

GMP February 2007 Workshop



The goal of this workshop is to create different management concepts (visions) for implementing the park purpose. Each management concept will guide the development of an alternative. The alternative is a means to explore what the park could become if that management concept is selected.

**Golden Gate National Recreation Area
Muir Woods National Monument
Workshop Planning Packet**

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GENERAL MANAGEMENT PLAN WORKSHOP

Dates: Tuesday, February 6, through Friday, February 9, 2007

Location: Fort Mason Officer Club

Time: 9:00 am to 5:00 pm

Workshop Goal:

The goal of this workshop is to create different management concepts (visions) for implementing the park purpose. Each management concept will guide the development of an alternative. The alternative is a means to explore what the park could become if that management concept is selected.

Workshop Objectives:

1. To develop the management concepts (visions) for the GOGA and MUWO.
2. To develop a set of management zones in preparation for developing action alternatives in May 2007.

Attendance:

Members of the GMP planning team who are responsible for guiding the future vision and management direction of the parks. Subject matter experts are not expected to be needed for this workshop.

Tuesday, February 6, 2007 9:00 am to 5:00 pm

Planning Process for Developing GMP Alternatives

Objective: To provide GOGA planning team with an update of the planning process and an introduction to developing management concepts.

- a. Planning process
- b. Management Concept = Vision
- c. Exploring management concepts from other parks

December 2006 Workshop Products – Goals Menu

Objective: To review and add to the menu of potential goals that evolved from the December 2006 workshop.

- a. Goals = Concepts
- b. Review and discuss the menu of potential goals associated with each GMP issue
- c. Identify any additional goals

Develop Management Concepts

Objective: To define a set of management concepts that guides the development of action alternatives.

- a. Develop a set of management concepts and record on a flip chart.
- b. Present management concepts

Wednesday, February 7, 2007 9:00 am to 5:00 pm

Develop Management Concepts – Continues

- c. Revise management concepts
- d. Merge management concepts
- e. Test management concepts against Alcatraz Island's goals
- f. Test management concepts against Muir Woods NM park purpose and goals
- e. Refine management concepts in narrative form

Outreach to Underrepresented Groups (3:30pm)

- a. Presentation by Dr. Nina Roberts

Thursday, February 8, 2007 9:00 am to 5:00 pm

Develop Management Zones

Objective: To provide the GMP planning team with an understanding of management zones and builds a set for the parks.

- a. Introduction to management zones
- b. Review DSC provided management zone framework
- c. Build and revise management zone framework
- d. Feed the skeleton

Stretch Objective

Identify the GIS and data needs to support mapping the management zones

Friday, February 9, 2007 9:00 am to noon

Friday is reserve in case the time is needed to complete the workshop objectives. A determination for a Friday session will be made Thursday afternoon.

Planning Process for Developing GMP Alternatives

Objective: To provide GOGA planning team with an update of the planning process and an introduction to developing management concepts.

Planning Activity:

a. Update on planning process

1. Overview of the GMP process
2. Scheduled workshops for developing alternatives
3. Two GMP newsletters
4. Goal for the GMP planning Team by end of FY07

b. Marilyn Hof's Presentation on Alternatives and Zoning

1. Alternatives
 - GMP alternatives begins with looking at potential options for the future
 - GMP explores futures and then evaluates tradeoffs using alternatives
 - Each alternative is unified by some concept (management concepts)
 - Use Management Zones to create different futures
 - Management Prescriptions = Management Zones
2. Marilyn Hof's Video presentation
3. Group discussion and questions

c. Management Concept = Vision

1. Planning words continue to change and evolve
 - Vision to Alternative Concepts to Management Concepts
2. What do these statements mean -
 - The goal of this workshop is to create different management concepts (visions) for implementing the park purpose.**

Each management concept guides the development of an alternative.

The alternative is a means to explore what the park could become if that management concept is selected.

3. GMP Alternatives – The Big Picture

A GMP alternative is a clearly articulated vision of a park's future condition that is unified by a central concept.

The primary goal that drives a GMP is achieving the purpose of the park and maintaining its significance by describing the desired conditions for resources and visitor experiences.

All alternatives must be consistent with the park's Foundation Statement (park purpose, park significance, fundamental resources and values, special mandates and NPS policies).

The alternatives should reflect ideas and concerns from public comments.

The question GMP alternatives are ultimately trying to answer is: **For the future (20 plus years), what range of resource conditions and visitor experiences do we want to provide, in what proportion, and where?**

Alternatives should provide a blend of how the natural and cultural resources and visitor experiences are managed without having an all or nothing vision.

A reasonable range of GMP alternatives have distinct concepts and not just a variation on the same theme.

4. Management Concepts

Management concepts, also called “vision statements”

Management concepts provide the underlying cohesive rationale or philosophy that directs and shapes the overall desired resource conditions, visitor experiences, and facilities in each alternative

Management concepts help to ensure that a full range of reasonable future management approaches are being considered by a planning team

Management concepts are the filter or guide to developing action alternatives. Management concepts become the logic that ties together management zoning, desired conditions and changes being proposed both park wide and in specific areas

Summary:

GMP alternatives are organized around distinct concepts (Management Concepts/Visions)

Based on its management concept, each alternative will have differing management zoning schemes, actions, and strategies.

Alternatives should be fundamentally distinct and not just variations on a theme such as mini, midi, maxi; big, bigger, biggest; recreation vs. preservation

GMP/NEPA document generally have from two to four management concepts in addition to the no-action alternative. The primary reason is that each concept should lead to a clearly distinct alternative and not a blend. However, the number of alternative concepts is not as important as is ensuring that the environmental document analyzes a full range of reasonable alternatives.

Alternatives explore what could happen if you go in a particular direction.

You might hate many of the actions but the alternatives need to allow the park to explore different directions.

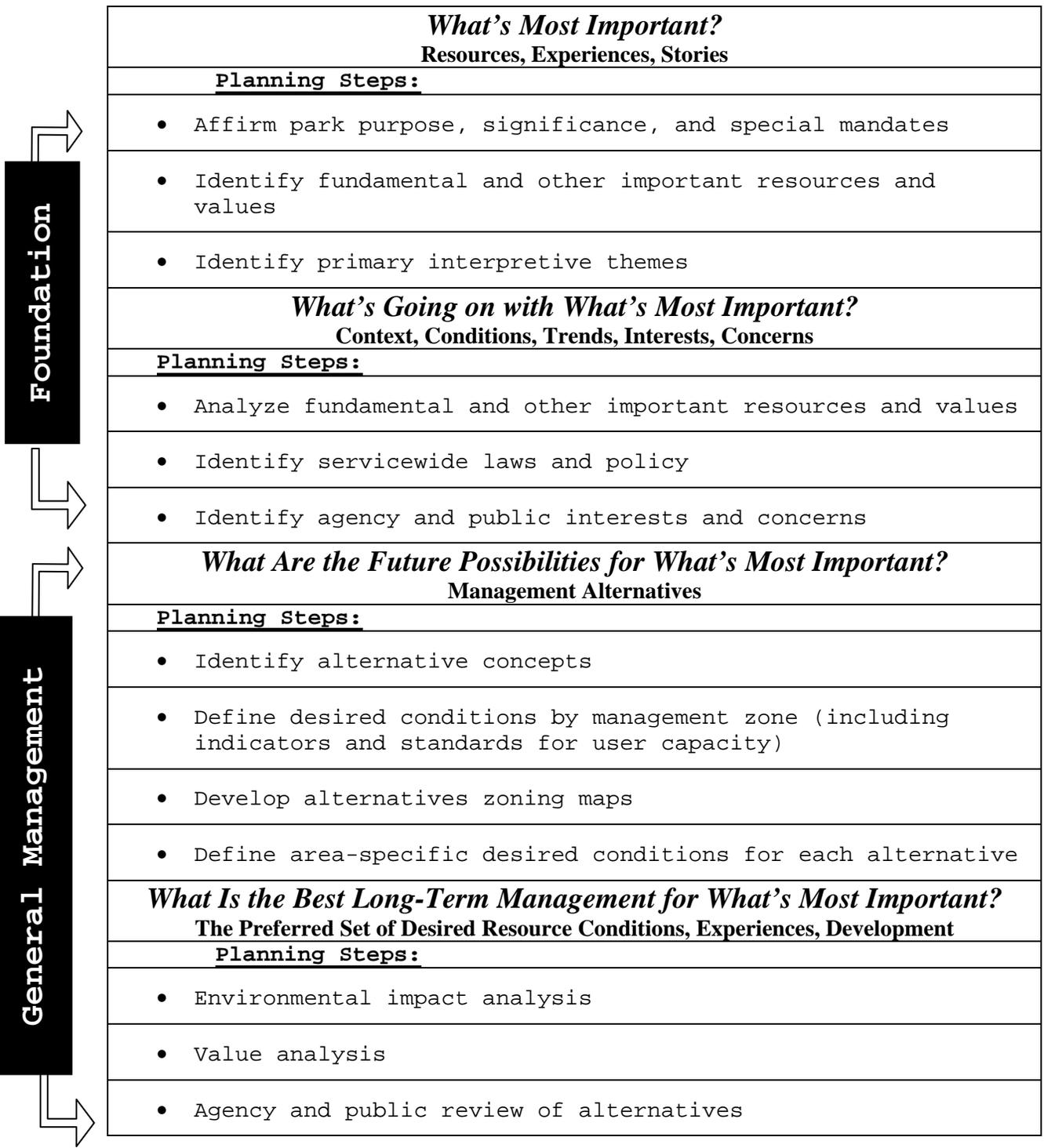
The trap is not to build your preferred alternative at this stage.

Once alternatives are developed, then the park can begin to look at the beneficial elements of each that might contribute to a new alternative or refine a particular alternative as the park works through the Choosing By Advantages process.

d. Exploring management concepts from other parks

1. Review management concepts and identify a few good examples and explain why.
2. Group discussion
3. What does the GMP planning team need to think about as we being developing management concepts?

