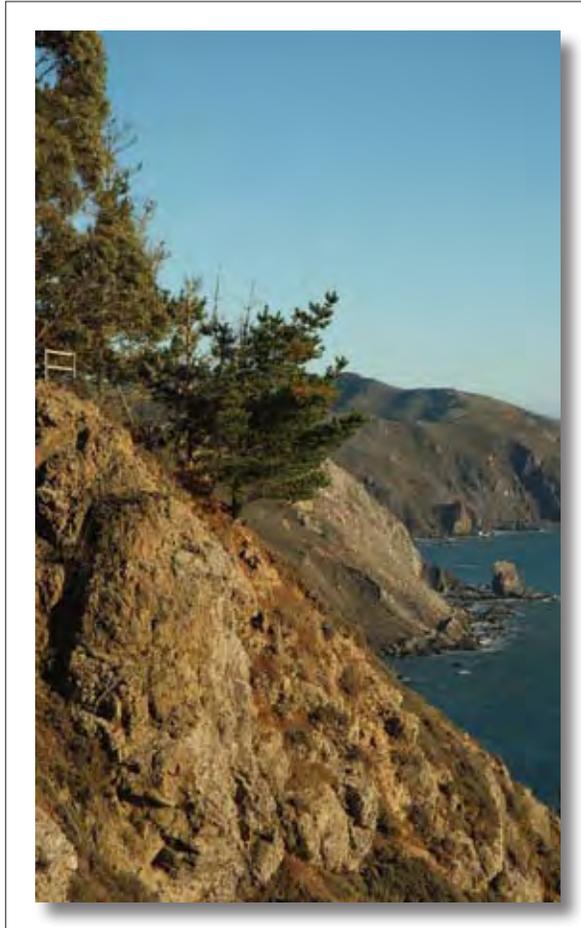


# The Alternatives Applied to Golden Gate National Recreation Area including Alcatraz Island



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## ALCATRAZ ISLAND: NO-ACTION ALTERNATIVE

### 2 OVERVIEW

3 Alcatraz Island is one of the most popular destinations in the park. The only former  
4 federal penitentiary open to the public, it attracts more than 1.4 million visitors each year.  
5 However, the prison era is only part of its long and fascinating history. Alcatraz Island  
6 was a fort during the Civil War, the home of the West Coast’s first lighthouse, and the  
7 birthplace of the American Indian “Red Power” movement. There is also a natural and  
8 scenic side to Alcatraz Island. Plant communities, tide pools, and birdlife are among its  
9 features, and a walk on the island promises panoramic views of the city skyline, ships,  
10 bridges, and bay waters.

11 Under the no-action alternative, the island would continue to be managed to preserve the  
12 historic and natural resources, and provide public access to the variety of settings and  
13 experiences where appropriate and safe. The primary visitor experience would be day  
14 use, beginning with a ferry ride from San Francisco. The island experience would  
15 continue to be centered on the federal penitentiary; however, other periods of the island  
16 history and bird life would also be interpreted. Scheduled evening tours of Alcatraz  
17 Island would continue to provide visitors with this unique opportunity.

18 The harsh island environment, deterioration of buildings and landscapes, and the  
19 protection of areas for bird nesting habitat limits visitor access to much of the island, at  
20 least for part of the year. Rehabilitation of historic buildings and landscape areas would  
21 be ongoing and subject to available funding.

22 The island supports one of the largest concentrations of colonial nesting waterbirds along  
23 the Central Coast of California. Many areas of the island would continue to be closed  
24 during breeding season to protect the colonies from human disturbance. In areas open to  
25 the public, western gulls would be managed under an agreement with the U.S. Fish and  
26 Wildlife Service in accordance with the Migratory Bird Treaty Act, through the use of  
27 bird exclusion measures and other deterrents to protect visitor health and safety.  
28 Education and stewardship opportunities would inform visitors about the importance of  
29 the island to nesting birds, and what the public can do to help protect them.

30 Management of Alcatraz Island is currently guided by the 1980 general management plan  
31 and the 1993 Alcatraz Island development concept plan, which established zones of year-  
32 round and seasonal access and established areas that are closed year-round to visitors. See  
33 “Figure 8: 1980 General Management Plan, Park Lands in Marin and San Francisco  
34 Counties (No-action Alternative)” for additional information on the current management

35

36

### 37 FERRY EMBARKATION

38 Access to the island would remain at the docks on San Francisco’s northern waterfront.  
39 The park would continue to provide basic orientation and visitor services at the pier.  
40 Ticketing would continue to be through a reservation system, and ferries would operate

1 daily on a year-round schedule. The length of the ferry trip between the mainland and  
2 Alcatraz would remain approximately 10-15 minutes.

3

4

5 **ARRIVAL AREA (INCLUDING THE ENTRY PIER, BUILDING 64,**  
6 **HISTORIC BARRACKS, AND THE SALLYPORT)**

7 The arrival area continues to provide visitors with orientation, restrooms, and other  
8 support services for visitors arriving and departing Alcatraz Island. This area includes a  
9 mix of structures and landscapes that would continue to support the high volume of  
10 visitation. Portions of the first floor of Building 64, the historic barracks, would be  
11 adaptively used for administrative purposes and some visitor services, including a small  
12 gift shop, exhibits, and a theater. The upper floors have not been rehabilitated and would  
13 remain unused. All visitors would continue to pass through the Sallyport, one of the  
14 oldest structures on the island.

15

16

17 **MAIN PRISON BUILDING AREA (INCLUDING THE CITADEL, MAIN**  
18 **CELLBLOCK, HOSPITAL WING, ADMINISTRATION WING,**  
19 **RECREATION YARD, NEW INDUSTRIES BUILDING, OFFICERS'**  
20 **CLUB, AND PARADE GROUND)**

21 The Main Prison Building and several adjacent areas, like the Recreation Yard, have been  
22 rehabilitated to represent the federal penitentiary era. They would continue to be  
23 managed as part of the central visitor experience. Visitors would have access to most of  
24 the building and yard. Several areas, like the Civil War-era Citadel (located below the  
25 Main Cellblock) and part of the building's hospital wing, would remain closed. Visiting  
26 the Main Prison Building would primarily be a self-guided experience facilitated by an  
27 audio tour.

28 Many adjacent landscape areas would continue to be minimally preserved and inhabited  
29 by waterbirds both seasonally and year round, while other areas include the restoration of  
30 the island's historic gardens. Before the National Park Service assumed management of  
31 the island, the Government Services Administration demolished several residential  
32 structures on the Parade Ground. The piles of rubble from these demolished structures  
33 would remain and would be used seasonally by waterbirds.

