

GMP December 2006 - Workshop Booklet



Golden Gate National
Recreation Area

Muir Woods
National Monument

December 2006



GENERAL MANAGEMENT PLAN WORKSHOP

Dates: Monday, December 4, through Friday, December 8, 2006

NOTE: Meeting locations change daily and are listed above the daily topics.

Workshop Goal:

To continue the planning activities that will aid in the development of alternatives for the GMP.

Previously, the planning team prepared a Foundation Statement that describes what is most important about the park. Next, the planning team reviewed and discussed the results from the internal and external scoping workshops to understand what the public, stakeholders, partners and employees told us they valued about the park and their concerns. Based upon these planning activities the planning team held a workshop in August to identify potential issues that could be addressed in the general management plan. In this workshop, the team will gain knowledge about GMP issues, finalize the description of the GMP, and begin identifying potential strategies and approaches for each issue.

Objectives:

- A. To review, refine, and finalize the issues that the GMP will address.
- B. To gain a better understanding of each GMP issue.
- C. To brainstorm potential strategies and approaches for each GMP issue.

Monday, December 4

12:30 pm to 5:00 pm in the Firehouse at Lower Fort Mason

- **Introduction** to December 2006 GMP Workshop
- 1:00 Presentation and Discussion on **Transportation Planning**, Nelson/Nygaard and David Evans & Associates
- 3:00 Presentation and Discussion on **Changing Demographics and Related Recreational Trends**, Emilyn Sheffield

Each presentation is intended to assist the planning team to identify topics that should be incorporated in GMP issues or be considered in future planning activities. The participation of GOGA subject matter experts during these presentations will help the planning team to more fully understand the implications and trends associated with the issue.

Tuesday, December 5

9:00 am to 5:00 pm in Building C, Room 260 at Lower Fort Mason

- 9:30 Presentation and Discussion on **Redwood Creek Watershed**, Stillwater Sciences
- 11:00 Review, Discuss, and Finalize the **GMP Issues**

Wednesday, December 6

9:00 am to 5:00 pm in the Firehouse at Lower Fort Mason

- Continue Discussions of the **GMP Issues**
The planning team will review, revise, present, and discuss each GMP issue as a means to finalize and document our understanding of each issue.
- Test the Issues
For example:
 - *Do the GMP issues lend themselves to developing a range of alternatives?*
 - *Do we state the GMP issue in a clear and concise manner to be useful as a guide for planning?*
 - *Is there an issue or opportunity that is missing?*

Thursday, December 7

9:00 am to 5:00 pm in Building C, Room 260 at Lower Fort Mason

- Begin Brainstorming **Approaches and Strategies**
The planning team will brainstorm a menu of potential approaches or strategies for each GMP issue that could be used when developing alternatives.

Friday, December 8

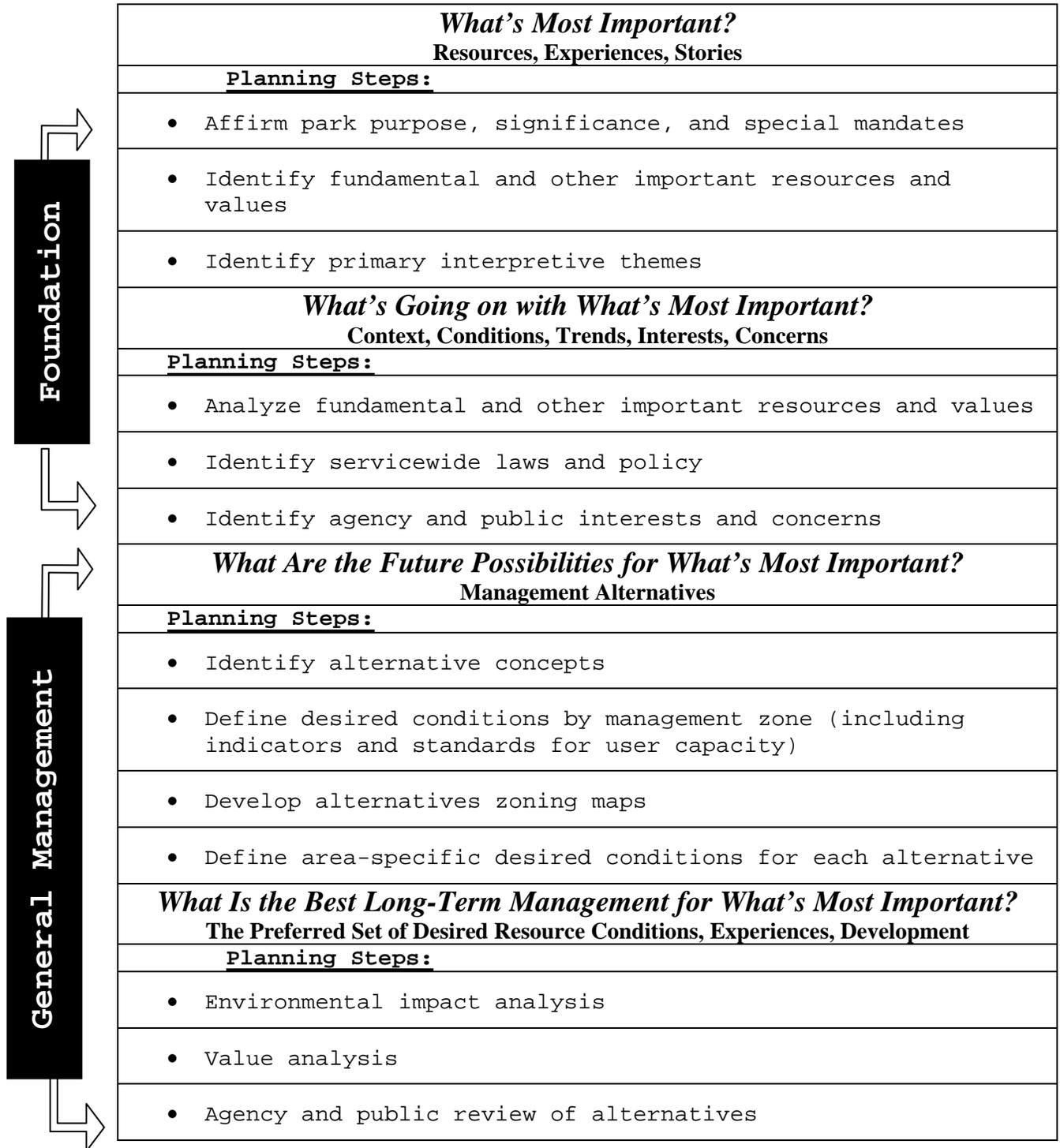
9:00 am to 1:00 pm in the Firehouse at Lower Fort Mason

