technical teams, reviewed and/or wrote documents, and tracked scopes, budgets and schedules. Primary project included facilitating implementation of mitigation measures and conditions for the San Jose Downtown West/Google Campus.

**Principal Planner, Good City Company**

Facilitated the entitlements of large, complex life science projects in Foster City, Belmont and San Carlos. This role included analyzing planning applications; interpreting zoning and plans; coordinating with a diverse team; managing schedules; preparing reports and resolutions; and presenting to commissions.

**Principal Planner, Planning Division, City of Berkeley**

My roles as a Principal Planner included the following:

- Supportive and Motivating Manager and Supervisor. With a team of Principal Planners, I guided the culture and priorities of the Planning Division. As a supervisor, I met with staff regularly to review projects and deliverables, answer technical questions, strategize, and support decision making. I conducted performance reviews, set annual goals, and participated in hiring.
- Environmental Expert. I reviewed CEQA documents for the Planning Division, including scoping notices, Initial Studies, Environmental Impact Reports, Response to Comments, Findings, and technical reports. I supported the City's Adeline Corridor EIR, was the Planning liaison to the Berkeley Marina Area Specific Plan and EIR and coordinated the City's review of the UC Berkeley Long Range Development Plan EIR.
- Collaborative Colleague. I worked closely with City staff in multiple other divisions who bring complimentary experiences, expertise and priorities, including the City Attorney's office, Building and Safety, Transportation, Public Works, Office of Energy and Sustainable Development, and Parks, Recreation and Waterfront.
- Organized, Responsible, Forward-Thinking Project Manager. Projects have ranged in scale, use, location, complexity and controversy. Management included application in-take, analysis of

municipal code and CEQA compliance, interpretation and application of State laws, stakeholder meetings, community benefits discussions and analysis, report writing, presentations, and review of building permits, as well as overseeing contracts and budgets.

- Experienced Secretary of the Zoning Adjustments Board. Responsibilities included managing agendas, reviewing staff reports and findings and conditions of approval, assuring timely production of Board packets, and confidence in public speaking. Have supported the Design Review Committee and Landmark Preservation Commission.

### **Principal, LSA**

As a Principal and Project Manager at LSA, a land use and environmental consulting firm, my roles included the following:

- Environmental expert who provided strategic thinking on the approach to CEQA and NEPA documentation and procedural matters; ensured publication of well written, publicly accessible and legally defensible documents; presented to boards and staffed workshops; managed multi-disciplinary teams; and managed contracts and budgets. I also wrote project proposals and scopes of work. Projects included countless urban infill housing and mixed-use projects, as well as the following:
  - 5M Project (650 dwelling units, 630,000 square feet of office) EIR, San Francisco
  - San Francisco Museum of Modern Art (SFMOMA) Expansion/Fire Station Relocation and Housing Project EIR
  - Children’s Hospital and Research Center Oakland (CHRCO) Master Plan EIR
  - 2012 Oakland Army Base Initial Study/Addendum
  - Fremont Ballpark Village Community Specific Plan EIR
  - Japantown Corporation Yard Redevelopment Project (680 dwelling units, 50,000 square feet of commercial and community amenity) EIR, San Jose
- Evaluated and set policies and procedures for the company as part of the 35-member Principals group.
- Collaborated with Berkeley Office Principals making strategic decisions on markets and environmental trends and ensured completion of high-quality work on time and within budget.

### **Associate Manager, EIP Associates**

Managed and prepared CEQA and NEPA documents, including the Presidio Trust Management Plan EIS

<b>EDUCATION</b>
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Master of Planning, Humphrey School of Public Affairs, University of Minnesota, 1998  
B.A., Environmental Studies, emphasis Policy and Planning, University of California, Santa Cruz, 1993

<b>PROFESSIONAL AFFILIATIONS</b>
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Association of Environmental Professionals (AEP)    American Planning Association (APA)  
American Institute of Certified Planners (AICP)    San Francisco Urban Planning and Research (SPUR)

<b>PRESENTATIONS, TEACHING and VOLUNTEERING</b>
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Board Member, Zoning Adjustments Board, City of Berkeley, December 2024- present  
Commissioner, Environment and Climate Commission, City of Berkeley, October 2022 – December 2024  
Moderator, California APA Conference. 2023. Implementation of Mitigation Measures and Conditions of Approval and People Quit Bosses. Co-Presenter Presidio National Park, A Journey to Sustainability  
Co-Presenter AEP CEQA Essentials. 2015, 2017, 2018 and 2019. Oakland, California.

## QUALIFICATIONS

I have been involved in both academic archaeology and cultural resource management since 1997, with 21 years of experience both in North America and abroad. I have broad experience in completing compliance-oriented projects in accordance with the California Environmental Quality Act (CEQA), the National Environmental Protection 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

### *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.
- 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

*Key Projects:*

**2009 Project Manager.** *Tehachapi Renewables Transmission Project (TRTP), Kern, Los Angeles, and San Bernardino Counties, California.*

I managed Pacific Legacy's team for the TRTP, over 200 miles of proposed transmission line and associated facilities in Kern, Los Angeles, and San Bernardino counties. My responsibilities included scoping, managing budgets, designing research, and drafting and implementing cultural resources management plans subject to multiple agency review. I have also participated in EIR/EIS review and assisted the principal investigator, Dr. Thomas Jackson, in the drafting of a Programmatic Agreement between the Angeles National Forest, the Army Corps of Engineers, the State Historic Preservation Officer, and the California Public Utilities Commission.

**2008 Project Manager and Field Director.** *Cal-Am Coastal Water Project, Monterey County, California.*

I served as field director for archaeological survey of proposed components of the Coastal Water Project on the Monterey Peninsula from Moss Landing to Monterey. Eighteen archaeological sites, both historical and prehistoric, were visited and updated as part of this effort and three new historical resources were recorded. As part of this project, an updated inventory of resources within the Lower Presidio Historic Park was completed and several previously recorded resources updated in accordance with the National Register Nomination for the Presidio of Monterey Historic District. In addition to completing the reporting of the archaeological survey, I wrote the cultural resource sections of the Draft EIR, currently under public review.

**2008 Project Manager and Field Director.** *Belgian Anticline 3D Seismic Project, Kern County, California.*

I served as project manager for an inventory of over 100 resources within a 33,000-acre area proposed for 3D geophysical exploration in Kern County. I directed field survey of 4000 acres of Bureau of Land Management-administered land within the greater project area and completed the reporting in order to assist the BLM in complying with Section 106 of the NHPA.

**2007 Project Manager and Principal Author.** *New Melones Resource Management Plan, Tuolumne and Calaveras Counties, California.*

I completed a Cultural Resources Management Plan for the New Melones Reservoir Project area in Tuolumne and Calaveras Counties, synthesizing over 30 years of archaeological research. This project included assessing the NRHP nomination that guides the Bureau of Reclamation's management of resources within the New Melones Reservoir area. Over 80 previous cultural resource reports and 650 cultural resources were incorporated into a single management plan and accompanying GIS database.

**2007 Field Director.** *Big Creek ALP Federal Energy Regulatory Commission (FERC) Relicensing Project, Fresno County, California.*

I directed archaeological testing at 13 archaeological sites (7 prehistoric and 5 historical) near Shaver and Florence Lakes and completed National Register of Historic Places evaluations of all 13 sites tested. I also coordinated with North Fork Mono, a federally recognized tribe, to ensure proper treatment of recovered Native American cultural materials. All work was completed to ensure compliance with Section 106 of the NHPA.

**2006 Field Director and Principal Author.** *Highway 99 and Hammer Lane Interchange Project, Stockton, San Joaquin County, California.*

I directed data recovery at one historic and two prehistoric sites discovered during highway construction. I also planned and directed the removal of eight Native American burials, including two burials inadvertently discovered while I was monitoring construction following data recovery efforts. I was responsible for coordinating with the Most Likely Descendent, Native American monitor, CALTRANS archaeologist, and construction personnel to ensure the proper removal and treatment of human remains.

**2005 Field Director.** *Yosemite Creek Campground Project, Yosemite National Park, Mariposa County, California.*

I planned and implemented data recovery excavations at CA-MRP-123/136, a prehistoric site within Yosemite National Park. I also implemented a testing program designed to evaluate the resource for eligibility on the NRHP and reported the results of those investigations to assist Yosemite National Park in complying with Section 106 of the NHPA.

## 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

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.

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- 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
- 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.

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Archaeological Management Assessment: New Presidio Parklands Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.

Archaeological Identification Plan: New Presidio Parklands Project. *Prepared for* Presidio Trust Planning in compliance with the NHPA.

Archaeological Identification Plan: Building 105 Rehabilitation. *Prepared for* Presidio Trust Real Estate and Design 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-OK0200. *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 CAMRP-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

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

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Archaeology Specialist for the Presidio Trust.

## EDUCATION

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**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

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**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<sup>a</sup> 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**

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- *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**

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### **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

415-271-5957 | cyancey@presidiotrust.gov

## EDUCATION

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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

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**Nov. 2024 - present Archaeological Specialist, Presidio Trust  
San Francisco, CA**

- 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.

**April 2020 – Nov. 2024 Sr. Archaeologist/Project Manager, Kleinfelder/GANDA  
Oakland, CA**

- 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.

**July 2019 - March 2020 Curator, Veterans Curation Program  
San Mateo, CA**

- 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.

**Dec. 2016 – July 2019 Archaeology Technician, Presidio Trust  
San Francisco, CA**

- 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**

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**2020-2022 Project Manager, Crane Valley Archaeological and Tribal Monitoring  
Bass Lake, CA**

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.

**2020-2022 Project Manager, Silverado Pines Mobile Home Park Project  
Napa, CA**

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.

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

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.

**2020-2022 Project Manager, Hunters View Redevelopment Project**

**San Francisco, CA**

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.

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

**Novato, CA**

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.

**2020-2022 Project Manager, Winship Avenue Bridge Replacement Project**

**Ross, CA**

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).

**2020-2024 Project Manager, Nicasio Bridge Replacement Project**

**Marin County, CA**

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.

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

**Marin County, CA**

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.

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

### **Marin County, CA**

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.

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

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.

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

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.

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

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.

### **2023-2024 Senior Environmental Planner, Caldecott Tunnel Rehabilitation Project Alameda and Contra Costa Counties, CA**

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.

### **2024 Project Manager, Marin Transit Electric Bus Depot San Rafael, CA**

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**

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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

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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

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- 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

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- 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

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- 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

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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**

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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

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- 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**

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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**

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- 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**

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American Alliance of Museums  
Cultural Connections

**AWARDS**

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- 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, 2<sup>nd</sup> 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

(415) 310-4479 | asaeteurn@presidiotrust.gov

Museum professional with experience in collections management, exhibition management, and visitor engagement.

## EMPLOYMENT HISTORY

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- 2021 – Present *Museum 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

(415) 310-4479 | asaeteurn@presidiotrust.gov

## 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

## TRAINING, WORKSHOPS, & COURSEWORK

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- 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

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- 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

Museum collections professional, specializing in natural history  
San Francisco, California | samchowsmail@gmail.com | (209)482-4787

## Education

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**University of San Francisco**, MA in Museum Studies Aug 2021 – Dec 2022  
**San Jose State University**, BA in Human Development Aug 2016 – Dec 2019

## Experience

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**Collections Specialist**, Presidio Trust – San Francisco, California Jan 2024 – Present

- Oversee curatorial operations to fulfill agency's legal and regulatory obligations
- Facilitate access to collections for scientific, educational, and public use
- Create and maintain documentation records for collections, exhibitions, and loans through curatorial databases
- Implement preventative care and maintenance for collections, exhibitions, and facilities

**Digitization Technician**, Picturae – San Francisco, California 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 and Exhibitions Assistant**, Pacific Grove Museum of Natural History – Pacific Grove, California 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
- Learned and utilized software and equipment for the museum's digital archival scanner for art, cultural and paper collections
- General support of museum collection's relocation, mount creation, and installation in Wonder exhibit, featured in Monterey County Weekly
- Connected with experts outside the museum within archeological fields for research

**Collections Intern**, Santa Cruz Museum of Natural History – Santa Cruz, California Jun 2022 – Dec 2022

- Assisted with digitizing physical records and researching additional information
- 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
- Documented the steps for preservation and storage of specimens for the museum's future use

**Student Curator**, Thacher Gallery – San Francisco, California Aug 2021 – Dec 2021

- Planned, produced, and emceed the exhibit's opening night, Elemental Exposures: Alternative Ways of Looking, as a webinar via Zoom
- Developed visitor engagement activities relevant to University of San Francisco student life
- Analyzed alternative photographic processes and created individual labels for multiple pieces
- Worked with artists to display their work so 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**, Science Education Resource Center – San Jose, California 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
- Presented STEM educational materials to teachers and students and gave tours of the Center
- 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

## Completed Relevant Courses

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<b>Collections Management and Preservation</b>	Fall 2021
<b>Curatorial Practicum</b>	Fall 2021
<b>Cultural Heritage and Social Justice</b>	Spring 2022
<b>Museum Management</b>	Spring 2022
<b>Museums and Technology Practicum</b>	Spring 2022

## Skills

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### Collection Databases

- PastPerfect (Online and In-House versions)
- CatalogIt
- Re:Discovery
- FileMaker Pro

### Collections Management

- Object handling
- Condition reporting
- Integrated pest management systems
- Accessions/Deaccessions
- Incoming/Outgoing loan management

### Exhibition Management

- 2D and 3D object installation
- Incoming/Outgoing loan preparation and shipping
- Display fabrication
- Creating needed purchase requests

## 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

# GENEVIEVE BANTLE

**California Registered Architect: License C 30658**

**United States Green Building Council: LEED Accredited Professional**

+1 415 652 6062 • [www.linkedin.com/in/genevievebantle](http://www.linkedin.com/in/genevievebantle) • [bantleg@yahoo.com](mailto:bantleg@yahoo.com)

## 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

# Brynn McMillan

San Francisco, CA · 714.287.3087

[brymmcm@gmail.com](mailto:brymmcm@gmail.com)

## 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**

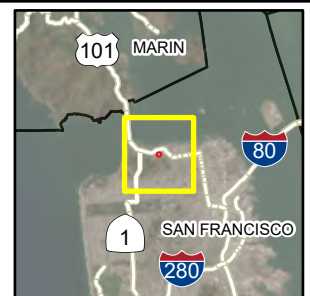
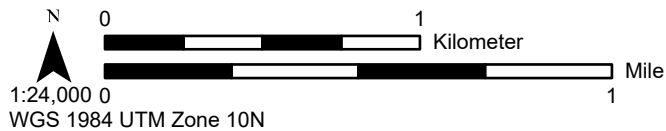
- Designer & architect on tenant improvements totaling \$30 million.
- Worked directly with clients to meet their budget and design needs.
- Worked directly with the general contractor to ensure that the design was met the client's needs.
- Created entitlements packages for the City and for city board meetings
- Created marketing boards and brochures for the annual Las Vegas Interior Design Show

# Appendix D: Archaeological Management Assessments



T01S R05W S31  
 Mount Diablo Base and Meridian  
 USGS 7.5' CA Quad: San Francisco (2021)

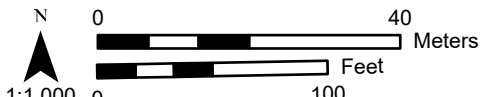
Area of Potential Effects



Attachment A, Figure 1. Presidio Trust - San Francisco Presidio Trust Building 2 Rehabilitation (4181.02)  
 Location and Project Vicinity Map



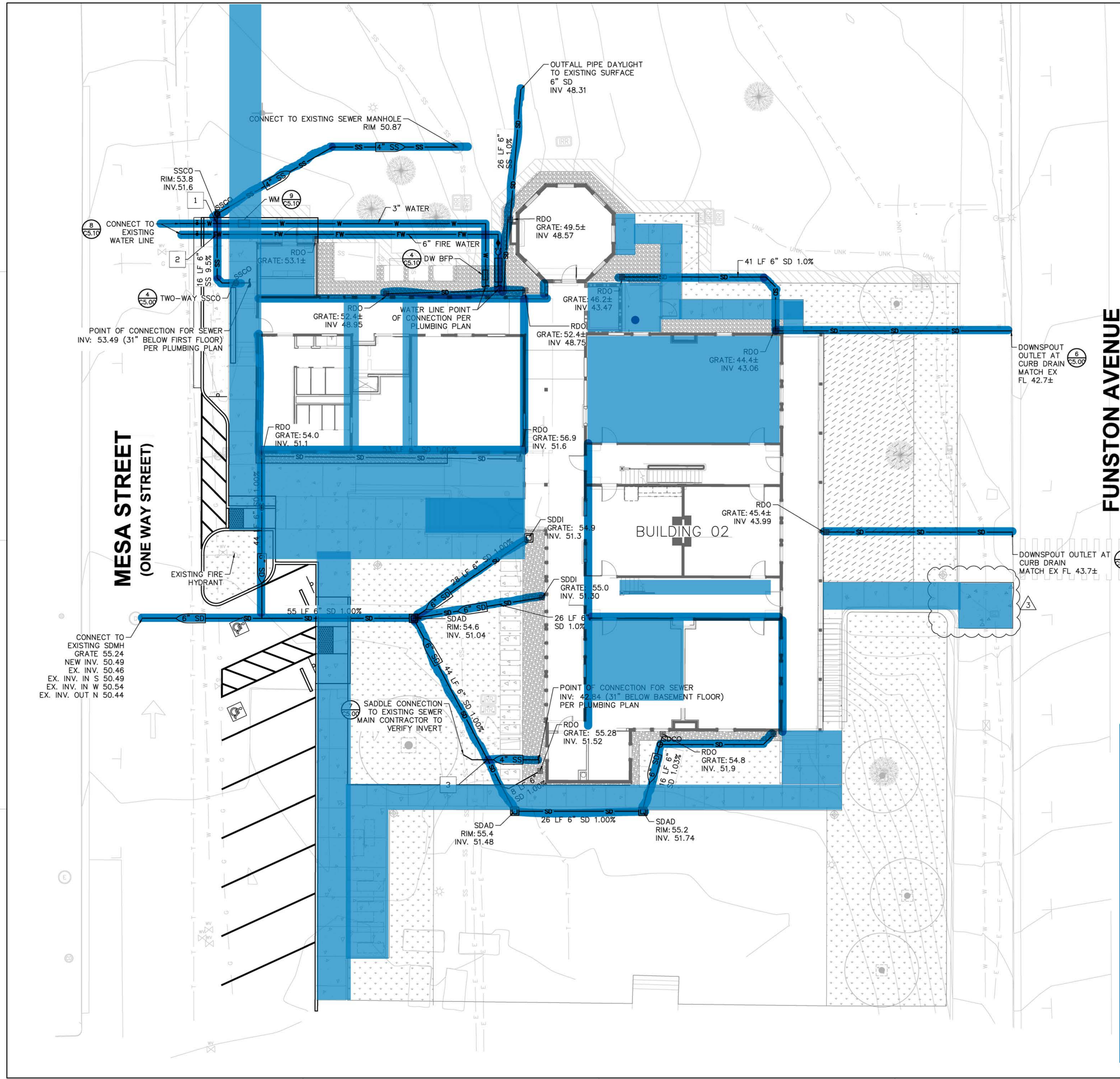
 Area of Potential Effects



1:1,000 WGS 1984 UTM Zone 10N ESRI World Imagery 2024



Attachment A. Figure 2. Presidio Trust - San Francisco Presidio Trust Building 2 Rehabilitation (4181.02)  
Area of Potential Effects Map



**LEGEND**

- SD — STORM DRAIN PIPE, PVC
- W — WATER LINE, C900 CLASS 200 OR DUCTILE IRON
- FW — FIRE WATER LINE, C900 CLASS 200 OR DUCTILE IRON
- SS — SANITARY SEWER PIPE, PVC
- — STORM DRAIN DROP INLET (2) (5.00)
- — ROOF DRAIN OUTLET DETAIL (1) (5.00)
- — SDCO (3) (5.00)
- — SSCO (5) (5.00)
- — DOMESTIC WATER BACKFLOW PREVENTER (9) (5.00)
- — FIRE WATER BACKFLOW PREVENTER (1) (5.00)
- — WATER VALVE (5) (5.10)
- — POST INDICATOR VALVE (6) (5.10)
- ⊥ — FIRE DEPARTMENT CONNECTION (7) (5.10)

**ABBREVIATIONS**

- CB CATCH BASIN
- INV INVERT
- MEP MECHANICAL, ELECTRICAL, PLUMBING
- RDO ROOF DRAIN OUTLET
- SD STORM DRAIN
- SDCO STORM DRAIN CLEANOUT
- SDDI STORM DRAIN DROP INLET
- SDMH STORM DRAIN MANHOLE
- SS SANITARY SEWER
- SSCO SANITARY SEWER CLEANOUT
- SSMH SANITARY SEWER MANHOLE
- TC TOP OF CURB
- UNK UNKNOWN

- NOTES**
- EXISTING UTILITIES AND SITE CONDITIONS SHOWN ON THIS PLAN SET ARE BASED ON FIELD SURVEY.
  - REHAB BASE OF MANHOLE AND ADD CHANNEL FOR PROPOSED CONNECTION.