34

35

36 **LIGHTHOUSE**

37 The lighthouse would continue to be managed for its historic function as an early aid to  
38 navigation in San Francisco Bay. It is currently managed by the U.S. Coast Guard, but is  
39 expected to be transferred to the National Park Service. Visitor access would be highly  
40 controlled.

1 **NORTH END OF THE ISLAND**

2 These buildings and adjacent yards were once active parts of the prison. They would  
3 continue to house the island’s diesel generators that currently provide all power to the  
4 island’s facilities and be used for operations and maintenance functions. The state of  
5 preservation is minimal, and visitors would generally not be permitted in this area.

6

7

8 **ISLAND PERIMETER**

9 The perimeter of the island, including the steep cliffs and immediate shore, would  
10 continue to be managed to preserve habitat for birds and marine wildlife. Visitor access  
11 would be on primary trails that are open year-round, and on seasonal trails such as the  
12 Agave Trail. Other areas would be closed year-round for visitor safety and seabird habitat  
13 protection.

14

15

16 **OFFSHORE BAY ENVIRONMENT**

17 The National Park Service has jurisdiction over the bay environment extending  
18 approximately 1,000 feet from the island’s shore. This area would not be actively  
19 managed, although access to the island would only be through the park’s ferry  
20 concessionaire.

21

22

23 **SUSTAINABILITY**

24 The National Park Service would continue to develop and implement sustainable  
25 approaches to meet the island’s energy, water, and wastewater needs. Actions that are  
26 being considered include replacing diesel generators with renewable (e.g. photovoltaic  
27 panels) and grid-tied energy sources. These infrastructure technologies would be  
28 interpreted where possible.

29

30

31 **COST ESTIMATES**

32 The estimated costs of the no-action alternative reflect the continuation of current  
33 management. One-time costs for the no-action alternative are costs for those projects that  
34 are currently approved and funded—any requested but unfunded projects are not  
35 considered in this analysis. Therefore, while the action alternatives contain estimates for  
36 20 years of proposed projects, the no-action alternative assumes no new projects would

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA  
INCLUDING ALCATRAZ ISLAND

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- 1 take place except those funded in 2009. Funded projects include electrical upgrades and
- 2 repair of the Alcatraz morgue. Total one-time costs are \$4 million.
- 3 Operating costs and staff numbers for Alcatraz Island are included in the Golden Gate
- 4 National Recreation Area analysis.
- 5

---

# ALCATRAZ ISLAND: ALTERNATIVE 1, CONNECTING PEOPLE WITH THE PARKS

3

## 4 OVERVIEW

5 Many who visit Alcatraz are drawn by the island's notorious prison reputation. Others  
6 want to see the crumbling ruins set against the spectacular scenery of San Francisco and  
7 the Golden Gate or understand the island's human dimension: the American Indian  
8 occupation or the gardens tended by guards and their families.

9 In this alternative Alcatraz would be managed to provide an expanded variety of settings  
10 and experiences that will pleasantly surprise visitors attracted by the notoriety of the  
11 prison, and connect them to the greater breadth of the island's resources and stories. The  
12 park would seek to enrich the scenic, recreational, and educational opportunities in the  
13 heart of San Francisco Bay.

14 Visitors would have access to the majority of the island's historic structures and  
15 landscapes to experience the layers of island history and its natural resources, and  
16 settings. The indoor and outdoor spaces currently inaccessible to visitors would be  
17 reopened to expand the range of available activities.

18 All historic structures would be preserved; most would be rehabilitated and adaptively  
19 reused for visitor activities and park operations. Food service, meeting and program  
20 space, and overnight accommodations (possibly including a hostel or camping) would be  
21 provided.

22 Sensitive wildlife areas, like the shoreline, would be protected. Park managers would  
23 provide visitors with opportunities to see wildlife and nesting waterbirds and to  
24 participate in resource stewardship activities. Gulls would be managed to reduce conflicts  
25 in core visitor use areas.

26

27

## 28 FERRY EMBARKATION

29 The visitor's immersion in Alcatraz history would begin at one or more off-island ferry  
30 docks that could include the historic Alcatraz dock at Fort Mason. The primary  
31 embarkation site would remain on San Francisco's northern waterfront where orientation  
32 and visitor services could be enhanced. Additional ferry connections could also be  
33 provided between Alcatraz and other park sites. Ticketing would continue to be through a  
34 reservation system, and ferries would operate daily on a year-round schedule. The length  
35 of the ferry trip between the mainland and Alcatraz would remain approximately 10-15  
36 minutes.

37

38

1 **ARRIVAL AREA (INCLUDING THE ENTRY PIER, BUILDING 64,**  
2 **HISTORIC BARRACKS, AND THE SALLYPORT)**

3 **Diverse Opportunities Zone**

4 This area would be managed to welcome visitors and provide orientation to the expansive  
5 opportunities on the island. Building 64 would be rehabilitated as a multipurpose facility  
6 to host an expanded variety of visitor services that could include hospitality (food service  
7 and overnight accommodations), interpretation and exhibit space, an audiovisual center,  
8 and administrative areas.

9  
10

11 **MAIN PRISON BUILDING AREA (INCLUDING THE CITADEL, MAIN**  
12 **CELLBLOCK, HOSPITAL WING, ADMINISTRATION WING,**  
13 **RECREATION YARD, NEW INDUSTRIES BUILDING, OFFICERS'**  
14 **CLUB, AND PARADE GROUND)**

15 **Historic Immersion Zone** (Main Prison Building)

16 The park would manage this area to immerse visitors in the federal penitentiary period. A  
17 variety of programming and exhibits would bring prison history alive. Rehabilitation or  
18 restoration, where appropriate, would enhance resource integrity.

19

20 **Evolved Cultural Landscape Zone** (Guardhouse, Officers' Club, and gardens)

21 In this alternative, the park would manage the structures and landscaped areas  
22 surrounding the Main Prison Building to protect and interpret the layers of history. The  
23 Officers' Club and Warden's House ruins would be stabilized and the Guardhouse would  
24 be rehabilitated.

25

26 **Diverse Opportunities Zone** (Hospital Wing of Main Prison Building, Recreation Yard,  
27 New Industries Building, and Parade Ground)

28 These buildings and outdoor spaces would be rehabilitated to provide a range of visitor  
29 activities that could include informal gatherings, interpretive programs, and special  
30 events. The New Industries Building would be rehabilitated as a multipurpose facility. It  
31 would include flexible space that could accommodate interpretation, special events,  
32 classrooms and meetings and would include service areas to support these uses. The  
33 perimeter trail would use the existing path on the west side of the structure with  
34 appropriate separation to protect nesting birds on the cliff below.