- **Continue** Brainstorming Approaches and Strategies
The planning team will brainstorm a menu of potential approaches or strategies for each GMP issue that could be used when developing alternatives.

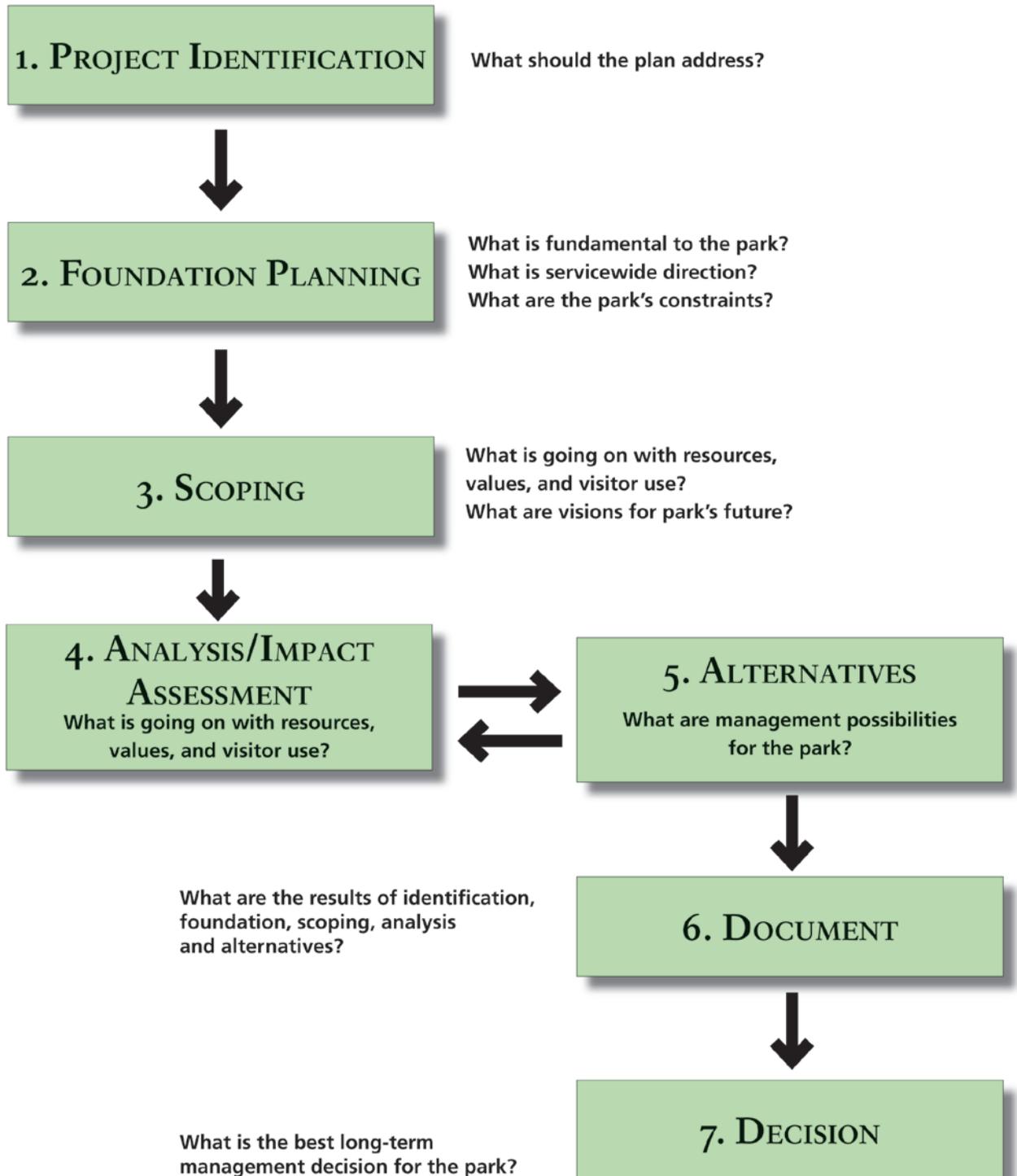
Stretch Objective

No Action Alternative – The planning team will define the current conditions for each of the GMP issues.

Overview of the GMP Planning Process



PLANNING PROCESS CHART





Most of the Fiscal Year 2007 will be about developing GMP alternatives as charted on the next page. The DSC planning team has defined goals for each FY07 planning workshop. The following is the proposed schedule for the first half of the fiscal year -

Monday, December 4 through Friday, December 8, 2006 (Box 2 and 3 on the chart)

Agenda:

- a. Presentation of information related to GMP issues
- b. Describe No Action (the current trends) related to GMP issues
- c. Brainstorm potential options for each GMP issues/opportunities

Monday, February 5 through Friday, February 9, 2007 (Box 4 & 7 on the chart)

Agenda:

- a. Review previous output from December's workshop
- b. Define conceptual alternatives
- c. Develop management zones
- d. Discuss Newsletter that describes GMP issues and Conceptual Alternatives

Monday, April 30 through Friday, May 4, 2007 (Box 7 & 8 on the chart)

Agenda:

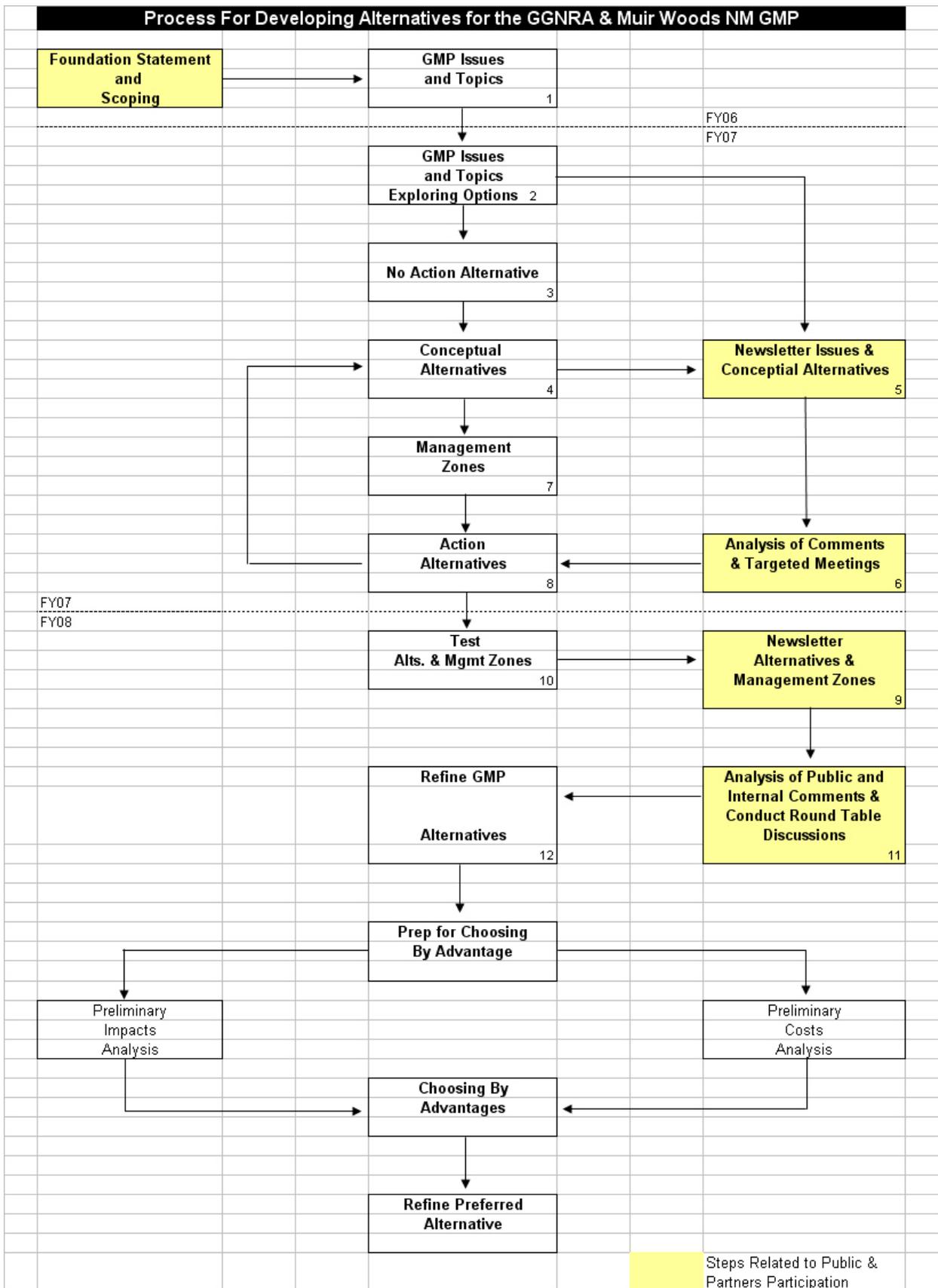
- a. Review alternative concepts
- b. Discuss newsletter responses
- c. Develop alternatives (mapping the management zones)
- d. Define management strategies for each alternative

