

**Interim Update for the
GOLDEN GATE
National Recreation Area
GENERAL MANAGEMENT PLAN
A Summary of Amendments and Jurisdictional Changes
January, 2004**

INTRODUCTION

The Golden Gate General Management Plan (GMP) was approved in 1980 following more than 6 years of preparation that included hundreds of public meetings and workshops. The plan represents a solid consensus of how the park should be used, developed and managed at that time, and has guided subsequent implementation plans and management of the park since then. Many of the plan's current shortcomings relate to jurisdictional changes and new information and understanding about the park's resources and its regional setting. To date park staff has compensated for these faults by periodically preparing individual amendments and completing more detailed up-to-date documents such as resource management plans and development concept plans through public planning processes. Consequently the park has continued to be used and managed consistent with approved plans and in consideration of new information and the opinions and needs of park users. But today the 1980 plan cannot stand alone. To sustain its usefulness, this document is intended to serve as a companion to the GMP, providing a summary compilation of subsequent related planning as well as the jurisdictional changes that have not been addressed in the original plan. It will also contribute to the preparation of a new GMP for the park.

Although frequent reference is made to the age of the plan and the need to update it, it is important to note that park managers do not feel constrained by the changes described below. Public comment on the subject focuses principally on age and seldom, if ever, criticizes the document for specific and substantive deficiencies. It is clear that the plan needs to be brought up to date, but is not in need of major revisions other than the addition of coverage for new lands added since 1980. In the interim, the 1980 GMP continues to provide valuable guidance to more detailed implementation planning.

JURISDICTIONAL CHANGES

Point Reyes National Seashore

When the GMP was prepared, Golden Gate and Point Reyes were administered under the direction of one General Superintendent. Because of this and the need to review the Seashore plan in the context of the new recreation area, the GMP was planned as an integrated document covering both parks. The Seashore is now administered by a

Superintendent reporting directly to the Director of the Pacific West Region and is guided by a separate GMP. Therefore the section in the 1980 GMP addressing the Seashore is essentially irrelevant to Golden Gate. The seashore staff is currently in the process of updating their GMP. A document outlining concepts for potential alternatives is under public review as of the date of this writing.

A regular source of confusion to the public that is not addressed in the GMP is that, based on an agreement between the two superintendents and the regional director, all of the lands included in the Golden Gate boundary occurring north of the Bolinas-Fairfax Road (approximately 18,000 acres) are under the day-to-day management of the seashore staff. Planning and policy-making authority for this area continues to be the responsibility of the Superintendent of Golden Gate. Golden Gate and Point Reyes are currently cooperating to address these lands as part of the seashore GMP update. The results will become an amendment to the Golden Gate GMP. A final plan is expected to be approved in the winter of 2006.

Aquatic Park-San Francisco Maritime Park

In 1980 the former San Francisco Maritime Museum, Aquatic Park, and the large collection of historic ships at the Hyde Street Pier were a part of the Golden Gate National Recreation Area. In 1988 Congress passed legislation establishing the San Francisco Maritime National Historic Park, a new unit of the National Park System with its own superintendent and GMP (1997). That section of the Golden Gate GMP dealing with this area is again irrelevant.

Presidio of San Francisco and Fort Baker

The unexpected decision to close the Presidio as an Army post, triggered by the Base Realignment and closure Act of 1989 (BRAC), significantly expanded NPS management responsibilities at Golden Gate far beyond what was anticipated in the GMP. A summary of this dramatic change is contained below under the section titled "Presidio GMP-1994", and subsequent changes are described under "The Presidio Trust Management Plan-2002". In 1995 Fort Baker was added to the BRAC list and the post was transferred to full NPS jurisdiction in 2001. This change was anticipated in the GMP and Fort Baker was covered in the document. A description of more detailed planning for the post can be found below in the section titled "Fort Baker Plan-2000".

PARK BOUNDARY EXPANSION

Marin County- 1978 & 1980

On November 10, 1978, nearly 2 years prior to the approval of the, GMP, Public Law # 95-625 dramatically expanded the park's boundary to the north by nearly 3000 acres. Major additions included the Devil's Gulch area and the Cheda , McIsaac and Zanardi Ranches. Just six months before the GMP was approved, in March of 1980 Public Law #96-199 extended the park boundary eight miles further to the north, encompassing about 4,000 acres of additional land and most of the waters of Tomales Bay not already included in the Point Reyes boundary. Principal additions in this Act included Samuel P. Taylor State Park and the Gallagher, Ottinger and Giacomini Ranches.