Overview of the GMP Planning Process



Overview of Planning Workshops for Developing Alternatives

GMP planning throughout fiscal year 2007 is about developing GMP alternatives as charted on the next page. The DSC planning team has defined objectives 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 goals for each GMP issues/opportunities

Tuesday, February 6 through Friday, February 9, 2007 (Box 4 & 7 on the chart)

Agenda:

- a. Review previous output from December's workshop
- b. Define management concepts
- c. Develop management zones
- d. Discuss Newsletter that describes GMP issues and Management Concepts

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

Agenda:

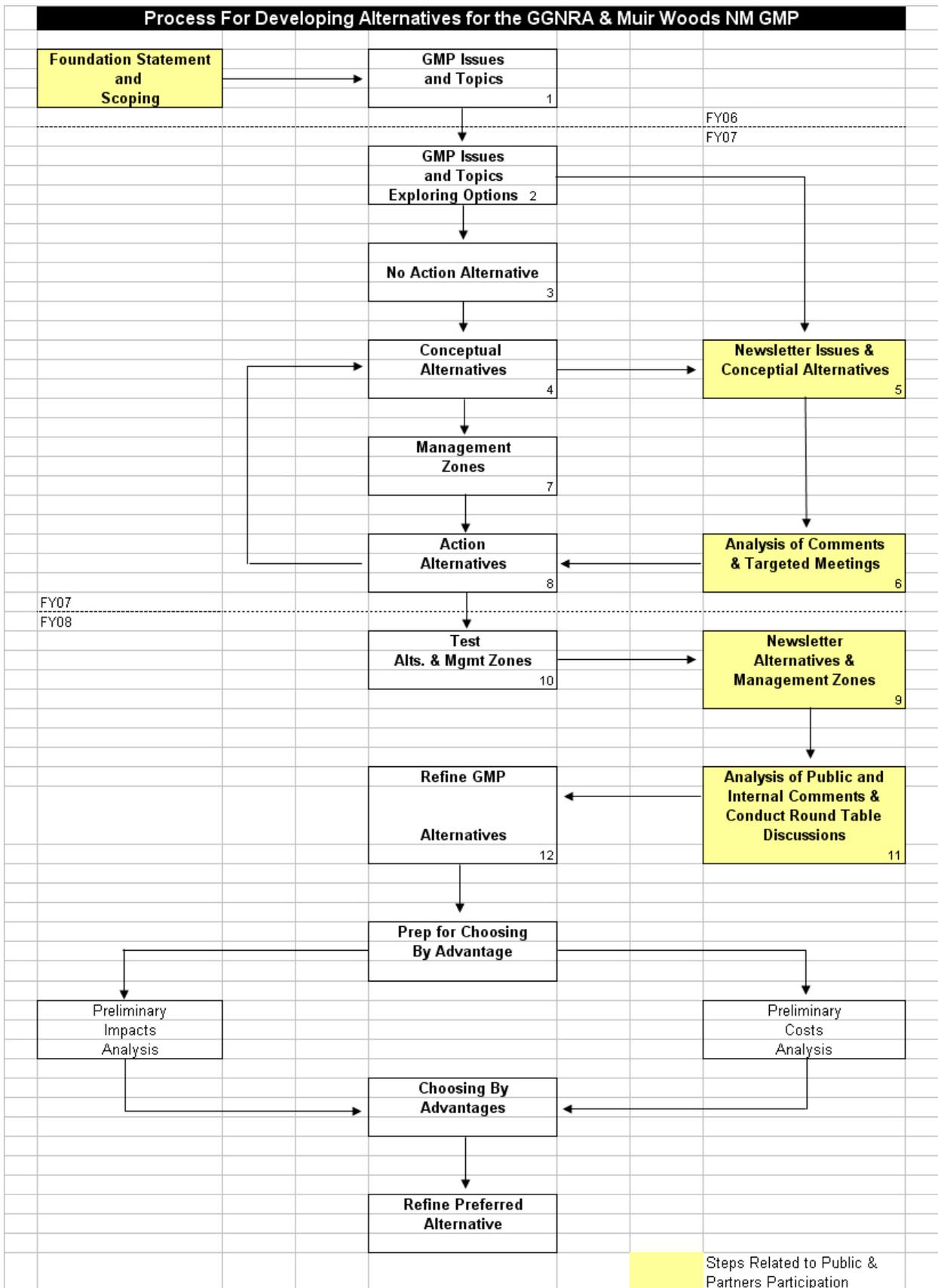
- a. Review management concepts
- b. Discuss newsletter responses
- c. Develop alternatives (mapping the management zones)
- d. Define management strategies for each alternative

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.



Major Elements of a GMP Alternative

Each GMP alternative must meet the program standards for the major elements of a general management plan.

1. an overall management concept
2. potential boundary modifications
3. management zoning decisions about which potential resource conditions and visitor experience opportunities should be emphasized in particular areas of the park
4. area-specific desired conditions for various locations throughout the park, including the desired resource conditions, associated visitor experience opportunities and the appropriate kinds and levels of management, development, and access
5. the changes needed to move from the existing to the desired conditions
6. indicators and standards for managing user capacity within each area
7. projected implementation costs

Parks	Management Concept	Management Concept	Management Concept
Lincoln Boyhood National Memorial	<i>All Things Commemorative</i> would focus on the national memorial's formal and informal commemorative settings. Visitors would experience a variety of ways that people have honored the Lincolns, ranging from the formal Olmsted-designed landscape to the casual discovery experience of the Trail of 12 stones.	<i>Exploring Lincoln's Indiana</i> , the national memorial would be managed to interpret the history of the Lincoln family in southern Indiana and the natural and socio-political environment of the times. Visitors would have an array of interpretive opportunities available to them and the overall character of the experience would be interactive and educational.	
Isle Royale National Park	In this alternative, emphasis would be placed on providing visitors with high quality wilderness experiences. The management of the park and its resources would be conducted in such a manner as to provide ample solitude and escape from the intrusions of the modern world. Visitors would be encouraged to sample a broad range of wilderness experiences.	In alternative 2, visitors would be able to select from a wide range of park experiences. Park management would emphasize the separation of motorized and nonmotorized uses in order to reduce conflicts and enhance the quality of experiences for all park users. To accomplish these ends, various trade-offs would be necessary for all users.	In this alternative visitors would find a concentration of facilities and amenities on both ends of the island and increasingly primitive wilderness experiences toward the middle of the island. Park management would emphasize visitor convenience and varieties of experiences in the two developed areas and reductions in amenities in the wilderness area.
Olympic National Park	In this alternative, the park would be managed as a large ecosystem preserve emphasizing wilderness management with a reduced number of facilities to support visitation.		

Parks	Management Concept	Management Concept	Management Concept
Sequoia and Kings Canyon	The parks present a traditional park character and a feel of yesteryear, where experiences are more reminiscent of how visitors used the parks in the past.	The parks preserve some of their traditional character and rustic architecture, but diverse new users groups and uses are encouraged.	The parks are a natural resource preserves and visitor experiences are more directly connected to natural resources and opportunities for solitude. The parks strongly contrast with surrounding lands that are under increasing pressure for use and development.
Harpers Ferry National Historical Park	The concept for alternative 2 would present the national historical park as a series of historical vignettes or "windows" into the history of Harpers Ferry.	The concept for alternative 4 would have each location in the national historical park be managed to reflect the most significant period or era associated with it. Management activities would focus on the preservation of the resources as well as the presentation of the interpretive themes appropriate to each location.	
Gulf Islands National Seashore	<i>Natural Processes Predominate</i> - visitor management strategies adapt to the dynamic processes and changing conditions of the Gulf Coast barrier island system by adjusting the uses, access, and opportunities to insure the continuation of recreational and interpretive opportunities.	<i>Outdoor Laboratory</i> - Visitors would be provided opportunities to explore and understand the various, valuable roles the barrier island environment played throughout history. This would include on-site programs and activities illustrating how barrier island processes provide offshore protection of the mainland, how the addition	<i>Diversity of Opportunities</i> - An expanded array of recreational and educational opportunities for seashore visitors would be provided by expanding commercial services within the national seashore. - expand the diversity of opportunities to enjoy the national seashore's scenic, recreational, cultural, and

Parks	Management Concept	Management Concept	Management Concept
	<ul style="list-style-type: none"> - allows for changing natural conditions to dominate - adapt visitor use to changing natural conditions - relocates nonessential facilities from barrier islands to mainland - manage predominately for undeveloped natural settings. 	<p>of successive fortifications on the barrier islands enhanced the military's capabilities to protect Spanish and then American territories, and how the barrier islands continue to provide safe refuge for maritime activity along the Gulf Coast.</p> <ul style="list-style-type: none"> - immerse visitors in historic and natural environments - bring historic fortifications to life - manage cultural landscape to reflect historic time periods - provide minimally developed facilities to support seashore recreation and interpretive opportunities 	<p>natural resources.</p> <ul style="list-style-type: none"> - provide numerous services, interpretive opportunities, and equipment rentals to accommodate and expand the visitor experience
Canaveral National Seashore	<p>Alternative B would retain the seashores relatively undeveloped character and providing uncrowded visitor experience. To help maintain a natural and uncrowded character, various means of access such as land-based shuttle service or enhanced, dispersed contact points would be explored.</p>	<p>In Alternative C - Canaveral National Seashore would be know as the place to explore the natural and cultural history of coastal Florida through a wide range of appropriate recreational opportunities. When visitors enter the seashore, they would be presented with a menu of choices to land and water-based resources and educational pursuits.</p>	<p>In Alternative D - the focus would be on enhancing the existing investment in lands, resources, and facilities. Facilities now used by other entities would be utilized by the park service. Coordination with land management partners would be increased to provide additional educational opportunities for visitors.</p>
Rosie the Riveter/ World War	<p>Visitors to the national historical park are provided the opportunity for guided</p>	<p>Visitors to the national historical park explore the national home front stories</p>	

Parks	Management Concept	Management Concept	Management Concept
II Home Front National Historical Park	and self-guided exploration of sites and structures that are evocative of their World War II use and appearance and are furnished with site-specific items from the park collection.	through a state of the art WWII Home Front Education Center that provides comprehensive interpretive and educational programming with partners from regional and national cultural and education institutions. The community tells the local World War II home front stories throughout Richmond.	

December 2006 Workshop Products - Goals Menu

Objective: To review and add to the menu of potential goals that evolved from the December 2006 workshop in preparation for developing management concepts.