Monday, June 11 through Friday, June 15, 2007 (Box 7 & 8 on the chart)

Agenda:

- a. Review and strengthen action alternatives
- b. Review and strengthen management zones descriptions
- c. Update No Action alternative
- d. Review proposed actions and develop a strategy to identify their costs.

Additional workshop dates will be defined as the planning process proceeds.



GMP Issues and Opportunities

GMP issues and opportunities are the main topics that the GMP will address and resolve. Each issue/opportunity has three parts: 1) a brief description of the issue/opportunity, 2) a **bolded** statement of what the GMP needs to do in order to address the topic, and 3) items to be considered as the planning process explores the issue/opportunity. A total of 15 GMP issues and opportunities have been identified.

1. Visitor Access

The current systems of access to the park do not fully address the needs of some park visitors or adequately protect park resources. The high reliance on cars and the lack of affordable transit options excludes some visitors, and contributes to congestion on roadways. This also creates problems with informal parking, public safety, visitor experience, and access for the park's neighbors. The condition of trails, and their lack of connectivity to desired destinations, does not meet all visitor and resource protection needs. Connections from communities within the region to the park are not adequate. There has been specific mention of the need for improved, safe trail connections between park sites and between communities and park sites to provide seamless and safe direct access alternatives. Visitor information and way-finding is inadequate and leads to visitor frustration and underutilization of park resources.

The GMP will identify the long-term vision for visitor access to and within the park. The park needs an integrated transportation system that will provide safe, enjoyable visitor experiences; protect park resources; connect park sites to the larger community; reduce congestion (in and adjacent to the park) and related environmental impacts; and minimize conflicts between people using different modes of transportation.

Factors/Considerations:

- Transportation options and public access are of great public interest
- The park is largely dependent on local and regional transportation systems to provide park access and help relieve congestion
- Many roads in the region can not be expanded due to the potential impacts on sensitive natural, cultural, and scenic resources
- Many park roads are currently shared by cars, pedestrians, and cyclists
- Many jurisdictions are interested in and affected by park access options - many of the visitor access solutions may be outside of NPS lands
- Scenic driving is a popular recreational activity and is one of the primary ways that visitors experience the park

Options/Approaches:

- Off-site parking areas with transit/shuttle connections to the park should be considered to help address transportation problems in the park
- Regulation of private tour buses at Muir Woods and all park areas
- There are opportunities for the Alcatraz ferry to operate from Fort Mason

- Continued funding for the Muir Woods and West Marin shuttles
- Consider an exclusive park shuttle
- Buses need to loop to and from destinations to make them viable routes
- Encourage non-auto modes of travel (pedestrians, transit, bike, tour bus, etc.) where appropriate or feasible
- Improved land- and water-based transit to key park destinations
- Transportation access that connects to underserved communities is needed; consider transportation costs and ADA when planning for improved access

2. Recreation Opportunities and Conflicts

Park use has increased in recent years, especially by traditional recreational users such as hikers, bikers, and equestrians. New uses such as boardsailing and Segways have also arisen. Some members of the community have expressed interest in introducing other new and different types of recreation opportunities in parts of the park including bicycling, hang gliding, dog walking, individual and group camping, group day-use/picnicking, and hiking. Further, use conflicts, primarily between equestrians, mountain bikers, dog walkers, and hikers, have increased as park use has increased. There is also concern about resource impacts associated with existing recreation activities, including habitat fragmentation, eroding trails, wildlife disturbance/harassment, litter, vandalism/graffiti, and vegetation trampling. The need for direct access alternatives, including safe trail connections, also has an impact on recreational opportunities and experiences.