Due to a reluctance to further extend a planning process that had already consumed more than 6 years, park management settled for just a single paragraph in the GMP offering some "preliminary recommendations" for the additions created by these two Acts. Noting that in general the additions were unsuited for development or extensive use, the plan tentatively suggested a walk-in campground and/or a hostel at the Cheda Ranch, and roadside pullouts and picnic facilities along Lagunitas Creek. The plan also noted that "additional lands may be included through further legislation." The prediction came true, and on September 8, 1980, just ten days before the GMP was approved, another 1,096 acres, comprised mainly of the McFadden and Genazzi Ranches, were added by Public Law # 96-344.

Until recently only the Giacomini Ranch has received any GMP level planning attention. The current Point Reyes GMP update is addressing these areas.

San Mateo County- 1980

In December of 1980, less than a year after the completion of the GMP, Congress acted again, thrusting the park south into San Mateo County. The legislation included the 23,000-acre peninsula watershed of the San Francisco Water Department, Sweeney Ridge (the 1,100-acre site of the European discovery of San Francisco Bay) and about 1,000 acres of additional open space. Although the NPS has no land management responsibilities for the watershed lands, the park is responsible for administering "Scenic and Recreation Easements" over the area. The easements are part of a four-party agreement between the Department of Interior, the City of San Francisco, San Mateo County and the California Department of Transportation. In short, the NPS is responsible for monitoring activities in the watershed to help insure that open space and natural and cultural resource values are preserved. A GMP amendment has been completed for Sweeney Ridge (see action plan section below), but no GMP level treatment of the watershed has been undertaken.

San Mateo County- 1992

In direct response to an unprecedented private fund-raising effort by the Peninsula Open Space Trust to save the 1,200-acre Phleger Estate from development, in 1992 Congress enacted its seventh piece of legislation modifying the boundaries of the park. The property is located at the extreme southern end of the peninsula watershed and supports a particularly attractive stand of second growth redwoods. Since the acquisition of the property by the NPS in 1993, no planning or resource analysis has been performed and no development to accommodate visitor use has been accomplished. Public use is currently accommodated by existing trails.

San Mateo, San Francisco and Marin Counties-2000

In October of 2000 Public Law #106-350 was enacted with the intent to “clean up” some of the ragged edges of the park boundary. The principal emphasis of the act was to add 1,041 acres of land in San Mateo County, recommended for inclusion in the park by a 1998 feasibility study prepared by the National Park Service. The study was done at the direction of Congress in response to recommendations from a committee of the City of Pacifica. Also included in the legislation were a 0.25-acre parcel in San Francisco and a 94-acre parcel in Marin County that provides the opportunity to connect the park more meaningfully to the county’s only predominantly African American community.

San Mateo County- 2001 (proposed)

Public discussion of the above mentioned boundary legislation revealed strong interest in further expansion of the park boundary in San Mateo County, resulting in a second feasibility study of about 5,000 acres of land known as the Rancho Corral de Tierra and the Devil’s Slide area. The report was commissioned by the Peninsula Open Space Trust and was developed in close consultation and with policy guidance from NPS staff. It firmly endorses the suitability and feasibility of the proposed addition and is the subject of pending federal legislation that could add significantly to the park.

NATURAL and CULTURAL RESOURCE VALUES

At the time of the preparation of the GMP the general mindset of the public and the NPS toward a “national recreation area” designation placed a definite emphasis on use rather than preservation. The urban park phenomena of this period as well as an incomplete understanding of the full value of park resources heightened this bias. The fact that the Golden Gate GMP was heavily influenced by these factors is clearly evident. The document devotes 32 pages to the subject of development while only expending 5 pages on resource management. Only a handful of threatened and endangered species in the park were known then, and the plan’s scant references to natural resource management

were intended primarily to preserve open space and natural character for the purpose of enhancing recreation and esthetic experiences.

The park is now highly valued for its ecological and scientific values, and enjoys a growing reputation as a critical “island of refuge” (more than two dozen federally listed species). On this subject the GMP is inadequate as a guide for managers or as relevant information for the public. The park’s approved *Resource Management Plan* is up-to-date regarding these values and does provide solid guidance for resource managers.

Nonetheless implementation planning for specific park sites must always begin with an inventory and assessment of existing resource conditions. Members of the general public interested in learning about the park’s natural resource significance can consult either that document or the park’s *Statement for Management*.