- a. Goals = Concepts
- b. Review and discuss the menu of potential goals associated with each GMP issue
- c. Identify any additional goals

Planning Activity:

a. Presentation: GMP Issues and Menu of Potential Goals

1. Overview of the draft GMP Planning Issues and Menu of Potential Goals
2. Options = Goals
3. Menu of Potential Goals - a database to pick and choose and inform
4. GMP Guidance section

b. Review Menu of Potential Goals

1. Working in small groups
2. Review and discuss the bolded goal statements
3. Add or modify goals

Draft General Management Planning Issues and Menu of Goals

GMP issues and opportunities are the main topics that the GMP will address and resolve. Each issue/opportunity has four 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, 3) items to be considered as the planning process explores the issue/opportunity, and 4) goals with with other associated goals and elements that can be used to develop GMP alternatives.

1. Visitor Access: Transportation and Trails

GMP Issue Statement:

The GMP will identify the long-term vision for visitor access to and within the park and will determine opportunities to improve visitor experiences, connections of park sites to the larger community, and resource protection.

Issue Description:

The park is located within a complex multi-modal, land and water transportation system. However, due to a variety of reasons the current transportation system does not fully address the needs of some park visitors or adequately protect park resources. Despite crowded regional roadways and limited parking, many visitors continue to rely on their cars to visit the park. For other visitors, the lack of affordable, understandable, and/or nearby transit options suppresses some visitation. These conditions also create problems with informal parking, public safety, visitor experience, and access for the park's neighbors. Visitor information and way-finding is inadequate and leads to frustration and over/underutilization of park resources.

Trails are an important component of park access. 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.

Factors/Considerations:

- Transportation options and public access are of great public interest.
- The park is largely dependent on local and regional transportation systems for park access, wayfinding, and congestion relief.
- Many regional roads used by visitors to access the park can not be expanded due to the potential impacts on sensitive natural, cultural, and scenic resources or lack of right-of-way .
- Many park roads are currently shared by cars, pedestrians, and cyclists, creating user conflicts.
- Many jurisdictions are interested in and affected by park access options - many of the solutions to visitor access issues may be partly or totally outside of NPS lands.

- Scenic driving is a popular recreational activity and is one of the primary ways that visitors experience the park.
- Improved and safer trail connections between park sites, and between communities and park sites, are desirable to provide seamless and safe direct access alternative.
- New tools in transportation management and visitor information have been created since the last GMP. However, there is little research about how to positively influence recreational travel, visitation patterns and/or visitor transportation choices.
- The local visitor population often uses transit, has lower than average car ownership, and speaks a variety of non-English languages. The local population is also growing and is expected to produce additional pressures on existing transportation systems.
- The total transportation costs for park visitors (including gasoline, tolls, parking, transit, etc.) are expected to continue to rise.
- Transportation funding within the NPS and local and regional governments is likely to become increasingly competitive.
- Consider total cost and time needed for an alternative transportation visit vs. a car visit.
- Lack of connectivity between transportation modes (between ferry and land, between bus stops and park entrance, and between trails and desired activity areas) impedes a seamless transportation system for visitors.
- Consider impacts of transportation strategies on park neighbors.
- Visitor experience starts long before the park is reached.
- ADA accessibility is a key issue for design of transportation support facilities.
- Consider visitor use patterns (daily, seasonal etc.) when planning transportation facilities and services.
- Concessions and park operations transportation operations may have impacts on visitors.

Goal 1A:

Originating at major park entrance locations, a comprehensive system of visitor access opportunities and services are provided to icon areas throughout the park.

Goal 1B:

Promote transportation as part of the visitor experience and as an aid to resource management via a seamless, sustainable transportation system.

Possible Goals and Elements:

- Emphasize inter-modal/multi-nodal connectivity for both land and water access to key park destinations (buses, bikes, ferries, etc.)
- When possible, provide on-board interpretation and wayfinding (personal and non-personal services), including consideration of multi-lingual needs
- Promote static wayfinding excellence

- Where applicable and feasible, provide high quality visitor amenities at transportation hubs (e.g., picnic, r & r, signage, bus time tables)
- Target increasing access connections between the park and underserved communities
 - Facilitate outreach (transportation link) @ Richmond YMCA/access information in community - wayfinding, promoting park uses to help neighborhood with park navigation
- Promote non-auto access where possible via incentives (e.g., trail connections to adjacent communities, shuttles from hotels to park sites)
- Emphasize cost recovery (financial sustainability)
- Focus on preservation of the existing system of facilities and optimizing the use of existing infrastructure
- Focus on management related alternatives before alternatives for the expansion or construction of new infrastructure
- "Transit First" for new investment rather than developing more parking (similar to philosophy of City of San Francisco)
- Focus initial investment on hot spots such as Muir Woods and Fort Baker (e.g., continue funding Muir Woods and West Marin shuttle)
- Stimulate appropriate private investment (tour buses, bikes, ferry, Segway?, concessions) in multi-modal and associated interpretive efforts
- Be attentive to ADA and individual mobility issues
- Target information and systems to user groups - destination, day, stewards/learners, park partners, out-of-region visitors, NPS, and employees
- There are opportunities for the Alcatraz ferry to operate from Fort Mason
- Off-site parking areas with transit/shuttle connections to the park should be considered to help address transportation problems in the park
- Consider bicycle/kayak rentals/concessions at a network of transportation hubs (with visitor facilities) to fill some missing intermodal links and encourage outdoor activities. Equestrian concession is another possibility.
- Continued funding for the Muir Woods and West Marin shuttles
- Consider an exclusive park shuttle
- 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

Goal 1C:

Access to the parks and circulation within the park are improved for those visitors who lack private transportation.

Goal 1D:

Visitor access to and within the park are integrated not only with existing park transportation systems, but also with the anticipated regional infrastructure, demographics, and technological changes.

Goal 1E:

Visitor access is managed by transportation and recreation demand management instead of expanding capacity.

Goal 1F:

Manage the effects of transportation on visitor experience and resource conditions via controlled access with an Goal on management alternatives.

Possible Elements:

- Focus on better distribution of visitor use across park sites and across times of the day/season via information dissemination and regulations
- Restrict access when infrastructure is at capacity
- Meter use to high demand sites (e.g., reservation system)
- Promote auto-free days/times/seasons (consider "bike-free" days on trails)
- Consider an exclusive park shuttle
- Restrict use of park facilities by non-visitors in selected areas (decals) - with structuring fee could be used to promote alternate modes
- Regulate private tour buses to park sites, especially Muir Woods
- Consider cost incentives/disincentives for parking and fee structures at all highly visited sites, with an awareness of economic justice implications

Elements Common to all Alternatives:

- Manage transportation and visitor experience from both a supply (build more roads, add more buses) and a demand (travel demand management - like reservations, pricing, limiting parking, etc.) perspective.
- Off-site parking areas with transit/shuttle connections to the park should be considered to help address transportation problems in the park
- Use Best Management Practices related to energy, technology, etc.
- Identify opportunities for interpretation during the transportation experiences (radio, etc.)
- Use dynamic transportation opportunities for visitor information en route to the park: 511, variable message signs, parking supply/location information, etc.

2. Recreation Opportunities and Conflicts

GMP Issue Statement:

The GMP will develop a vision for recreation opportunities in different areas of the park by identifying the appropriate types of uses at park sites in relation to visitor demand and resource sensitivity. The GMP will provide long term guidance to promote, evaluate, and manage appropriate and desired recreation opportunities in the park. *(Add carrying capacity or managed demand to issue statement)*

Issue Description:

The park's purpose is "to offer national park experiences to a large and diverse urban population while preserving and interpreting its outstanding natural, historic, scenic, and recreational values." Recreation is the way to achieve this purpose of bringing national parks to an urban population. Current recreation opportunities in the park range from traditional opportunities such as camping, hiking, and picnicking to non-traditional opportunities such as special events and stewardship. In addition, many sites are national and international visitor destinations. Recreation in the park is an opportunity for promotion of public enjoyment, fitness, understanding, stewardship, inspiration, solitude, and social connections. To achieve these positive outcomes, recreation management in the park must address competing uses, demands for non-compatible opportunities, and levels of use that sometimes overwhelm resources and infrastructure. The park may not always be the most appropriate place for desired recreation opportunities, so the NPS may cooperate with other public and private entities to respond to demand. Visitor conflict exists at many park sites between people using different modes of transportation, especially on trails. The NPS needs to be proactive and responsive to recreation opportunities while balancing the types and levels of uses in order to preserve the park's fundamental resources and visitor experiences.

Factors/Considerations:

- Some members of the community have expressed interest in increasing various recreation opportunities in parts of the park including bicycling, hang gliding, dog walking, water and shore related access and activities, individual and group camping, group day-use/picnicking, and walking and hiking.
- Dog management in the park is being evaluated through a separate regulatory planning process - the GMP will incorporate its final recommendations.
- There is some inconsistency 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.
- There are resource impacts associated with some existing recreation activities, including habitat fragmentation, eroding trails, wildlife disturbance/harassment, litter, vandalism/graffiti, and vegetation trampling.
- The NPS has obligations to certain groups for specific types of consumptive use activities.

Goal 2A:

Promote the park as the backbone of resource-based public lands in the region, emphasizing trail connections, undeveloped open space and recreation opportunities that are unique to the resources in the park.

Goal 2B:

Provide a diverse range of recreation opportunities that appeal to emerging urban audiences.

Goal 2C:

Provide a diverse range of recreation opportunities that meet the interests of a diverse public by distributing opportunities according to the urban to rural continuum (range and type of use is scaled across a spectrum that is related to proximity to the city).

Goal 2D:

Promote responsible management of natural and cultural resources by focusing recreation opportunities on stewardship-based activities.

Goal 2E:

Promote recreation opportunities that are directly facilitated by and protective of the unique natural and cultural resources of the park.

Elements Common to all Alternatives:

- The NPS in collaboration with the Conservancy seeks to develop a world class trail system that enhances the visitor experience, restores habitat, and eases access to and through the parks.
- 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.
- Many new recreation demands begin in the regional Bay area and the NPS needs to be able to respond to these new activities and requests.
- The NPS needs to continue to find ways to connect with the community, including underserved populations, and provide meaningful and relevant recreation opportunities.