**UTILITY CROSSING TABLE<sup>1</sup>**

CROSSING	TOP OF LOWER PIPE ELEVATION	BOTTOM OF UPPER PIPE ELEVATION	CLEARANCE
1	3" DW (PR) 50.95	6" SS (PR) 52.28	1.33'±
2	6" FW (PR) 50.70	6" SS (PR) 52.48	1.78'±
3	4" SS (PR) UNK	6" SD (PR) 51.36	1.0' MIN

**Soil Disturbance Scope**

- Structural excavation for construction of new footings at Building 2 West single-story structure (Max Depth: Approx. 24" below grade)
- Structural excavation for installation of new concrete at basement reinforcement conditions (Max Depth: termination point of (E) footings, assumed to be 18" below grade)
- Structural excavation for completion of new elevator pit adjacent to octagon structure (Max Depth: Approx. 6' 4" below basement grade, shoring to be provided)
- Structural excavation and leveling for new depressed concrete slab floor in Basement Room 008 (Max Depth: Approx. 18" below grade)
- Excavation and backfill for plumbing routing as depicted in project plans (Max Depth: 48" below grade, or as required to route utilities as shown on plans)
- Excavation and backfill for electrical conduit routing as depicted in project plans (Max Depth: 48" below grade, or as required to route utilities as shown on plans)
- Excavation and backfill for underground utilities and joint trench/site electrical upgrades (Max Depth: 5' 4" below grade, or as required to route utilities as shown on plans, shoring to be provided)
- Site grading and leveling for installation of concrete walkways/bike racks/landscaping (Max Depth: 18" below grade)

Area of Soil Disturbance



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SAN FRANCISCO, CA 94129-0052



**CONSULTANTS:**  
MEP: MHC ENGINEERS  
STRUCTURAL: HOLMES STRUCTURES  
CIVIL: BKF ENGINEERS  
LANDSCAPE: CREO  
ACOUSTICAL: SALTER, INC.



**MAIN POST DEVELOPMENT BUILDING 2**

2 FUNSTON AVE  
SAN FRANCISCO, CA 94118



Project Number: 22259.00 Issue Date: 01/19/2024  
Scale: Phase: CD  
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No.	Date	Description
1	11/17/2023	BID SET
2	12/05/2023	BID ADDENDUM #1
3	01/19/2024	BID ADDENDUM #2

UTILITY PLAN

**C-4.00**

Figure 3. Soil Disturbance Plan

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If this drawing is not 24" x 36", then the drawing has been revised from its original size. Noted scales must be adjusted. This line should be equal to one inch.

**ARCHAEOLOGICAL MANAGEMENT ASSESSMENT AND MONITORING  
PLAN  
PAVEMENT PLUS**

Prepared by

Edward De Haro  
Historic Compliance -Cultural Resources  
Presidio Trust

Prepared for

Gina Haynes  
Gina Haynes, Project Manager – Transportation  
Presidio Trust

# ARCHAEOLOGICAL MANAGEMENT ASSESSMENT AND MONITORING PLAN PAVEMENT PLUS

## **I. Background**

In accordance with Stipulation VI (Archaeology) 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 National Historic Landmark District (NHLD), Golden Gate National Recreation Area San Francisco, California,” archaeological properties shall be handled in accordance with the terms of an Archaeological Management Assessment and Monitoring Program (AMA/MP) that is prepared for individual undertakings or groups of related undertakings. This AMA/MP was prepared for the proposed Pavement Plus Project (The Project).

## **II. Project Description**

Pavement Plus is a continuation of efforts initiated in 2020 (project 20-042) to address deferred maintenance of roadways and parking lot infrastructure within the park. The projects include paving and restriping, utility replacements, accessibility improvements, long-term guardrail improvements, and Slow Streets (project 22-027) final design improvements. Rehabilitation and preventative maintenance will occur on approximately four miles of roadway (arterial and collector) and 9 parking lots comprising 300,000 square feet. Fresh pavement, restriping and accessibility improvements will improve the bicycle and walking network to further increase alternative transportation options for visitors and tenants.

## **III. Archaeological Context**

The Project encompasses a large area within the Presidio of San Francisco. Portions of the scope are within or in proximity to known NHLD contributing areas, and potentially sensitive archaeological areas ranging from precontact, to Spanish Colonial, to Early US Army eras.

The Project is within or adjacent to two contributing areas of the Presidio NHLD, El Presidio de San Francisco and the Mountain Lake Water Company Tunnel, and several areas that are sensitive for precontact cultural materials based on modeling completed by the Presidio Archaeology Lab (Barnaal 2009).

## **IV. Assessment**

The planned rehabilitation and preventative maintenance including paving and restriping, accessibility improvements, long-term guardrail improvements, and Slow Streets will be shallow and confined to existing roadways. The majority of this work will have little to no impact on potential subsurface deposits.

To maximize labor and minimize the need for repeated excavation, utility work has been included within the scope of this project. Utility trenching will require deeper and more extensive soil disturbance.

Two steps are required to ensure that historic features and archaeological deposits are treated appropriately during project activities:

- A preconstruction archaeological briefing shall be held before the initiation of mass excavation.
- A qualified archaeologist shall perform monitoring during mass excavation. Inadvertent discovery protocols shall be followed during all project activities.

### *Preconstruction Archaeological Briefing*

Prior to the initiation of excavation for The Project, a Presidio Trust archaeologist shall provide a briefing to the general contractor and any subcontractors responsible for ground disturbing activities. Supervisory personnel, forepersons, excavation equipment operators, and laborers should attend the briefing. Individual or group briefings will also be conducted when new subcontractors or workers are brought in for deeper excavations or utility work as stipulated below. The briefing will include examples of the types of artifacts that have been previously found in the area of construction, procedures for archaeological monitoring, and inadvertent discovery protocols, as outlined below.

### *Archaeological Monitoring*

All monitoring requirements are referenced to the Presidio Trust Pavement Rehabilitation Plus Project prepared January, 26, 2024. Any amendments to these plans or construction-phase modifications that require ground disturbance should be submitted to the Presidio Archaeology Lab (PAL) for review so that any modifications can be incorporated into an updated monitoring plan.

The archaeological monitor is required to record observations made in the field during excavation and to document the stratigraphy of the areas monitored. In the event of a potentially significant discovery, it is the responsibility of the monitor to stop the work in the area and **ensure that there are no adverse effects to cultural resources**. The archaeological monitor will notify the Presidio Trust construction manager in the event of a work stoppage. It is the archaeological monitor's responsibility to record the specific location of any historical material uncovered during excavation with as much precision and accuracy as is feasible. All primary documentation will inform a final monitoring report and should be included as appendices to the report.

### **Full-time monitoring**

Full-time monitoring is required within the areas where depth of excavation is expected to exceed 2.5 feet below existing grade. Full-time monitoring is defined as continuous observation by an archaeologist of all ground disturbance required for a project component. That is, an archaeologist must be physically present to observe the project activity from the initial penetration of existing grade to the base of excavation. Every effort has been made to identify all ground disturbance that has the potential to impact buried archaeological deposits, but the contractor and monitor should use discretion to determine if additional areas require archaeological monitoring.

The Trust archaeologist may also opt to switch to periodic monitoring as necessary based on soil stratigraphy observations and level of known or predicted location sensitivity.

El Presidio de San Francisco is a highly sensitive area with known deposits lying close to the surface. The planned improvements shown on sheet C2 are over currently paved and disturbed sections and will have no adverse effects on the area.

Utility work shown in sheets C41 (sanitary sewer Bldg. 42-50), C52 and C53 (Storm Drain, Hardie Ave 1&2) also fall within the predicted area of El Presidio de San Francisco (Barnaal 2009), and will need monitoring due to excavation depth.

Due to the predicted depth of the Mountain Lake Water Co tunnel, work as shown in the plans C43, C44, and C45 will have no adverse effects to this NHL area, so monitoring will not be required.

Identified ground disturbing activities for which full time monitoring is required include:

- 1) Trenching for storm drainage as depicted on Sheets C42, C47, C51-56, C58-60, C63.
- 2) Trenching for sanitary sewer as depicted on Sheet C41
- 3) Excavation for Water Lines as depicted on Sheets C48-49, and C62.
- 4) Excavation for conduit as depicted on Sheets C46, and C61.

### ***Human remains***

Project-related ground-disturbing activities have been 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 Presidio Trust archaeologist must be contacted. Presidio Archaeology Lab staff will notify the Presidio Trust's Federal Preservation Officer. If necessary, the Presidio Trust will notify the San Francisco Medical Examiner of the inadvertent discovery of human remains.

The immediate protection of human remains at the site shall be accomplished by (1) keeping any discovery confidential, and (2) securing the location to prevent disturbance of the remains and any associated materials.

The Presidio Trust archaeologist shall determine whether the Native American Graves Protection and Repatriation Act (NAGPRA) applies to the discovery and will ensure that the finds are treated in compliance with all requirements outlined at 43 CFR 10.4. Any materials not subject to NAGPRA will remain under Federal control.

The Presidio Trust archaeologist shall determine whether the human remains are a single isolated burial or are potentially part of a cemetery or a 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.

If the discovery is limited to disarticulated human remains, the Presidio 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.

## References

Barnaal, Hans A.

2009 Presidio National Historic Landmark District Map of Predicted Archaeological Features. On file at the Presidio Archaeology Lab.

Blind, Eric B and Hans A. Barnaal

2008 Presidio Elevation Change Model. On file at the Presidio Archaeology Lab.

DRAFT

**ARCHAEOLOGICAL MONITORING PLAN  
BUILDING 2 REHABILITATION**

Prepared by

Kari Jones  
Planning and Compliance  
Presidio Trust

Prepared for  
Teddy Huddleston  
Park Design and Construction  
Presidio Trust

April 2024

# ARCHAEOLOGICAL MONITORING PLAN

## BUILDING 2 REHABILITATION

### I. PURPOSE AND DESCRIPTION

Archaeological monitoring is the observation of ground-disturbing activities that have the potential to uncover archaeological remains and describes the work of an archaeologist in a construction zone or similar context. The purpose of this Archaeological Monitoring Plan (AMP) is to ensure that any significant, previously unrecorded archaeological resources inadvertently discovered during construction activities for the Building 2 Rehabilitation Project (Project) are treated appropriately in accordance with the Archaeological Management Assessment (AMA) (Jones 2023) and Archaeological Research Design (Pacific Legacy, forthcoming) prepared for the Project. This AMP also serves to guide the archaeological monitor in the field and to outline unanticipated discovery protocols for the monitor and all construction personnel.

In addition, the AMP specifies curation requirements for archaeological collections created by the Project, including material remains and associated records. In the event that no material remains are recovered during field work, associated records (e.g. field records, photographs) alone constitute a collection. Collections are curated in perpetuity by the Presidio Trust, in compliance with [36 CFR Part 79, Curation of Federally-Owned or Administered Archeological Collections](#).

Historic building 2 (former Wright General Hospital, also known as the Old Post Hospital or Wright Army Hospital) is a 2½-story wood frame structure built on a brick foundation with a series of additions on the north and south ends. The Building 2 Rehabilitation Project (the Project) will fully rehabilitate the building and surrounding site for educational use. The design approach will result in fully rehabilitated and upgraded structural and mechanical systems for code-compliant occupancy. Building rehabilitation will retain all interior and exterior character defining features and incorporate several new compatibly designed elements, including building systems, restrooms and elevator. Ground disturbing work for the project will include excavation for structural reinforcement around the perimeter of the building and western wing foundation, an elevator pit, and site utilities.

This Archaeological Monitoring Plan is based on the Soil Disturbance Plan figure provided by the general contractor (Nibbi), based on sheet C-400 in the Bid Set of construction drawings issued on 11/17/23 and amended through 1/19/2024. The Soil Disturbance Plan figure is attached here for reference. All work is estimated and subject to further archaeological review during construction.

There is potential for the inadvertent discovery of potentially significant archaeological materials during construction excavation for the Project. If discovered, archaeological deposits require proper treatment in accordance with the stipulations of the AMA and the Presidio Trust Programmatic Agreement (PTPA) and the site-specific Archaeological Research Design (ARD) prepared for the project.

## II. PRECONSTRUCTION BRIEFINGS

Prior to the initiation of construction, briefings will be provided to the general contractor and any subcontractors responsible for ground-disturbing activities. Supervisory personnel, foremen, excavation equipment operators, and laborers should attend the briefings. These sessions will be conducted at the job site during normal work hours, either as part of the required tailgate safety meetings or when the archaeologist is on-site for the first time. **Individual or group briefings will also be conducted when new subcontractors or workers are brought in.** The briefing will include examples of the types of artifacts that have been previously found in the area of construction, procedures for archaeological monitoring, and unanticipated discovery protocols, as outlined below. Copies of this AMP will be distributed to supervisory personnel during the briefing.

## III. MONITORING LOCATIONS AND FREQUENCY

Ground disturbance planned for the project includes excavation for structural and foundation work, excavation for an elevator pit, and trenching for utilities. A plan for the location and frequency of archaeological monitoring of these ground-disturbing activities is provided below. All monitoring requirements are referenced to the Soil Disturbance Plan figure prepared by Nibbi and subcontractors (attached). Any amendments to these plans or construction-phase modifications that require ground disturbance should be submitted to the Presidio Trust Archaeologist for review so that any modifications can be incorporated into an updated monitoring plan.

The archaeological monitor will record observations made in the field during excavation and document the stratigraphy of the areas monitored. In the event of a potentially significant discovery, the monitor will stop the work in the area and **ensure that all cultural resources are treated appropriately in accordance with the Building 2 Rehabilitation Archaeological Research Design.** The archaeological monitor will notify the Presidio Trust construction manager in the event of a work stoppage. The monitor will record the specific location of any historical material uncovered during excavation with as much precision and accuracy as is feasible. Collection efforts should be guided by the ARD.

### Full-time monitoring

Full-time monitoring is defined as continuous observation by an archaeologist of all ground disturbance required for a project component. That is, an archaeologist **must be physically present** to observe the project activity from the initial penetration of existing grade to the base of excavation. Every effort has been made to identify all ground disturbance that has the potential to impact buried archaeological deposits, but the archaeological monitor should use discretion to determine if additional areas require archaeological monitoring. Identified ground disturbing activities for which full time monitoring is required include:

- 1) Structural excavation for construction of new footings at Building 2 West single-story structure (Max Depth: Approx. 24" below grade)
- 2) Structural excavation for installation of new concrete at basement reinforcement conditions (Max Depth: termination point of (E) footings, assumed to be 18" below grade)
- 3) Structural excavation for completion of new elevator pit adjacent to octagon structure (Max Depth: Approx. 6' 4" below basement grade, shoring to be provided)
- 4) Structural excavation and leveling for new depressed concrete slab floor in basement

- Room 008 (Max Depth: Approx. 18" below grade)
- 5) Excavation and backfill for plumbing routing as depicted in project plan (Max Depth: 48" below grade, or as required to route utilities as shown on plans)
  - 6) Excavation and backfill for electrical conduit routing as depicted in project plans (Max Depth: 48" below grade, or as required to route utilities as shown on plans)
  - 7) Excavation and backfill for underground utilities and joint trench/site electrical upgrades (Max Depth: 5' 4" below grade, or as required to route utilities as shown on plans, shoring to be provided)

#### IV. UNANTICIPATED DISCOVERY PROTOCOLS

There are three types of unanticipated discoveries that are covered by this monitoring plan:

- Ancestral remains of Native Americans or any other human remains.
- Cultural resources that have the potential to be significant.
- Cultural resources not requiring further consideration.

An unanticipated discovery refers to any situation where previously unidentified archaeological resources or ancestral 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 a monitor is present or not**. All contractors will immediately report to the archaeological monitor and the Presidio Trust Construction Manager if archaeological materials or potential ancestral remains are uncovered during construction activities. All contractors must cease operations within the vicinity of the discovery until the archaeological monitor is consulted. If cultural materials are uncovered, they should be **avoided and protected in place** until the Presidio Trust makes a decision about their potential significance and treatment. All materials are property of the Presidio Trust and are not to be taken for personal use or display. The removal of archaeological material from federal land is a federal offense and can result in fines and/or imprisonment.

The ARD identifies specific property types and their treatment and should be used as a guide for treatment during archaeological monitoring. An abbreviated summary of archaeological resources is provided here for reference. Archaeological resources include stone, brick, and concrete building foundations, isolated historic artifacts, historic landfill deposits, 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:

- Concentrations of rock, ash, animal bone or shell;
- Buried layers containing a dark, almost black or very dark brown soil often containing charcoal and shell fragments;
- Concentrations of artifacts such as stone bowls, arrowheads, bone tools or shell bead,;
- Architectural foundations made of stone, brick, wood, or concrete;
- Concentrations or historic material such as fragments of glass bottles, ceramic dishes; old cans, metal hardware, or other obvious trash dumps; and,
- Pockets of debris containing food remains (e.g. cut bone, seeds, pits).

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, single bottles, modern aluminum cans or beer bottles, and/or unmarked, unmortared 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 archaeologist's attention to inform continued monitoring.

### **Human Remains**

All project-related ground-disturbing activities have been 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 Presidio Trust archaeologist must be contacted. Presidio Archaeology staff will notify the Presidio Trust's Federal Preservation Officer. If necessary, the Presidio Trust will notify the San Francisco Medical Examiner of the inadvertent discovery of human remains.