Even though the GMP devoted more attention to cultural resource management than it did to natural resources, a major deficiency has developed in this area as well. In 1980 the concept of cultural landscapes was virtually unknown to the NPS. Consequently the GMP contains just three paragraphs regarding historic settings. Not yet fully understood, the park’s cultural landscape values include three which have been formally designated as contributing to National Historic Landmarks- Alcatraz, Fort Mason and the Presidio, plus one in preparation on the Coastal Defenses of San Francisco Bay, and the Olema Valley- a classic rural landscape listed on the National Register.

Because of this increased knowledge about the cultural and natural values of the park’s varied landscape settings, all proposals in the GMP for landscape improvements must be considered carefully, subject to further analysis.

Also since the completion of the GMP, several hundred additional structures in the park have been placed on the National Register, many of which were proposed for demolition in the plan. Again, the *Resource Management Plan* and *Statement for Management* are necessary references to understand the park’s cultural resources and their current requirements for management direction.

Because of the above increases in information and understanding, the land management zoning system contained in the GMP has been rendered inadequate and incomplete.

ACTION PLANS & GMP AMENDMENTS COMPLETED

The GMP is a primary step in a hierarchy of planning and design events that determine the course of management, use and development of a park. Since 1980 a substantial number of these steps have been taken, many of which actually modify the original document as well as adding detail to it. Only the most significant of these are summarized here.

Fort Mason Site Plan- 1979

Even before the GMP was approved in 1980, the NPS prepared (and the Advisory Commission reviewed and endorsed) a site plan for Fort Mason to guide the landscape improvements necessitated by a hasty and incomplete building demolition program carried out by the Army just prior to NPS acquisition in 1973. While substantial elements of that plan have been accomplished, much of the plan remains unfulfilled and some elements are clearly obsolete or unresolved.

A major feature of the plan was an elaborate system of ramps and stairs providing pedestrian access between upper and lower Fort Mason. Shortly after the plan was completed, the NPS determined that this improvement would constitute an adverse impact on the site's historic resources. No alternative solution for improved pedestrian access has been developed to date.

Another feature of the plan in question is the proposed parking along Bay Street and an entrance to it at Octavia Street. An initial portion of this parking area was constructed in the early 1980's, meeting with loud protestations of adjacent residential neighbors concerned about potential visual and noise impacts. In response, the NPS pledged that no more parking would be developed without the benefit of additional public hearings.

The Headlands Plan-1981

Shortly after the approval of the GMP, a private non-profit organization calling itself the Headlands Foundation, with funding from the San Francisco Foundation embarked on a planning process seeking to implement (and change) GMP proposals for the Marin Headlands. In 1981 they submitted a 400-page rough draft to the park's advisory commission. A key element of the plan was to establish an umbrella organization modeled after the Fort Mason Foundation to manage all of the organizations located in the Headlands.

To facilitate review of this material, park staff prepared a summary of the "plan" including their own recommendations for implementation. This 19-page document was reviewed and endorsed by the commission, becoming the first formal amendment to the GMP. The report firmly rejected some of the proposals in the plan (including the umbrella concept) and offered more details for others. Principal attention was focused on the Headlands Art Center and a concept for a Headlands Center for the Environment- a proposed coalition of park partners engaging in environmental education in the Fort Cronkhite area. The art center proposal has been implemented. The HCE is still only an idea, although the majority of uses at Fort Cronkhite are consistent with the program themes outlined in the plan.

The report also addressed the issue of building removal, confirming retention of buildings #1010-1013, 1033, 1044, and 1046, but upholding the removal of buildings #1034-1040, 1042, 1073 and 1076. Some of these structures have been removed but others must

remain due to historic values accreted since 1981. As a result the GMP proposal to shift Rodeo Beach parking to the area now occupied by these buildings and eliminate the paved roadway skirting Rodeo Lagoon requires reconsideration. In 199_ the construction of a native plant nursery adjacent to building #1042 to support the park's habitat restoration programs exacerbated this impediment. While reluctantly supporting the environmental assessment for the project, the Advisory Commission insisted that the nursery structures be considered as temporary, capable of being moved to another more suitable site in the future.

San Francisco Maritime Library and Curatorial Facility- 1983

Striving to correct serious curatorial and archival deficiencies at the former San Francisco Maritime Museum, in 1983 the NPS constructed new facilities to house the library, collections and offices of the museum in Building E at Fort Mason. Although no formal amendment to the GMP was prepared for this action, these permanent facilities are a key requirement of the San Francisco Maritime National Historic Park and will continue to be utilized as such in the foreseeable future.