3. Better Communication and Reaching New Audiences

GMP Issue Statement:

The GMP will provide guidance to help the NPS better connect with all audiences including underserved communities. (Are emerging audiences already incorporated in this statement?)

Issue Description:

The rich diversity of the San Francisco Bay area and the international visibility of San Francisco and California provide unparalleled opportunities to bring national park experiences to a diverse and urban population. Despite these assets, visitation does not reflect a dynamic population and demographic changes. 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. Developing a park setting that is welcoming and inviting for underserved communities and emerging audiences is an important component. Changes in technology present new ways to connect but also present challenges to maintaining the park's relevance to future generations. Reaching these audiences is essential to relevant and effective park management and achieving civic engagement and stewardship goals. The collective efforts of NPS as well as its partners and stakeholders from underserved communities and **emerging audiences** will be needed to fulfill the vision of bringing "parks to people."

Goal 3A:

To encourage use and value of the park by underserved and emerging audiences, take the park and its messages into the community.

Potential Elements:

- Connect with other sites that have stories about the cultural heritage of underserved and emerging audiences
- Ensure that outreach efforts expose people to the entire park (currently Crissy Field Center and Presidio are centers/focus of outreach).
- Explore emerging media and technology to reach new audiences.
- Increase accessibility to park collections.
- Provide more off-park program delivery particularly focused on communities that are currently underserved and/or represent emerging audiences.
- Connect NPS assets to local community gathering places via "community trailheads" and similar strategies
- "Export" the ideas and tactics related to habitat restoration and stewardship for use in local community settings.
- Re-establish relationships w/ non-English speaking media.
- Increase amount of education/curriculum material that is available to educators and parents.
- Explore "local-fed" sister park Goal where visitation is more representative of Bay Area demographics.
- Examine ways to connect parks with underserved communities and emerging audiences through increased awareness, visitation, stewardship, support, and employment opportunities.

Goal 3B:

To encourage use and value of the park by underserved and emerging audiences, focus on opportunities that appeal to new audiences in the park.

Potential Elements:

- Increase recreation and social gathering opportunities for groups larger than current group size of 1-5.
- Identify and remove/mitigate barriers to visitation (e.g., physical, financial, language, transportation).
- Enhance recreation opportunities in the park desired by underserved and emerging audiences
- Promote community-based staffing so park staff better reflect the diversity of the community
- Enhance cultural literacy of park staff and partners.
- Develop park programs in collaboration with underserved and emerging audiences
- Connect with No Child Left Inside program
- Increase the positive staff interaction with the many underserved and emerging audiences that are already coming to GOGA
- Enhance relationships w/off-site non-profits and partners that help bring new audiences.
- Examine ways to connect parks with underserved communities and emerging audiences through increased awareness, visitation, stewardship, support, and employment opportunities.

4. The Park's Diversity of Stories

GMP Issue Statement:

The GMP will develop a vision that provides visitors with opportunities to understand and experience the range of stories that can be told at the park.

Issue Description:

The park has a wealth of diverse natural and cultural resources that are conducive to telling a range of exciting stories; however, all of the opportunities for interpretation and education at the park are not currently being maximized.

Factors/Considerations:

- A wider range of stories will appeal to a wider range of audiences.
- To tell a wider range of stories will require/enable more divisions and partners to share their knowledge and expertise and work with interpretation professionals in developing stories and strategies.
- A wider range of stories presents an opportunity to be more inclusive of underserved communities and under-represented groups, especially if they are invited to identify and help develop the stories and formats.
- The most effective method of telling stories is to make a personal connection, person-to-person

INTERPRETATION AND EDUCATION SERVICE DELIVERY:

Goal 4InterpA:

To encourage connections with people that haven't traditionally come to the park, stories are shared outside of park boundaries.

Possible Goals and Elements:

- Reaching people that haven't traditionally come to the park (off-site) - (e.g., story-tellers in schools, traveling trunks shipped to schools and NGOs, web-based education, traveling museum exhibits, research and writing and publications; reproductions of museum collections for sale; stories on NPR)

Goal 4InterpB:

To better connect with visitors in the park, stories are place-based.

Possible Goals and Elements:

- Reaching people through park settings and contacts (on-site) - Stories are place-based (in the park) and utilize associated resources (e.g., museum collections to reinforce story, subject matter experts sharing the realness of the resource, programs at the resource (natural and cultural settings); first-person sharing of experiences)
- Share the stewardship ethic via contact between park staff and visitors
- Focus on opportunities to "live" the story: stay the night in the cell block, don a uniform and a gun, man a lighthouse

- Every space has an interpretive and educational element - not necessarily a public program or contact...but perhaps a staff educational purpose to support stewardship
- All construction projects are required to have an educational component showcasing environmental ethics, stewardship (including work by partners)
- Move the visitor center to a more visible/accessible location
- Consider a single location that captures all of the park's history

Elements Common to All Alternatives:

- Tell stories based on multiple intelligences: visual, reading, hearing, touching
- Explore delivery techniques, including the use of technology to tell a story (virtual visits)

STORIES AND THEMES TO BE EMPHASIZED

Goal 4StoriesA:

To help visitors understand the exciting and momentous nature of history in the park, stories capitalize on anniversaries/ benchmarks in time.

Goal 4StoriesB:

To help visitors understand the connection of people to place, stories focus on population growth and the natural and cultural response, includes the Goal of response to climate change and the importance of the resources to the urban population.

Goal 4StoriesC:

To help visitors understand the complexity and dynamic nature of history in the park, stories focus on interpretation of cultural resources ranging from Pre-European human presence, military use, Spanish mission, Mexican, and American; Native American interpretation; museum collections; forts (includes interpreting the military history at Alcatraz).

Goal 4StoriesD:

To help visitors understand the notion of responsible resource management, stories focus on emphasizing the park as an "outdoor laboratory".

5. Global Climate Change

GMP Issue Statement:

The GMP will provide guidance for how the park will assess and respond to the impacts of global climate change on the park's fundamental resources. The GMP will identify objectives for reducing the park's carbon footprint and in interpreting climate change.

Issue Description:

Global climate change will 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, coastal vulnerability, plant communities, and sea level. These effects would have direct implications to resource management and park operations and could influence the way visitors experience the park. Proactive planning and management actions will allow the park to avoid, mitigate, adapt to, and interpret these changing conditions. (Include how climate change is effecting park resources, how park management contributes to the carbon footprint, and how NPS can be leaders in addressing issues and opportunities related to climate change.)

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
- There could be increased pressure from local municipalities for utility relocation, etc.
- Climate change could affect availability of drinking water supplies
- GGNRA currently pursuing Global Warming Action Plan; establishing Science Advisory Board
- Climate change may impact the park's fundamental resources
- ALARM: Awareness, Leading by example, Active management, Research, Monitoring

Goal 5A:

Raise public awareness about Global Climate Change through a focus on interpretation and outreach efforts.

Possible Goals and Elements:

- Raise public awareness through meaningful and obvious messages (e.g., bright blue line around Alcatraz to demonstrate sea-level rise)

- Identify opportunities in the NPS interpretive services to promote the message of climate change (e.g., programs, brochures, messaging; recreation as a link to the science)
- Promote sustainability
- Demonstrate the park as the advocate/messenger of the topic in the NPS, allowing the NPS units to roll it out locally (expanding the network; national influence)
- Understand and promote the body of literature on the reality of global warming
- Fuel and feed the global understanding of the issue through education
- Educational initiatives will be explored that allow visitors and park management to take action and address the causes of global warming

Goal 5B:

Promote research and education on Global Climate Change via the park serving as a focal point for global warming research.

Possible Goals and Elements:

- Attract world-class global warming scientists to the park.
- Establish a global warming Advisory Board; global warming advisory center at visitor center, or separate institute;
- Provide support services at the park to attract university researchers; citizen science program; summits
- Focus on a range of resources (i.e., coastal ecosystem response, vegetation dynamics, terrestrial wildlife response, marine resources, etc.)
- Develop partnerships with universities, NGOs, other government agencies (this would be the minimum level)
- Participate in academic discussions, research, studies; integrate the park in these efforts and discussions
- Use recreation as a link to the science

Goal 5C:

Serve as a leader and a model for management responses to Global Climate Change by implementing sustainable policies and actions that minimize the park's green house gas outputs.

Possible Goals and Elements:

Policy Positions:

- "Managed retreat" (natural and cultural) vs. park actively protects, responds, and restores to maintain original conditions (armoring, relocation) vs. park accepts conditions
- Park prioritizes management responses/actions vs. park collaborates with public and region on establishing priorities and responses
- Devolve park boundaries to manage on an ecosystem level (in order to protect habitat for species)
- Goal of park as carbon neutral: continuous improvement

- Adopt actions as part of core values (changing of light bulbs and messaging)

Park Actions:

- 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
- Employ Best Practices to influence climate change
- Need to coordinate with others; consider partnerships, etc.
- Examine and prioritize infrastructure, facilities, and fundamental resources according to their degree of vulnerability to the effects of global warming
- Utilize collaborative approaches and adaptive management strategies based on and incorporating the best available science.

Elements Common to All Alternatives:

- Need scientific understanding of current (baseline) and predicted conditions
- Explore a special GMP zoning designation to capture the impacts and possible prescriptions for global warming responses
- Consider responses to global warming as a Guiding Principle in the GMP
- Need to consider impacts on partners and loss of income related to impacts on partnership facilities
- Long-term monitoring data is important for understanding the scale of changes
- Consider modifying asset management process to include GW as a factor

6. Land and Water Protection

GMP Issue Statement:

The GMP will provide a vision and guidance for future land protection and boundary changes.

Issue Description:

Regional growth pressures and urbanization has influenced land acquisition at the Golden Gate National Recreation Area and resulted in a wide variety of park lands. The increase in park acreage has presented challenges for land and boundary management. The park could strengthen its strategic approach to land protection by identifying guidelines and priorities for land acquisition, including a coordinated regional approach to land protection and management. (Add narrative of how NPS could work with others to protect important resources through collaboration and shared objectives.)

Factors/Considerations:

- Sea-level rise will have effects on regional land protection and management, including boundary changes
- The park does not have a boundary location and survey

Goal 6A:

Continue to pursue existing land protection strategies.

Goal 6B:

Pursue protection only of key parcels that are essential to fulfill park purpose and mission.