The immediate protection of human remains at the site shall be accomplished by (1) keeping any discovery confidential, and (2) securing the location to prevent disturbance of the remains and any associated materials.

The Presidio Trust archaeologist shall determine whether the Native American Graves Protection and Repatriation Act (NAGPRA) applies to the discovery and will ensure that the finds are treated in compliance with all requirements outlined at 43 CFR 10.4. Any materials not subject to NAGPRA will remain under Federal control.

The Presidio Trust archaeologist shall determine whether the human remains are a single isolated burial or are potentially part of a cemetery or a 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 **treated in accordance with the Building 2 Archaeological Research Design**.

Further identification work may be necessary to determine the frequency of human remains in the project area, and to determine an appropriate course of action. If the appropriate treatment is determined to be exhumation, the Presidio Trust archaeologist or a consulting physical anthropologist will direct necessary field collection efforts. Any remains collected from the site will be stored appropriate containers in a secure location until re-interment can take place. No human remains will be accessioned into the Presidio Trust Archaeological Collections.

## **V. CURATION**

The archaeological collection generated by this project, except for human remains and materials subject to NAGPRA, are the property of the Presidio Trust. Per 36 CFR Part 79, federal archaeological collections are defined as "material remains that are excavated or removed during a survey, excavation or other study of a prehistoric or historic resource, and associated records that are prepared or assembled in connection with the survey, excavation or other study."

In addition to material remains (e.g., artifacts, ecofacts, physical samples) that can be anticipated to be collected as part of this project, the project will generate associated records. Associated records may include, but are not limited to, field, lab and administrative records,

reports, photographs and slides, digital media and records, correspondence, and other project documentation. In the event that no material remains are recovered during field work, **associated records alone constitute a collection.**

Presidio Trust Archaeologists and the archaeological contractor will coordinate with the Trust’s Curator to prepare the collection for review and accession into the Presidio Trust’s permanent Archaeological Collections. Permanent collections are curated by the Presidio Trust in perpetuity on-site at the Trust’s secure, climate-controlled curation facility. Collections are curated in compliance with [36 CFR Part 79, the Curation of Federally-Owned and Administered Archaeological Collections](#), 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 on the Presidio Trust’s [website](#) and through the Re:discovery archaeology and collections management database.

**VI. CONTACT INFORMATION**

In the event of a discovery that requires consultation with the Presidio Archaeology Lab, contact Kari Jones, the Presidio Trust archaeologist. If Ms. Jones is unavailable, archaeological specialists Edward DeHaro or Georgie DeAntoni should be contacted. The general contractor must also notify the Presidio Trust Construction Manager in the event of any discovery.

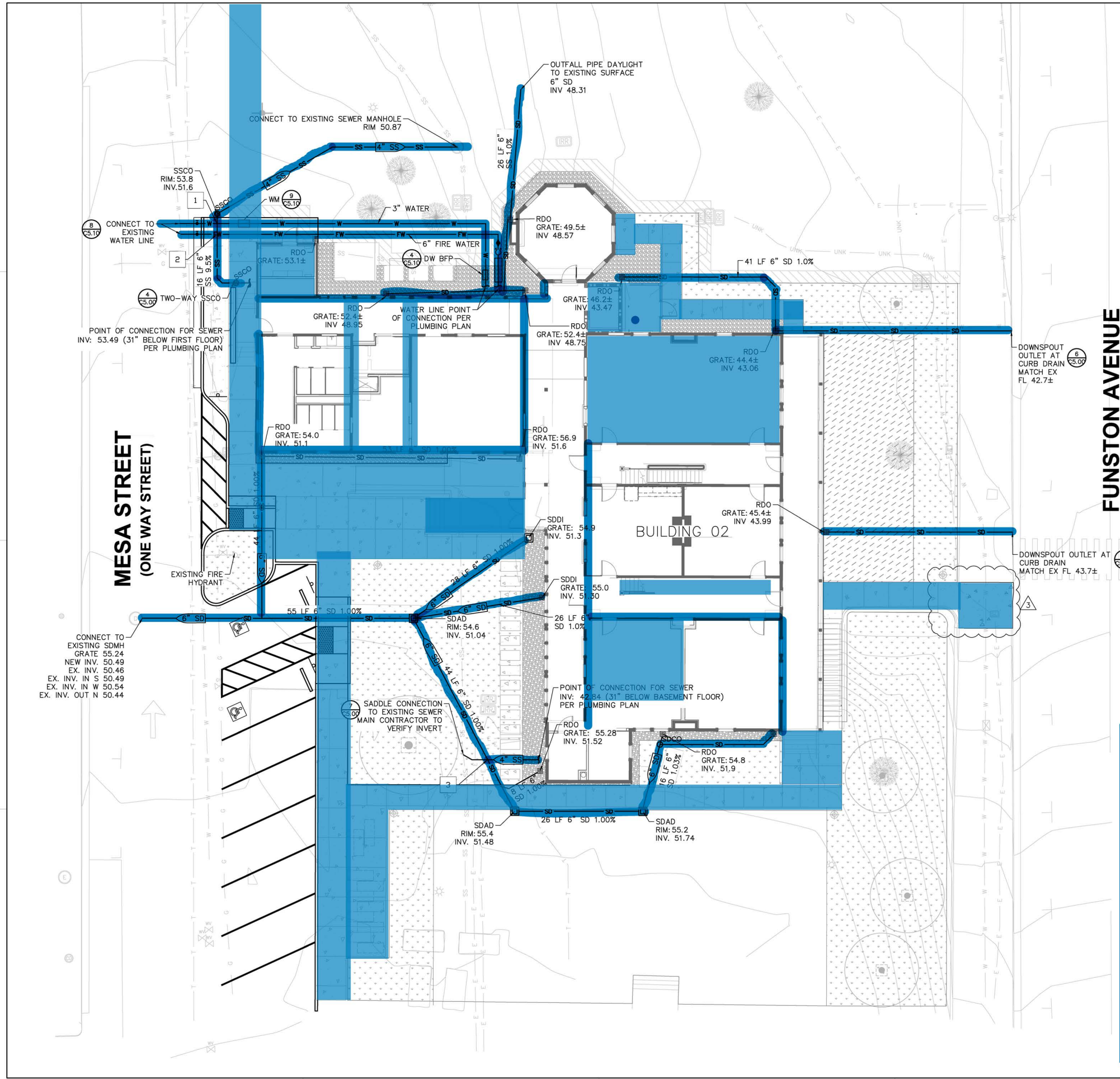
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Georgie DeAntoni <i>Archaeological Specialist</i>	4205	(415) 271-5957	gdeantoni@presidiotrust.gov
Jason Hemp <i>Construction Manager</i>	4101	(415) 741-4223	jhemp@presidiotrust.gov

**VI. REFERENCES**

Jones, Kari  
2023 Archaeological Management Assessment: Building 2 Rehabilitation. On file, Presidio Archaeology Lab.

Pacific Legacy, Inc.  
Forthcoming Archaeological Research Design and Treatment Plan: Building 2 Rehabilitation. On file, Presidio Archaeology Lab.





- LEGEND**
- SD — STORM DRAIN PIPE, PVC
  - W — WATER LINE, C900 CLASS 200 OR DUCTILE IRON
  - FW — FIRE WATER LINE, C900 CLASS 200 OR DUCTILE IRON
  - SS — SANITARY SEWER PIPE, PVC
  - (with circle) — STORM DRAIN DROP INLET (2) (5.00)
  - (with circle) — ROOF DRAIN OUTLET DETAIL (1) (5.00)
  - (with circle) — SDCO (3) (5.00)
  - (with circle) — SSCO (5) (5.00)
  - (with circle) — DOMESTIC WATER BACKFLOW PREVENTER (9) (5.00)
  - (with circle) — FIRE WATER BACKFLOW PREVENTER (1) (5.00)
  - (with circle) — WATER VALVE (5) (5.10)
  - (with circle) — POST INDICATOR VALVE (6) (5.10)
  - ⊥ (with circle) — FIRE DEPARTMENT CONNECTION (7) (5.10)

- ABBREVIATIONS**
- CB — CATCH BASIN
  - INV — INVERT
  - MEP — MECHANICAL, ELECTRICAL, PLUMBING
  - RDO — ROOF DRAIN OUTLET
  - SD — STORM DRAIN
  - SDCO — STORM DRAIN CLEANOUT
  - SDDI — STORM DRAIN DROP INLET
  - SDMH — STORM DRAIN MANHOLE
  - SS — SANITARY SEWER
  - SSCO — SANITARY SEWER CLEANOUT
  - SSMH — SANITARY SEWER MANHOLE
  - TC — TOP OF CURB
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- NOTES**
- EXISTING UTILITIES AND SITE CONDITIONS SHOWN ON THIS PLAN SET ARE BASED ON FIELD SURVEY.
  - REHAB BASE OF MANHOLE AND ADD CHANNEL FOR PROPOSED CONNECTION.

**UTILITY CROSSING TABLE<sup>1</sup>**

CROSSING	TOP OF LOWER PIPE ELEVATION	BOTTOM OF UPPER PIPE ELEVATION	CLEARANCE
1	3" DW (PR) 50.95	6" SS (PR) 52.28	1.33'±
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- Site grading and leveling for installation of concrete walkways/bike racks/landscaping (Max Depth: 18" below grade)

Area of Soil Disturbance



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**CONSULTANTS:**  
MEP: MHC ENGINEERS  
STRUCTURAL: HOLMES STRUCTURES  
CIVIL: BKF ENGINEERS  
LANDSCAPE: CREO  
ACOUSTICAL: SALTER, INC.



**MAIN POST DEVELOPMENT BUILDING 2**

2 FUNSTON AVE  
SAN FRANCISCO, CA 94118



Project Number: 22259.00 Issue Date: 01/19/2024  
Scale: Phase: CD  
Print Date: 01/19/2024

No.	Date	Description
1	11/17/2023	BID SET
2	12/05/2023	BID ADDENDUM #1
3	01/19/2024	BID ADDENDUM #2

UTILITY PLAN

**C-4.00**

Figure 3. Soil Disturbance Plan

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If this drawing is not 24" x 36", then the drawing has been revised from its original size. Noted scales must be adjusted. This line should be equal to one inch.

ARCHAEOLOGICAL RESEARCH DESIGN AND MONITORING PLAN FOR THE  
PRESIDIO TRUST BUILDING 2 REHABILITATION PROJECT  
PRESIDO OF SAN FRANCISCO, SAN FRANCISCO, CALIFORNIA



*Building 2, view of octagonal tower used as an operating room, view west.*

*Prepared for:*  
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Planning and Compliance  
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*Prepared by:*  
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*And:*  
Kari Jones  
Planning and Compliance  
Presidio Trust

**June 2024**

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### Confidentiality Statement

Archaeological remains and historic period built-environment resources can be damaged or destroyed through uncontrolled public disclosure of information regarding their location. This document contains sensitive information regarding the nature and location of cultural resources, which should not be disclosed to unauthorized persons.

Information regarding the location, character or ownership of certain historic properties may be exempt from public disclosure pursuant to the National Historic Preservation Act (54 USC 300101 et seq.) and the Archaeological Resources Protection Act (Public Law 96-95 and amendments). In addition, access to such information is restricted by law, pursuant to Section 6254.10 of the California State Government Code.

## EXECUTIVE SUMMARY

The Presidio Trust (Trust) is proposing the Building 2 Rehabilitation Project (Project) to rehabilitate Building 2 on the Main Post, the former Wright General Hospital, also known as the Old Post Hospital or Wright Army Hospital. The Presidio Trust is a federal agency and the Project is receiving federal funds, therefore it is subject to the requirements of Section 106 of the National Historic Preservation Act (NHPA). The Trust complies with Section 106 through 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 National Historic Landmark District, Golden Gate National Recreation Area, San Francisco, California* (PTPA). This Archaeological Research Design (ARD) will assist the Trust in meeting the NHPA regulatory requirements for the Project.

The Project involves rehabilitating the brick foundation as well as utility improvements that will require excavations that have the potential to affect archaeological deposits. It is possible that some of these archaeological deposits could meet one or more of the criteria for listing in the National Register of Historic Places (NRHP) or inclusion in the Presidio National Historic Landmark District (NHLD) and thus be historic properties subject to the requirements of Section 106. This document provides a process for identifying such features through archaeological monitoring and determining whether they meet NRHP/NHLD criteria.

The goal of this ARD document is to present information specific to Building 2 and provide additional direction for managing archaeological discoveries that might be affected by the Project. This document builds upon and incorporates by reference *Revelar*, an archaeological research design for the Main Post (Praetzellis et al. 2008). Additionally, this ARD draws upon the Archaeological Monitoring Plan (AMP) (Jones 2024) developed for the Project. The purpose of the AMP is to ensure that any potentially significant, previously unrecorded archaeological resources that are inadvertently discovered during construction activities for the Project are treated appropriately in accordance with the Archaeological Management Assessment (AMA) (Jones 2023) and the ARD prepared for the Project. The AMP also serves to guide the archaeological monitor in the field and to outline unanticipated discovery protocols for the monitor and all construction personnel.

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## 1.0 INTRODUCTION

### 1.1 PURPOSE AND BACKGROUND

The Presidio Trust (Trust) is proposing the Building 2 Rehabilitation Project (Project) to rehabilitate Building 2 on the Main Post, the former Wright General Hospital, also known as the Old Post Hospital or Wright Army Hospital. Building 2 is a 2½-story wood frame structure built on a brick foundation with a series of additions on the north and south ends. The Presidio Trust is a federal agency and the Project is receiving federal funds, therefore it is subject to the requirements of Section 106 of the National Historic Preservation Act (NHPA). The Trust complies with Section 106 through 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 National Historic Landmark District, Golden Gate National Recreation Area, San Francisco, California* (PTPA). This Archaeological Research Design (ARD) will assist the Trust in meeting the NHPA regulatory requirements for the Project. Project maps and figures are in Appendix A.

The Project involves rehabilitating the brick foundation as well as utility improvements that will require excavations that have the potential to affect archaeological deposits. It is possible that some of these archaeological deposits could meet one or more of the criteria for listing in the National Register of Historic Places (NRHP) or inclusion in the Presidio National Historic Landmark District (NHLA) and thus be historic properties subject to the requirements of Section 106. This document provides a process for identifying such features through archaeological monitoring and determining whether they meet NRHP/NHLA criteria.

Proactively, the Presidio prepared an archaeological research design for the Main Post, *Revelar*, (Praetzell et al. 2008). *Revelar* was developed as a living document that would be continually updated as understanding of the Main Post expanded. It was intended to be sufficiently broad so that it could be applied to a variety of archaeological resources whose type and extent is not well known. This site-specific research design builds upon *Revelar*.

Additionally, this ARD draws upon the Archaeological Monitoring Plan (AMP) (Jones 2024) developed for the Project. In the AMP, Jones defines archaeological monitoring as the observation of ground-disturbing activities that have the potential to uncover archaeological remains and describes the work of an archaeologist in a construction zone or similar context. The purpose of the AMP is to ensure that any significant, previously unrecorded archaeological resources that are inadvertently discovered during construction activities for the Project are treated appropriately in accordance with the Archaeological Management Assessment (AMA) (Jones 2023) and the ARD prepared for the Project. The AMP also serves to guide the archaeological monitor in the field and to outline unanticipated discovery protocols for the monitor and all construction personnel.

The goal of this ARD document is to present information specific to Building 2 and provide additional direction for managing archaeological discoveries that might be affected by the Project. Section 2.0 Historic Context provides the background for the Project including an overview of local precontact period, ethnography, archaeology, and the history of the Presidio

and the occupation of Building 2. Section 3.0 identifies property types that might be encountered during the Project. Section 4.0 provides an archaeological research design tailored to research issues relevant to that site-specific history based on expected archaeological remains. Section 5.0 explains the protocols for archaeological monitoring and lays out a process for determining whether discoveries contain information-bearing deposits and therefore would meet NRHP Criterion D/ NHLD Criterion 6. Should the Project encounter such deposits, the Trust will explore every prudent and feasible measure to avoid adversely affecting the discovery. If avoidance is not possible, the Trust will consult with the SHPO and any other interested parties to develop a treatment plan to resolve any adverse effects, per Stipulation VI (C) of the PTPA. Section 6.0 provides a curation policy that would be applicable should monitoring produce eligible features. Section 7.0 discusses preparation of an Archaeological Monitoring Report (AMR). Section 8.0 provides contact information for the personnel involved in the Project. Section 9.0 lists the references cited that were used for this report.

## 1.2 PROJECT DESCRIPTION AND LOCATION

Historic Building 2 (former Wright General Hospital, also known as the Old Post Hospital or Wright Army Hospital) is a 2½-story wood frame structure built on a brick foundation with a series of additions on the north and south ends (Figure 1). The Project will fully rehabilitate the building and surrounding site for educational use. The design approach will result in fully rehabilitated and upgraded structural and mechanical systems for code-compliant occupancy. Building rehabilitation will retain all interior and exterior character defining features and incorporate several new compatibly designed elements, including building systems, restrooms, and elevator. Ground disturbing work for the Project will include excavation for structural reinforcement around the perimeter of the building and western wing foundation, an elevator pit, and site utilities.

The AMP is based on information about ground disturbing activities indicated on the Soil Disturbance Plan figure (Figure 3) provided by the general contractor (Nibbi), based on sheet C-4.00 in the Bid Set of construction drawings issued on 11/17/23 and amended through 1/19/2024. All work is estimated and subject to further archaeological review during construction.

Design sheet C-4.00 attached to the Excavation Clearance Permit Application dated 03/26/2024 provides the following specifics on location and depths of excavations:

- 1) Structural excavation for construction of new footings at Building 2 West single-story Structure: maximum depth approx. 24 inches (in.) below grade.
- 2) Structural excavation for installation of new concrete at basement reinforcement conditions: max depth is termination point of (E) footings, assumed to be 18 in. below grade.
- 3) Structural excavation for completion of new elevator pit adjacent to octagon structure: max depth approx. 6 ft. 4 in. below basement grade.
- 4) Structural excavation and leveling for new depressed concrete slab floor in basement Room 008: max depth approx. 18 in. below grade.

- 5) Excavation and backfill for plumbing routing: max depth 48 in. below grade or as required to route utilities.
- 6) Excavation and backfill for electrical conduit routing: max depth 48 in. below grade or as required to route utilities.
- 7) Excavation and backfill for underground utilities and joint trench/site electrical upgrades: max depth 5 ft. 4 in. below grade, or as required to route utilities.

### 1.3 AREA OF POTENTIAL EFFECT AND AREA OF DIRECT IMPACT

The Area of Potential Effects (APE) is defined as “the geographic area or areas within which an undertaking may directly or indirectly cause alterations in the character or use of historic properties, if any such properties exist. The APE is influenced by the scale and nature of an undertaking and may be different for different kinds of effects caused by the undertaking” [36 CFR §800.16(d)]. The APE encompasses Building 2 in its entirety, as well as the immediately surrounding area where Project activities will occur, including staging and any support activities (Figure 2).