35 The building rubble on the Parade Ground could be removed and bird populations would  
36 be managed to accommodate enhanced visitor access in coordination with the  
37 management of the Western gulls. This rehabilitation of the parade ground could  
38 incorporate measures to support wildlife.

39

40

1 **LIGHTHOUSE**

2 **Historic Immersion Zone**

3 The lighthouse and surrounding area would be preserved to give visitors opportunities to  
4 learn about the maritime history of Alcatraz and its strategic location in the bay. Access  
5 and interpretation would be enhanced.

6

7

8 **NORTH END OF THE ISLAND**

9 **Park Operations Zone**

10 The historic structures in this zone, including part of the Model Industries Building,  
11 would be rehabilitated and adaptively reused for maintenance, storage, and public safety  
12 functions. They could house green, sustainable infrastructure technologies. Where  
13 appropriate, visitor access would be provided to showcase the technologies and interpret  
14 the island's energy history.

15

16

17 **ISLAND PERIMETER**

18 **Natural Zone** (northeastern and southern perimeter of the island)

19 This area would be managed to protect natural habitat values while providing  
20 opportunities for visitors to walk on trails around more of the island's perimeter, at all  
21 times of the year to the extent feasible.

22

23 **Sensitive Resources Zone** (western coastal cliffs)

24 Visitor access along the western coastal cliffs and tide pools would be highly managed to  
25 protect visitors and natural habitat values. Seasonal closures would protect sensitive  
26 seabird habitat.

27

28

29 **OFFSHORE BAY ENVIRONMENT**

30 **Sensitive Resources Zone** (extending 100 feet from the island's western shore)

31 This area would be managed to protect marine resources. The National Park Service  
32 would prohibit boat landing in this area and exclude boat tours from this area.

33

34 **Scenic Corridor Zone** (extending beyond the Sensitive Resources Zone and along the  
35 island's eastern shore)

36 This area on the east side of the island would be managed to accommodate ferry service  
37 to the island. Boat tours around the island and some types of water-based recreation could

1 be permitted. The area adjacent to the entry pier would be managed to expand the  
2 capacity and range of uses that may occur. This would enable the island to be part of the  
3 San Francisco Bay Water Trail, welcoming nonmotorized boats via permits or  
4 reservations.

5

6

## 7 **SUSTAINABILITY**

8 The National Park Service would continue to develop and implement sustainable  
9 approaches to meet the island's energy, water, and wastewater needs. Actions that are  
10 being considered include replacing diesel generators with renewable (e.g. photovoltaic  
11 panels) and grid-tied energy sources. These infrastructure technologies would be  
12 interpreted where possible.

13

14

## 15 **COST ESTIMATES**

16 Alternative 1 for Alcatraz Island would provide an expanded variety of settings and  
17 experiences, thereby connecting visitors to the greater breadth of the island's resources  
18 and stories. Visitors would have access to the majority of the island's historic structures  
19 and landscapes, including areas currently closed to the public.

20

21 One-time facility costs of this alternative reflect the extensive rehabilitation required to  
22 open buildings to the public for contemporary uses. Most buildings and areas of the  
23 island would be open to the public or for park operations, including areas not currently in  
24 use, such as the Parade Ground and the Model Industries building. Other buildings, such  
25 as the entry pier and Building 64, the Main Prison Building, and the New Industries  
26 Building would be rehabilitated for a range of visitor activities and learning experiences.  
27 Many of the structures on Alcatraz Island are in a deteriorated state and the stabilization  
28 costs to ensure the continuation of national landmark status alone is large. Total one-time  
29 costs for alternative 1 are estimated at \$149 million.

30



**Management Zones**

- |   |   |   |
|---|---|---|
|  Diverse Opportunities      |  Historic Immersion  |  NPS Managed      |
|  Scenic Corridor            |  Natural             |  Marine Resources |
|  Interpretive Corridor      |  Sensitive Resources |  Island Shoreline |
|  Evolved Cultural Landscape |  Park Operations     |   |

**Connecting People with the Parks**

**Alternative 1  
Golden Gate National Recreation Area  
Alcatraz Island**

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA  
INCLUDING ALCATRAZ ISLAND

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## ALCATRAZ ISLAND: ALTERNATIVE 2, PRESERVING AND ENJOYING COASTAL ECOSYSTEMS

3

### 4 OVERVIEW

5 Isolation—whether for soldiers, prisoners, birds, or plants—is a recurrent theme in the  
6 story of Alcatraz. This alternative would highlight the island’s inhospitable and  
7 isolated—yet strategic—location at the entry to the Golden Gate and San Francisco Bay.  
8 The island’s past and present significance to colonial nesting birds and its layers of  
9 human history—the Civil War fortress, the lighthouse, the prison and penitentiary—all  
10 derive from its position in the bay.

11 The island’s changing natural and built landscape would continue to evolve, further  
12 enhancing habitat for nesting birds. Only those buildings and features necessary to  
13 maintain the island’s national historic landmark status would be preserved; the natural  
14 elements would reclaim other features as part of the wilding of Alcatraz.

15 Visitors would be immersed in opportunities that showcase the island’s isolation, its  
16 natural resources, and all the layers of history that can be found at the Main Prison  
17 Building. Visitor experiences would include outdoor learning, and natural and cultural  
18 resource stewardship programming delivered in partnership with Bay Area nonprofits.

19 While access would be managed to protect sensitive resources, visitors would be able to  
20 more freely explore, discover, and experience nature reclaiming Alcatraz, and understand  
21 the role the island plays in the broader marine ecosystem (reaching from San Francisco  
22 Bay to the Farallon Islands) as a result of its strategic location.

23

24

### 25 FERRY EMBARKATION

26 The visitor’s immersion in Alcatraz history would begin at one or more off-island ferry  
27 docks that could include the historic Alcatraz dock at Fort Mason. The primary  
28 embarkation site would remain on San Francisco’s northern waterfront where orientation  
29 and visitor services could be enhanced. Additional ferry connections could also be  
30 provided between Alcatraz and other park sites. Ticketing would continue to be through a  
31 reservation system, and ferries would operate daily on a year-round schedule. The length  
32 of the ferry trip between the mainland and Alcatraz would remain approximately 10-15  
33 minutes.

34

35

1 **ARRIVAL AREA (INCLUDING THE ENTRY PIER, BUILDING 64,**  
2 **HISTORIC BARRACKS, AND THE SALLYPORT)**

3 **Evolved Cultural Landscape Zone**

4 This area would welcome visitors while protecting the layers of cultural resources.  
5 Building 64 would be adaptively reused to support the science, education, and  
6 stewardship programs. It could include space for offices, classrooms, labs, minimal food  
7 service, and hostel-like overnight facilities for program participants. Co-locating these  
8 functions would promote interactive learning and association among the scientists,  
9 teachers, and student participants. Administrative functions would also be housed in this  
10 building.