Goal 6C:

Acquire and protect parcels that maximize recreational access (trail connections, etc.).

Goal 6D:

Acquire and protect parcels that maximize habitat connectivity and native plant and animal needs (i.e., wildlife migration and use corridors).

Goal 6E:

Acquire and protect parcels that maximize the human connection to land and spirit.

Elements Common to all Alternatives:

- Criteria for land acquisitions or boundary adjustments must include the following:
 - Consistency with enabling legislation and nationally significant (fundamental) resources
 - Public support
 - Consideration of established uses on new lands that may affect the NPS' ability to manage lands consistent with NPS values, policies and applicable laws

- Consideration of the interface and impacts on NPS 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)
- Conduct outreach efforts to promote Best Management Practices on adjacent lands
- Promote partnerships and regional cooperation
- Need to determine "who does what best" amongst land management agencies when new lands are acquired and allocated
- Need to consider the protection of air resources and groundwater withdrawals and impacts
- Need coastal resource/boundary study to evaluate marine resource protection needs; improve/clarify the management of marine resources and boundaries
- Need to resolve jurisdictional and resource protection issues associated with ownership of submerged lands
- Consider use of digitized boundary (Lat/Long) for coastal/marine boundary - does the GMP need to address this

7. Sustained Natural Resource Preservation and Management

GMP Issue Statement:

The GMP will develop a vision to understand, sustain, and steward the park's fundamental natural resources.

Issue Description:

Natural resources, specifically including geologic resources, the marine environment, coastal ecosystems, threatened and endangered species, and water resources, are fundamental to Golden Gate National Recreation Area and Muir Woods National Monument. This suite of natural resources, and the threats and influences upon them, extends beyond the park's boundaries. The park's urban setting produces persistent threats and influences on these resources and presents major challenges for sustained resource preservation, management, and restoration. The park's enforcement capacity for marine areas and outreach related to marine and estuarine resources is limited. Improving the park's capacity to address resource preservation and management needs requires regional collaboration. (Add narrative such as collaboration and integration of resource management however possible. Include the need to integrate the consering cultural resources with preserving the natural resources.)

Factors/Considerations:

- The park supports exceptional native biodiversity and provides a refuge for one of the largest concentrations of special status species in the national park system.
- Habitat is fragmented and degraded due to the park's urban setting and interface and results in an inordinate amount of park boundary and edge habitat, including impaired lightscapes and soundscapes
- Sea-level rise and the effects of climate change may influence long term protection of the park's fundamental resources
- The park's authorized boundary includes the off-shore area approximately 1,000 to 1,320 feet from the high water mark. The park has legal responsibility for resources in this area.
- The park's resources are susceptibility to invasive, exotic species
- Intense recreational pressure affects natural systems and the success of restoration efforts
- Most of the park has been affected by past land use practices
- Resources are affected by existing infrastructure (utility); roads (freeways to trails)
- The NPS has environmental contamination concerns (hazardous materials) from past military use
- Past practices have impaired natural processes and have affected water quality and quantity
- There has been disturbance of marine and estuarine processes from sand mining; upstream dams and diversions; potential tidal, wave, and wind energy projects; dredge disposal; ship channel dredging, oil spills
- Cultural landscapes often include and rely on elements of the natural environment

- Wildland fire use and management is both complicated and compromised in the park's urban/suburban setting
- The park is proximate to world-renowned academic institutions that could provide assistance
- The park has a large and active natural resource stewardship program

Goal 7A: Fragmentation/Corridor

Natural resources are preserved by focusing on the protection and management of a contiguous, unfragmented coastal habitat corridor that sustains exceptional biodiversity.

Possible Goals and Elements:

- Provide visitors an opportunity to observe and steward an unfragmented coastal ecosystem
- Allow for species movement to naturally sustain populations
- Increase regional cooperation and partnerships

Goal 7B: Human Component of Ecosystems

Natural resources are preserved through the protection of cultural landscapes, where humans are engaged participants in the landscape and its management.

Possible Goals and Elements:

- Embrace human participation in natural resource stewardship and education
- Pursue active treatments that allow humans to be active participants in restoring natural processes
- Define desired future conditions so that humans are engaged in ongoing natural resource management
- Sustainable

Goal 7C: Watersheds

Natural resources are sustained and managed by recognizing natural watershed processes and embracing collaborative approaches that maximize resource preservation and restoration opportunities.

Possible Goals and Elements:

- Increase regional cooperation and partnerships

Goal 7D: Ecosystems

Natural processes are sustained by focusing on multi-species conservation efforts and ecosystem management.

Possible Goals and Elements:

- Dynamic forces sustain healthy marine and estuarine ecosystems without human intervention.
- Dynamic natural forces sustain healthy coastal corridor of marine, estuarine, and terrestrial ecosystems without adverse human intervention.

Elements Common to All Alternatives:

- Identify collaborative approaches to increase the park's capacity to address resource preservation and enhancement needs.

8. Muir Woods National Monument

NOTE: Most of the GMP issues listed in this packet will be addressed at Muir Woods National Monument in addition to the following site specific issue.

GMP Issue Statement:

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

Issue Description:

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 strain the park's management capabilities. The monument often represents a visitor's first visit to, and experience in, a national park unit. (Add narrative of nationally significant landscape and features that perpetuates more than 100 years of conservation.) And discuss the need to integrate preservation of both cultural and natural resource values.

*** to be revisited after small group work**

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
- Consider different strategies for how visitors arrive at and depart the monument

NATURAL RESOURCES:

Goal 8NaturalA: Natural Resource Research and Outreach

Improve natural resources through natural resource research, education, and outreach.

Possible Goals and Elements:

- Remove asphalt paths and change to a boardwalk where appropriate.

Goal 8NaturalB: Monument as Natural Cathedral

Focus on natural resource preservation and restoration with a goal of maximizing biodiversity and restoring natural watershed processes.

Possible Goals and Elements:

- Remove asphalt paths and change to a boardwalk where appropriate.
- Move parking and facilities off-site.

CULTURAL RESOURCES:

Goal 8CulturalA:

To cost-effectively maintain existing levels of integrity, focus preservation efforts on buildings with integrity and stabilize all other structures (whose envelopes no longer have integrity) as "managed ruins".

Possible Goals and Elements:

-

Goal 8CulturalB:

Preserve cultural resources through strategic rehabilitation of those historic resources that best tell the monument's story (have high integrity and are showcases of the period of significance).

Possible Goals and Elements:

-

Goal 8CulturalC:

Preserve all cultural resources and improve visitor understanding of historic resources through restoration.

Possible Goals and Elements:

- Restore historic CCC rock walls along Redwood Creek.

VISITOR ACCESS AND EXPERIENCE:

Goal 8VisitorA: First-time Visitor

The monument is focused on catering to the needs and desires of first-time visitors, where facilities, programs, and management improve visitor convenience and experience.

Possible Goals and Elements:

- Improve visitor convenience and experience by adding concessions and administrative facilities on site.

Goal 8VisitorB: Raising Standards

Focus on providing a high quality visitor experience that is representative of the NPS.

Possible Goals and Elements:

- Remove asphalt paths and change to a boardwalk where appropriate.
- Restore the historic buildings.

Goal 8VisitorC: Monument as Outdoor Sanctuary

Focus on providing contemplative activities that are compatible with preserving the redwood forest ecosystem and improving natural processes.

Possible Goals and Elements:

- Give priority to natural resource preservation and interpretation activities.
- Move parking and facilities off-site.
- Remove asphalt paths and change to a boardwalk where appropriate.

Goal 8VisitorD: Conservation Movement

Focus on telling the story of the conservation movement.

Possible Goals and Elements:

-

9. Alcatraz Island National Historic Landmark

NOTE: Most of the GMP issues listed in this packet will be addressed at Alcatraz Island National Historic Landmark in addition to the following site specific issue.

GMP Issue Statement:

The GMP will develop a vision that integrates conserving the National Historic Landmark with natural resource protection on Alcatraz Island while providing a high quality national park experience to a diverse range of visitors.

Issue Description:

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 the San Francisco Bay, many of its buildings and landscape features are deteriorating, and sections of its shoreline are eroding. The park is in need of additional financial resources to protect and preserve all of the island's historic landscape resources.

Rewrite narrative to highlight the only colony of nesting birds in the park and that the island host the largest regional populations of several species of _____. And discuss the need to integrate preservation of both cultural and natural resource values. 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). Furthermore, Alcatraz Island is an extremely popular park destination, receiving over 1.4 million visitors annually. Improving and managing visitor experience is an important consideration.

*** to be revisited after small group work**

Factors/Considerations:

- The National Historic Landmark (NHL) status is contingent on protecting a certain level of historic fabric and integrity - consider the impacts of "managed ruins"
- 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
- Sustainability of park operations

CULTURAL RESOURCES:

Goal 9CulturalA:

To cost-effectively maintain existing levels of integrity, focus preservation efforts on buildings with integrity and stabilize all other structures (whose envelopes no longer have integrity) as "managed ruins" (remove trash and deteriorating fabric and make safe for visitors).

Goal 9CulturalB:

To promote a wider range of education opportunities and sustainability of infrastructure, focus on rehabilitation island-wide for adaptive reuse for NPS and partner activities.

Goal 9CulturalC:

To promote better visitor understanding of Alcatraz's period of significance, focus on restoration island-wide to the period of significance.

NATURAL RESOURCES:

Goal 9NaturalA:

To preserve existing natural resource conditions, focus management efforts only on listed T&E species.

Goal 9NaturalB:

Improve the protection of the Island's natural resources by focusing on education and interpretation, while maintaining efforts for T&E species.

Goal 9NaturalC:

Treat the Island as an "island of biodiversity" where all natural processes are encouraged and sustained.

VISITOR ACCESS AND EXPERIENCE:

Goal 9VisitorA: Visitor Access & Convenience

Focus on improving visitor access and convenience by improving facilities and providing a diversity of visitor options.

Possible Goals and Elements:

- Improve visitor experience and convenience by adding foodservice options on the Island.

Goal 9VisitorB: Raising Standards

Focus on providing a high quality visitor experience that is representative of the NPS.

Goal 9VisitorC: Island Experience in the Bay

Possible Goals and Elements:

- Diverse activities for a diverse audience.