The Area of Direct Impact (ADI) is a subset of the APE and is specific to areas that will be subject to ground disturbing activities and, as such, could cause direct physical effects to archaeological remains. Based upon design sheet C-4.00 (Figure 3), the vertical ADI is 6 ft. 4 in. below basement grade for the elevator vault, 48 in. for rerouting plumbing, and 5 ft. 4 in. below grade for buried utilities such as electrical upgrades. Elsewhere, the vertical ADI is limited to 24 in. where new footings are necessary and 18 in. for site grading and leveling.

### 1.4 REGULATORY COMPLIANCE

As the Presidio Trust is a federal agency, it must comply with several federal laws, regulations, and statutes that protect cultural resources. Among these are the NHPA of 1966; Executive Order 11593 (Protection and Enhancement of the Cultural Environment); the Archaeological Resources Protection Act of 1979; the Native American Graves Protection and Repatriation Act of 1990 (NAGPRA); and 36 CFR Part 79, The Curation of Federally-Owned or Administered Archaeological Collections. Together, these regulations and guidelines establish a comprehensive program for the identification, evaluation, and treatment of cultural resources.

In accordance with Stipulation VI: Archaeology of the PTPA, the treatment of archaeological properties shall be handled in accordance with the terms of an AMA that is prepared for individual undertakings or groups of related undertakings. The AMA for the Project identifies one National Historic Landmark District (NHL)–eligible archaeological area (Jones 2023). Because the Project has the potential to impact a contributing feature of the Presidio NHL, Feature #13 Civil War Hospital and Meteorological Station, the AMA (Jones 2023) recommends the preparation of this ARD for the Project.

The Presidio of San Francisco (the Presidio) was found to be of national significance and designated a National Historic Landmark in 1962. The Presidio’s Landmark status was updated in 1993 to include many historic properties from the US Army-occupation period and the Landmark designation was expanded to make the Presidio a NHL (Alley et al. 1993). The 1993 NHL update identified 51 historic-era archaeological resources as contributing elements to the

NHLD. The period of significance for historic archaeological resources within the Presidio NHLD was found to be primarily from 1776 to 1890, although it was also recognized that under certain circumstances the period of significance could extend to 1917. The Presidio Archaeology Lab is currently updating the NHLD documentation (Trust n.d.), which was last revised in 1993 (Alley et al. 1993). This ARD incorporates the new background research and updated GIS-based mapping generated by the draft update but feature naming and numbering conventions follow the 1993 NHLD documentation.

#### 1.4.1 SECTION 106 OF THE NATIONAL HISTORIC PRESERVATION ACT

Briefly, Section 106 of the NHPA requires federal agencies to take into account the effects of their undertakings upon historic properties, that is, properties that are listed on or eligible for listing on the National Register of Historic Places (NRHP). This requires considering whether a cultural resource meets any of the NRHP criteria, to wit:

The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:

- A. That are associated with events that have made a significant contribution to the broad patterns of our history; or
- B. That are associated with the lives of persons significant in our past; or
- C. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction; or
- D. That have yielded or may be likely to yield, information important in prehistory or history.

While this ARD is focused on providing guidance on how to determine whether a feature contains important *archaeological* information (Criterion D), the Trust realizes that such features might possess values that justify eligibility under one of the other three criteria. As such, when making determinations of NRHP eligibility, the Trust will be conservative in the interest of preserving potentially eligible resources and assess significance under all four NRHP criteria.

#### 1.4.2 THE NATIONAL HISTORIC LANDMARKS CRITERIA

Because the Presidio is a National Historic Landmark (NHLD), the Trust must manage it in consideration of NHL criteria, to wit:

The quality of national significance is ascribed to districts, sites, buildings, structures, and objects that possess exceptional value or quality in illustrating or interpreting the heritage of the United States in history, architecture, archeology, engineering, and culture and that possess a high degree of integrity of location, design, setting, materials, workmanship, feeling, and association, and:

1. That are associated with events that have made a significant contribution to, and are identified with, or that outstandingly represent, the broad national patterns of United States history and from which an understanding and appreciation of those patterns may be gained; or

2. That are associated importantly with the lives of persons nationally significant in the history of the United States; or
3. That represent some great idea or ideal of the American people; or
4. That embody the distinguishing characteristics of an architectural type specimen exceptionally valuable for a study of a period, style or method of construction, or that represent a significant, distinctive and exceptional entity whose components may lack individual distinction; or
5. That are composed of integral parts of the environment not sufficiently significant by reason of historical association or artistic merit to warrant individual recognition but collectively compose an entity of exceptional historical or artistic significance, or outstandingly commemorate or illustrate a way of life or culture; or
6. That have yielded or may be likely to yield information of major scientific importance by revealing new cultures, or by shedding light upon periods of occupation over large areas of the United States. Such sites are those which have yielded, or which may reasonably be expected to yield, data affecting theories, concepts and ideas to a major degree.

## 2.0 HISTORIC CONTEXT

### 2.1 PRECONTACT ARCHAEOLOGY

The earliest confirmed evidence of prehistoric Native American occupation in the Presidio is at CA-SFR-6, a precontact shellmound site first recorded in 1912 by UC Berkeley anthropologists and relocated by Jones and Stokes in 2001 (Jones and Stokes 2002). Radiocarbon dates of the shellmound span from 750 AD to 1350 AD. A single human burial discovered by the US Army in the 1970s and designated as CA-SFR-26 also dates to approximately 750 AD (Heglar and Moratto 1973). These two sites were combined into a single site in 2002 and designated CA-SFR-6/26. CA-SFR-129, the other precontact site in the Presidio, dates to 1350 AD until Spanish colonization (Clark 2001). These archaeological sites are both located along the bay shore and are believed to be the successive locations of shellmounds associated with the ethnographically known *Yelamu* village of *Petlenuc*.

### 2.2 ETHNOGRAPHIC BACKGROUND

The Presidio of San Francisco is within the traditional territory of the Ohlone, the modern-day name for a number of small, independent polities. The territory of the Ohlone covered around 17,350 square kilometers (sq. km.) (6,700 square miles), extending 177 km (110 miles) along the Pacific Coast from south of Monterey Bay extending up the San Francisco Peninsula and inland some 32–72 km (20–45 miles) into the Coast Ranges, running along the east side of San Francisco Bay to the Carquinez Strait (Byrd et al. 2017:3-28). At the time of European contact, the Ohlone population was extensive; population estimates range from 7,000 to 16,000 residents (Kroeber 1925:464; Milliken 2010).

Ethnographers estimate that the large villages in the area housed between 200 and 400 residents (Milliken, Shoup, and Ortiz 2009). The local tribe that inhabited the area that became the Presidio of San Francisco was known as *Yelamu* (Milliken, Shoup, and Ortiz 2009:88). They spoke *Ramaytush*, a dialect of San Francisco Bay Costanoan related to the *Chochenyo* dialect spoken in the East Bay (Milliken, Shoup, and Ortiz 2009:31-36). Their homelands on the northern tip of the San Francisco Peninsula were some of the most desolate of the Bay Area's tribal landscapes, covered with windswept sand dunes, scrubby grasslands, small creeks, and limited oak groves (Milliken 1995:62). The *Yelamu* likely played a key role in regional trade, serving as a center for the movement of obsidian from the north and east across the Bay and down the Peninsula, while bringing coastal shells to the East Bay (Milliken 1995:62).

Ohlone peoples are described by anthropologists as 'complex hunter-gatherers,' meaning they subsisted not only by hunting and fishing, but also intentionally managed the landscape through controlled burning, erosion control, plant and seed distribution, and selective harvesting to ensure sustained and reliable harvests (Voss 2008:48). Ohlone peoples practiced a basketry tradition, using the durable baskets for a variety of purposes. While the Ohlone often traded resources and intermarried with neighboring groups, they also recognized and respected strict geographical boundaries. Movement of individuals and families between villages within tribal boundaries was common and tied to a complex seasonal rotation (Milliken, Shoup, and Ortiz 2009:61-68). The village at the Presidio of San Francisco was recorded in mission registers

as *Petlenuc* (Milliken 1995). There are two known precontact archaeological sites in the Presidio that are likely associated with *Petlenuc* - CA-SFR-6/26 and CA-SFR-129.

### 2.3 HISTORICAL OVERVIEW: SAN FRANCISCO

The following historical context has been adapted from *Revelar: An Archaeological Research Design for El Presidio and the Main Post* (Praetzellis et al. 2008) and *Archaeology in America: An Encyclopedia* (Blind et al. 2008).

The historical development of San Francisco and the Presidio under Spanish, Mexican, and American authorities has been well documented (Adams, ed. 1995; Alley et al. 1993; Langellier and Rosen 1992, 1996; National Park Service 1976; Thompson and Woodbridge 1992; Thompson 1997). Archaeological investigations in the Presidio have concentrated on the Main Post area and El Polín Springs; brief overviews of these investigations have been provided by Voss (2002:3-7), Waghorn (2003:254-258), and Blind et al. (2004). In addition, overviews of the history of archaeological studies of Spanish and Mexican-era sites in Alta California are provided by Costello and Hornbeck (1989), Barker and Costello (1991), Barker, Allen and Costello (1995), and Lightfoot (2005, 2006). A comprehensive bibliography of publications relevant to archaeological work on Alta California Hispanic sites is given by Barker, Allen, and Costello (1995).

#### 2.3.1 SPANISH PERIOD (1769-1821)

In the late eighteenth century, Spain began to take an active interest in colonizing Alta California and the Spanish government sent exploratory expeditions into the area. In 1769, the Captain Gaspar de Portolá expedition was the first European group to travel by land along the Alta California coast, spotting the San Francisco Bay from present-day Pacifica (Hoover et al. 1990). The Spanish government sent Father Junípero Serra and Spanish settler colonists northward from Mexico to colonize Alta California. In 1769, Mission San Diego and the first *presidio* were established. This success was followed by a string of settlements, presidios, and missions that began with Mission San Diego in the south and extended north to San Francisco (Hoover et al. 1990).

*El Presidio de San Francisco* was established in 1776 as the northernmost outpost of colonial New Spain to act as a defensive check against British, Russian, and French incursions into Alta California. *El Presidio* was the administrative center of a large colonial district stretching from the northern reaches of the San Francisco Bay, eastward into the Central Valley of California and south along the Pacific coast to Monterey Bay. It was responsible for the defense of six missions, two civil communities (pueblos), military and mission ranches, agricultural outposts, and land-grant *ranchos*.

The Presidio's population was recruited from Mexico, predominately from the western regions of Sinaloa and Sonora (Blind et al. 2004:138). Soldiers with families were the premium recruits, consequently women and children comprised the majority of the colonial party. Many of these families inherited centuries of mixed ancestry and belonged to *castas* [racial/ethnic classes] including *español*, *mestizo*, *indio*, or *mulatto* according to a 1790 census (Mason 1998). Eventually, the *castas* system was replaced with a basic two class society of *gente de razón* [literally people of reason] and California Indians (Weber 1992: 326-328). Numbering less than 200, the colonial

party would not meet the ethnographic criteria for a ‘large village’ in the area (Milliken 1995), yet the soldiers dominated the region through violence. By 1810, there would be over 11,000 native people representing 45 tribes from the region converted by the missionaries (Milliken 1995).

The mission system was a brutal and key tool for the Spanish colonization of Alta California. Its explicit purpose was to convert Native people to Christianity and introduce them to the Hispanic lifeways of their colonizers. A less emphasized but no less significant goal was to provide a working class for the missions, *presidios*, *pueblos*, and *ranchos*. Drastic and irreversible changes affected Indigenous people and their lifeways following Spanish exploration and the establishment of the missions. Relocation and conversion targeted traditional lifeways and eroded cultural integrity (Milliken 1995), introduced plants and animals transformed the natural landscape destroying traditional means of subsistence (Hackel 2013 cited in Madley 2017:26-27), and disease decimated entire cultural groups (Milliken 1995).

### 2.3.2 MEXICAN PERIOD (1821-1848)

In San Francisco, regular supply ships from Mexico were interrupted during the ongoing Mexican War of Independence (1810-1821), and the settler colonial population became more economically autonomous. Conditions at *El Presidio* improved and major renovations were undertaken in 1815 (Osio 1996:32). Foreign ships more often stopped in San Francisco Bay, gaining entrance by passing the strategically placed Presidio. Many captains sought to engage the Presidio and associated missions in trade to provision their ships, a common but nonetheless illicit activity under Spain’s rule. During this same period, several family groups began moving outside the walls of the main Presidio quadrangle, modest beginnings of the eventual Mexican land grant era (Voss 2008).

With Mexican independence in 1821, Spanish control of Alta California came to an end and individual land grants (*ranchos*) became official. By 1834, the Mexican governor of California downgraded the missions to the status of parish churches and divided their vast holdings into individual ranchos. This ushered in a new economic system in California with an emphasis on ranching and agricultural activities (Hoover et al. 1990). The granting of former mission lands favored *rancheros* who already possessed grants, including many former *presidio* soldiers and officers. Secularization also resulted in Native peoples becoming freed from missionary control. Most of the Native population, however, was effectively excluded from acquiring land. This *ranchero* economy remained dominant until 1848 and created a social structure among the *Californios* who employed disenfranchised Native peoples as *vaqueros* or *ranchero* workers (Holm 2018:14).

The strategic importance of *El Presidio* declined during the Mexican era, as soldiers moved to the land they had been granted. Eventually, General Mariano Vallejo moved the garrison to Sonoma in 1835 to be closer to the Russians at Fort Ross. A detachment of artillerymen, led by a succession of acting commanders, were left to man the post. When the US Army arrived in 1846, they found the main quadrangle of *El Presidio* effectively abandoned and partially ruined (Langellier and Rosen 1992).

The *Yelamu*, the original people of the Presidio were the first Native people to be brought into the San Francisco Mission (Dolores) and had been almost completely decimated by 1842. Brutal conditions at the mission meant that the *Yelamu* and other *Ramaytush* Ohlone people died at incredibly rapid rates. Life expectancy after coming into the mission (baptism) was less than five years at Mission Dolores (Cordero 2015:141) and by the census of 1842 only 15 individuals native to the San Francisco peninsula were still living at Mission Dolores (Milliken, Shoup, and Ortiz 2009:172-173).

### 2.3.3 AMERICAN PERIOD (1848 – PRESENT)

American military forces arrived in San Francisco in July 1846, shortly after the start of the Mexican-American War. Under orders from US Naval Commodore John B. Montgomery, they raised the American flag in *Yerba Buena* on July 9, 1846. Troops dispatched to the Presidio found the fort abandoned. The Mexican inhabitants of *Yerba Buena* and *El Presidio* mounted no resistance to the American takeover (Thompson 1997:9-11).

In early 1847, the New York Volunteers arrived to garrison the Presidio. Brigadier General Stephen Watts Kearny ordered the base to be organized and the existing guns and cannon to be remounted (Thompson 1997:12-16). The soldiers renovated and settled in the existing adobe structures, making improvements to the west wing. The current Officers' Club, the only adobe building that remains standing today, was also repeatedly repaired and repurposed during the early years of American occupation.

The following passage, excerpted from *The Presidio of San Francisco in Archaeology in America: An Encyclopedia* (Blind et al. 2008), provides a brief overview of the history and historical archaeology of the Presidio.

The U.S. Army reused the derelict adobe structures they seized at El Presidio and spent much of the early years rehabilitating those structures while endeavoring to maintain their numbers and discipline during the Gold Rush. At least one old Mexican artilleryman refused to relinquish buildings that he claimed as payment for many years of service otherwise unpaid. Little else changed on the Presidio landscape until the beginning of the Civil War when new barracks for the soldiers, a powder magazine, officers' quarters, a hospital, and housing for the laundresses were constructed. Examples of many of these buildings still remain throughout the Main Post.

The population at the post was stratified between officers and their families and enlisted soldiers, laundresses and their families. The annual report in 1857 described one old adobe [the future Officers' Club] to be "objectionable as Officers' Quarters, being dark, badly ventilated, damp and muddy in winter, dusty in summer, and in disagreeable proximity to the barracks of the enlisted men." It was however, recommended for use as quarters for the laundresses.

Officers at the Presidio enjoyed a relatively privileged lifestyle, often owning side businesses, and engaging socially with San Francisco elites. Complaints were made routinely to the War Department regarding their substandard adobe dwellings. In 1862 twelve identical cottages were constructed for officers; six of these were constructed on top of the eastern façade of El Presidio. These were designed as single family homes that faced westward onto the parade ground. The rear yards of these cottages contained all

the trappings of mid 19<sup>th</sup> century domestic life – outhouses, chicken coops, gardens, trash pits, etc. As the burgeoning city of San Francisco expanded to the west, ever closer to the Presidio, the Army decided to reorient these prominent buildings so they fronted the encroaching city. By 1879 the cottages had a new orientation and by 1884 indoor water closets were installed. These buildings remain today along Funston Avenue and create the oldest streetscape in San Francisco.

Due to the reorientation of the twelve officers’ cottages, there are a variety of archaeological features in what were the rear yards [now the front yards] dating from a discrete 16 year time period during the Civil War and Reconstruction. In 1999 and 2000 archaeologists began excavations into these yard features based on ground-penetrating radar and gradiometer surveys of the area. Rich deposits of artifacts were uncovered from each of these sites that document the domestic life of officers and their families.

#### ***BUILDING 2 HISTORY***

The hospital was located on the east side of the Main Post just north of the row of Officers’ Quarters. Also known as Wright General Hospital, it was built in 1864 to replace an earlier (1857) hospital. The hospital is a two-story building with a brick-walled basement and porches on the front and back; it faced westward towards the old parade ground. A morgue and ward for prisoners were located on the east side of the building. It was a modern hospital with water piped to each room and coal burning fireplaces. .

In September 1864 the Department of the Pacific issued Special Orders 211, which stated that the hospital would become a post hospital and would be placed under the control of the Presidio’s commanding officer. In 1878, the hospital’s entrance shifted to the east side of the building, facing the city. In 1897, an octagonal surgical tower with windows on all sides was added to the north of the building in order to provide a well-lit operating room. By 1900, the number of patients exceeded the hospital’s capacity and its facilities had become unsanitary. The hospital lacked features of other modern hospitals, thus, the wards were closed in 1905 and all patients were transferred to the US General Hospital. Thereafter the building served as the post dispensary until 1967 and as the Presidio Army Museum from 1974 until 1993.

Ulysses S. Grant authorized what later became the National Weather Service, on February 9, 1870. The National Weather Service was put under the Secretary of War because it was determined that military installations would take the most reliable and accurate records. By 1870, a total of 22 stations had been established across the United States and synchronized weather observations were recorded by “observing-sergeants” in the department of the Army Signal Service. These observations were then telegraphed to Washington DC. According to two historical maps of the Presidio Main Post, there was a Meteorological Station located within the grounds of the hospital. Little is known about the station beyond its representation on the historical maps. The 1871 map shows the station as a series of rain gauges. A total of three such instruments are shown, two to the west of the hospital and one to the south. The meteorological station is also included in the 1880 map of the Main Post. This map shows the station as two small instruments and one storage shed (Presidio Trust 2010).