11 The park would also manage the structures and landscaped areas (such as the Guardhouse  
12 and gardens) between the entry pier and the Main Prison Building to protect and interpret  
13 the layers of history.

14  
15

16 **MAIN PRISON BUILDING AREA (INCLUDING THE CITADEL, MAIN**  
17 **CELLBLOCK, HOSPITAL WING, ADMINISTRATION WING,**  
18 **RECREATION YARD, NEW INDUSTRIES BUILDING, OFFICERS'**  
19 **CLUB, AND PARADE GROUND)**

20 **Historic Immersion Zone** (Main Prison Building, including the Hospital Wing and  
21 Recreation Yard)

22 These historic structures would be managed to provide visitors with access to the wide  
23 range of resources in historically accurate conditions, from the military period through  
24 the Indian occupation. Rehabilitation or restoration of historic resources would enhance  
25 their historic integrity.

26

27 **Natural Zone** (Model Industries Building, New Industries Building, Parade Ground, and  
28 western side of island)

29 The park would manage these structures and adjacent areas to enhance bird habitat and  
30 protect sensitive resources. Visitor use would be managed and controlled to support  
31 natural resource management goals. The New Industries Building and would be stabilized  
32 as a ruins, and no efforts would be made to avoid the loss of these buildings to coastal  
33 erosion. Visitor access could be provided for wildlife viewing, research, and education  
34 but would be highly controlled. The rubble piles on the Parade Ground would be retained  
35 to maintain and enhance seabird habitat. The existing Agave Trail would protect natural  
36 habitat while providing seasonal access to the shoreline for visitors. The Model Industries  
37 Building would be stabilized as a ruin to allow expanded habitat for nesting birds. No  
38 efforts would be made to avoid the loss of the building to coastal erosion. Visitor access  
39 could be provided for wildlife viewing, research, and education but would be highly  
40 controlled.

41

1 **LIGHTHOUSE**

2 **Historic Immersion Zone**

3 The lighthouse and surrounding area would be preserved to give visitors opportunities to  
4 learn about the maritime history of Alcatraz and its strategic location in the bay. Access  
5 and interpretation would be enhanced.

6

7

8 **NORTH END OF THE ISLAND**

9 **Park Operations Zone** (Officers' Club, Quartermaster Warehouse, and Power Plant)

10 The interior spaces of the Officers' Club, Quartermaster Warehouse, and Power Plant  
11 would be dedicated park operation activities. The Officers' Club would be stabilized as a  
12 ruin to preserve the exterior of the structure. An interior shell could be constructed within  
13 the ruin to support park operational functions if needed. Maintenance activities and  
14 visitor access outside and close to these structures would be managed to prevent  
15 disruption of sensitive natural resources.

16

17

18 **ISLAND PERIMETER**

19 **Sensitive Resources Zone** (majority of the island perimeter)

20 The majority of the perimeter of Alcatraz Island would be preserved to protect natural  
21 habitat values. Visitor use and access would be highly managed.

22

23

24 **OFFSHORE BAY ENVIRONMENT**

25 **Sensitive Resources Zone** (extending 300 feet from the island's western shore)

26 This zone extends out 300 feet and would be managed as a marine protected area to  
27 preserve coastal resources, including submerged resources, and seabird colonies using the  
28 island's cliffs. The area would be closed to boats during seabird breeding season.

29

30 **Scenic Corridor Zone** (extending beyond the Sensitive Resources Zone and along the  
31 island's eastern shore)

32 This area would be managed to accommodate ferry access to the island. Some other types  
33 of water-based access could also be permitted. Enforcement of resource protection  
34 measures and visitor access regulations would be strengthened. For example, tours near  
35 the island would be regulated.

36

1    **SUSTAINABILITY**

2    The National Park Service would continue to develop and implement sustainable  
3    approaches to meet the island’s energy, water, and wastewater needs. Actions that are  
4    being considered include replacing diesel generators with renewable (e.g. photovoltaic  
5    panels) and grid-tied energy sources. These infrastructure technologies would be  
6    interpreted where possible.

7

8

9    **COST ESTIMATES**

10   Alternative 2 for Alcatraz Island would highlight the island’s isolated location, harsh  
11   environment, and strategic location in telling the story of the island. The weather, plants,  
12   and wildlife would reclaim much of the island, leaving only the historic landmark  
13   structures preserved.

14   One-time costs reflect the rehabilitation of select buildings for contemporary uses and  
15   limited restoration to historic conditions, allowing other buildings and areas to be  
16   managed for natural resource objectives or as ruins. Many of the structures on Alcatraz  
17   Island are in a deteriorated state and the stabilization costs to ensure the continuation of  
18   national landmark status alone is quite large. Total one-time costs fro alternative 2 are  
19   estimated at \$98 million.

20

21



**Management Zones**

- |  |   |
|--|---|
|  Diverse Opportunities      |  Historic Immersion  |
|  Scenic Corridor            |  Natural             |
|  Interpretive Corridor      |  Sensitive Resources |
|  Evolved Cultural Landscape |  Park Operations     |

- |   |   |
|---|---|
|  NPS Managed      |  Marine Resources |
|  Island Shoreline |   |

**Preserving and Enjoying Coastal Ecosystems**

**Alternative 2  
Golden Gate National Recreation Area  
Alcatraz Island**

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA  
INCLUDING ALCATRAZ ISLAND

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## **ALCATRAZ ISLAND: ALTERNATIVE 3, FOCUSING ON NATIONAL TREASURES (THE NPS PREFERRED ALTERNATIVE)**

4

### **5 OVERVIEW**

6 For more than 150 years, Alcatraz Island has been reworked and altered by human  
7 activity. This alternative would immerse visitors extensively in all of Alcatraz’s historic  
8 periods, including the Civil War military fortifications and prison, federal penitentiary,  
9 and American Indian occupation. Alcatraz’s history would be interpreted, first and  
10 foremost with tangible and accessible historic resources, including the buildings, ruins,  
11 cultural landscape, archeology, and museum collection. These resources contribute to the  
12 island’s national historic landmark status and its recognition as an international icon.

13 The visitor’s immersion in Alcatraz history would begin on a ferry from one or more  
14 embarkation points that could include the original Alcatraz dock at Fort Mason. Passing a  
15 line of historic warning buoys, the experience would continue at the island’s arrival dock,  
16 with greater access to restored portions of Building 64, the historic barracks. Visitors  
17 would ascend to the Main Prison Building through a landscape of preserved historic  
18 structures and features. While the primary visitor experience would focus on the federal  
19 penitentiary, visitors also would be exposed to the other layers of history, literally and  
20 programmatically.