Goal 9VisitorD: Immersion in the period of significance

Possible Goals and Elements:

- Bring the prison "alive".

Elements Common to All Alternatives:

- Need to treat the structures on Alcatraz comprehensively
- Determine what is practical and feasible regarding building treatments - the park should consider treatments other than reuse and rehabilitation, (stabilization, restoration, reconstruction, and removal) when reuse and rehabilitation are determined to be inappropriate, financially infeasible, or inconsistent with park values
- Need to balance visitor needs with historic preservation, including opportunities for barrier-free access
- Utilize partnerships, stewardship, and best management practices to manage historic structures
- All occupied structures must meet current ADA, fire, life/safety and seismic codes
- All historic preservation work needs to meet Secretary Standards
- 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
- Explore new revenue-generating uses that are compatible with existing visitation and help preserve important resources

10. Sustained Cultural Resource Preservation and Management

GMP Issue Statement:

The GMP will develop a vision to sustain cultural resource preservation and management of historic fortifications, cultural landscapes, and museum collections.

Issue Description:

The park has a large collection of historic fortifications. These fortifications are not well understood (*what does that mean?*), the most inaccessible to the public, and/or most deteriorated, which often minimizes their relevance and compromises their management. These structures pose significant challenges for historically appropriate and sustainable adaptive use and preservation. (*Include the need to integrate the consering cultural resources with preserving the natural resources.*) *Rewrite to incorporate museum collections - the following is from the previous version when separated as a different issue* The GMP will articulate the value of the park's collections, explore the most effective preservation approach, and identify how the collections can be better utilized to facilitate desired visitor experiences and research opportunities. Park collections are a fundamental resource to the park and are vital for making connections to visitors, the local and regional community, and the scientific community. The artifacts are the basic tools for interpretive programming and help bring the stories alive by humanizing and personalizing history. The collections are also vital for supporting the park's management of resources throughout the park. Currently, the park's collections are relatively inaccessible to visitors and researchers largely due to facility and staffing constraints. Further, the facilities for housing the collection are insufficient to adequately protect and access the collection. The collections are spread out throughout the park in numerous buildings which is inefficient to manage.

Factors/Considerations:

- The park now has a facility inventory and associated facility condition index
- Aging cultural sites are expensive to maintain
- Use and preservation of Fort Mason (Upper and Lower), Fort Cronkhite, Fort Baker, and Fort Barry is adequate
- Finding appropriate partnerships and uses for the park's ranch complexes, fortifications (esp. gun batteries), Alcatraz, lighthouses, and aids to navigation presents significant challenges for preservation
- Cultural landscape management includes the integration of both natural and cultural resource elements
- Sea-level rise has implications to the long-term management and preservation of coastal cultural resources

Goal 10A:

To promote long term preservation, use, and understanding of fortifications, maintain the basic integrity of all fortifications (All fortifications continue as current with a slightly higher level of maintenance to maintain the integrity of the structures).

Goal 10B:

To allow for easy and effective visitor access to fortifications, focus restoration and opportunities for visitor access on fortifications that meet criteria such as being easily accessible, close to utilities, and have high integrity.

Goal 10C:

To promote targeted understanding of fortifications, focus restoration and opportunities for visitor access to fortifications that best demonstrate their military era (e.g., museums that interpret the historical stages of technology).

Goal 10D:

To encourage self-sustaining preservation of fortifications and diverse visitor access opportunities, focus on seeking adaptive reuse opportunities (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).

Elements Common to All Alternatives:

- The park should consider treatments other than reuse and rehabilitation, (stabilization, restoration, reconstruction, and removal) when reuse and rehabilitation are determined to be inappropriate, financially infeasible, or inconsistent with park values
- Need to balance visitor needs with historic preservation, including opportunities for barrier-free access
- Utilize partnerships, stewardship, and best management practices to manage historic structures
- All occupied structures must meet current ADA, fire, life/safety and seismic codes
- All historic preservation work needs to meet Secretary Standards

Factors/Considerations:

- The NPS needs to work with the Presidio Trust to identify management responsibility of the Presidio Trust collection
- One of the current storage facilities on the Presidio needs to be vacated in the near term
- The preservation of park collections is very staff and resource intensive
- The collections are currently housed in buildings that don't fully meet NPS and museum collection standards - need to provide a centralized storage facility that meets standards
- Need to maximize opportunities for the collections to be available for scientific, educational, and park management related purposes
- Consider natural resource collections\
- Consider required staffing levels

Items related to Museum Collections

Goal 10E:

Preservation, public awareness, and understanding of park collections are based inside the park and are achieved through park efforts.

Possible Goals and Elements:

- Exhibits could be used to create a gateway to park sites, particularly for Alcatraz
- Parkwide visitor center that includes cross sections of the collections on exhibit
- Increase the number and location of exhibit opportunities inside the park.
- Promote the story of preservation of park collections as part of interpretive programming - helps promote stewardship.

Goal 10F:

Preservation, public awareness, and understanding of park collections are based outside of the park and are achieved through park partners and NGOs.

Possible Goals and Elements:

- Governmental records in the park archives could be transferred to the National Archives in San Bruno
- Presidio resources could be transferred to the Presidio Trust for management
- Promote a touring collection that could be taken around the country.
- Increase the number and location of exhibit opportunities outside the park.

Goal 10G:

Preservation, public awareness, and understanding of park collections are achieved through a combination of NPS and partner efforts.

Possible Goals and Elements:

- Increase the number and location of exhibit opportunities both inside and outside of the park.

Elements Common to All Alternatives:

- The park should develop management guidelines for the use and display of collections.

11. Operational Facilities

GMP Issue Statement:

The GMP will present a vision for locating operational facilities.

Issue Description:

The maintenance and law enforcement facilities are scattered throughout the park at sites and facilities that were not intended for operational uses. These functions have been forced to adapt to site and facility conditions that do not adequately meet their space, size, function, mobility, and security requirements. Both maintenance and law enforcement operations have moved numerous times over a short period into inadequate spaces, requiring them to reprogram their operations and resulting in operational inefficiencies.

(Need to review park studies to correctly capture the actual facts and problems for this section.)

Factors/Considerations:

Public Safety

- Fire - Wildland and Structural needs are under review, recommendations. Options are being developed. There are two studies and in two months - Feb ???
- Law enforcement needs locations at or near: a. Crissy Field, b. Some place north of the bridge, c. Some place in San Mateo.
- Law enforcement rangers needs to have support facilities at sites with heavy visitor use
- Law enforcement needs to have a central command post on both sides of the Golden Gate Bridge in case the bridge becomes impassable.
- Emergency Management Facility (Commands) must be durability in-earthquake and fire. Be responsive to emergency needs on both side of the bridge. This could mean that two facilities (one on each side of the bridge might be needed in the event that the bridge become impassable. The purpose of the command facility is to be the operating base for any type of emergency. This facility could be an interagency facility, if so it will need private NPS space and helicopter facilities.
- Law enforcement facilities also requires: a. accessible to roads, b. assembly point and dispersion, c. modern infrastructure including communication systems.

Maintenance

- Maintenance facilities needs to be sized appropriately and located near places where the park has buildings and especially with a large number of buildings.
- Maintenance will also need support facilities or smaller satellite facilities at park sites with high visitor use.
- Maintenance needs to have easy access to coastal corridors where lands are spread out.

Park Partners

- What level of infrastructure support does NPS maintenance and law enforcement need to provide to our park partners?
- What level of infrastructure for maintenance and law enforcement does our park partners need to take responsibility?

Other Considerations for both Public Safety and Maintenance

- Operational storage and facility complex including maintenance shops, garages and offices must be secured from other parts of the complex. The entire complex needs to be secured.
- Employees need to have public transportation to operational facilities.
- All operational facilities need to be green and sustainable.
- Operational facilities must have modern infrastructure.
- An operational facility might be located at Fort Funston or at locations further south. In the San Mateo region the focus might be more on trails and less on buildings and roads.
- How to move utilities to other service providers instead of National Park Service? or How can utilities be provided as self-sustaining e.g. Sewer (Bioclear). Utilities could include: electricity, water, gas, sewer.
- The park needs to consider a similar level of concentration of facilities as similar to law enforcement???

Goal 12A:

Maintain current conditions where maintenance and law enforcement facilities continue to adapt to available sites and structures.

Goal 12B:

Purposeful efficient decentralized - where park maintenance and public safety can be co-located at key geographic sites within or outside park boundaries.

Possible Goals and Elements:

- a big equipment site north of the bridge
- a big equipment site south of the bridge (its' very difficult and costly to transport major equipment across the bridges)
- need location in San Mateo region
- Need satellite facilities at high visitor use sites: a. Stinson Beach, b. Muir Woods National Monument, c. Muir Beach, d. Alcatraz, e. Crissy Field, f. Fort Mason
- Efficiencies can be gained by being co-located although it could be broken up.
- The facilities in this Goal would provide only for NPS operations and not shared with other non-NPS organizations.

Goal 12B1:

Locate outside the park boundary but maintain NPS owned/leased facilities.

Goal 12B2:

Locate outside of very important park resources (e.g. outside the Redwood forest footprint).

Goal 12C:

Decentralized operational facilities that are shared with other local, regional, and federal government agencies at locations either inside or outside the park boundaries.

Possible Goals and Elements:

- This might include sharing fire and law enforcement facilities located in gateway communities. Or share water and sewer operations that benefit both the park and adjacent local municipality that might be located within park boundaries

Goal 12D:

Centralize all NPS maintenance and operations in one area within or outside the park boundaries.

(The team had a tough time thinking about positive attributes to this Goal. The impacts that were identified with a centralized approach include:

- Golden Gate Bridge. Difficult and costly to move large equipment over the bridge. Heavy periods of traffic minimized response time for emergencies. Lost time for employees to travel back and forth on the bridge during congested time periods.
- Burden to the park staff.
- Longer time to respond for EMS from just one location to any area of the park
- Requires more staffing??
- High cost to move equipment any great distances.

Goal 12E:

Contract out maintenance functions while providing only the most necessary buildings that are required to make this Goal work effectively.

Goal 12F:

Combine maintenance and protection facilities at: 1) Fort Baker or Crissy Field, 2) Nearby to the Golden Gate in the Presidio, 3) San Mateo, and 4) Marin Headlands.