### 3.0 PROPERTY TYPOLOGY

*Revelar* provides a starting point to define the archaeological resources that might be encountered during the Project. It groups the historic-era archaeological property types anticipated to occur within the Main Post area into four activity categories: Military, Residential, Support Services and Infrastructure, and Landscape Modification. It further places the hospital into the Support Services category, with anticipated archaeological manifestations being foundations or footings and artifact deposits (Praetzellis et al. 2008:20). As explained in *Revelar*:

A property type is defined as “a grouping of individual properties based on shared physical or associative characteristics” (48 FR 44716). Property types and historic contexts are related concepts in the process of identifying the significance, research potential, and appropriate treatment options for archaeological resources. Archeology and Historic Preservation: The Secretary of the Interior’s Standards and Guidelines state that: “Historic contexts, as theoretical constructs, are linked to actual historic properties [or archaeological resources] through the concept of property type. Property types permit the development of plans for identification, evaluation and treatment even in the absence of complete knowledge of individual properties. Like the historic context, property types are artificial constructs which may be revised as necessary” (48 FR 44716).

#### 3.1 POTENTIALLY ELIGIBLE HISTORIC PERIOD PROPERTY TYPES

Historic period archaeological remains that might be encountered during construction consist of sheet refuse; hollow, refuse-filled features such as pits, privies, or wells; or structural remains from buildings or infrastructure. Filled pit features often contain abundant and varied refuse such as glass, ceramic, metal, leather, and food remains. If such a deposit can be linked to a particular household or business and was used for a discrete and well-defined period of time, it would likely have the ability to address important research issues (Caltrans 2010) and thus would require further management. Based upon *Revelar* and other thematic research designs (Caltrans 2007, 2010), the following property types are expected to have the potential to address important research questions:

- Hollow, refuse-filled features (pits, privies, wells).
- Structural remains indicative of building changes over time, including architectural foundations made of stone, brick, wood, or concrete and utilities such as sewer drains or indoor plumbing.
- Sheet refuse deposits or concentrations or historic material such as fragments of glass bottles, ceramic dishes; old cans, metal hardware, or other obvious trash dumps; and, pockets of debris containing food remains (e.g. cut bone, seeds, pits).
- Unknown or unclassified features would require additional examination.

#### 3.2 CATEGORICALLY INELIGIBLE PROPERTY TYPES

Certain types of archaeological remains clearly would have limited ability to address *important* research questions and therefore would not require further management if encountered. With that said, this ARD is prospective in nature and there is always the possibility that an unanticipated feature might be encountered or an expected feature might possess unexpected

NRHP values. To that end, the archaeological monitor will be in favor of preserving potentially eligible resources. Additionally, per the Stipulation VI (B) of the PTPA, the Trust may assume significance for any resources identified.

Ineligible features are defined as:

- Isolates, defined as fewer than three artifacts per 10 meters square. (Note, however, that several fragments of a single item, such as fragments from a single bottle, are treated as a one artifact).
- Building rubble, such as unmarked, unmortared bricks that have been deposited as fill, if no other cultural materials are present.
- Infrastructure features with no historical association and that lack abundance and variety of materials.
- Modern refuse; in this context, modern is defined as post-1917 (Praetzellis et al. 2008:5).
- Modern utilities such as water or sewer lines (post-1917).
- Structural remains such as foundations or buried utilities that conform to known, mapped locations such as military maps and Building 2 diagrams. Such remains would confirm what is already known rather than adding to our understanding of the evolution of how Building 2 was used over time.

### 3.3 POTENTIAL PRECONTACT PROPERTY TYPES

While not expected given the depth of Project excavation, it is still possible that archaeological evidence of occupation prior to the American Period might be encountered during construction. Precontact, Native American features might consist of midden soils, usually evidenced as darker, greasy soils distinct from surrounding native soils; shell middens, evidenced as discrete concentrations of shell food waste remains, usually in association with darker midden soils and artifacts; or human remains, either *in situ* or disturbed during previous construction (Spillane 2014:49-52). Middens often include flaked and groundstone tools and debris from their creation and use, burned and unburned faunal bone, shell, ash, charcoal, and fire affected rocks. Additionally, Bay Area shell middens typically have high concentrations of shell remains that have been formed by long-term or frequent occupation by people living, eating, and working in the area (Byrd et al. 2017). The Trust makes it a general practice to assume any precontact or Native American associated sites are potential historic properties.

### 3.4 HUMAN REMAINS

There is a likelihood that human remains may be encountered during construction. These may be from the historic period associated with the use of Building 2 as hospital or ancestral remains of Native Americans. These two categories are very different so require different explanations and approaches.

#### 3.4.1 HISTORIC PERIOD HUMAN REMAINS

It is reasonable to anticipate that the Project will encounter human remains from the historic period due to the building's use as a hospital. Remains from the historic period would be

distinguished by presence of historic period artifacts interred with the remains and nature of the interment (e.g., burial pit, coffin, mass interment of body parts).

#### **3.4.2 ANCESTRAL REMAINS OF NATIVE AMERICANS**

As noted above, there is a low expectation that Native American resources will be encountered during construction. There is, however, always the possibility that interments may be encountered, either isolated burials or undocumented cemeteries. Isolated human remains are partial or complete human skeletal bone that lack associations with other cultural materials or features or sites. In San Francisco, isolated human remains have been discovered in deeply buried contexts such as CA-SFR-28, which was found 75 ft. below street level during excavations for the Bay Area Rapid Transit Station at the Civic Center. This skeleton dated to 3690± 250 B.C. and was in marsh deposits that may have been a brackish marsh or in or near a freshwater channel. The marsh deposits were overlain by 20 ft. of dune sand. Other examples of isolated human remains have been recovered as shallow as 10-14 ft. below the surface in bay mud deposits (WSA 2007 in Russell et al. 2018) and another burial at 56 ft. below the surface, found during the excavation for the Transbay Transit Center (Russell et al. 2018). In the Presidio, remains were discovered at 9 ft. below current ground surface (Moratto and Heglar 1973) and assumed to be isolated. They were later associated with a previously recorded shellmound site.

#### 4.0 ARCHAEOLOGICAL CONTEXT AND RESEARCH DESIGN

As noted above, the Trust proactively developed *Revelar* to assist in managing archaeological resources at the Main Post (Praetzell et al. 2008). *Revelar* remains relevant to the current Project and the research themes and questions it provides continue to be applicable; in the interest of space it is not repeated here but rather incorporated by reference. With that said, *Revelar* did not have the scope to address every potential resource type that might be present on the base and therefore this ARD provides additional research themes specific to the historic period uses of Building 2.

#### 4.1 MEDICAL PRACTICES AT AN ARMY HOSPITAL

In order to understand the relevant research theme of medical practices at a nineteenth to early twentieth century western army hospital, we draw comparisons with a nearby similar facility that has been the subject of recent archaeological investigation. The former US Army garrison Fort Mason is situated approximately 2.5 miles east of the Presidio's Main Post. Recent archaeological investigations at Fort Mason provide historic context and relevant research themes about nineteenth century medical practices for the current investigation at Building 2. The Fort Mason work addresses issues of nineteenth century medical research and the use and treatment of human remains; changing regulations around the use of human remains in medical research; as well as patient care including the Army surgeon's administration of medicine, sanitation, and the role female nursing staff in the Army hospitals.

##### 4.1.1 POINT SAN JOSE MEDICAL HOSPITAL ARCHAEOLOGICAL RESEARCH

In the 1860s, the garrison now known as Fort Mason was called Point San Jose. The name was changed to Fort Mason in 1882. In 2010, archaeologists monitoring building renovations identified a collection of human remains from the post-Civil War use of the Point San Jose hospital. The detailed bioarchaeological study of those remains (Willey et al. 2023) has importance for understanding potential archaeological deposits at Building 2. That effort analyzed over 4,450 skeletal elements from at least 25 individuals, but possibly as many as 40.

The Fort Mason remains were recovered from a deliberate interment pit covered by a large cast iron panel indicating an intentional effort to at least mark if not protect the remains. The first human remains archaeologists recovered were saw-cut long bones suggesting they were amputated limbs, but as more bones were exposed, including articulated segments and axial elements, it became clear this was more than cast-offs from surgical amputations (Gavette and Willey 2023). Subsequent research revealed that Army Surgeon Edwin Bentley, who served at Point San Jose from 1869-1876, collected bodies for study and teaching purposes and thus likely was the individual responsible for creating this feature (Gavette 2023).

Demographic analysis showed that the Point San Jose collection included older adults and females demonstrating that Point San Jose did not represent the remains of soldiers alone, and the absence of juveniles indicates it did not represent a random sample of society. Rather, the assemblage more closely resembles other hospital-associated collections, further supporting the interpretation that Dr. Bentley was collecting bodies from local hospitals and using them for teaching purposes (Sgheiza and Willey 2023).

#### 4.1.2 EVOLUTION OF BURIAL LAWS AND TREATMENT OF HUMAN REMAINS

##### *CHANGING REGULATIONS AND PERSPECTIVES ABOUT THE USE OF HUMAN REMAINS IN MEDICAL RESEARCH*

During the mid-nineteenth century the laws around medical research on human remains were shifting. In 1854, California law forbade the practice of dissection, which hampered medical education. The state legislature realized this was problematic given society's need for well-trained doctors and in 1864 modified the law to permit doctors to possess human remains for anatomical dissection. The law further authorized officials such as coroners or wardens to release dead bodies for the advancement of science. The result was often that poor or marginalized members of society were released for study (Mulligan 2023:40-41).

The legalization of the use of the remains of poor and marginalized members of society indicates how structural inequality and structural violence created a legitimacy for this kind of medical research. The Point San Jose assemblage provided an opportunity to examine how the structural inequalities those individuals experienced during life persisted after death (Hall 2023). The concept of "structural violence," that is, when asymmetrical power structures harm or disadvantage people, provides an important theoretical orientation through which to examine how individuals were treated in life, postmortem, and even into the present due to being subjects of bioarchaeological research. Hall summarizes that dissection of bodies and mass burials "symbolically divorced the dead from their living social identities through objectification. In fact, dissected bodies were so thoroughly objectified that they were not even considered property and therefore could not technically be stolen or even owned, legally speaking" (Hall 2023:260).

##### *HUMAN REMAINS IN NINETEENTH CENTURY MEDICAL CONTEXTS*

The Point San Jose discovery prompted comparative research to better understand and interpret the collection. The researchers explain that generally there are three methods by which skeletal remains would likely be modified: amputations, dissections, and/or autopsies. It is often difficult to distinguish between these methods because fresh bone responds similarly. Distinguishing whether bones represent amputations, dissections, and/or autopsies, however, is important for understanding how to place these individuals in the context of anatomical/medical knowledge and social context (Willey et al. 2023:11). For purposes of this research, the following definitions are employed:

- *Amputation* is the surgical removal of a damaged anatomical structure with the goal of restoring health, relieving suffering, and preserving life.
- *Dissection* involves opening cadavers to understand internal structures and anatomical organization with the goal of studying such structures and organs.
- *Autopsy* involves opening corpses to expose internal structures for study, however the goal is to find and interpret the cause of death. (Willey et al. 2023:3-4)

#### 4.1.3 PATIENT CARE IN NINETEENTH CENTURY ARMY HOSPITALS

##### *ROLES OF ARMY SURGEONS*

Although Army surgeons cared for soldiers, they often also served a larger role as sanitation inspector and health officer for the entire garrison (Spatola and Pearlstein 2023:49). Surgeons who had served in the Civil War had extensive experience treating traumatic injuries with surgery and amputation compared to their civilian counterparts (Spatola and Pearlstein 2023:47). Notably, amputations were less frequent before and after the Civil War to avoid infections. Unless stationed at a frontier post engaged in Indian Wars, Army surgeons also typically administered smallpox vaccines, enforced hygiene standards, and simply applied common sense to patient care.

In the 1870s, Louis Pasteur’s now famous experiments established the role of microbes in spreading disease and ultimately caused “the most extraordinary paradigm shift ever seen in medicine” (Casanova and Abel 2013). Over time, Army surgeons “became increasingly involved in the design of hospitals and in garrison sewage and plumbing projects... A considerable amount of a post surgeon’s time was spent on administering smallpox vaccinations, testing garrison water supplies, and overseeing the soldier’s dietary needs and hygiene practices” (Spatola and Pearlstein 2023:50).

Evidence of the use of medicine at Fort Mason was found in the foundation trenching that uncovered the Point San Jose pit. This trenching unearthed artifacts that had gradually accumulated along the building fringes (Locke Barton 2023:113). Early in the Civil War the Army Medical Department began requisitioning standard bottles for medical supplies. This permitted the Army to standardize sizes for distribution, ensure quality control, and save money (Locke Barton 2023:100-101). Embossed “Hospital Department” bottles found in the Point San Jose assemblage were interpreted to be Civil War-era medicines that were dumped because they had become outdated, disposal that contradicted Army regulations (Locke Barton 2023: 113).

##### *ROLES OF FEMALE NURSES IN NINETEENTH CENTURY ARMY HOSPITALS*

Nurses also supported patient care in Army hospitals. The Civil War created an immediate need for trained nurses to care for the enormous number of sick and wounded. These nurses’ successful care of patients proved the value of well-trained caregivers, however, it wasn’t until the 1870s that nursing education became organized into formal schools. These early schools provided hospital-based training where students obtained clinical experience caring for patients rather than classroom-based education. While essentially being an apprentice system that used student nurses for their labor, these schools proved that “the presence of trained nurses with their emphasis on cleanliness, orderliness and close observation of patients successfully transformed hospitals into scientific institutions of caring” (Whelan 2011).

The Army hired female trained professional nurses during the Civil War, but it wasn’t until the US entered the Spanish American War in 1898 that the Army saw the need for their renewed service. At the Presidio, several dozen contract nurses were hired to care for the 22,000 troops heading to the Philippines. Letterman hospital, completed in 1899, saw about 5,000 patients a year during the war (Presidio Trust 2022).

#### 4.1.4 MEDICAL PRACTICES RESEARCH QUESTIONS

*Revelar* (Praetzell et al. 2008) provides a useful starting point for developing research questions specific to archaeological deposits likely to be identified at Building 2. Themes applicable to understanding remains associated with the hospital primarily fall under *Presidio Support Services*, yet also might find applicability under the themes *Development of the Presidio as a Military Installation* and *Presidio as Military Installation and Workplace*. Table 4.1 adopts the approach of *Revelar*, retaining property type categories and research themes to facilitate comparisons, but with modifications to questions to make them relevant to the medical practices research theme. Additionally, Caltrans’ Historical Archaeological Research Design (HARD) thematic studies provide contextual guidance (Caltrans 2007, 2010).

**Table 4.1. Medical Practices Research Questions**

Property Type Categories	Research Themes	Research Questions
<b>Development of the Presidio as a Military Installation</b>		
All building and structural remains, activity areas, artifact deposits and landscape modifications.	Documenting the design and technology of the Presidio’s development	<ul style="list-style-type: none"> <li>• Is it possible to distinguish how Building 2 evolved over time and distinguish any previously undocumented uses or activity areas? How do those compare with features depicted on maps or documents?</li> <li>• Is there evidence of medical instruments and are they state-of-the-art? What do the instruments indicate about the Presidio’s access to government issued equipment necessary to perform assigned tasks? Is there evidence of local adaptation or innovation in technology?</li> </ul>
	Documenting local vernacular solutions in the construction of military site facilities	<ul style="list-style-type: none"> <li>• To what degree did the layout and development of Building 2 conform to Army regulations regarding the design and construction methods to be used in medical facilities? Where there is lack of conformance, what factors might be responsible? For example, did the Presidio community lack necessary skills, tools, or other resources to carry out ideal military designs?</li> <li>• Does the archaeological evidence suggest structural changes in the hospital? What can those improvements be attributed to: response to Army regulations or internal Presidio management decisions?</li> <li>• Is there evidence of innovation in design or construction? Does this reflect expedient design using whatever materials are to hand? Does it reflect local innovation of an Army surgeon bringing his perspective to this post?</li> </ul>
<b>Presidio Support Services</b>		
Support Services building and structure remains, activity areas, artifact deposits.	Understanding medical practices in an institutional setting	<ul style="list-style-type: none"> <li>• If present, what was the purpose of any anatomical waste deposits? What did their disposal represent?</li> <li>• Who do any human remains represent (pathological collection, cadavers, autopsied corpses, or members of the military)? What elements are present (whole skeletons or segments) and what does that indicate about disposal practices? Is it possible to distinguish postmortem skeletal modifications?</li> </ul>

Property Type Categories	Research Themes	Research Questions
	Understanding medical practices in an institutional setting	<ul style="list-style-type: none"> <li>• What is the demographic composition of any human remains? How does mortality distribution compare to other similar sites? Is the age distribution consistent with typical communities or does it differ? What do those differences suggest about the population?</li> <li>• What do the human remains indicate about health and stress during the people's lives? Were the individual's local to the Bay Area? What does that indicate about the population?</li> </ul>
	Reconstructing undocumented architectural features of specialized buildings and structures	<ul style="list-style-type: none"> <li>• Does the archaeological evidence facilitate a better understanding of how the hospital functioned?</li> <li>• What does the archaeological evidence indicate about responses to changes in medical theory, such as awareness of germ theory and need to maintain sanitary conditions? Is this evident in the structural remains of building?</li> </ul>
	Assessing the relationship between the availability of technologies and their acceptance	<ul style="list-style-type: none"> <li>• Is there archaeological evidence of the hospital that might indicate local innovation, improvisation, or adoption of 'appropriate technology' as opposed to the adoption of standardized design and materials?</li> </ul>
	Addressing stereotyped identities by looking at unstudied aspects of lives	<ul style="list-style-type: none"> <li>• Who were the service providers in the hospital? Who provided direct patient care (e.g., civilian contract nurses, family, or active duty military) and what was the quality of that care? What about laundry, meals, cleaning, and other services? Is it possible to distinguish such personnel and their contributions to the care provided at Building 2?</li> <li>• Is it possible to distinguish any expressions of ethnic, gender or class identity among this population? What does that suggest about differences in following military regulations in a hospital setting?</li> </ul>
<b><i>The Presidio as Military Institution and Workplace</i></b>		
All building and structure remains, activity areas, artifact deposits	Reconstructing the functioning of the Presidio as a military institution	<ul style="list-style-type: none"> <li>• To what degree was access to medical care affected by factors such as rank, or familial status? Is it possible to distinguish wards for enlisted men versus officers?</li> <li>• What was the role of material culture in enforcing military rules, and standards of behavior?</li> <li>• What evidence is there for temporal change in the structuring and internal divisions of the Presidio community? Can this be related to changes in military regulations or Presidio leadership?</li> <li>• How did the daily life and routine of the Presidio's admitted hospital patients compare to those of other American military bases?</li> </ul>
	Documenting how living conditions and ways of life at the Presidio were affected by its institutional character	<ul style="list-style-type: none"> <li>• How was the daily life at the Presidio structured? How did this vary between soldiers of various ranks, their families and employed civilians?</li> <li>• How does the Presidio's arrangement of space and activity areas reflect divisions within the Presidio community? Were these arrangements dictated by military regulations, or Presidio leadership, or were they initiated by groups within the community?</li> </ul>

Property Type Categories	Research Themes	Research Questions
	Documenting how living conditions and ways of life at the Presidio were affected by its institutional character	<ul style="list-style-type: none"> <li>• What evidence is there that the structures of military life and discipline acted to unify ethnically and socially diverse groups, such as enlisted soldiers?</li> <li>• What evidence is there of unsanctioned activities on the part of soldiers, families and civilian employees that may indicate resistance to military regulations or Presidio leadership?</li> </ul>
	Documenting working conditions and soldiers'/civilian employees' use of space in the Presidio	<ul style="list-style-type: none"> <li>• What was the role and status of civilian employees such as laundresses or servants within the Presidio community?</li> <li>• To what degree were the daily activities and free time of military personnel and employed civilians structured and supervised by the Presidio authorities?</li> <li>• To what extent does a given archaeological feature reflect individual worker behavior? What is the nature of that behavior?</li> <li>• What evidence is there of leisure activities?</li> <li>• What evidence is there of hazards to which workers were exposed on or off duty?</li> <li>• To what degree were industrial labor management techniques such as surveillance, time management etc., incorporated into working conditions for enlisted soldiers and civilian employees?</li> <li>• Does archaeological evidence suggest resistance to these controls by activities such as drinking on the job, pilfering, illicit use of space?</li> </ul>
	Addressing stereotyped identities such as 'soldier' by documenting poorly understood ways of life	<ul style="list-style-type: none"> <li>• What were soldiers' lives like during different periods of the Presidio operation? How were divisions within the soldier population expressed materially?</li> <li>• How do archaeological remains broaden our understanding of this population?</li> <li>• What was the effect of a tightly integrated live/work situation on expressions of ethnic or class identity?</li> </ul>

#### DATA REQUIREMENTS

- *Archaeological*: structural remains indicating spatial organization or activity areas that can be associated with phases of development at Building 2. Hollow, refuse-filled pit features or sheet refuse with depositional integrity and identifiable association with the hospital. Temporally discrete refuse dumps. Deposits with sufficient quantity and variety of materials to support statistically valid analysis.
- *Archival/Documentary*: US Army records on adoption of medical practices. Post records on supplies and availability of Army-issued equipment, origin of human remains for medical study, personnel assigned to the Post, and mortality and health outcomes of hospital patients. Medical literature discussing rate of adoption of new theories and innovations in treatment. Diaries or individual records of medical personnel.
- *Artifactual*: Non-Native American human remains, medical devices, materials that can be identified as to place or origin or manufacturer. Evidence of use of materials different from their manufacturers' intended use. Evidence of rate of adoption of technologies. Evidence of repair or reuse. Evidence of patent medicines, alcohol,

tobacco, and other indulgences. Hidden items indicative of surreptitious behavior. Artifacts in sufficient variety of distinctive materials. Minimum number of items (MNI) frequency/proportion to support interpretation. Comparative data from similar collections.