Phillip Burton Memorial at Fort Mason- 1984

Upon the untimely death of Congressman Phillip Burton in 1983, Congress passed legislation directing that an appropriate memorial to him be constructed in the park. Working with family members, the NPS selected Fort Mason as the appropriate site for the memorial and then prepared and obtained public review and approval of an Environmental Assessment and detailed plans for a memorial statue and associated site improvements at the eastern edge of the "Great Meadow". Many of the elements of this amendment to the GMP have been completed.

Sweeney Ridge Amendment- 1985

In 1985 a GMP amendment and environmental assessment were approved for the Sweeney Ridge property. The amendment established that use of the area would continue to be "dispersed use of trails and open space by people seeking quiet enjoyment of the setting and the spectacular views." The document addressed the issue of access to the Discovery site, proposing to facilitate a trailhead and information center at the Sheldance Nursery site and allowing "special auto access for seniors and handicapped visitors" on Sneath Lane. Other San Mateo County lands added to the boundary in 1980 were not addressed in the 1985 amendment.

Coast Guard Station Relocation-1987

Plagued by unsafe conditions ever since their newer boats would not fit in the boat house at their Crissy Field location, in 1985 the Coast Guard proposed to relocate Station Golden Gate to Fort Baker. After extensive public debate over whether and how this would take place, in 1987 the NPS approved a Finding of No Significant Impact, completing the environmental review process that facilitated the move. The Coast Guard 1986 Environmental Assessment and the NPS 1987 Staff Report on the subject constitute an amendment to the GMP, providing for construction and operation of a station and moorings for 29 personnel and 3 rescue boats at the west basin of Fort Baker. The proposal has been fully implemented

Mill Valley Air Force Station Site Plan

This 103-acre site at the summit of Mt. Tamalpais was leased by the U.S. Air Force from the Marin Municipal Water District in 195_ to support radar and other equipment related to the country's growing missile defense system. In 1972 the area was included in the park's authorized boundary, and in 1983 when the Defense Department declared it excess to their needs, in accordance with the park's enabling legislation, the NPS assumed the lease-hold interest in the site. Because the GMP had placed the area in a "Special Use Zone" with no provisions for park purposes, an amendment was needed to determine the future of the site. Accordingly, park staff prepared an environmental assessment, evaluating 7 alternatives. The approved proposal resulting from the review of this document calls for removing all of the buildings on the site and restoring it to a natural appearance. It proposes that this be accomplished through a temporary on-site youth work program with the expectation of completing the work prior to the 2005 expiration of the lease and the property's reversion to MMWD control. The proposal also suggests that the youth work program be re-evaluated when the demolition/restoration work is completed through a public meeting process to consider its extension or termination.

Bay Area Discovery Museum-1990

The 1980 GMP envisioned that: "The former post industrial center—could be refurbished to create classrooms, dormitories, and work/play areas for the use of school, church and other groups who may reserve space for their own environmental education or recreation programs." The proposal of the Bay Area Discovery Museum to relocate to this site and operate a children's museum was reviewed by the public in 1989 through an environmental assessment, and was approved in 1990, constituting another amendment to the GMP. The proposal, which is now fully implemented, provided for the rehabilitation of eight historic buildings and the construction of one new building, creating a total of over 20,000 square feet of interior space, to accommodate exhibitions in the arts, humanities, science and technology for children from ages 2-12 and their families.

Headlands Center for the Arts Master Plan-1990

Essentially consistent with the GMP and the *Headlands Plan Staff Report*, in 1990 a *Site Plan and Facilities Improvement Program* was approved for the Headlands Center for the Arts, following public review of the plan and an environmental assessment. In addition to facilitating programs generally as described in the above-mentioned documents, the plan called for removal of building #946 (the former theater building designated for removal in the GMP, but put in abeyance by the *Headlands Plan Staff Report*), renovation and use of buildings #960, 961 & 962 as studio space, shared use of the gymnasium, and rehabilitation and use of the parking area north of buildings #944 & 945. Building 946 has been removed.