12. Workforce Housing

GMP Issue Statement:

The GMP will create a long-term vision for NPS and partner housing that supports a high quality and productive workforce, volunteers, and interns.

Issue Description:

The high cost of living in the San Francisco Bay area, particularly the cost of housing, is a major barrier to workforce (employees, volunteers, park partners, etc.) development. Affordable housing is essential for recruiting and retaining a qualified, diverse, and productive workforce.

Include ideas that solutions could be found through a comprehensive approach of housing within and outside the park boundaries. (Note to planning team: to issues could become a policy statement where the GMP states the need for housing to support park partners and to attract and retain a qualified park staff.

Factors/Considerations:

- The cost of workforce housing in the San Francisco Bay area is high and will continue to rise
- A variety of housing stock exists in the area that could be used for park housing - including single-family, multi-family, individual, dorm, and other additional housing options. Short- and long-term options are also available.

Goal 13A:

Focus on providing additional housing stock inside the park.

Possible Goals and Elements:

- Create inventory of existing housing stock in GOGA and possible treatments to make adequate for use as housing (rehab, adapt, tear-down, etc.)
- Evaluate park housing inventory for variety of single family, multi-family, dormitory and housing options. Examine options for short- and long-term options available within the park (e.g., space in rehabilitated historic structures in the summer for conservation corps).

Goal 13B:

Focus on partnering to provide additional housing stock outside the park.

Possible Goals and Elements:

- Consider partnering opportunities with neighboring jurisdictions - this may be more affordable for employees.
- Examine options for short- and long-term options available outside the park (ex. use of university dorm space in summer for seasonal staff).

General Management Plan – Guidance

The following topics are not likely an issue that will drive the development of alternatives; although the planning team will continue to test this assumption. Nonetheless, guidance on these topics will be provided in the general management plan.

A. Scenic Beauty and Natural Character

GMP Guidance:

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

Guidance Description:

The park's multi-sensory experiences, scenic beauty, and natural character provide opportunities for visitors to experience dramatic settings that highlight contrasts between land, water, and sky; and between urban and rural landscapes. Preserving these important resources and making them available to the public is one of the primary reasons the park was established. The NPS in collaboration with adjacent landowners needs to protect these resources from degradation due to intrusions, including new development and the surrounding uses of land, air, and water.

Factors/Considerations:

- The park has miles of boundary shared with urban and suburban areas and the NPS does not control what happens outside the boundary, which may impact the park's scenic resources.
- 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

Elements Common to All Alternatives:

- 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
- Work with park partners, government agencies and park neighbors to protect identified important scenic viewsheds.

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

GMP Guidance:

The GMP will provide guidance to improve communication, coordination, and participation with public and private stakeholders. A team at the February workshop will be formed to rewrite and address this statement. It needs to talk about ecosystems and protecting long-term park resources.

Guidance Description:

Visitor experience, public safety, 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.

Factors/Considerations:

- The park is part of an International United Nations' Biosphere Reserve that's comprised of multiple jurisdictions and ownerships
- Agencies other than the NPS manage lands and facilities within the park's authorized boundary - some of their missions have important differences from the NPS
- The management of the park's marine resources are heavily influenced by management of the adjacent marine sanctuaries and unregulated marine areas
- There some inconsistency 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
- Some external problems generate impacts to park resources and may need participation from the NPS
- Consider cooperation/collaboration needs for resource protection, visitor experience, and public safety.

Elements Common to All Alternatives:

- Address transportation issues at the park and in the region to reduce impacts to park neighbors
- Educate local regulatory agencies about park concerns and the value and importance of park resources
- As feasible, 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

C. Park Identity

GMP Guidance:

The GMP will provide guidance on improving and promoting the National Park Service identity of Golden Gate National Recreation Area.

Guidance Description:

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 or 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.

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
- Various existing programs don't always help build the identity of the park
- Presence of rangers in uniform is critical to communicating identity
- The GMP gives us an opportunity to bring this topic to the public

Elements Common to All Alternatives:

- Need better internal communications: about the history of name uses/motivation about changes, etc.
- 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
- Develop 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
- 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
- Collaborate with the media to improve identity

D. Partnerships

GMP Guidance:

The GMP will provide guidance for partnership development and management that enables the park to make effective partnership decisions and fosters flexible, productive relationships.

Guidance Description:

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.

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
- There are new service-wide regulations for partnerships

Elements Common to All Alternatives:

- Develop and adopt performance standards to foster effective relationships
- Focus on adaptive re-use of facilities, rather than expansion requiring new construction
- Follow natural resource laws, rules, and regulations; and historic preservation guidelines (Secretary's Standards)
- Consider interpretive and educational objectives in partnership recruitment and selection
- Develop guidelines for fiscal self-sufficiency and capability of partners
- 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.
- 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
- Identify opportunities for partnership assistance in management of museum collections (storage, preservation, interpretation)

E. Native Americans

GMP Issue Statement:

The GMP will develop a vision for reflecting the Ohlones and Coast Miwoks values into the preservation, management, and interpretation of the park's resources.

Issue Description:

In the late 1990s - in equal measures due to evolving NPS policy and to the rekindling of California Indian tribal life - the park made its first efforts to reach out to the Coast Miwok and Ohlone communities, native peoples traditionally associated with parklands. The GMP provides an opportunity for the park and the tribes to explore how they wish to move their relationships beyond this nascent stage, deepening and institutionalizing bonds developed over the past decade.

Factors/Considerations:

- The NPS has a government-to-government relationship with the federated Indians of Graton Rancheria (Coast Miwoks)
- There are no federally-recognized Ohlone tribes; community is diverse and not unified
- Less than 5 percent of park has been surveyed for indigenous archeological sites
- Incorporating traditional ecological knowledge into native landscape restoration requires integration of natural and cultural resources

Elements Common to All Alternatives:

- Establish cultural center(s)
- Crissy Field agreement with Ohlones (1998) provides model for consultation and indigenous archeological site treatment
- Allow for the gathering of resources for traditional uses
- Identify compelling sites in the park for preservation/interpretation
- Build upon Pasados del Presidio event
- Coordinate with other agencies regarding consultation practices
- Formalize partnership with Mission Delores
- Explore range of interpretive media that would best convey Native American stories
- Accommodate religions/ceremonial/cultural activities in park
- Develop NAGPRA agreements
- Develop government-to-government agreements
- Incorporate traditional ecological knowledge into native landscape restoration efforts
- Explore opportunities for Coast Miwoks and Ohlones to present their histories and cultures to park visitors.

Develop Management Concepts

Objective: To define a set of management concepts that guides the development of action alternatives.

a. Develop a set of management concepts and record on a flip chart.

Different methods to developing management concepts:



Align complementary goals together and then identify key characteristics or themes that evolve into a management concept (vision) Use this method to develop multiple management concepts.



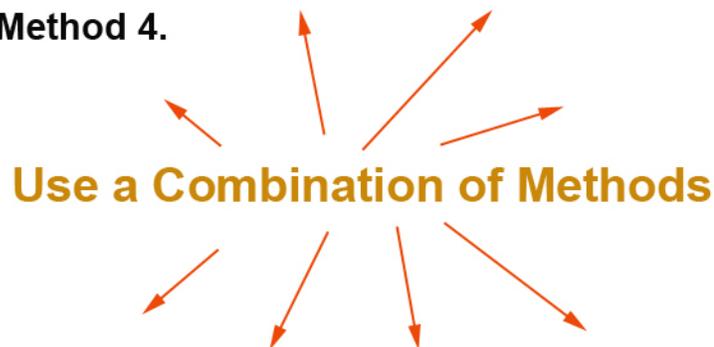
Draft multiple management concepts and then align complementary goals under each concept.

Method 3.



Begin with one or two goals to form and define multiple management concepts. Then align additional goals that fit with each management concept.

Method 4.



Combine any approach that helps to develop multiple management concepts.

Guidance in Developing Management Concepts

1. Each management concept addresses a different vision to accomplish the park purpose.
2. Management concepts are visions that guide the goals, management zoning, and strategies used to develop action alternatives for the GMP.
3. Management concepts must consist of three or more ideas that contribute to the overall vision.
4. The planning team is encouraged to not exceed more than four management concepts unless it's absolutely necessary.
5. As the planning team begins to develop management concepts you might find various issues such as workforce housing, operational facilities, and Native Americans do not lend themselves very useful in this planning activity. Once the management concepts are defined then these issues can be incorporated in the construction of action alternatives.
6. Consider the goals that were developed in December a menu of ideas in which you can use or discard as needed. In developing management concepts, a goal may be used more than once. Please keep in mind that if a particular goal is used in all management concepts then you might not be building a reasonable range of alternatives.

b. Present management concepts

1. Present to the large group and capture feedback
2. Refine or revise management concepts based upon group discussion

c. Merge management concepts

1. Combine management concepts that are complementary into matrix format.
2. Revise management concepts to form one set.

d. Test management concepts against Alcatraz Island's goals

1. Determine if the management concepts fit for Alcatraz.
2. If not, repeat planning Activity A through C for Alcatraz.

e. Test management concepts against Muir Woods NM park purpose and goals

1. Determine if the management concepts fit for Muir Woods NM.
2. If not, repeat planning Activity A through C for Muir Woods NM

.f. Refine management concepts in narrative form

1. Prepare narrative for each management concept.
2. Identify additional public message related to each management concept that needs to be included in the issues/management concept newsletter.

Develop Management Zones

Objective: To provide the GMP planning team with an understanding of management zones and builds a set for the parks.

a. Introduction to management zones

Management zoning is the process by which a planning team identifies and described the appropriate variety of resource conditions and visitor experiences to be achieved and maintained in different areas of a park in accordance with the **management concept**.

Management zones ensure management continuity overtime – as park personnel change, the management zones and their associated attributes continue to provide a framework and guidance in making short and long-term management decisions.

Management zones describe desired conditions for geographic area as opposed to existing conditions, facilities, and management. Within the zones there may be area-specific desired conditions.