The GMP will address recreation opportunities and conflicts by examining the appropriate use types and levels of park sites in relation to visitor demand and resource sensitivity. The GMP will identify if new or changes to existing recreation opportunities may be explored in different areas of the park. The GMP will also identify trail connection priorities to improve community and visitor access, in addition to identifying opportunities for collaborative trail planning and management.

Factors/Considerations:

- Dog management in the park is being evaluated through a separate regulatory planning process - the GMP will incorporate its final recommendations
- There is a lack of consistency of rules and regulations on adjacent park lands
- Intense public expectations for recreational opportunities originate and are perceived as validated in the park's establishing legislation

Options/Approaches:

- Consider different strategies for accommodating multiple uses (spatial or temporal distribution) that have been successfully applied in other locations
- Manage horse operations to minimize resource damage
- Develop guidelines to evaluate all existing uses and requests for new uses in relation to desired resource conditions and visitor experiences

- Institutionalize a program of adaptive management that includes continually monitoring desired conditions to determine if changes to visitor use management strategies are needed
- Explore partnerships for trail construction, management, and monitoring

3. Regional Cooperation: "The Park is Not an Island"

Visitor experience and resource protection in the park are affected by a variety of outside influences. Watersheds, viewsheds, ecosystems, and trail and transportation systems all extend beyond park boundaries and their management and preservation requires cooperation with other adjacent public land managers, local jurisdictions, and private landowners. The park is located in an urban/suburban setting, which places demands on park lands and resources (especially local public utility needs). The park cannot meet its goals without recognizing and embracing these complexities and interrelationships.

The GMP will identify strategies to improve resource protection activities and enhance visitor experience in the region by focusing on opportunities to improve communication, coordination, and participation with external forces.

Factors/Considerations:

- The park is part of the Golden Gate Biosphere Reserve
- Agencies other than the NPS manage lands and facilities within the park's authorized boundary - their missions have important differences from the NPS
- There is a lack of consistency of rules and regulations on adjacent park lands
- Other park areas (non-NPS) provide recreational resources that the NPS does not need to (or cannot) duplicate

Options/Approaches:

- Address transportation issues at the park and in the region to reduce impacts to park neighbors
- Opportunities exist to educate local regulatory agencies about park concerns and the value and importance of park resources
- Connect to existing trails in other jurisdictions
- Consider integration of policies (e.g., trail management, dog management) where lands connect
- Work with other land managers, for example, in the Redwood Creek Watershed, to protect resource values

4. Global Warming

Global warming will likely affect the park and its visitors during the planning horizon of this GMP. The effects are predicted to include changes in temperature, precipitation, evaporation rate, local weather patterns, and sea-level. These effects would have direct implications to resource management and park operations and would affect the way the visitors experience the park. Proactive planning and management actions will allow the park to avoid, mitigate, adapt to, and interpret these effects.

The GMP will provide guidance and broad strategies on how the park will respond to global warming. This includes adaptive management, examining and prioritizing infrastructure, facilities, and natural and cultural resources according to their degree of vulnerability to the effects of global warming. Strategies for education and actions that can be taken by visitors and park management to address the causes of global warming will be explored.

Factors/Considerations:

- Sea-level rise can impair safety and function of low elevation or near shore infrastructure, including roads, trails, parking lots, sewers, drains, storage facilities and other structures
- Sea-level rise can impact low elevation or near shore natural and cultural resources (tidal areas, archaeological sites, historic structures)
- Changes in temperature can alter marine and coastal ecosystems
- Changes in precipitation and evaporation could result in invasion by exotic species
- Variations in climate and weather may alter visitation patterns and activities

Options/Approaches:

- Minimize the park's carbon footprint; emphasize sustainability
- Tell the story related to global warming
- Involve the public in stewardship, emphasizing the importance of individual responses and actions
- Apply strategies to the whole park, including Fort Point and Fort Baker which are outside of the GMP planning area

5. Partnerships

Partners are fundamental to long-term sustainability of the park. The park can not accomplish parts of its mission without partners. Partners are fundamental to helping the park manage natural and cultural resources, deliver programs, reach new audiences, and remain relevant and inclusive. They also help the park innovate and build community support.

Despite the many commonalities and objectives shared by the park and its partners, such a diverse set of partners creates a diversity of goals and interests that can cause concern about compatibility with park goals, plans and management. Partners' needs for growth cannot always be accommodated in the park. Further, the park capacity for partnership oversight is limited, which hinders effective and efficient management of NPS and partner relations.

The GMP will develop guidelines for partnership development and management that enable the park to make effective partnership decisions and foster flexible, productive relationships. These guidelines will help the park evaluate the appropriateness, effectiveness, and consistency of partner activities in relation to NPS standards and the park's mission.