21 This alternative would require extensive stabilization, rehabilitation, and restoration of  
22 historic buildings and landscapes, as well as creative interpretative and educational  
23 programs and visitor services. It would create additional opportunities for cultural  
24 resource stewardship programs.

25 Visitors would have opportunities to learn about the natural history of San Francisco Bay.  
26 The colonial waterbird habitat that has grown in regional importance would be protected,  
27 enhanced, and interpreted. Visitors would explore the island perimeter trail, managed to  
28 protect sensitive bird populations while providing opportunities to observe them or  
29 participate in stewardship activities. The large population of gulls would be managed to  
30 reduce conflicts in primary visitor use areas like the Parade Ground.

31

32

### **33 FERRY EMBARKATION**

34 The visitor’s immersion in Alcatraz history would begin at one or more off-island ferry  
35 docks that could include the historic Alcatraz dock at Fort Mason. The primary  
36 embarkation site would remain on San Francisco’s northern waterfront where orientation  
37 and visitor services could be enhanced. Additional ferry connections could also be  
38 provided between Alcatraz and other park sites. Ticketing would continue to be through a  
39 reservation system, and ferries would operate daily on a year-round schedule. The length

1 of the ferry trip between the mainland and Alcatraz would remain approximately 10-15  
2 minutes.

3

4

5 **ARRIVAL AREA (INCLUDING THE ENTRY PIER, BUILDING 64,**  
6 **HISTORIC BARRACKS, AND THE SALLYPORT)**

7 **Historic Immersion Zone**

8 Here, as in alternative 1, the park would welcome, orient, and begin to immerse visitors  
9 in the island's prison landscape, creating an atmosphere evocative of its history. Selected  
10 areas of Building 64 would be restored to tell the story of its history and use. Period  
11 restoration in the building would include the post office, canteen, and a prison-era guard  
12 apartment to extend the immersive experience. Other areas would be rehabilitated for  
13 visitor services and administrative functions and could include modest dorm-like  
14 overnight accommodations for participants in education, conservation, and stewardship  
15 programs. The upper floors would be stabilized to preserve the structure's integrity.

16

17

18 **MAIN PRISON BUILDING AREA (INCLUDING THE CITADEL, MAIN**  
19 **CELLBLOCK, HOSPITAL WING, ADMINISTRATION WING,**  
20 **RECREATION YARD, NEW INDUSTRIES BUILDING, OFFICERS'**  
21 **CLUB, AND PARADE GROUND)**

22 **Historic Immersion Zone**

23 The many historic resources of the Main Prison Building would provide visitors with the  
24 opportunity to explore the federal penitentiary's history. Visitors would also have access  
25 to the wide range of historic structures and features, in historically accurate conditions  
26 that tell stories about the different layers of island history. Park managers would look for  
27 opportunities to expose visitors to the tangible resources (including artifacts in the park's  
28 museum collection) of the federal penitentiary and military eras.

29 Treatments ranging from upgrades to exhibits and furnishings to more complete  
30 restoration would continue with the goal of increasing access and interpretation of the  
31 structure's history.

32 In this alternative, the park would also manage most of the adjacent areas, such as the  
33 Warden's House and the Parade Ground, to reinforce the sense of history as visitors  
34 move around the island. The Parade Ground would be rehabilitated to portray its historic  
35 period and support year-round visitor exploration of this area in coordination with the  
36 management of Western gulls. The rehabilitation could incorporate measures to support  
37 wildlife and the piles of rubble would be removed.

38 The Officers' Club would be stabilized as a ruin while providing visitors with  
39 opportunities to explore this historic structure. Additional preservation would be possible

1 with the involvement of partners to make a more complete visitor experience and  
2 interpret the building's history.

3

4 **Evolved Cultural Landscape Zone** (New Industries Building)

5 The New Industries Building would be rehabilitated as a multipurpose facility. It would  
6 include flexible space that could accommodate interpretation, special events, classrooms,  
7 and meetings, and would include service areas to support these uses. The perimeter trail  
8 would connect through the building and provide bird-viewing opportunities from its  
9 interior.

10

11

12 **LIGHTHOUSE**

13 **Historic Immersion Zone**

14 The lighthouse and surrounding area would be preserved to give visitors opportunities to  
15 learn about the maritime history of Alcatraz and its strategic location in the bay. Access  
16 and interpretation would be enhanced.

17

18

19 **NORTH END OF THE ISLAND**

20 **Park Operations Zone**

21 The Quartermaster Warehouse would be rehabilitated and used as an operational center  
22 for maintenance, public safety, and a conservation/stewardship workshop.

23 The Power Plant would be stabilized to house green, sustainable infrastructure  
24 technologies. Where appropriate, visitor access would be provided to showcase the  
25 technologies and interpret the island's energy history.

26

27 **Evolved Cultural Landscape Zone** (including Model Industries Building)

28 To prevent disruption of nearby sensitive habitat for nesting waterbirds, the Model  
29 Industries Building, the adjacent courtyard, and lower cliff area would be closed to  
30 general visitation and operational uses. The building would be stabilized as a ruin.

31

32

33 **ISLAND PERIMETER**

34 **Evolved Cultural Landscape Zone** (majority of the island perimeter)

35 The perimeter of the island, including the coastal cliffs, would be managed to stabilize  
36 significant historic resources and interpret the island's evolving cultural and natural  
37 history. The perimeter trail would provide visitors with enhanced access to much of the

1 island. Sensitive design and seasonal closures of the trail, which could include the  
2 existing Agave Trail, would protect nesting waterbird habitat.

3

4

## 5 **OFFSHORE BAY ENVIRONMENT**

6 **Sensitive Resources Zone** (extending 300 feet around most of Alcatraz Island)

7 This zone extends out 300 feet and would be managed as a marine protected area to  
8 preserve coastal resources, including submerged resources, and seabird colonies using the  
9 island's cliffs. The area would be closed to boats during seabird breeding season.

10

11 **Historic Immersion Zone** (extending from the Sensitive Resources Zone out to 1,000  
12 feet from the island's shore)

13 The National Park Service would manage this area to accommodate ferry service to the  
14 island. Park managers would mark and interpret the historic no-trespass zone that was in  
15 place during previous periods. The zone would be demarcated by buoys circling the  
16 island. Only approved vessels, like the visitor ferry, would be allowed to approach and  
17 use the island's dock.