Each management zone describes:

- desired cultural resource conditions
- desired natural resource conditions
- desired opportunities for visitor experiences
- the kinds and levels of management, access, development, and visitor services appropriate to achieving the desired conditions
- identify critical resource protection needs
- identify an appropriate range of visitor experiences
- incorporates the concepts of user capacity and sustainability

b. Review DSC provided management zone framework

c. Build and revise management zone framework

d. Elaborate in more detail the desired conditions

Resource Materials

1993 ALCATRAZ DCP – A SUMMARY of Alternatives

OVERALL CONCEPT

(as interpreted by the DSC planning team)

All of Alcatraz Island is a cultural landscape. Planning to preserve the cultural landscape means not only preserving major structures, but also entire ensembles of structures and small-scale elements, including vegetation, as well as patterns of use. All periods of the development of Alcatraz are important. The National Park Service will seek to maintain the interrelationship of the clusters, structures, and elements of each era, and through preservation and interpretation highlight key concepts from each period.

Natural resource management proposals include actions aimed both at improving habitat value for particular species and at improving overall natural resource values on Alcatraz. These actions are designed to maximize habitat potential on the island, while preserving the integrity of the historic district, the cultural landscape, and opportunities for interpretation and environmental education.

Proposed Alternative

Interpretation and Visitor Amenities

- Advocates development of new interpretive programs in areas to be opened to the public – rehabilitate wharf ranger station, expand museum on first floor of Building 64, new environmental education classrooms on upper floors of Building 64, waysides, scenic overlooks
- Accessibility major consideration in siting new features
- Media and technology will allow visitors with physical limitation to experience certain areas of the island that would not otherwise be accessible to them
- Proposed improvements include seating, indoor waiting areas, cellhouse restrooms, food service, and picnic areas

Visitor Access

- Seeks to minimize disturbance to natural and cultural resources by carefully controlled visitor access, especially to sensitive sites
- Three types of access are proposed for different parts of the island – year-round access, non-breeding season access, and permanent closure
- Maximum number of visitors per day – limited to 4,005 – will not increase
- Interpretive signs will explain path closures
- Historic lighting will be restored along existing paths that lead to structures that are to be rehabilitated
- Night visitation will continue to occur only with ranger supervision

Natural Resource Management

- Actions are aimed both at improving habitat value for particular species and at improving overall natural resource values

- Actions are designed to maximize habitat potential while preserving integrity of the historic district, cultural landscape, and opportunities for interpretation and environmental education

Natural Resource Monitoring

- Monitoring protocols will be developed by the NPS to assess impacts to natural resources as a result of the changes proposed in DCP
- If impacts of unacceptable nature occur, corrective measures will be taken to restore wildlife use and habitat characteristics to a condition at or near baseline level
- Document describes plans for short-term monitoring (first five years) and long-term monitoring after that

Cultural Resource Management

- DCP incorporated findings and recommendations of 1992 Alcatraz cultural landscape report
- All periods of Alcatraz development are important - NPS will seek to maintain the interrelationship of the clusters, structures, and elements of each era, and through preservation and interpretation highlight key concepts from each period
- Recommends three treatments for cultural resource management - preservation, rehabilitation, and restoration
- Before treatment begins, the following will be prepared - historic structures reports for all structures to be worked on; historic furnishings report for main cellhouse; exhibit plan for the museum; HABS-level recordation of any structure slated for restoration; collection condition survey
- All historic structures will be preserved - these include Building 64, cellhouse, powerhouse complex, Model Industries building, laundry building, and remaining military fortifications
- Structures in ruins will be stabilized - these include warden's residence, lighthouse keeper's quarters, and post exchange
- Portions of some structures will be rehabilitated to house interpretive facilities or other NPS functions - these include Building 64, cellhouse, guardhouse complex, Model Industries building, laundry building, and powerhouse complex
- Significant historic features that have been modified will be restored - these include the guardhouse and traverse tunnels under the recreation yard
- Residential cluster at Parade Ground will not be reconstructed
- New construction of buildings will be limited
- All pedestrian circulation will use existing paths and roadways
- During safety repairs to roads and paths, historic features will be retained
- Primary pedestrian access and orientation will remain at wharf
- Remaining small-scale details will be preserved and/or restored
- Historic fencing and railings will be preserved
- All new site furnishings will be compatible with the cultural landscape
- Buried fortifications will be preserved

- No new plant types will be introduced
- Important historic gardens will be rehabilitated

Hazardous Materials

- Morgue tanks will be cleaned and, if appropriate, removed from island
- Boat wharf tanks will be removed and tanks closed
- Powerhouse smokestack - Appropriate disposal procedures will be assessed and implemented
- Parade Ground rubble piles - Pending studies, appropriate measures to protect wildlife utilizing rubble piles as habitat and public safety in adjacent open areas, including encapsulation of the rubble piles and constructing barriers around them, will be assessed and implemented
- U.S. Coast Guard lighthouse tank contents will be removed prior to public access
- Bureau of Prisons rifle range will be cleaned up
- Bureau of Prisons dry cleaning and laundry area will be cleaned up, materials placed in drums, and removed from island

Other DCP Alternatives

Greater Access Alternative

- Alternative would include all elements described under Proposed Alternative, but would increase access to three additional areas
 - Agave path (but not Agave steps) would be open year-round
 - One half of the tide pools would be open to year-round ranger-led visitation
 - Incinerator site located on western bluff

Less Access Alternative

- Alternative would provide less public access than the Proposed Alternative, in order to ensure a higher level of protection for the island's natural resources - North End trail and the south end of the wharf would be closed during breeding season

Presidio Final GMP and EIS: Alternatives

July 1994

1. *Selected Action: Diverse Programming/Environmental Stewardship - Public/Private Partnerships.* Cultural and natural resources throughout the Presidio would be preserved and enhanced, and major new programs would be established through public/private partnerships, including with the military.
 - The NPS would be responsible for the overall management of the Presidio, but a partnership institution, such as a federally chartered or other non-profit organization would be created to assist with management of park partners.
 - 276 nonhistoric and historic buildings would be removed, primarily at Crissy Field, Wherry housing, and El Polin Spring to increase open space and enhance resource protection
 - Establish a museum/visitor center at the main post as well as visitor contact stations at other points within the Presidio
 - NPS and park partners would provide extensive programs about the Presidio's resources and history and global environmental issues and would promote cultural diversity and international understanding.
 - The Presidio would house these uses: visitor activity and global center, conference center with research and training programs, hospital residential education and lodging, and science, research, and education purposes
 - The Sixth Army would occupy 1.8 million square feet of building space, with recreational facilities.
 - Public golf course
 - Housing for military, tenant, and park staff
2. *No Action: Private Sector Enclave.* The majority of buildings would be leased and used by the General Services Administration. Visitor services would be concentrated in the existing open spaces at Crissy Field, Fort Point, and the Presidio forest.
3. *Expanded Open Space/Restoration/Interpretation - Traditional NPS Management.* NPS would be solely responsible for management of the Presidio. Most nonhistoric and some historic structures would be removed. Cultural and natural resource protection, restoration, and interpretation would be emphasized. A visitor center would be located at the main post, and other buildings would be used for interpretation purposes and concessions.
4. *Partial Military Reuse - Public/Private Partnerships.* The NPS would manage most of the Presidio, but the Department of Defense would reuse and manage in perpetuity the Letterman complex and approximately 800 housing units. 152 buildings would be removed, primarily at Crissy Field and the east housing area. In the areas not occupied by the military, park use and development would be similar to that of the selected action.

The Secretary Of The Interior's Standards for the Treatment of Historic Properties

TREATMENT	STANDARDS	DEFINITION	COST
Preservation	<ol style="list-style-type: none"> 1. Property will be used as it was historically, or be given a new use that maximizes retention of distinctive materials, features, spaces, and spatial relationships. 2. Historic character of a property will be retained and preserved. 3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate, and conserve existing historic materials and features will be physically and visually compatible and identifiable upon close inspection. 4. Changes to a property that have acquired historic significance in their own right will be retained and preserved. 5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved. 6. Existing condition of historic features will be evaluated to determine the appropriate level of intervention needed. 7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. 	<p>Preservation is defined as the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project.</p>	Low-Moderate

Rehabilitation	<p>1. Property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.</p> <p>2. Historic character of a property will be retained and preserved. Removal of distinctive materials or alteration of features, spaces, and spatial relationships that characterize a property will be avoided.</p> <p>3. Each property will be recognized as a physical record of its time, place, and use.</p> <p>4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.</p> <p>5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.</p> <p>6. Deteriorated historic features will be repaired rather than replaced.</p> <p>7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible.</p> <p>8. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and</p>	Rehabilitation is defined as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.	Moderate

	<p>spatial relationships that characterized the property.</p> <p>9. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.</p>		
Restoration	<p>1. Property will be used as it was historically or be given a new use which reflects the property's restoration period.</p> <p>2. Materials and features from restoration period will be retained and preserved.</p> <p>3. Each property will be recognized as a physical record of its time, place, and use. Work needed to stabilize, consolidate, and conserve materials and features from restoration period will be physically and visually compatible and identifiable upon close inspection.</p> <p>4. Materials, features, spaces, and finishes that characterize other historical periods will be documented prior to their alteration or removal.</p> <p>5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize the restoration period will be preserved.</p> <p>6. Deteriorated features from restoration</p>	<p>Restoration is defined as the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.</p>	High

	<p>period will be repaired rather than replaced.</p> <p>7. Replacement of missing features from restoration period will be substantiated by documentary and physical evidence.</p> <p>8. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible.</p> <p>9. Designs that were never executed historically will not be constructed.</p>		
Reconstruction	<p>1. Property will be used to depict vanished or non-surviving portions of a property when documentary and physical evidence is available to permit accurate reconstruction with minimal conjecture and such reconstruction is essential to the public understanding of the property.</p> <p>2. Will be preceded by a thorough archeological investigation to identify and evaluate those features and artifacts which are essential to an accurate reconstruction.</p> <p>3. Will include measures to preserve any remaining historic materials, features, and spatial relationships.</p> <p>4. Will be based on accurate duplication of historic features and elements substantiated by documentary or physical evidence rather than on conjectural designs or the availability of different features from other historic properties.</p> <p>5. Will be clearly identified as a contemporary re-creation.</p>	Reconstruction is defined as the act or process of depicting, by means of new construction, the form, features, and detailing of a non-surviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a specific period of time and in its historic location.	High

	6. Designs that were never executed historically will not be constructed.		
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