Factors/Considerations:

- When partners grow and evolve, their needs and requirements change
- Constraints to growth on-site often lead to questions about compatible infrastructure use and changes
- Managing numerous partners requires a balance of partner autonomy and integration
- Limited technology at NPS facilities occupied by partners may limit partnership functions
- New service-wide regulations for partnerships

Options/Approaches:

- Consider the use of parameters and performance standards to foster effective relationships
- Adaptive re-use of facilities should be emphasized, rather than expansion requiring new construction
- Natural resource laws, rules, and regulations; and historic preservation guidelines (Secretary's Standards) should be followed
- Consider interpretive and educational objectives in partnership recruitment and selection
- Guidelines for fiscal self-sufficiency and capability of partners
- Utilize partnerships to conduct outreach to diverse communities in the area

- Use Best Management Practices (BMPs) in resource management and sustainable practices for rehabilitation, maintenance, and operations
- Evaluate new thematic or programmatic areas, priorities, and gaps for partnerships
- Evaluate the role of partnerships for research in the park
- Partnerships and assistance are needed for management of museum collections (storage, preservation, interpretation)

6. Reaching New Audiences

Visitation at many park sites does not reflect changing regional or state demographics. Some groups may not be aware of, feel connected to, or view the park as either a recreational opportunity or a resource to be protected. Changing technology can also influence the park's relevancy to future generations. Reaching these audiences is essential to relevant and effective park management and achieving civic engagement and community-based stewardship goals.

The GMP will develop a strategy for connecting the park with underserved communities and emerging audiences in order to foster increased visitation, understanding, support and stewardship.

Factors/Considerations:

- Cost of a visit to the park may be a deterrent for low income visitors, including the Alcatraz ferry cost and the Muir Woods entrance fee
- Some park themes and experiences may not be of interest to certain communities

Options/Approaches:

- The park needs deeper knowledge of demographic trends and the needs and preferences of underserved communities and an ongoing mechanism for gaining this knowledge
- Understand how underserved communities access information
- Understand how and in what ways park information and messages can be communicated to Underserved communities and new audiences
- Develop relevant facilities and programs, consistent with natural and cultural resource constraints
- Develop criteria for considering proposals for new uses and activities
- Explore new partnership opportunities with organizations that assist underserved communities or new audiences
- Transportation access that connects to underserved communities is needed

7. Park Boundaries

Regional growth pressures and urbanization has influenced NPS land acquisition and resulted in a wide spectrum of park lands, many of which have management issues. This has presented challenges for land and boundary management and has generated concern about the park's overall portfolio of park lands. The park needs to strengthen its strategic approach to land acquisition and park boundary changes and management. Guidelines and priorities are needed to guide land acquisition and management of park boundaries.

The GMP will examine whether or not boundary changes are necessary or desirable to fulfill the purposes of the park; set more detailed guidelines and review priorities for new acquisitions or boundary adjustments; and provide direction for management of park boundaries, including the urban-park interface.

Factors/Considerations:

None listed

Options/Approaches:

- Need to develop criteria for land acquisitions or boundary adjustments that focus on the following:
 - Consistency with enabling legislation and nationally significant resources
 - Public support
 - Adjacency; viewshed protection; enhancing regional trail access or regional open space protection
 - Established uses on new lands may affect our ability to manage lands consistent with our values, policies and applicable laws
 - Management of urban park, including the interface and impacts to NPS and our neighbors (fire management, erosion control, storm damage, natural disaster, and inter-governmental coordination)
 - Ability to manage new acquisition in light of existing commitments
- Explore cooperative management strategies to protect significant resources not contained in the park (Angel Island Immigration Station), recognizing the management by the NPS may be a final option
- Need to determine "who does what best" amongst land management agencies when new lands are acquired and allocated

8. Park Identity

The park does not have a strong identity as a unit of the national park system. Many things contribute to this, including the park's name as a national recreation area rather than a national park; the large number of points of entry with minimal to no identifying entry features; the lack of NPS staff presence in many locations; the close juxtaposition of city, county, and state lands with NPS lands; the lack of clearly marked park boundaries; and the tradition of public use at many of the sites prior to them becoming part of the park. Because of this lack of identity with the national park system, it is difficult to promote behavior consistent with expectations for a national park and build community support.

The GMP will develop a strategy to enhance the identity of the park.

Factors/Considerations:

- The park has an identity program for individual sites that collectively make up the "Golden Gate National Parks"
- There are other small NPS units in the San Francisco Bay Area with similar "image" issues

Options/Approaches:

- Raise the standard of facilities and programs to that of the national park system
- Identify a suite of expectations and values to communicate with visitors
- Evaluate the role of marketing and branding
- Need a comprehensive signing plan and program
- Consider the value of changing the park's name from national recreation area to national park
- Evaluate messaging to park employees
- Identify if there are target audiences that would make a difference in long-term identity improvements
- Need to consider the benefits of emphasizing the identity of individual sites vs. sites that make up the whole
- Consider the role of partners and programs in reinforcing identity
- Use multi-media (print, Internet, and new technologies) to improve park identity

9. Scenic Beauty and Natural Character

The park's scenic beauty and natural character provides opportunities for visitors to experience dramatic settings. The park's varied landscapes are the stage for multi-sensory experiences that are a trademark of the Bay area. Preserving, and making available to the public, these important scenic resources is one of the primary reasons the park was established. The NPS needs to protect these resources from degradation due to intrusions, including new development and the surrounding uses of land, air, and water.