18

19

## 20 **SUSTAINABILITY**

21 The National Park Service would continue to develop and implement sustainable  
22 approaches to meet the island's energy, water, and wastewater needs. Actions that are  
23 being considered include replacing diesel generators with renewable (e.g. photovoltaic  
24 panels) and grid-tied energy sources. These infrastructure technologies would be  
25 interpreted where possible.

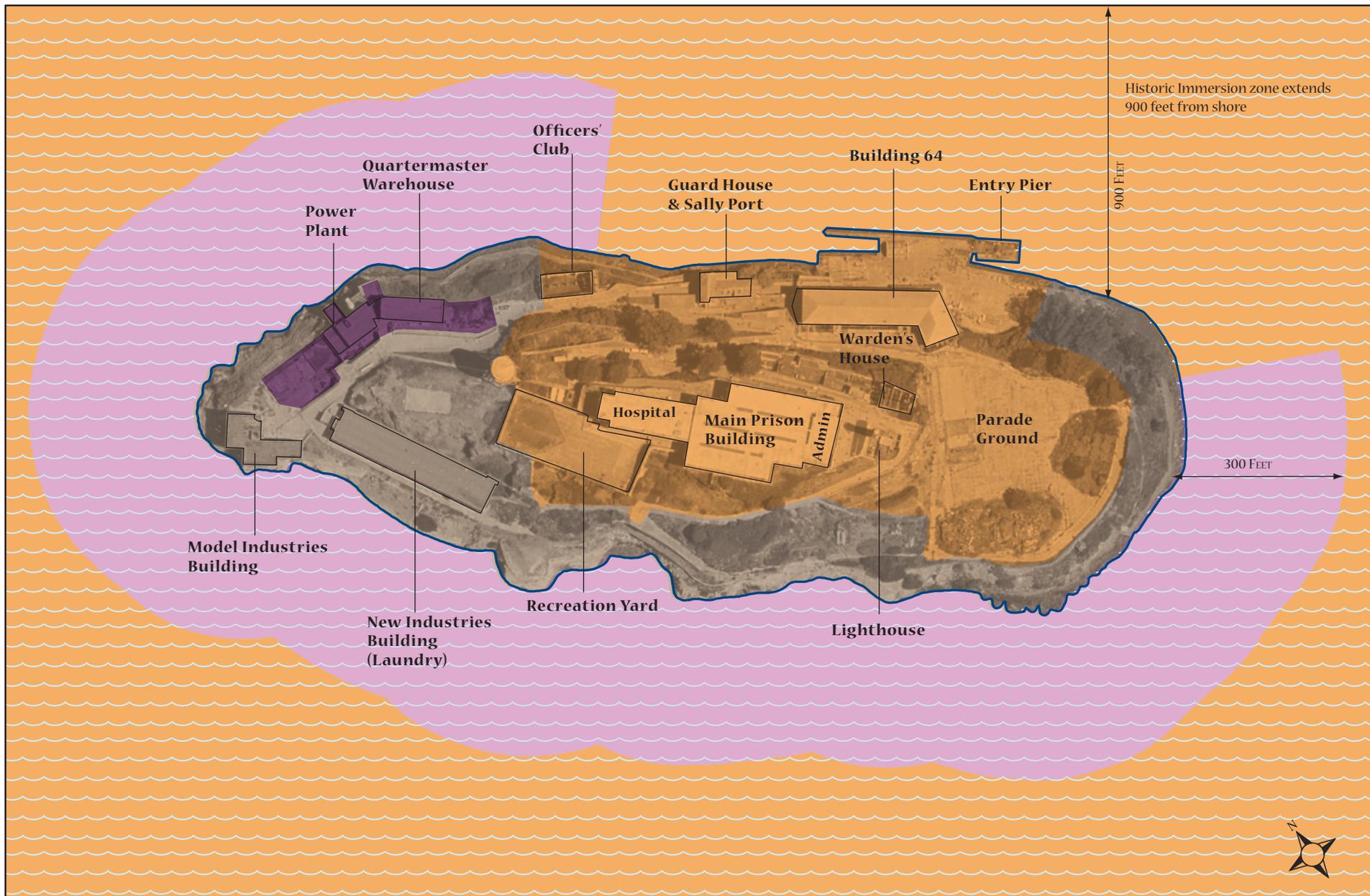
26

27

## 28 **COST ESTIMATES**

29 Alternative 3 for Alcatraz Island would require extensive but focused stabilization,  
30 rehabilitation, and restoration to effectively immerse the visitor in the history of Alcatraz  
31 Island. Stewardship programs would be supported through dorm-like facilities in  
32 Building 64. The Model Industries Building would be stabilized to preserve the historic  
33 integrity of the structure, while protecting sensitive natural resources. Many of the  
34 structures on Alcatraz Island are in a deteriorated state and the stabilization costs to  
35 ensure the continuation of national landmark status alone is quite large. Total one-time  
36 costs for alternative 3 are estimated at \$77 million.

37



**Management Zones**

- |   |   |   |
|---|---|---|
|  Diverse Opportunities      |  Historic Immersion  |  NPS Managed      |
|  Scenic Corridor            |  Natural             |  Marine Resources |
|  Interpretive Corridor      |  Sensitive Resources |  Island Shoreline |
|  Evolved Cultural Landscape |  Park Operations     |   |

**Focusing on National Treasures**

**Alternative 3 – Preferred Alternative  
Golden Gate National Recreation Area  
Alcatraz Island**

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA  
INCLUDING ALCATRAZ ISLAND

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Back of map

## SUMMARY COST ESTIMATES FOR ALCATRAZ ISLAND

2

3 The cost figures shown here and throughout the plan are intended only to provide  
 4 conceptual costs for a general comparison of alternatives. National Park Service and  
 5 industry cost estimating guidelines were used to develop the costs (in 2009 dollars), but  
 6 the estimates should not be used for budgeting purposes. Specific costs will be  
 7 determined in subsequent, more detailed planning and design exercises, identifying  
 8 detailed resource protection needs and changing visitor expectations. Actual costs to the  
 9 National Park Service will vary depending on if and when the actions are implemented,  
 10 and on contributions by partners and volunteers.

11 The implementation of the approved plan, no matter which alternative is selected, will  
 12 depend on future NPS funding levels and servicewide priorities, and on partnership  
 13 funds, time, and effort. The approval of a general management plan does not guarantee  
 14 that funding and staffing needed to implement the plan will be forthcoming. Full  
 15 implementation of the plan could be many years in the future.