#### 4.2 METEOROLOGICAL OBSERVATION POST

Humanity has a long history of striving to understand weather patterns and being able to predict storms. Thomas Jefferson reportedly owned one of the few barometers in America during the Revolutionary period. According to the National Weather Service, weather observation networks expanded across the United States during the mid-1800s. Although basic commercially available meteorological instruments had existed for over 100 years, the telegraph advanced operational meteorology by facilitating collecting and analyzing weather observations from distant posts (National Weather Service 2024a).

Typically, weather stations use instruments to measure temperature, barometric pressure, humidity, wind speed, wind direction, and precipitation to make observations of atmospheric conditions in order to make weather forecasts and to study the weather and climate (Bayer et al. 2017). These instruments improved over time, increasing accuracy of measurements. In the 1700s, scientists used kites to carry aloft thermometers. Ben Franklin famously used a kite to demonstrate the electrical nature of electricity. The United States Weather Bureau established kite observation stations by the late 1800s. The kites carried “meteorographs” that recorded pressure, temperature, and relative humidity on a clockwork driven chart recorder. Scientists also used hot air balloons to take barometers, thermometers, and other instruments aloft to investigate the structure and chemistry of the upper atmosphere (National Weather Service 2024b).

In addition to being a hospital, Building 2 also served as a meteorological station and there may be evidence of the development of the science of weather observation over time. The Trust’s Landmark District description for Building 2 explains:

Ulysses S. Grant authorized what later became the National Weather Service on February 9, 1870. It was put under the Secretary of War because it was determined that military installations would take the most reliable and accurate records. Later in 1870, a total of 22 stations had been established across the United States and synchronized weather observations were recorded by “observing-sergeants” in the department of the Army Signal Service. These observations were then telegraphed to Washington DC. According to two historical maps of the Presidio Main Post, there was a Meteorological Station located within the grounds of the hospital but little is known about the station beyond its representation on the historical maps. The 1871 map shows the station as a series of rain gauges. A total of three such instruments are shown, two to the west of the hospital and one to the south. The meteorological station is also included in the 1880 map of the Main Post. This map shows the station as two small instruments and one storage shed. (Presidio Trust 2010)

In 1890, Congress transferred meteorological responsibilities from the Signal Service to the newly-created civilian US Weather Bureau in the Department of Agriculture (National Weather Service 2024). It is unknown when Building 2 ceased being used as a weather station, but it may

have been in 1922 when a weather station was established at nearby Crissy Field (NOAA NCEI 2024).

As noted above, *Revelar* provides a useful starting point for developing research questions specific to archaeological deposits likely to be identified at Building 2. Themes applicable to the development of the Post’s meteorological station include Development of the Presidio as a Military Installation and some aspects of Presidio Support Services. Table 4.2 adopts the approach of *Revelar*, retaining property type categories and research themes to facilitate comparisons, but with modifications to questions to make them relevant to the meteorological research theme.

**Table 4.2. Meteorological Station Research Questions**

Property Type Categories	Research Themes	Research Questions
<b>Development of the Presidio as a Military Installation</b>		
All building and structural remains, activity areas, artifact deposits and landscape modifications.	Documenting the design and technology of the Presidio’s development	<ul style="list-style-type: none"> <li>Is it possible to distinguish building components used for meteorological purposes? How do those compare with features depicted on maps, such as rain gauges depicted on the 1871 map? What do these features indicate about the weather station distinct from the hospital?</li> <li>Is there evidence of meteorological instruments used to perform the Station’s assigned functions? Are these instruments state-of-the-art? What do the instruments indicate about the Presidio’s access to government issued equipment necessary to perform assigned tasks? Is there evidence of local adaptation or innovation in technology?</li> </ul>
	Documenting local vernacular solutions in the construction of military site facilities	<ul style="list-style-type: none"> <li>To what degree did the layout and development of the weather station conform to Army regulations regarding the design and construction methods to be used? Where there is lack of conformance, what factors might be responsible? For example, did the Presidio community lack necessary skills, tools, or other resources to carry out ideal military designs?</li> <li>Does the archaeological evidence suggest structural changes in the weather station? What can those improvements be attributed to: response to Army regulations or internal Presidio management decisions?</li> <li>Is there evidence of innovation in design or construction? Does this reflect expedient design using whatever materials are to hand? Does it reflect local innovation of an astute weather observer assigned to this post?</li> </ul>
<b>Presidio Support Services</b>		
Support Services building and structure remains, activity areas, artifact deposits.	Reconstructing undocumented architectural features of specialized buildings and structures	<ul style="list-style-type: none"> <li>Very little is known about the weather station aside from one 1871 map. Does the archaeological evidence afford a better understanding of how weather stations were built and how they functioned?</li> </ul>
	Assessing the relationship between the availability of technologies and their acceptance	<ul style="list-style-type: none"> <li>Is there archaeological evidence of the weather station that might indicate local innovation, improvisation, or adoption of ‘appropriate technology’ as opposed to the adoption of standardized design and materials?</li> </ul>

#### DATA REQUIREMENTS

- *Archaeological*: structural remains that can be associated with the weather station aspect of Building 2's assigned functions. Hollow, refuse-filled pit features or sheet refuse that can be associated with the weather station.
- *Archival/Documentary*: US Army records on weather station designs, equipment standards, policies and procedures for taking observations. Post records on supplies and availability of Army-issued equipment. Diaries or individual records of service personnel at the Station.
- *Artifactual*: weather measuring instruments, glass and metal materials that have been locally fabricated to create functioning instruments.

## 5.0 MONITORING AND IDENTIFICATION OF HISTORIC PROPERTIES

Consistent with Trust protocols and the PTPA, the Trust is requiring archaeological monitoring of ground disturbing activities for the Building 2 Rehabilitation Project. To ensure success of this condition, a Preconstruction Briefing (Briefing) will be required for Project personnel followed by appropriately qualified archaeologists monitoring ground disturbing activities. Archaeological monitors or their immediate supervisor will meet the Secretary of the Interior's professional qualification standards for historical archaeology. Should an archaeological feature be identified, the following sections provide instructions on how to manage the discovery.

Briefly, the archaeological monitor will determine whether the find is an isolated occurrence or whether it requires further investigation. If further investigation is required, the monitor will immediately notify the Trust Archaeologist and the find will be subject to archaeological test excavations to determine whether the feature might meet the NRHP/NHLA criteria. The Trust archaeologist will make a determination of eligibility. If the find is not eligible, work may resume; if eligible, the Trust will explore avoidance alternatives. If the discovery cannot be avoided, further treatment will be required.

### 5.1 PRECONSTRUCTION BRIEFINGS

Per the requirements of the AMP, prior to the initiation of construction, the archaeological monitor will provide a Briefing to the general contractor and any subcontractors responsible for ground-disturbing activities. Supervisory personnel, foremen, excavation equipment operators, and laborers will be required attend the briefings. The Briefing will be repeated as needed as new work crews or subcontractors are added to the Project. It is anticipated the Briefing will occur at the beginning of a workday as part of regularly scheduled safety tailgate meeting. While archaeological monitors will be on site, each crew member has an important role in helping to identify potential archaeological discoveries because they may be the first one to lay eyes upon an exposed feature.

The Briefing will consist of an approximately 20-30 minute tailgate meeting during which the archaeological monitor will review details about archaeological sensitivity of the general area, legal requirements relating to the protection of cultural resources, and information about procedures to follow should construction activities inadvertently identify archaeological materials. The Briefing will include examples of the types of artifacts that have been previously found in the area of construction to aid in worker understanding of what to expect during construction. It will emphasize the importance of confidentiality of discoveries due to concerns for potential looting or theft of cultural materials. Copies of the AMP will be distributed to supervisory personnel during the briefing.

### 5.2 SAFETY PROTOCOLS

Archaeology consultants will follow the safety protocols outlined in the Health and Safety Plan (HASP) prepared by the general contractor. This includes wearing appropriate personal protective equipment (PPE) and following any directions of the Site Safety Officer. The archaeological consultant will also prepare a Project specific Activity Hazard Analysis (AHA).

Due to the potential for lead in the soils, Archaeological consultants may be required to complete a Project specific safety training prior to the start of monitoring.

Archaeological excavations often generate considerable public interest and this highly visible Project location may create an additional concern for public safety. Additional safety and site protection measures such as increased security, barricades, or steel trench plate covers may be deemed necessary by the monitor in consultation with the Trust Archaeologist and Trust Project Manager.

### 5.3 CONSTRUCTION MONITORING PROTOCOL

Ground disturbance planned for the Project includes excavation for structural and foundation work, excavation for an elevator pit, and trenching for utilities. All monitoring requirements are referenced to the Soil Disturbance Plan figure prepared by Nibbi and subcontractors (Figure 3). Any amendments to these plans or construction-phase modifications that require ground disturbance shall be submitted to the Trust Archaeologist for review and incorporated into an updated monitoring plan if necessary.

The archaeological monitor will observe all ground disturbance required for the Project. That is, an archaeologist *must be physically present* to observe the Project activity from the initial penetration of existing grade to the final depth of excavation. If the monitor is not present at scheduled start of work, the foreman shall contact the Trust Archaeologist who will advise on whether and how to proceed.

These monitoring and discovery protocols apply to any archaeological finds that are exposed during construction or construction-related activities *whether a monitor is present or not*. All contractors will immediately report to the archaeological monitor and the Trust Construction Manager if archaeological materials or potential ancestral remains are uncovered during construction activities. All contractors must cease operations within the vicinity of the discovery until the archaeological monitor is consulted. If cultural materials are uncovered, they should be *avoided and protected in place* until a decision about their potential significance and treatment can be made. 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 fines and/or imprisonment.

#### 5.3.1 MONITORING LOCATIONS

Every effort has been made to identify all ground disturbance that has the potential to impact buried archaeological deposits, but the contractor and monitor should use discretion to determine if additional areas require archaeological monitoring. Should Project plans change, the Trust Project Manager shall work with the Construction Manager and Archaeologist to determine monitoring requirements. Earth moving activities are expected to be conducted in one location at a time, therefore only one archaeological monitor will be on site. If ground-disturbing work will take place simultaneously at multiple locations, the Trust Archaeologist will determine whether an additional monitor is needed. Based on the plans, identified ground disturbing activities for which full time monitoring is required include:

- 1) Structural excavation for construction of new footings at Building 2 West single-story Structure: max depth approximately 24 in. below grade.
- 2) Structural excavation for installation of new concrete at basement reinforcement Conditions: max depth termination point of (E) footings, assumed to be 18 in. below grade.
- 3) Structural excavation for completion of new elevator pit adjacent to octagon structure: max depth approximately 6 ft. 4 in. below basement grade, shoring to be provided.
- 4) Structural excavation and leveling for new depressed concrete slab floor in basement Room 008: max depth approximately 18 in. below grade.
- 5) Excavation and backfill for plumbing routing: max depth 48 in. below grade or as required to route utilities as shown on plans.
- 6) Excavation and backfill for electrical conduit routing: max depth 48 in. below grade, or as required to route utilities as shown on plans.
- 7) Excavation and backfill for underground utilities and joint trench/site electrical upgrades: max depth 5 ft. 4 in. below grade or as required to route utilities as shown on plans.

### 5.3.2 MONITORING METHODS

The archaeological monitor will observe all ground disturbing activities and the construction crew shall afford them access to open trenches and spoils piles (safety permitting). The monitor will closely observe the excavation and check spoils piles frequently such that any Native American precontact or historic period deposits or materials will be identified promptly, either in the excavation area or in the spoils. The monitor will inspect the excavation area in between each backhoe scoop, looking for changes in soil or presence of artifacts that might signal an archaeological deposit. Screens with ¼ in. wire mesh will be available for spot screening backdirt at the monitor's discretion in order to recover cultural materials. The monitor will inspect the nature of the soils, depth of deposit, cultural constituents, and disturbance to site deposits and will document these and other observations on daily monitoring logs. The daily field record will include information about what was monitored, mapping, discussion of cultural materials encountered, photographs and soil profile drawings if warranted based on depth of excavation and the presence of stratigraphic variation.

If any archaeological resources are discovered, the archaeological monitor has the authority to temporarily suspend all earthmoving equipment in the immediate area of the discovery (at least 30 ft. radius) until further clarification of the nature of the find (e.g., age, material, etc.) and evaluation of potential significance can be made. This temporary pause in work is expected to take 5-10 minutes and does not constitute a stop work order. Should the investigation of the discovery require more time, the monitor will immediately notify contractor's foreman and the Trust Archaeologist. The Trust Archaeologist will coordinate with the Trust Construction Manager on whether and how to redirect work and when work might resume. Work will not resume until the Trust Archaeologist authorizes.

The monitor will determine whether the find meets the criteria for Isolated Find following the established property typology in Section 3.2 above. If the find is an isolated historic period artifact or infrastructure remains, the archaeologist will document the find and work may

resume. Individual, isolated artifacts rarely are able to address important research questions, however the archaeological monitor must investigate the area to ensure the artifact is indeed isolated. Artifacts will be assessed for chronologically or typologically diagnostic traits; artifacts lacking diagnostic traits or other information potential will be noted but typically are not collected unless the Trust Archaeologist directs otherwise. If the monitor determines the find has the potential to meet any of the NRHP/NHLA criteria for listing based upon the property typology, the monitor will follow the testing process in Section 5.5 below.

If intact deposits or features are revealed that require a larger exposure to fully assess the feature, the archaeologist will work with the construction foreman to use heavy equipment under the direction of the archaeologist, or hand tools as appropriate. The larger exposure would consist of mechanical or hand excavation to delineate the find but would not extend beyond the Project footprint to minimize further effects. This areal excavation would go to a depth of no more than 4 ft. below surrounding ground surface or the OSHA Standard depth for the soil type, so that archaeologists can safely enter the exposure area to complete detailed exposure without shoring. If the feature is at a depth greater than 4 ft. below grade, the exposure may necessitate stepping out or shoring to achieve a safe work area.

**Monitor's Discovery Procedures:**

1. Halt all earthmoving activities in the immediate vicinity of the discovery.
2. Determine whether the find is an isolate or part of a deposit.
3. Determine next steps:
  - a. If isolated historic period artifact or infrastructure element, described above, proceed to step 4.
  - b. If precontact or intact historic period feature, make notifications:
    - i. Notify construction foreman when halting equipment for any extended period of time.
    - ii. Notify Pacific Legacy Project Manager of the discovery.
    - iii. Notify Trust Construction manager of the discovery
    - iv. Notify Trust Archaeologist, or designated alternate, of the discovery.
  - c. If human remains, follow above notification protocols and the special procedures for human remains described below.
4. Document the find.
5. Assess eligibility and consult with Trust Archaeologist on appropriate scope of testing, if needed to assess eligibility, and of data recovery for significant resources.
6. Once documentation is complete and no further notifications or investigations (e.g., evaluation, data recovery excavation) are required Trust Archaeologist

**5.3.3 WEEKLY MONITORING REPORTS**

Consulting Archaeologist will provide brief weekly monitoring reports to the Trust Archaeologist. These monitoring reports will summarize the results of the week's monitoring, activities monitored, any finds, and communications between the consulting archaeologist and Trust personnel. The weekly report may also include photographs of monitoring activities and finds as well as preliminary mapping. Monitoring reports will be provided via email. This weekly reporting does not preclude communications with Trust archaeology staff throughout the week to consult about findings.



#### 5.4 EVALUATING DISCOVERIES

Should the archaeological monitor determine the find is not an Isolate and is a property type that requires further investigation, they shall immediately inform the Trust Archaeologist who will identify next steps to determine whether the find meets any of the NRHP/ NHLD criteria. If necessary, the contractor will follow the testing process below.

The archaeological consultant will make a recommendation of significance to the Trust Archaeologist after assessing the composition and nature of the discovery, which may require hand excavation of limited control units. The consultant will focus on identifying data sets that have the potential to address important research questions, following established research designs for the region (Byrd et al. 2017; Caltrans 2007, 2010; Praetzelis et al. 2008) and the site specific research themes identified in Section 4.0. For historic period features, as explained in the Caltrans thematic studies (2007, 2010) evaluation will employ the mnemonic AIMS-R which captures the following set of principles:

- *Association* refers to the ability to link an assemblage of artifacts, ecofacts, and other cultural remains with an individual household, an ethnic or socioeconomic group, or a specific activity or property use.
- *Integrity* addresses the physical condition of the deposit, referring to the intact nature of the archaeological remains. In order for a feature to be most useful, it should be in much the same state as when it was deposited. However, even disturbed deposits can yield important information (e.g., a tightly dated deposit with an unequivocal association).
- *Materials* refers to the number and variety of artifacts present. Large assemblages provide more secure interpretations as there are more datable items to determine when the deposit was made, and the collection will be more representative of the household, or activity. Likewise, the interpretive potential of a deposit is generally increased with the diversity of its contents, although the lack of diversity in certain assemblages also may signal important behavioral or consumer patterns.
- *Stratigraphy* refers to the vertically or horizontally discrete depositional units that are distinguishable. Remains from an archaeological feature with a complex stratigraphic sequence representative of several events over time can have the added advantage of providing an independent chronological check on artifact diagnosis and the interpretation of the sequence of environmental or sociocultural events.
- *Rarity* refers to remains linked to household types or activities that are uncommon. Because they are scarce, they may have importance even in cases where they otherwise fail to meet other thresholds of importance. (McIlroy and Praetzelis 1997:277)

In order minimize further effects to the archaeological feature, archaeological test excavations will be limited to sampling the deposit to determine whether data sets are present that have the potential to address important research questions, as discussed in Section 4.0 above. Archaeological excavation will be limited to the portions of the resource that will be directly impacted by the Project.