The GMP will provide guidance on the preservation and enhancement of the park's scenic resources.

Factors/Considerations:

- Many of the park's landscapes are free and accessible all day, every day
- The park has many highly valued cultural landscapes with blended human use and natural settings
- Open space, or undeveloped areas, is an important contributor to the dramatic scenery
- Some of the most popular and beautiful images of the San Francisco Bay Area are taken from within the park, or are of park areas
- Multi-sensory experiences include opportunities to see, smell, and hear

Options/Approaches:

- Inventory the scenic resources to create a baseline
- Analyze critical elements, including the varied scenic quality of key viewsheds; common viewpoints; visual contrasts between natural and human-dominated elements; the role of sounds, aromas, and other sensations on scenic quality
- Identify and prioritize treatments, including protection of high-use/highly visible areas
- Educate the public about scenic resources and engage them in stewardship

10. The Park's Diversity of Stories

The park has a wealth of diverse natural and cultural resources that are conducive to telling a range of exciting stories. Currently, the park is not maximizing all of the opportunities for interpretation and education at the park.

The GMP will explore ways to focus on diversity and provide visitors with opportunities to understand and experience the fascinating range of stories that can be told at the park.

Factors/Considerations:

Options/Approaches:

- Explore delivery techniques, including the use of technology to tell a story (virtual visits)
- Consider interpretation of cultural resources ranging from Pre-European human presence, military use, Spanish mission, Mexican, and American; Native American interpretation; museum collections; forts
- Evaluate the role of signage in facilitating storytelling
- Move the visitor center to a more visible/accessible location
- Interpret the military history at Alcatraz
- Consider a single location that captures all of the park's history
- Increase the dissemination of knowledge related to the ecosystem and geological processes of Muir Woods
- Emphasize the park as an "outdoor laboratory"

11. Historic Structures Management

The park has a large collection of historic structures. Some, but not all, of these cultural resources are nationally significant, and the condition of the historic buildings and landscape features varies. Identifying historically appropriate and sustainable adaptive uses for these cultural resources that will ensure their preservation poses a significant challenge.

The GMP will develop guidance for the appropriate treatment and use of the park's historic buildings and structures, emphasizing adaptive reuse and rehabilitation.

Factors/Considerations:

- The park now has a facility inventory and associated facility condition index
- Aging cultural sites are expensive to maintain

Options/Approaches:

- Preserve the integrity and improve the condition of historic resources
- The park should explore applying sustainable practices and providing barrier-free and accessible facilities
- Adaptive reuse may include a range of creative activities and treatments that are appropriate to the historic resource and compatible with NPS goals and the historic use
- The scale and location of adaptive reuse, and balancing of natural resources and other park values, should be considered in the determination of its appropriateness
- The park should consider treatments other than reuse and rehabilitation, (stabilization, restoration, reconstruction, and removal) when adaptive reuse is determined to be inappropriate, financially infeasible, or inconsistent with park values
- Balance visitor needs with historic preservation
- Consider the idea of "managed ruins" or focusing on the most important structures

12. Operational Facilities

Park resources and visitor safety and satisfaction have suffered because of the lack of adequate operational facilities in appropriate locations. The amount of GGNRA parkland has expanded in recent years, especially to the south, and the current distribution of existing facilities is not functional or efficient for day-to-day operations which include supporting volunteers/stewardship activities, native plant propagation, visitor contact, law enforcement, and interpretation. Park operations are often located in makeshift facilities because they have been displaced by other park uses or outside forces or have outgrown current spaces. Current facilities are often not adequate to perform necessary maintenance functions or other operational needs. Furthermore, in order to obtain and maintain a qualified and productive workforce (employees, volunteers, partners, etc.), the park needs additional housing.

The GMP will examine the park's operational needs and facility requirements, including workforce housing, in order to make recommendations on the most efficient and effective system for service delivery.

Factors/Considerations:

- All occupied structures must meet current fire, life safety and seismic codes
- The park will continue to work collaboratively with the Presidio Trust to support joint operational needs
- The cost of living in the San Francisco Bay area is high and will continue to rise

Options/Approaches:

- A comprehensive needs assessment for park facilities (especially maintenance and law enforcement) and housing
- Adaptively reuse existing structures wherever practical and appropriate
- Investigate leasing (or other agreements) structures to meet park needs, if necessary
- Explore cooperative agreements for service and maintenance of new and/or remote park sites (i.e., joint governance of parklands in San Mateo County)

13. Marine/Estuarine Resource Protection

There are many threats to the park's marine and estuarine environments, including oil spills, off-shore drilling, commercial sand dredging, commercial fishing within the park boundary, sediment and nutrient loading, and environmental contamination from both point and non-point pollution sources. The majority of the park's aquatic environments are in need of restoration. Currently the park has almost no enforcement capacity for marine areas and outreach related to marine and estuarine resource protection is limited.