16

17 **Table 2: Costs Associated with the Implementation of the Alternatives for Alcatraz Island**

	No Action Alternative	Alternative 1	Alternative 2	Alternative 3 (NPS Preferred)
Annual Operating Costs <sup>1</sup>	See Table 5; costs associated with the operation of Alcatraz Island are included in the Golden Gate National Recreation Area costs			
Staffing (FTE) <sup>2</sup>	See Table 5; staffing levels for Alcatraz Island are included in the staffing levels for Golden Gate National Recreation Area			
Total One-Time Costs <sup>3</sup>	\$4,245,000	\$149,425,000	\$98,925,000	\$77,525,000
Facility Costs <sup>4</sup>	1,920,000	147,100,000	96,600,000	75,200,000
Non-Facility Costs <sup>5</sup>	2,325,000	2,325,000	2,325,000	2,325,000

18

19 **TABLE 2 NOTES:**

20 1 Annual operating costs of Alcatraz Island are included in the analysis for Golden Gate National  
 21 Recreation Area.

22 2 Staff numbers for Alcatraz Island are included in the analysis for Golden Gate National  
 23 Recreation Area.

24 3 One-time facility and non-facility costs for the no-action alternative include costs associated with  
 25 projects already approved and fully funded in 2009. For all alternatives, one-time costs are the sum  
 26 of facility costs and non-facility costs.

27 4 Facility costs include the design, construction, restoration, and demolition of facilities.

28 5 Non-facility costs include projects such as such as landscape restoration and management  
 29 planning.

## SUMMARY TABLES OF THE ALTERNATIVES FOR ALCATRAZ ISLAND

Table 3: Comparison of the Alternatives for Alcatraz Island

No Action	Alternate 1	Alternate 2	Alternate 3 (Preferred Alternative)
<b>VISION</b>			
Current management would continue to provide visitors with access to the prison. Visitors would have limited access to the island's outdoor settings and other historic structures.	<p>Expand visitor experience beyond prison focus to include human, natural and historic aspects of Alcatraz Island.</p> <p>Preserve and rehabilitate more structures to share layers of history.</p> <p>Protect sensitive natural areas and provide more visitor opportunities to see wildlife.</p>	<p>Focus on how geographic isolation has impacted the natural and human experience at Alcatraz.</p> <p>Minimally preserve the built environment to maintain national historic landmark status.</p> <p>Visitor experience at the prison is same as alternative 1 but be based on self-discovery throughout the rest of the island.</p> <p>Emphasize natural habitat for nesting birds.</p>	<p>Immerse visitors in all historic periods; interpretation would be focused on tangible historic resources.</p> <p>Stabilize, rehabilitate, and restore historic resources.</p> <p>Visitor experience could begin at original Alcatraz Dock at Fort Mason.</p> <p>Protect colonial waterbird populations.</p>
<b>FERRY EMBARKATION</b>			
Embarkation from San Francisco's northern waterfront would remain as the only access point.	Additional embarkation points could be established.	Same as alternative 1.	Additional embarkation at the original Alcatraz Dock at Fort Mason.
<b>ARRIVAL AREA</b>			
Adaptively use for administrative purposes and some visitor services; majority of the structure would remain unused.	This area would be rehabilitated and used as a multi-purpose facility with expanded visitor services.	This area would be adaptively used to support science, education, and stewardship programs, as well as administrative functions.	<p>This area would be used to welcome and immerse visitors into the island's prison landscape.</p> <p>Selected areas, including the prison post office, canteen, and guard apartment would be restored to reflect historic uses.</p>

No Action	Alternate 1	Alternate 2	Alternate 3 (Preferred Alternative)
<b>MAIN PRISON BUILDING AREA</b>			
<p>The Main Prison Building and several adjacent areas, like the Recreation Yard, represent the federal penitentiary era. They would continue to be managed as part of the central visitor experience.</p> <p>Visitors would have access to most of the building and yard. Several areas, like the Civil War-era Citadel (located below the Main Cellblock) and part of the building's hospital wing, would remain closed.</p> <p>Visiting the Main Prison Building would primarily be a self-guided experience facilitated by an audio tour.</p> <p>The piles of rubble on the Parade Ground would remain and would be used seasonally by waterbirds.</p>	<p>The Main Prison Building and several adjacent areas would be managed to immerse visitors in the federal penitentiary period. A variety of programming and exhibits would bring prison history alive. Rehabilitation or restoration, where appropriate, would enhance resource integrity of the historic structures.</p> <p>In this alternative, the park would manage the structures and landscaped areas surrounding the Main Prison Building to protect and interpret the layers of history.</p> <p>The building rubble on the Parade Ground could be removed and bird populations would be managed to accommodate enhanced visitor access in coordination with the management of the Western gulls. This rehabilitation of the parade ground could incorporate measures to support wildlife.</p>	<p>Visitors would have access to Main Prison Building and features in historically accurate conditions that tell the stories of the different layers of island history. The Main Prison Building and several adjacent areas would be managed to provide visitors with access to the wide range of resources in historically accurate conditions, from the military period through the Indian occupation. Rehabilitation or restoration of historic resources would enhance their historic integrity.</p> <p>The park would manage these structures and adjacent areas to enhance bird habitat and protect sensitive resources. Visitor use would be managed and controlled to support natural resource management goals.</p> <p>The rubble piles on the Parade Ground would be retained to maintain and enhance seabird habitat.</p>	<p>The Main Prison Building and several adjacent areas would provide visitors with the opportunity to explore the federal penitentiary's history. Visitors would also have access to the wide range of historic structures and features, in historically accurate conditions that tell stories about the different layers of island history. Park managers would look for opportunities to expose visitors to the tangible resources (including artifacts in the park's museum collection) of the federal penitentiary and military eras.</p> <p>Treatments ranging from upgrades to exhibits and furnishings to more complete restoration would continue with the goal of increasing access and interpretation of the structure's history.</p> <p>The Parade Ground would be rehabilitated to portray its historic period and support year-round visitor exploration of this area in coordination with the management of Western gulls. The rehabilitation could incorporate measures to support wildlife and the piles of rubble would be removed.</p>
<b>LIGHTHOUSE</b>			
<p>The lighthouse would be managed for historic function with highly controlled visitor access.</p>	<p>The lighthouse would be preserved to allow enhanced access and interpretation.</p>	<p>Same as alternative 1.</p>	<p>Same as alternative 1.</p>