The Trust Archaeologist will make formal determinations of significance for any discoveries, relying upon input from the archaeological consultant's initial assessment effort. If the discovery is precontact, the Trust archaeologist will coordinate with any potentially interested Native American groups or individuals following established consultation protocols. The Trust Archaeologist will determine when and how Native American monitoring will be employed.

If the Trust Archaeologist determines the find is not significant (that is, does not meet any NRHP/NHLA criteria), no further management will be required and construction ground disturbing work can resume. If the Trust Archaeologist determines the find is significant, or potentially significant, and the find cannot be avoided by construction an Archaeological Treatment Plan will be developed to resolve adverse effects to the historic property pursuant to Stipulation VI (C).

### 5.5 TEST EXCAVATION METHODS

Manual excavation unit types may include Rapid Recovery Units (RRUs) and Controlled Excavation Units (CUs). Historic period archaeological features and deposits will be excavated and recorded in standard English units unless there is a precontact resource present. In that case, both precontact and historic period resource excavation would be conducted using metric measurements for consistency.

RRUs may be used to define the spatial extent of any discovery and index the cultural constituents. This type of excavation unit is used to sample the depth of deposits, artifact density, nature of constituents, and integrity of deposits. RRUs may vary in size (e.g., 1 ft. x 1 ft., 1 ft. x 1.5 ft., 1.5 ft. x 1.5 ft.) depending on the extent of the deposit and the safety of the archaeological crew. These units are excavated in arbitrary 6 in. levels. If there is obvious or discernable stratigraphy, then units will be stratigraphically excavated. Excavated sediments will be dry-screened through either ¼-in or ⅜-in. mesh. Artifacts will be collected by level and bagged for laboratory analysis and cataloging.

CUs provide detailed information regarding a wide range of archaeological phenomena, particularly small constituents. CUs may be of different sizes (e.g., 1.5 ft. x 1.5 ft., 3 ft. x 3 ft., 3 ft. x 6 ft.) depending on the extent of the deposit as well as safety. Control Units may be used to bisect or otherwise section discrete features. Bisecting creates a profile of the feature and identifies stratigraphic layers that can inform stratigraphic excavation of the other half of the feature. CUs are excavated in 6 in. levels unless natural or cultural strata or features are encountered, in which case vertical controls within each stratum are maintained in 6 in. increments. If historic period features, such as hollow-filled features, architectural features, or well defined, high density deposits of historic period artifacts are encountered they will be excavated stratigraphically after the general strata have been identified through sectioning. Care will be taken to document all natural or cultural strata that are observed in level records and soil profile drawings, so that this data can be analyzed in a way that is commensurate with standard historical archaeological methods.

Sheet refuse scatters will be gridded and then artifacts within randomly sampled grids will be inventoried. Smaller scatters may be recorded in their entirety, at the judgement of the

archaeological monitor. Shovel test pits may be appropriate to confirm the surficial nature of the archaeological deposit.

Excavated sediments will be dry-screened through either ¼-in. or ⅛-in. mesh, depending on the possible types (and sizes) of constituents, analytical goals, and excavation conditions. Bulk soil and other samples may be taken for soil chemistry and grain size, analysis of constituents such as faunal, floral, and parasite remains, and any other micro-constituent studies that may be deemed promising, if appropriate sediments or features are encountered.

The results of excavation will be documented on level records, soil profiles, photographs, and site maps. Daily field records will be kept. If potentially eligible historic period features or deposits are discovered during testing, cultural materials will be collected and brought to Pacific Legacy's Berkeley office, cleaned, and if appropriate analyzed and cataloged for reporting and curation.

## 5.6 LABORATORY METHODS

Collected cultural materials will be brought to Pacific Legacy's Berkeley office and cleaned as appropriate and cataloged for analysis. Detailed cataloging including counts, MNI, material type, and notation of makers marks will be completed for artifacts recovered from deposits that are determined to be NRHP/NHLA eligible. For ineligible features and deposits a less detailed cataloging of materials that include provenience, artifact types, and descriptions will be completed. Catalogs will be specific to the types of materials recovered. Precontact and historic period archaeological materials will be differently handled, cataloged, and analyzed according to the conventions of the subdisciplines, as detailed below.

### 5.6.1 PRECONTACT AND NATIVE AMERICAN MATERIALS

Lab methods for the precontact or Native American assemblages will include cataloging and analyses of recovered constituents.

#### CATALOGING

Precontact archaeological materials collected during fieldwork under this scope of work will be returned to Pacific Legacy's office and lab in Berkeley for processing and cataloging. All the materials will be cleaned to the extent necessary for identification and analysis, sorted by class for material identification, described and cataloged individually or in lots. A catalog will be computer-generated using a template provided by the Presidio Trust Archaeology Lab in Microsoft Excel®. This template will be compatible with the Re:discovery database program employed by the Trust. The catalog is structured to include pertinent fields (e.g., specimen numbers, provenience, material class, count, weight). Individual artifacts will be measured (in metric units), weighed, and described. Tools will receive an individual catalog designation. Bulk categories such as debitage and faunal bone will be assigned a group or lot number. Debitage will be sorted by basic raw material (e.g., obsidian, basalt, cryptocrystalline silicates). Small items will be packaged in 4.0 mm zip top plastic bags and accompanied by individual provenience labels on archival paper.

### ***SPECIAL STUDIES***

Selected materials from the precontact site collection may be submitted for specialized analyses. Special studies may include obsidian hydration studies, lithic analysis, faunal analysis, groundstone analysis, x-ray fluorescence, and paleoethnobotanical analysis. Pacific Legacy will consult with the Trust Archaeologist on the appropriate special studies to be conducted for any resource encountered.

### ***Obsidian Studies***

Depending on the sample size of recovered obsidian artifacts, and consultation with Native American groups, obsidian hydration and X-ray fluorescence (XRF) sourcing analyses may be conducted. Obsidian hydration is one means of dating archaeological deposits in the Project region and will be relied upon for dating the prehistoric site assemblages if features bearing organic materials suitable for radiocarbon dating are not encountered during the site excavations, and a sufficient number of chronologically diagnostic artifacts such as projectile points or beads are not recovered. As such, if obsidian is recovered from a discovered site, obsidian hydration data may be used to assist in determining the relative temporal span of the deposit and inform analysis of the deposit's stratigraphy.

### ***Other Analyses***

Appropriate analyses for other artifact categories include pollen analysis, vertebrate fauna, and pollen/soil flotation for paleoethnobotanical study.

### **5.6.2 HISTORIC PERIOD MATERIALS**

The methods and procedures that will be used for the treatment of historic period materials are described below and are largely adapted from Caltrans (2007, 2010).

All collected historic period materials will be cleaned, depended upon the type and condition of the material, in Pacific Legacy's Berkeley Laboratory prior to cataloging. Delicate or organic materials may not be cleaned if cleaning would destabilize or deteriorate the artifact(s). Cultural materials from a single provenience will be sorted by material, with separate catalog numbers assigned to whole or potentially diagnostic articles. Specimen lots comprised of a set of related materials will be grouped under a single catalog number. For example, bottle glass shards of a particular color and shape from the same depositional context, nails of similar type from a given location. A catalog will be computer-generated using a template provided by the Presidio Trust Archaeology Lab in Microsoft Excel®. This template will be compatible with the Re:discovery database program employed by the Trust. Following the completion of laboratory work, the recovered cultural materials will be analyzed by specialists and historical research will be conducted as needed to refine understandings of specific artifacts. If the collection is large or there are many potentially significant features, a laboratory sampling strategy will be submitted to the Trust before analysis is carried out.

A functional classification scheme will be used to categorize historic period materials. Each specimen or lot will be separately packaged and labeled. The catalog will capture information on provenience, material, type, and count as well as noting method of manufacture, markings,

makers, and other diagnostic traits that may facilitate the identification of function, origin, date of manufacture, and other attributes valuable for analysis and interpretation.

Historic period artifacts will be quantified in a standard manner to facilitate comparison and analysis. Artifact sizes will be identified using the standard methods of measurement used by manufacturers of the product. For example, the size of containers used for liquids will be specified in liquid ounces if known, while the size of buttons will be noted in lines.

In addition to weights and counts of whole and fragmentary specimens, the MNI will be calculated for most artifacts. The MNI count quantifies the minimum number of whole specimens within a given feature or unit. All materials that comprise a single useful artifact such as the fragments of a single glass bottle, a matched pair of shoes, or a teapot and its lid will be counted as one whole specimen. Some items such as buttons and beads will be assigned individual MNIs if they are not recovered together as a single item of clothing. MNI counts will not be tabulated for structural materials and items of uncertain function. When calculating MNIs, efforts will be made to cross-mend fragments of artifacts from the same feature or activity area.

Historic period artifacts also will be studied with the aim of refining date ranges for individual items and assemblages. A combination of evidence will be taken into consideration when determining date ranges for artifacts, as well as the periods of deposition and *termini post quem* (TPQ) for the stratigraphic contexts and features from which they are recovered. The dating of historic period artifacts will make use of three types of information: known period of production for marked items; dates when particular manufacturing traits were in widespread use; and inferred dates of use at the site based on the TPQ for the stratigraphic context and the site's known period of occupation.

Marked historic period artifacts, decorative patterns, methods of manufacture, and certain temporally sensitive materials will be used to refine the dating of recovered items and the deposits in which they were discovered. Marks will be researched for both period of manufacture and dates that a company changed ownership or moved to a new address. For some retail containers, both the container manufacturer and the company making the product in the container may help refine production dates. Historical research may be required to establish production dates for certain artifacts if published information is unavailable.

Foreign marks that do not specify a country of origin will be assumed to predate the McKinley Tariff Act of 1891 that required the country of origin to be identified. Patent dates will be noted and general knowledge of inventions and production innovations will be used to help narrow date ranges. For example, the distribution of electricity can be broadly dated in specific local contexts. Named decorative patterns and the general use of certain decorative techniques for ceramics will be dated where possible. Datable traits of glass containers such as pontil scars, mold seams, tooled finishes, decolorizing agents, and valve marks will also be noted.

### 5.6.3 HUMAN REMAINS

Based upon current understanding of the land use history and Building 2 and other work at the Presidio, it is not anticipated that the Project will encounter precontact human remains, that is, Native American ancestral remains. With that said, there is always a possibility that an unmarked interment might be exposed. If Native American 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. Trust archaeology staff will notify the Trust's Federal Preservation Officer. If necessary, the Trust will notify the San Francisco Medical Examiner of the inadvertent discovery of human remains. The Trust Archaeologist shall determine whether the NAGPRA applies to the discovery and will ensure that the finds are treated in compliance with all requirements outlined at 43 CFR 10.4. Any materials not subject to NAGPRA will remain under Federal control.

#### *HISTORIC PERIOD HUMAN REMAINS*

There is a very high likelihood, however, that the Project will encounter human remains from the historic period due to the building's use as hospital. Consistent with federal statute (Pub. L. 101-601, 25 U.S.C. 3001 et seq., 104 Stat. 3048), the Trust Archaeologist shall determine whether the human remains are potentially the ancestral remains of Native Americans and whether NAGPRA applies. This determination will be based upon associated grave goods (whether historic period artifacts are interred with the body) and nature of the interment (burial pit, coffin, mass interment of body parts).

The immediate protection of human remains at the site shall be accomplished by (1) keeping any discovery confidential, and (2) securing the location to prevent disturbance of the remains and any associated materials.

The Trust Archaeologist shall determine whether the human remains are a single isolated burial or are potentially part of a cemetery or a larger archaeological site. This may necessitate the involvement of a consulting physical anthropologist. The Project will make every prudent and feasible effort to avoid adversely affecting any human remains, either as part of a single burial or larger cemetery. Should avoidance not be possible, the Trust will consult with the SHPO, NPS, and any other consulting parties to develop appropriate measures to treat any adverse effects.

Further identification work may be necessary to determine the frequency of human remains in the Project area, and to determine an appropriate course of action. If the appropriate treatment is determined to be exhumation, the Trust Archaeologist or a consulting physical anthropologist will direct necessary collection efforts. Any 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.

## 6.0 CURATION

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The archaeological collection generated by this Project, except for human remains and materials subject to NAGPRA, will remain the property of the Trust. Per 36 CFR Part 79, federal archaeological collections are defined as “material remains that are excavated or removed during a survey, excavation or other study of a prehistoric or historic resource, and associated records that are prepared or assembled in connection with the survey, excavation or other study.”

The need to curate material remains recovered during this Project will depend on the nature of the archaeological feature and the outcome of the NRHP evaluation process. Pacific Legacy will develop a Project-specific discard and curation protocol that will provide recommendations to the Trust Archaeologist and Curator on what should be permanently curated. For example, curation would not be recommended for non-diagnostic glass and ceramic fragments smaller than an inch that do not cross-mend, ferrous artifacts that are highly decomposed, and large bulky, mass-produced items such as bricks. Features that are determined NRHP/NHLA eligible will be curated whereas artifacts from features that do not meet any of the NRHP/NHLA criteria will be discarded after analysis is complete and there is consensus on that determination.

In addition to material remains (e.g., artifacts, ecofacts, physical samples) that can be anticipated to be collected as part of this Project, the Project will generate associated records. Associated records may include, but are not limited to, field, lab and administrative records, reports, photographs and slides, digital media and records, correspondence, and other Project documentation. In the event that no material remains are recovered during field work, **associated records alone constitute a collection and must be submitted to the Trust for permanent curation.**

Trust archaeologists and the archaeological contractor will coordinate with the Trust’s Curator to prepare the collection for review and accession into the Trust’s permanent Archaeological Collections. The Trust Curator will provide a curation submission package for the archaeological contractor to complete prior to acceptance of the collection for curation. This may include assembling copies of reports, field documents, catalog, artifact tags on archival paper, and hand numbering of diagnostic artifacts.

Permanent collections are curated by the Trust in perpetuity on-site at the Trust’s secure, climate-controlled curation facility. Collections are curated in compliance with [36 CFR Part 79, the Curation of Federally-Owned or Administered Archeological Collections](#), and in accordance with the Trust’s [Archaeological Collections Policy](#) and *Archaeological Collections Management Guidelines* (Presidio Trust 2011, 2012). Information about the collections is accessible on the Presidio Trust’s [website](#) and through the Re:discovery archaeology and collections management database.

## 7.0 REPORTING

At a minimum, reporting will consist of the preparation of an Archaeological Monitoring Report (AMR). This report would be prepared if no resources were encountered that required testing or evaluation and/or data recovery.

The AMR would document the results of archaeological monitoring and document the type(s) of resources encountered. The AMR will include a Project description and location, a brief environmental and cultural setting (geological setting, prehistoric and historical background); archaeological monitoring methods and results; including a description and brief analysis of cultural materials features or deposits encountered); and summary and conclusions. The report will include, as relevant: mapping, archaeological site location data, contextual information, and historic period maps and photos to accompany background sections or support findings. Photographic documentation and stratigraphic profiles (if appropriate) will also be included.

Reporting format and contents will follow examples provided by the Trust Archaeologist. Pacific Legacy's field methods and compliance documents will also follow the State Office of Historic Preservation guidelines published as *Archaeological Resource Management Reports (ARMR): Recommended Contents and Format and Guidelines for Archaeological Research Designs*, (California Office of Historic Preservation 1991). The Draft and Final AMR shall be sent to the Trust Archaeologist for review and approval.

Should there be archaeological discoveries requiring either testing, NRHP evaluation, and/or archaeological data recovery, additional reporting will be required and will be developed in consultation with interested parties. Any reports will document the archaeological and historical research methods employed in the archaeological testing/monitoring/data recovery program(s) undertaken and any conclusions or interpretations. The Draft and Final versions of these reports will be submitted to the Trust Archaeologist for review and approval and, upon approval, distributed to appropriate consulting parties.

## 8.0 CONTACT INFORMATION

In the event of a discovery that requires consultation with the Presidio Archaeology Lab, contact Kari Jones, the Trust Archaeologist. If the Trust Archaeologist is unavailable, Trust Archaeological Specialists Edward DeHaro or Georgie DeAntoni should be contacted. The general contractor must also notify the Trust Construction Manager, Jason Hemp, in the event of any discovery.

**Table 8.1. Project Contact List**

Name	Office Phone	Mobile Phone	Email
Kari Jones <i>Archaeologist</i>	(415) 561-5090	(415) 716-8519	<a href="mailto:kjones@presidiotrust.gov">kjones@presidiotrust.gov</a>
Edward DeHaro <i>Archaeological Specialist</i>	(415) 561-7626	(415) 571-4617	<a href="mailto:edeharo@presidiotrust.gov">edeharo@presidiotrust.gov</a>
Georgie DeAntoni <i>Archaeological Specialist</i>	(415) 561-4205	(415) 271-5957	<a href="mailto:gdeantoni@presidiotrust.gov">gdeantoni@presidiotrust.gov</a>
Jason Hemp <i>Construction Manager</i>	(415) 561-4101	(415) 741-4223	<a href="mailto:jhemp@presidiotrust.gov">jhemp@presidiotrust.gov</a>
Hannah Ballard <i>Consulting Archaeologist Project Manager</i>	(510) 524-3991 x 106	(415) 686-3770	<a href="mailto:ballard@pacificlegacy.com">ballard@pacificlegacy.com</a>
Ashley Schmutzler <i>Consulting Archaeologist Archaeological Monitor</i>	n/a	(510) 566-4461	<a href="mailto:schmutzler@pacificlegacy.com">schmutzler@pacificlegacy.com</a>

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## **APPENDIX A: REPORT FIGURES**

Figure 1. Project Location and Vicinity Map

Figure 2. Project Area

Figure 3. Building 2 Soil Disturbance Plan Figure

**ARCHAEOLOGICAL MANAGEMENT ASSESSMENT AND MONITORING  
PLAN**

**BUILDING 102 REHABILITATION**

Prepared by

Kari Jones  
Planning and Compliance

Prepared for

Teddy Huddleston  
Building and Landscape Rehabilitation

May 2024

# **ARCHAEOLOGICAL MANAGEMENT ASSESSMENT AND MONITORING PLAN: BUILDING 102 REHABILITATION**

## **I. BACKGROUND**

In accordance with Stipulation VI: Archaeology 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 Of San Francisco, Golden Gate National Recreation Area,” the management of archaeological properties shall be handled in accordance with the terms of an Archaeological Management Assessment and Monitoring Program (AMA/MP) that is prepared for individual undertakings or groups of related undertakings.