The GMP will develop strategies to protect and enhance marine and estuarine resources by evaluating and assessing threats; exploring opportunities for collaborative research, management and monitoring efforts; and evaluating different ways to increase the park's capacity to address resource protection needs.

Factors/Considerations:

- The park's authorized boundary includes an off-shore distance of 1,000 feet within which the park has exclusive legal authority
- The park's estuarine and marine environments are home to numerous rare and threatened and endangered species, including the tidewater goby, salt marsh bird's beak, Coho salmon, steelhead trout, whales, Stellar's sea lions, southern sea otters, and marbled murrelets

Options/Approaches:

- Explore collaborative relationships to address marine resource needs, including shared resource planning and protection duties with NOAA, Coast Guard, and Farallones Sanctuary staff
- Understand the impact of commercial fishing on herring, Dungeness crab, mollusks and other species

14. Muir Woods National Monument

This park site is being called out and addressed independently because it is a separate, distinct unit of the national park system and because the issues at the monument are so inextricably tied to a sense of place. Therefore, the site lends itself to being addressed as a stand alone topic.

Some of the infrastructure in Muir Woods National Monument adversely affects the natural resources and ecological processes of the site. Further, long periods of high levels of visitor use overburden park facilities and parking, which compromise visitor experiences and strains the park's management capabilities.

The GMP will develop strategies to sustain the monument's primeval redwood forest ecosystem and provide a quality NPS experience to a diverse range of visitors.

Factors/Considerations:

- The forest ecosystem depends on the condition of the Redwood Creek watershed, which extends beyond monument boundaries
- Muir Woods is the first experience in nature and first exposure to a national park for many visitors
- Some of the park's infrastructure is historic
- The park hosts a variety of sensitive wildlife, including spotted owls, Coho salmon, steelhead, and rare bats
- Issues like sudden oak death, fire suppression, and flood control affect practical management of the site
- The highly valued aspects of the monument's "primeval character" includes old growth redwoods, night sky, and natural sounds
- User capacity, along with transportation challenges like access and congestion, are key issues for the site
- Muir Woods is one of the earliest protected places in the SF Bay Area and is widely associated with the preservation ethic and heritage of the NPS

Options/Approaches:

- Consider the benefits of on site vs. off-site concessions and administrative facilities
- Remove asphalt paths and change to a boardwalk where appropriate
- Restore the historic buildings
- Consider different strategies for how visitors arrive at and depart the monument
- Involve all adjacent land managers and landowners in the watershed

15. Alcatraz Island National Historic Landmark

This park site is being called out and addressed separately because it functions like an independent park unit and because the issues at the site are so inextricably tied to a sense of place.

Therefore, the site lends itself to being addressed as a stand alone topic.

Alcatraz Island is a designated National Historic Landmark because of its national significance in the areas of military history and social history (penology). Although Alcatraz is a highly visible and popular site in San Francisco Bay, many of its buildings and landscape features are deteriorating, and sections of its shoreline are eroding. The park lacks the funding and personnel to protect and preserve all of the island's historic landscape resources. Furthermore, conflicts have arisen over management strategies for protecting the island's cultural and natural resources (e.g., protecting important bird nesting habitat and developing new adaptive uses).

The GMP will identify and explore levels of resource protection and a range of possible visitor experiences for Alcatraz Island.

Factors/Considerations:

- The National Historic Landmark (NHL) status is contingent on protecting a certain level of historic fabric and integrity
- Operational limitations exist in terms of self-sufficiency for island water use, waste management, supplies, and utilities
- Coastal erosion or failure is affecting the island's natural and cultural resources
- The harsh marine environment affects historic resources and operational needs
- The island provides important habitat and use areas for certain wildlife species
- User capacity and facility usage are key issues for the site
- The historic resources pose many challenges for visitor access, especially disabled access
- Shoreline stabilization is needed

Options/Approaches:

- Consider the idea of "managed ruins," including potential impact on the NHL status
- find ways to balance visitor needs with historic preservation, including the appropriate scale of visitor concessions and other uses
- Develop ways to evaluate the compatibility of potential new uses
- determine the essential understanding of Alcatraz that needs to be conveyed to visitors

- determine what is practical and feasible regarding building treatments
- Explore new revenue-generating uses that are compatible with existing visitation and help preserve important resources

Land Use Decisions

Land use decisions need to be made for a variety of developed park sites. Some of these sites are currently under GGNRA ownership and control and are awaiting specific direction; while ownership and control of others will be assumed at a later date. In either case, decisions need to be made on the long-term use of the land and the associated facilities.

Monitor and provide extra focus to:

- Corral de Tierra (equestrian operation)
- Shelldance Nursery
- Golden Gate dairy
- Muir Beach, Banducci
- Muir Woods Addition (life estates) and the fire department.

Anything else...what is missing ??