Marine Mammal Center Master Plan- 1990

The Nike missile launch site at the north side of Rodeo Lagoon was proposed for use as an NPS maintenance facility in the GMP. Although the MMC had been in place at this site since 1975, no mention of it was made in the document. This apparent oversight was due in part to the fact that at the time NPS management was uncomfortable about the compatibility of NPS policy with MMC objectives. Nonetheless, the approved *Headlands Plan Staff Report* clearly referred to the MMC as a “core member” of the Headlands Center for the Environment, thereby establishing it as being consistent with the GMP. In 1990 the Advisory Commission and NPS reviewed and approved the *California Marine Mammal Center Five Year Master Plan and Environmental Assessment*, legitimizing their complex of temporary structures, pools and pens, their use of historic structures, and construction of a 4200 square foot education center. The document was specifically termed as an amendment to the GMP. With Advisory Commission endorsement, the park approved an amendment to the MMC Master Plan, reducing the size of the education center and using existing buildings in the Fort Cronkhite barracks complex instead of building a new structure. The Center is currently in the process of re-evaluating the Master Plan (see *Marine Mammal Center Modernization Project* below in the section on Action Plans and GMP Amendments in Preparation).

Marin Trail Use Designation Plan- 1992

Rapidly increasing use of mountain bikes in the park in the 1980's attracted the attention of park managers when conflicts with hikers and equestrians began to surface. In response, the NPS prepared a Trail Use Designation Plan for the southern Marin areas of the park, based on a survey of trail conditions, resource values and extensive public involvement. The document and its accompanying environmental assessment, meeting the ultimate test of a law suit in federal court, designated 45.8 miles of trails in the area for multiple use (bicycle/hiker/equestrian), 12.5 miles for hikers only, 14.3 miles for hikers and equestrians, and 1.1 miles for hikers and bicycles.

Alcatraz Development Concept Plan- 1993

Responding to intense pressures to allow increased use of the island, weighed against a significant establishment of populations of colonial nesting birds, in 1993 the NPS prepared a Development Concept Plan (DCP) and Environmental Assessment (EA) to primarily address this potential conflict. The plan provides direction in the management of the entire island, allows for an expansion of visitor access, improvements to interpretation and visitor facilities, habitat enhancements and protective measures for wildlife, protection for cultural resources, and remediation for hazardous materials and other safety hazards. It designates some areas as permanently closed and defines two types of visitor access: year-round and non-breeding season. The plan proposes a system of wayside exhibits and interpretive overlooks and a program of environmental education, both outdoors and in classrooms. Proposed visitor amenities include a rehabilitated ranger office, food service at the dock, an improved indoor waiting area, a group seating area, and new restrooms in the cell house area. The plan describes planting to create new habitat, barriers and management techniques to minimize disturbance to wildlife, monitoring techniques and corrective responses to monitoring. It also identifies key cultural resources and defines management approaches to insure their preservation.

Sutro Historic District Comprehensive Design Plan- 1993

GMP proposals for the Cliff House, Sutro Baths and Sutro Heights area of the park have generally weathered well over the past 20 years. Only one major issue remained somewhat unresolved in the approved document: the treatment of the Cliff House. Due to insufficient knowledge regarding its structural integrity and doubts about its historic integrity, the plan hedged: "If necessary further study determines that the present Cliff House.....still possesses sufficient structural soundness and historical integrity, the exterior facade will be restored to its former appearance."

Anticipating the need to negotiate a new concession contract, in the late 80's the NPS began to focus on this issue in earnest, preparing a Historic Structures Report in 1987 on the Cliff House and its north annex as well as a Value Engineering study of the structure. This evaluative process arrived at the firm conclusion that the building should be rehabilitated and its exterior should be restored to its 1909 appearance. Although the building's historic integrity remains in question with the recent rejection by the State Historic Preservation Officer of an updated National Register nomination for the property, its structural integrity has been confirmed. Furthermore, current NPS policies on sustainability direct that the building be rehabilitated. Architectural plans have been completed to facilitate this proposal and construction is currently underway.

In 1993 the NPS completed and approved a Comprehensive Design Plan for the district. Building on a strong foundation of detailed studies of cultural landscape values, wildlife, vegetation, economics and traffic engineering, this document outlined a detailed site plan for the area, defining actions needed to rehabilitate its cultural and natural resources and to interpret them for the park visitor. The framework of the plan is based upon the general

content of the GMP with only one notable exception. The GMP proposed the incorporation of a visitor center into the rehabilitated Cliff House. The 1993 plan includes a proposal to relocate the visitor center and the Musee Mechanique to the adjacent site of the Merrie Way parking lot. This action, in concert with restructuring parking and circulation, will result in more efficient traffic management as well as an improved visitor experience. A preliminary architectural program for the visitor center has been completed and architectural plans have been initiated.