## **II. PROJECT DESCRIPTION**

The rehabilitation of Building 102, one of a row of two-company barracks constructed in 1897. The NHLD-contributing building has undergone intensive prior alterations to the interior but retains high levels of integrity. This project will fully rehabilitate the building and the associated site area for office/commercial occupancy by one or multiple tenants. The design approach will result in rehabilitated and structurally upgraded “warm shell” with common core and systems. The rehabilitation approach retains interior and exterior character defining features, and new elements (building systems, common area cores, restrooms, elevator replacement, circulation elements, exterior ramps and porches) are compatibly designed. Existing historic windows will be retained and repaired, and non-historic window and door trim will be replaced. Ground disturbance will be required for structural (seismic) work and limited utilities upgrades.

## **III. ARCHAEOLOGICAL CONTEXT**

The Presidio of San Francisco was found to be of national significance and designated a National Historic Landmark in 1962. The Presidio’s Landmark status was updated in 1993 to include many historic properties from the U.S. Army-occupation period and was expanded to become a National Historic Landmark District (NHLD) (Alley et al. 1993). The 1993 NHLD update identified 51 historic-era archaeological resources as contributing elements to the District. The period of significance for historic-era archaeological resources within the Presidio NHLD was determined to be primarily from 1776 to 1890, although it was also recognized that under certain circumstances the period of significance could extend to 1917. Features post-dating 1890 were considered to have progressively less potential for significance due to the increased historical documentation available to supply information about the Presidio and its inhabitants. The Presidio Trust regularly updates the NHLD documentation with new information and discoveries. This AMA/MP incorporates the new background research and updated GIS-based mapping generated by regular updates. Feature naming and numbering conventions, however, follow the 1993 NHLD documentation.

Two predicted archaeological areas of the Presidio NHLD are within or adjacent to the proposed project area- the Laundresses’ Row and Stream Ravine Dump. In addition to these areas, discrete caches of historical materials may be present within the interior of the building. Portions of the project area are also sensitive for buried precontact archaeological materials.

## Contributing Elements of the Presidio NHL

### PHAF #18 Laundresses' Row

Laundresses' Row was located on the Main Post just west of the former seasonal stream on what is currently Montgomery Street. A laundress was an official position in the military during the 19<sup>th</sup> century when four laundresses were authorized for each company. Duties of the laundresses included, but were not limited to, cleaning linens, nursing the sick or wounded, housekeeping, and sewing. In exchange for their work, each laundress received food rations, bed straw, medical care, and monetary payment. Nine wood frame structures were erected in the 1860s for the use of the laundresses; these appear on the 1870, 1871 and 1880 maps. In 1883, the nine structures became the Married Enlisted Men's Quarters when the position of laundress was eliminated from the military. While the official function of the buildings changed, the occupants likely remained quite similar as the laundresses were often married to soldiers. Mentions of laundresses at the Presidio continue as late as 1890.

**Significance: NHL/NRHP Criteria:** 1/A Events and Broad Patterns of Events -- Indian Wars, Post Improvement; 6/D Information Potential

Laundresses' Row has the potential to document the lives and experiences of poorly understood groups (women within a military context in the 19<sup>th</sup> century). In particular, the potential for comparisons with the Laundresses' Quarters near Fort Point, make them especially significant. Further, because married couples often lived in these structures, the property can provide valuable information regarding the dynamics of gender interaction within households. Laundresses' Row affords an opportunity to examine a military fort in the 19<sup>th</sup> century using theoretical approaches including feminist theory, for example, to challenge the androcentric framework through which military archaeological sites are often studied.

### **Integrity: Good**

Previous archaeological investigations indicate that features associated with Laundresses' Row retain a high degree of integrity. Construction of the late-nineteenth century Montgomery Street Barracks (with basements) has probably destroyed much of the evidence of the original wood framed buildings. It is possible, however, that remnant sections may survive. Five undisturbed privies that retained a high degree of integrity were encountered during archaeological investigation for the Taylor Street Privies Project in 2005 (Bartoy 2006; Blind and Bartoy 2006; Clevenger and Blind 2007). Excavation of these privies yielded over 60,000 artifacts relating to domestic activities associated with the laundresses. This suggests other features may also retain their integrity. Predicted features associated with the Laundresses' Row will be located in the Main Post, west of both the Parade Ground in the vicinity of the Montgomery Street Barracks and Taylor Road, and the Stream Ravine Dump Area that was filled at the turn of the 20<sup>th</sup> Century. Sheet refuse deposits with trash relating to domestic occupations are also likely to be associated with the structures. Fenced yards, represented on historic maps, have the potential to include features associated with outside work.

### PHAF #20: Stream Ravine Dump

The Stream Ravine Dump archaeological area is *predicted* based on the presence of a stream ravine that once bisected the Main Post. Given trash disposal practices of the 19<sup>th</sup> Century, it is likely that trash was deposited in the stream ravine to be washed away, preventing trash buildup on the post. Additionally, because the Presidio needed to provide space not only for military activities but also domestic work, the

Stream Ravine Dump Area would have been employed for such outdoor household activities. Work carried out in the Stream Ravine may have included washing clothes or food preparation. The deposits associated with these activities are not expected to be uniformly distributed across the Stream Ravine Dump archaeological area. Instead, localized deposits and features are expected.

The location of the Stream Ravine Dump area is predicted from historic maps that depict the course of the stream ravine before it was filled by the Army around 1890. The ravine was on the west side of the Old Parade and contained one of two streams that ran in close proximity to *El Presidio*. Both streams flowed from the southern hills to the north and drained into a salt marsh north of the Main Post. Historical maps indicate that company kitchens, the sutlery and laundresses' housing were next to the stream ravine. The stream was likely used throughout the life of the fort by the Spanish, Mexican and American occupants until it was filled circa 1890.

**Significance: NHL/NRHP Criteria:** 6/D Information Potential

*Period of Significance:* 1776-1897 Colonial Establishment, Expansion and Fortification, Mexican War of Independence, Mexican Presidio, Abandonment, Early US Occupation, Civil War, Indian Wars , and Post Improvement

The Stream Ravine Dump archaeological area has excellent potential for examining the material culture of the Spanish-Colonial, Mexican and American occupations. Specifically, the material may be used for assessing the structure and development of Native American involvement with the Spanish colonial/Mexican Presidio, investigating the role of material culture and consumerism in the contexts of military institutions, and understanding the transition to industrial capitalism. If intact domestic features are present, there is also the potential for documenting working conditions and soldiers'/civilian employees' use of space, obtaining data for reconstruction of historic foodways and dietary patterns and documenting the lives and experiences of poorly understood groups. Taken together, the larger deposit and the features have the potential to provide data for reconstructing plant succession and environmental change in the Presidio.

**Integrity: Unknown**

The Stream Ravine Dump Area was substantially filled to create a level surface circa 1890. This capping of the deposit may have preserved the archaeological features, including work spaces, midden and sheet refuse deposits. The Stream Ravine Dump Area is currently covered by a lawn (converted from a parking lot in 2012). Geological tests in conjunction with modern construction projects confirm the likelihood of cultural materials present in the Stream Ravine Dump Area (Kaijankoski 2008). Before the ravine was filled, flowing water would have washed away lighter elements of the refuse while leaving the heavier items. Because of this, the stream bed is not expected to be an undisturbed midden but a moderately intact historic trash dump. Because of the nature of filling in the ravine to make it level ground, the depth of the predicted cultural deposit varies across the area. On the edges of the ravine, where work activities may have taken place, the fill is thinner and features could be located at relatively shallow depths. These deposits also have greater potential to have been disturbed by more recent historical activities including utilities and other infrastructure. Fill increases toward the middle of the ravine, which was packed with up to 25 feet of material to create the flat Main Parade surface. In this area, archaeological deposits will be deeply buried and are expected to retain a high degree of integrity.

### **Other Potential Archaeological Resources**

The front yard of Building 102 has been identified as an area that has a low to moderate sensitivity for precontact archaeological resources. These resources could include evidence of prehistoric occupation or use of the area such as stone tools, shell, animal bones, midden, and other features and may be deeply buried.

Additionally, interior gutting and rehab of Buildings 104 and 105, other Montgomery Street Barracks buildings, revealed discrete caches of historic materials in the roof and attic that date to the first half of the twentieth century. The materials encountered retained a high degree of integrity and included personal items for grooming and hygiene as well as contraband. Examples of recovered items include paper, textiles, cigarette butts, liquor bottles, candy wrappers, shoe polish, rags, and shoes (Jones 2015). Such materials are considered potentially significant cultural resources that could contribute to the NHL. Because Building 102 has been previously partially rehabilitated, there is a low likelihood that such materials remain.

## **IV. ASSESSMENT**

The Building 102 Rehabilitation Project will result in a warm shell building, ready for leasing. Excavation will be necessary to install new utilities and structurally upgrade the building (footings and new grade beams). Proposed excavation has been designed to minimize ground disturbance within the archaeological areas identified in this AMA/MP where possible. Existing utility corridors have been reused where feasible and all infrastructure is located outside of expected archaeological resources (vertically or horizontally). Each predicted archaeological area is discussed below and an assessment of specific design constraints and mitigation measures is provided.

Remains of privies (outhouses) associated with Laundresses' Row have previously been found within the Taylor Road corridor at shallow depths. Additional features and potential outbuildings of the Laundresses' Row archaeological area may remain buried within the area. While identification efforts and previous monitoring have found little additional evidence of the resource outside of Taylor Road, ground disturbing activities within and adjacent to the predicted extents of the Laundresses' Row archaeological area should be limited to the upper three feet below current ground surface. All activities should be monitored by a qualified Presidio Trust archaeologist to ensure that there are no impacts to the resource.

The Stream Ravine Dump archaeological area is expected to be deeply buried by up to 25 feet of fill in the middle portion of the Main Parade Ground but the fill becomes shallow as it moves west into the front yards of the Montgomery Street Barracks. Even relatively shallow excavation, therefore, has the potential to impact this resource, therefore all ground disturbing activities should remain within the upper three feet layer of historical fill. Because the Stream Ravine Dump area is predicted, has not been adequately identified, and is expected to be discontinuous and localized across the project area, a Presidio Trust archaeologist should be present during construction work in the front yard of Building 102 to ensure all cultural resources are recorded and protected.

Precontact archaeological resources are predicted to be located in the front yard of Building 102. Although this area has been identified as a low to moderate sensitivity zone for precontact resources, these resources are expected to be buried by a series of historic fills. Since all groundbreaking activities

should be confined to the upper three feet below current ground surface, there should be no adverse effect to prehistoric archaeological resources.

## V. MONITORING PLAN

This Archaeological Monitoring Plan is based on the Soil Disturbance Plan figure provided by the general contractor (Nibbi), based on sheet C-400 in the Bid Set of construction drawings issued on 11/17/23 and amended through 1/26/2024. The Soil Disturbance Plan figure is attached here for reference. All work is estimated and subject to further archaeological review during construction.

There is potential for the inadvertent discovery of potentially significant archaeological materials during construction excavation for the Project. If discovered, archaeological deposits require proper treatment in accordance with the stipulations of this AMA/MP and the Presidio Trust Programmatic Agreement (PTPA).

### Preconstruction Briefing

Prior to the initiation of construction, a briefing will be provided to the general contractor and any subcontractors responsible for ground-disturbing activities. Supervisory personnel, foremen, excavation equipment operators, and laborers should attend the briefings. These sessions will be conducted at the job site during normal work hours, either as part of the required tailgate safety meetings or when the archaeologist is on-site for the first time. **Individual or group briefings will also be conducted when new subcontractors or workers are brought in.** The briefing will include examples of the types of artifacts that have been previously found in the area of construction, procedures for archaeological monitoring, and unanticipated discovery protocols, as outlined below. Copies of this AMA/MP will be distributed to supervisory personnel during the briefing.

### Monitoring Locations and Frequency

Ground disturbance planned for the project includes excavation for structural and foundation work, excavation for an elevator pit, and trenching for utilities. A plan for the location and frequency of archaeological monitoring of these ground-disturbing activities is provided below. All monitoring requirements are referenced to the Soil Disturbance Plan figure prepared by Nibbi and subcontractors (attached). Any amendments to these plans or construction-phase modifications that require ground disturbance should be submitted to the Presidio Trust Archaeologist for review so that any modifications can be incorporated into an updated monitoring plan.

The archaeological monitor will record observations made in the field during excavation and document the stratigraphy of the areas monitored. In the event of a potentially significant discovery, the monitor will stop the work in the area and **ensure that all cultural resources are treated appropriately.** The archaeological monitor will notify the Presidio Trust construction manager in the event of a work stoppage. The monitor will record the specific location of any historical material uncovered during excavation with as much precision and accuracy as is feasible.

### Full-time monitoring

Full-time monitoring is defined as continuous observation by an archaeologist of all ground disturbance required for a project component. That is, an archaeologist **must be physically present** to observe the project activity from the initial penetration of existing grade to the base of excavation. Every effort has been made to identify all ground disturbance that has the potential to impact buried archaeological deposits, but the archaeological monitor should use discretion to determine if additional areas require

archaeological monitoring. Identified ground disturbing activities for which full time monitoring is required include:

- 1) Structural excavation for construction of new Building 102 basement perimeter footings  
(Max Depth: Termination of (E) footings, assumed to be approx. 36" below grade)
- 2) Structural excavation for construction of new grade beams  
(Max Depth: Approx. 48" below basement grade)
- 3) Excavation for plumbing routing as depicted in project plans  
(Max Depth: 48" below grade, or as required to route utilities as shown on plans)
- 4) Excavation for electrical conduit routing as depicted in project plans  
(Max Depth: 48" below grade, or as required to route utilities as shown on plans)
- 5) Excavation for underground utilities and joint trench/site electrical upgrades  
(Max Depth: 5' 4" below grade, or as required to route utilities as shown on plans, shoring to be provided)

### **Periodic monitoring**

Periodic monitoring is defined as observation of ground-disturbance at the discretion of the archaeologist monitor, with consideration given to both the horizontal and vertical extent of the planned excavation. The archaeologist should be notified at least 48 hours before digging is to begin and given the opportunity to be present to monitor excavation. Ensuring that all areas where monitoring is necessary are observed is the responsibility of **both** the archaeological monitor and the general contractor. Decisions about the necessity for monitoring will be made by the archaeological monitor by incorporating extant information on predicted archaeological site locations and ongoing observations of adjacent subsurface conditions. Excavation can proceed with mechanical equipment unless an unanticipated discovery is made. If such discoveries occur, the unanticipated discovery protocols should be followed.

Activities for which periodic monitoring is required include:

- 1) Structural excavation for construction of new slab-on-grade  
(Max Depth: Approx. 12" below grade)
- 2) Site grading and leveling for installation of concrete walkways/bike racks/landscaping/pavers  
(Max Depth: 18" below grade)

## **VI. UNANTICIPATED DISCOVERY PROTOCOLS**

There are three types of unanticipated discoveries that are covered by this monitoring plan:

- Ancestral remains of Native Americans or any other human remains.
- Cultural resources that have the potential to be significant.
- Cultural resources not requiring further consideration.

An unanticipated discovery refers to any situation where previously unidentified archaeological resources or ancestral 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 a monitor is present or not**. All contractors will immediately report to the archaeological monitor and the Presidio Trust Construction Manager if archaeological materials or potential ancestral remains are uncovered during construction activities. All contractors

must cease operations within the vicinity of the discovery until the archaeological monitor is consulted. If cultural materials are uncovered, they should be **avoided and protected in place** until the Presidio Trust makes a decision about their potential significance and treatment. All materials are property of the Presidio Trust and are not to be taken for personal use or display. The removal of archaeological material from federal land is a federal offense and can result in fines and/or imprisonment.

Archaeological resources include stone, brick, and concrete building foundations, isolated historic artifacts, historic landfill deposits, 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:

- Concentrations of rock, ash, animal bone or shell;
- Buried layers containing a dark, almost black or very dark brown soil often containing charcoal and shell fragments;
- Concentrations of artifacts such as stone bowls, arrowheads, bone tools or shell bead,;
- Architectural foundations made of stone, brick, wood, or concrete;
- Concentrations or historic material such as fragments of glass bottles, ceramic dishes; old cans, metal hardware, or other obvious trash dumps; and,
- Pockets of debris containing food remains (e.g. cut bone, seeds, pits).

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, single bottles, modern aluminum cans or beer bottles, and/or unmarked, unmortared 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 archaeologist's attention to inform continued monitoring.

### **Human Remains**

All project-related ground-disturbing activities have been 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 Presidio Trust archaeologist must be contacted. Presidio Archaeology staff will notify the Presidio Trust's Federal Preservation Officer. If necessary, the Presidio Trust will notify the San Francisco Medical Examiner of the inadvertent discovery of human remains.

The immediate protection of human remains at the site shall be accomplished by (1) keeping any discovery confidential, and (2) securing the location to prevent disturbance of the remains and any associated materials.

The Presidio Trust archaeologist shall determine whether the Native American Graves Protection and Repatriation Act (NAGPRA) applies to the discovery and will ensure that the finds are treated in compliance with all requirements outlined at 43 CFR 10.4. Any materials not subject to NAGPRA will remain under Federal control.

The Presidio Trust archaeologist shall determine whether the human remains are a single isolated burial or are potentially part of a cemetery or a larger archaeological site. This may necessitate the involvement of a consulting physical anthropologist. Further identification work may be necessary

to determine the frequency of human remains in the project area, and to determine an appropriate course of action. No human remains will be accessioned into the Presidio Trust Archaeological Collections.

## VII. CURATION

The archaeological collection generated by this project, except for human remains and materials subject to NAGPRA, are the property of the Presidio Trust. Per 36 CFR Part 79, federal archaeological collections are defined as “material remains that are excavated or removed during a survey, excavation or other study of a prehistoric or historic resource, and associated records that are prepared or assembled in connection with the survey, excavation or other study.”

In addition to material remains (e.g., artifacts, ecofacts, physical samples) that can be anticipated to be collected as part of this project, the project will generate associated records. Associated records may include, but are not limited to, field, lab and administrative records, reports, photographs and slides, digital media and records, correspondence, and other project documentation. In the event that no material remains are recovered during field work, **associated records alone constitute a collection.**

Presidio Trust archaeologists will coordinate with the Trust’s Curator to prepare the collection for review and accession into the Presidio Trust’s permanent Archaeological Collections. Permanent collections are curated by the Presidio Trust in perpetuity on-site at the Trust’s secure, climate-controlled curation facility. Collections are curated in compliance with [36 CFR Part 79, the Curation of Federally-Owned and Administered Archaeological Collections](#), 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 on the Presidio Trust’s [website](#) and through the Re:discovery archaeology and collections management database.

## VIII. CONTACT INFORMATION

In the event of a discovery that requires consultation with the Presidio Archaeology Lab, contact Kari Jones, the Presidio Trust archaeologist. If Ms. Jones is unavailable, archaeological specialists Edward DeHaro or Georgie DeAntoni should be contacted. The general contractor must also notify the Presidio Trust Construction Manager, Jason Hemp, in the event of any discovery.

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# 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)