The Giacomini Ranch-1994

Since the inclusion of the Giacomini Ranch within park boundaries in 1980, local pressure steadily increased to acquire the property for the purpose of wetlands restoration. Of primary concern for wetlands advocates was the impact on Lagunitas Creek of a seasonal dam constructed each year to provide irrigation water for pastures. Strong supporters of agriculture opposed wetlands restoration, contending that the necessary elimination of one of the county's most productive dairy ranches would have a devastating effect on the entire county's agricultural economy. In response to this controversy, in 1994 Golden Gate staff commissioned a wetlands restoration feasibility study accompanied by an economic study evaluating the potential impact of the proposed land use conversion. The studies concluded that wetlands restoration was feasible and that the impact of eliminating the dairy would be relatively inconsequential. Extensive public review of the studies was facilitated by a staff report and several meetings of the park's Advisory Commission. The commission unanimously voted to support the staff recommendations for maximum wetlands restoration. The property has been acquired and more detailed study is currently underway to determine specific strategies for restoration and appropriate facilities for public use. An EIS will be prepared. The effort is being led by an interdisciplinary team of both Point Reyes and Golden Gate staff members with assistance from consultants specializing in wetlands restoration.

The Presidio GMPA- 1994

Since the completion of the GMP in 1980 the Presidio has undergone unprecedented planning scrutiny and jurisdictional change. In 1980 the National Park Service managed Fort Point National Historic Site and the remainder of the Presidio waterfront (Crissy Field and Baker Beach) under permit from the Army. The rest of the Presidio was included in the authorized boundary of the park with the legislative provision that if and when it became excess to the needs of the military, it would automatically transfer to the administration of the NPS. This unexpected eventuality did occur and in 1994 the NPS took over prime responsibility for the 1600-acre post. Because everyone expected the Army to remain indefinitely, the 1980 GMP had only addressed the Baker Beach, Crissy Field and Fort Point areas, designating the rest of the post as a "Special Use Zone". Therefore, needing a plan to guide its transformation to park status, the NPS prepared a major amendment to the GMP that was approved in 1994. This document represented a full-blown state of the art GMP, outlining proposed concepts and actions for specific

planning areas throughout the post. It provided a solid framework for the selection of tenants for the post's extraordinary collection of historic buildings, and established clear direction for programs of development, resource management, interpretation and transportation.

The Crissy Field Plan-1996

The 1994 *Presidio General Management Plan Amendment* (GMPA) made significant refinements in the 1980 GMP proposals for the 150-acre Crissy Field. The plan originally called for the study of the feasibility of creating a lagoon on the site connected to the bay. The GMPA took this idea a major step further to propose a tidal marsh of 20- 80 acres in size. The 1980 plan also acknowledged the historic use of the area as an airfield by pledging to maintain its openness (minimal tree planting). The GMPA fully honored this important element of the Presidio's history by proposing to restore the airfield to its 1920's appearance.

Supported by generous grants from the private sector, in 1995 the NPS and the Golden Gate National Parks Association launched an effort to prepare a detailed site development plan for the 100 acres of Crissy Field north of Mason Street, based on the content of the GMPA. This intensive planning process included scores of meetings and work sessions with park users, many public meetings of the park's Advisory Commission, and comprehensive studies by technical specialists, especially in the field of wetlands restoration. In October 1996 *The Crissy Field Plan and Environmental Assessment* was approved by the Regional Director of the NPS. Fund-raising continued, and today a \$34 million site improvement program is complete, perhaps representing a truly unique accomplishment in the National Park System.

Slide Ranch Master Plan-1996

The environmental education center at Slide Ranch was in operation at its present coastal location when the park was established. Despite the popularity and obvious success of the program, NPS planners and managers persisted in the recommendation to remove the facility primarily because of the instability of the site. Consequently the center is not even mentioned in the GMP. Instead the plan positively recommended a new environmental education center at Rancho Bolinas at the head of Bolinas Lagoon (hoping for a relocation scenario). This of course never happened and the Slide Ranch center continued to thrive. With a refreshed viewpoint in 1996, the NPS and the Advisory Commission reviewed and approved another GMP amendment- the *Master Plan and Environmental Assessment for the Continuing Use of Slide Ranch*.

The master plan describes a program delivering both farm-based and wilderness-based education, housed within twenty-one replacement structures totaling 15,310 square feet. The center is committed to appropriate levels of soil & geo-technical studies, lab testing

and engineering analysis to insure the safety and longevity of these buildings and the overall sustainability of the site and its programs.

Fort Baker Plan- 2000

Immediately upon hearing of the Army's plan to close Fort Baker, in 1995 the NPS initiated a comprehensive planning process to prepare for assuming full management responsibility for the post, including the selection of appropriate tenants for the area's impressive collection of historic buildings. The five-year process that followed culminated in June of 2000 with the Regional Director's signing of the Record of Decision, marking formal approval of the *Fort Baker Plan and Environmental Impact Statement*. This important document adds substantial detail to the concepts outlined in the GMP.

The key feature of the plan is a proposed retreat and conference center to be located in the historic buildings around the parade ground and in the adjacent Capehart housing area. A program element will be developed to create a distinct identity for the center, and to strengthen the relationship of uses of the center's facilities to National Park purposes and mission. New compatibly designed construction will provide space for meetings, dining and accommodations.

The plan provides for retention of the Coast Guard Station and the Discovery Museum, allowing for museum expansion within its campus. It eliminates proposals in the 1980 GMP for a 700-car parking lot, a performing arts center, and a youth hostel and it changes the GMP's urban landscape emphasis for the waterfront to a more natural quality.

The Presidio Trust Management Plan (PTMP)- 2002

In 199_ federal legislation created the Presidio Trust, a unique government entity with special authorities to facilitate the difficult task of leasing hundreds of historic buildings and making the Presidio financially "self-sufficient" within 15 years. The legislation specified that the NPS would continue to manage 20% of the Presidio, consisting of coastal areas and the Lobos Creek Valley. The Trust assumed management of the rest of the post in 199_. In July of 2000 the Trust initiated a new planning process to revisit the GMPA in the light of changes since 1994, most notably the financial self-sufficiency mandate of the Trust Act. The resultant *Presidio Trust Management Plan* was completed and approved in 2002.

The Trust has also completed a number of more detailed planning projects to facilitate implementation of concepts covered in the *Management Plan*. These include: the *Mountain Lake Enhancement Project*, the *Letterman Complex EIS*, the *Trails and Bikeways Master Plan*, a *Vegetation Management Plan*, and the *Tennessee Hollow Watershed Project*.

Redwood Creek Watershed Vision for the Future- 2003

The Redwood Creek watershed is an area of less than nine square miles encompassing lands managed primarily by public agencies including the NPS (Muir Woods and GGNRA land in the Muir Beach/Green Gulch area), California Department of Parks and Recreation (Mt. Tamalpais State Park) and the Marin Municipal Water District. Three private enclaves also occur in the watershed: Green Gulch Farm (part of the San Francisco Zen Center), and the communities of Muir Beach and Muir Woods Park.

Because of the watershed's special ecological value and multi-jurisdictional configuration, its landowners and managers agreed that a document was needed to unify and coordinate their efforts. The *Vision for the Future* is intended to provide guidelines to direct future planning, decision-making and cooperative management for years to come. It is a relatively simple document, containing a vision statement, 8 guiding principles and brief statements of "Desired Future Conditions" in 5 categories: natural resources; cultural resources; visitor experience; resident community; and infrastructure, facilities and emergency services.

THE STRATEGIC PLAN

In 1993 Congress passed the Government performance and Results Act to "bring the federal government into the performance management revolution." The Act requires federal agencies to develop a *Strategic Plan*, *Annual Performance Plans*, and *Annual Performance Reports*, "in order to more effectively and efficiently manage their activities to achieve their missions, and to more effectively communicate with the Congress and the American people."

The Golden Gate Strategic Plan covers the period of October 1, 2001 through September 30, 2005. It contains a mission statement and long term goals expressed in quantified and measurable terms. Annual work plans are derived from the goals, describing specific activities, services, and products that will be carried out or produced to accomplish them.

ACTION PLANS & GMP AMENDMENTS IN PREPARATION

The Comprehensive Transportation Management Plan (CTMP)

The extensive recommendations in the GMP for visitor transportation resulted from a multi-agency effort mandated by the legislation that established the park. The *Golden Gate Recreational Travel Study*, extending over the five-year period from 1974 to 1979, was considered to be the most comprehensive study ever done to address recreational access. Although its recommendations were considered to be practical and feasible, no significant funding was ever acquired for implementation. The more than 20-year period

of inaction following its completion has rendered this aspect of the plan to be of questionable value if not obsolete. In the meantime severe traffic congestion during peak weekend and holiday periods has been plaguing the southern Marin areas of the park with no clear remedies in place to deal with the problem.

In response to this deficiency, in cooperation with the Marin County Department of Public Works, the California Department of Parks and Recreation and the California Department of Transportation the NPS obtained funding for and initiated the CTMP in 2002. To date the study has completed an existing conditions report, an analysis of visitor use patterns and an analysis of visitor transportation preferences. Public scoping meetings were also held in 2002. In October of 2003 preliminary alternatives were presented in a series of public hearings. Comments are currently under evaluation and a draft EIR/EIS is expected to be completed in the Fall of 2004.

Fire Management Plan

NPS policy requires that every park with combustible vegetation have a plan to guide a fire management program that is responsive to natural and cultural resource values as well as the safety and preservation of park visitors, employees and developed facilities. Such a plan was adopted by Golden Gate in 1993. However since that time new issues and information and unforeseeable constraints have presented themselves, requiring that a new plan and accompanying NEPA document be prepared. Scoping was accomplished in December of 2003 and the Plan and FEIS are expected to be completed by mid to late 2005.

The document will provide a framework for all fire management activities within GGNRA, including suppression of unplanned ignitions, prescribed fire, and mechanical fuel treatments. It will include program objectives, details on staffing and equipment, and information, guidelines and protocols relating to all fire management actions

Marine Mammal Center Modernization Project

The MMC requirement for improved and additional facilities is currently being addressed in an Environmental Assessment that will likely become an amendment to their approved Master Plan. Four alternatives are being analyzed, responding to the desire to consolidate operations at a single site, the need for up to 18,000 square feet of new construction and the desire to solve parking and circulation problems. The document is expected to be ready for public review in March 2004.

Water Access Plan

Building upon earlier transportation planning efforts by the park, in May of 2000 the NPS contracted with a team of consultants to explore in detail viable options for ferry or water

shuttle access to park sites. Tasks completed or underway include market surveys; surveys and evaluation of existing and potential docking facilities and other support infrastructure; surveys of water and bottom conditions and natural resource constraints at potential terminal sites; evaluation of the suitability of available watercraft; an evaluation of potential routes and linkages; and an economic analysis. When completed, this body of information will be used to formulate alternatives that will be made available for public review in a NEPA document.

Big Lagoon Wetland and Creek Restoration Project

This 40-acre site at the mouth of Redwood Creek has been modified by human activity to the extent that critical natural values are seriously impaired and threatened. It is proposed that the area be restored to a functional, self-sustaining ecosystem, including wetland, aquatic and riparian components and to create habitats adequate to sustain special status species such as the Coho salmon. An array of technical studies and surveys were prepared and a public scoping process was completed in January of 2003. Preliminary restoration alternatives were then developed, discussed and refined throughout the year in a series of public work sessions. The alternatives are currently being finalized and will be incorporated into a Draft Environmental Impact Statement for further public review.

Slide Ranch Nancy?

Recommendations for Report Graphics

An overall park map should be provided, hopefully from an existing GGNPA publication base. At minimum it should note the following place names which are the subjects of discussion in the text:

- Alcatraz
- Fort Mason
- Aquatic Park
- Presidio
- Crissy Field
- Sutro District
- Fort Baker
- Marin Headlands
- Bay Area Discovery Museum
- Headlands Art Center
- Marine Mammal Center
- Slide Ranch
- Mill Valley Air Force Station

At the discretion of the preparer of the graphics, the following geographic distinctions should be illustrated (could be on the same map as above):

- The jurisdictional line separating Golden Gate and Point Reyes day to day management responsibilities- the Bolinas-Fairfax Road at the head of Bolinas Lagoon.
- Lands covered under the 1980 General Management Plan- all of San Francisco excluding the inland areas of the Presidio and Marin lands only south of Sir Francis Drake Boulevard.
- Sweeney Ridge- a plan amendment.
- Giacomini Ranch- another amendment.

As far as layout and production quality is concerned, I think this report should have about the same look and feel as our recent San Mateo County Boundary Feasibility Study.

There are still a few dates that I have been unable to come up with:

- Page 7, second paragraph- the year Presidio Trust legislation passed, and the year that we turned over management of the area to them.
- Same page, fourth paragraph- the year we began the Cissy Field Plan.
- Page 10, paragraph 3- the year that we built the native plant nursery at Fort Cronkhite.