No Action	Alternate 1	Alternate 2	Alternate 3 (Preferred Alternative)
<b>NORTH END OF ISLAND</b>			
<p>Area and buildings would continue to be used for operations and maintenance.</p> <p>Visitors are not permitted.</p>	<p>Historic structures including Model Industries Building would be rehabilitated and adaptively reused for maintenance, storage, and public safety.</p> <p>Some visitor access would be provided to showcase technologies.</p>	<p>The interior of Officers' Club, Quartermaster House, and Power Plant would be used for administration.</p> <p>The Model Industries Building would be stabilized as a ruin to provide additional nesting bird habitat.</p> <p>Visitor access would be highly controlled.</p>	<p>The Quartermaster Warehouse would be rehabilitated for administration and conservation functions; the Power Plant would be stabilized to house green, sustainable infrastructure with possible visitor access and interpretation.</p> <p>The Model Industries Building would be stabilized as a ruin, to protect sensitive natural resources.</p> <p>Visitor access would be encouraged.</p>
<b>ISLAND PERIMETER</b>			
<p>This area would continue to be managed cliffs and shore for bird and wildlife habitat.</p> <p>Year-round and seasonal trails would remain; other areas closed for visitor safety and sea bird protection.</p>	<p>This area would be managed for natural habitat. Trails would provide year-round visitor access.</p> <p>Visitor access to western coastal cliffs and tide pools would be highly managed. Seasonal closures would protect sea bird habitat.</p>	<p>The perimeter would be preserved to protect natural resources.</p> <p>Visitor use and access would be highly managed.</p>	<p>The perimeter and coastal cliffs would be managed to stabilize historic resources.</p> <p>Visitor access would be provided through the Discovery Trail.</p>
<b>OFFSHORE BAY ENVIRONMENT</b>			
<p>NPS jurisdiction extends 1000' from shore; no active management of this area; access would continue to be limited to the ferry.</p>	<p>The western shore and the area extending 100 ft beyond it would be managed to protect marine resources. Boat landings and boat tours would be prohibited.</p>	<p>The western shore and the area extending 300 ft beyond it would be managed to protect coastal resources and nesting seabird colonies on the cliffs. The area would be closed to boats during breeding season.</p>	<p>Most of the shoreline and the area extending 300 ft beyond it would be managed to protect coastal resources and nesting seabird colonies on cliffs. The area would be closed to boats during breeding season.</p>

No Action	Alternate 1	Alternate 2	Alternate 3 (Preferred Alternative)
<b>OFFSHORE BAY ENVIRONMENT (continued)</b>			
	The eastern shore and the area beyond 300 ft. from the western shore would be managed to accommodate ferry service and allow boat tours and water-based recreation.	The eastern shore and area beyond 300 ft from western shore would be managed to accommodate ferry access.  Enforcement of resource protection measures would be strengthened.	The area extending out to 1,000 feet from the islands shore would be managed to accommodate only ferry service and would enforce the historic no-trespass zone.

1

2

**Table 4: Summary of Key Impacts of Implementing the Alternatives for Alcatraz Island**

This table will be completed after the regional review is completed.



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## **PARK LANDS IN MARIN, SAN FRANCISCO, AND SAN MATEO COUNTIES: NO-ACTION ALTERNATIVE**

3

### **4 PARK LANDS IN MARIN COUNTY**

#### **5 Overview**

6 In Marin County, the Golden Gate National Recreation Area forms the southern core of a  
7 large network of regional, state, and federal protected lands and waters (many of which  
8 are recognized as part of the UNESCO Golden Gate Biosphere Reserve). Under the no-  
9 action alternative, the park would continue to manage this large expanse of preserved  
10 natural landscape, with scattered concentrations of developed facilities, to provide  
11 visitors with multiple opportunities for recreation: miles of trails, preserved historic  
12 military fortifications, and scenic and historic landscapes.

13 The county features some of the most varied landscapes in Golden Gate National  
14 Recreation Area, including lush woodlands, rugged coasts, sandy beaches, meadows,  
15 marshes, grasslands, and coastal shrubs. As a result, visitors would experience an array of  
16 wildlife throughout the seasons and several different habitats in one brief hike.

17 Much of this area has been managed as part of the Golden Gate National Recreation Area  
18 since the recreation area was established in 1972. Management of this land would  
19 continue to be guided by the park’s 1980 general management plan and subsequent land  
20 use and implementation plans (as described in the “Relationship of This Plan to Other  
21 Plans” section and in Appendix B).

22 A diverse set of park partners—many housed in historic structures—would continue to  
23 provide programs and facilities for visitors’ education and enjoyment. These facilities and  
24 programs currently include a hostel, environmental education and arts programming,  
25 equestrian facilities, and a marine mammal rehabilitation center. Park-managed visitor  
26 facilities would continue to include a visitor center, scenic overlooks, trails, campsites,  
27 and beaches ranging from wild and rugged below Slide Ranch to the developed  
28 recreational setting at Stinson Beach.

29 National Park Service maintenance facilities, staff housing, administrative offices, and  
30 various partner offices would also continue to be located in the park.

31

#### **32 Stinson Beach North to Bolinas–Fairfax Road**

33 The developed area would continue to be managed to support intensive use as a scenic  
34 recreational beach receiving a high number of visitors. A variety of facilities would  
35 support activities that include picnicking, beach recreation, and water recreation (surfing,  
36 windsurfing, and boogie boarding). Two public bus routes currently serve this area.  
37 Easkoot Creek and the dunes would continue to be managed to preserve and enhance  
38 natural habitat. Areas of the park east of Bolinas Lagoon would be managed for their  
39 natural resource values and would have few trails or other visitor facilities.

40

1 This area would continue to be managed to protect and restore the coastal ecosystems,  
2 and contribute to the restoration of natural processes that affect Bolinas Lagoon.  
3 Partnerships with neighboring land managers would be strengthened to achieve these  
4 goals across the broader landscape.

5

## 6 **Highway 1 and Panoramic Highway**

7 Stretches of these roads pass through or alongside park lands. The roads are not under  
8 federal jurisdiction; however, as the underlying land manager, the National Park Service  
9 would continue to cooperate with Caltrans and Marin County for management of the road  
10 infrastructure and rights-of-way to protect park resources and preserve the scenic rural  
11 character of the setting.

12 Highway 1, a segment of the Pacific Coast Highway, is a designated national scenic  
13 byway. In general, the park land in this area would continue to be managed to preserve  
14 and enhance natural and cultural resources and offer access to park sites and recreational  
15 activities.

16

## 17 **Slide Ranch**

18 This area would continue to be managed by a park partner to operate an environmental  
19 and farm education center in a natural landscape with public access to trails and the  
20 shoreline. Slide Ranch would provide day and overnight experiences for program  
21 participants and promotes healthy eating, healthy living, and environmental awareness.  
22 The rocky shoreline and natural area surrounding the program site would continue to be  
23 managed by the park to protect natural and ecological values and provide access on  
24 existing trails.

25

## 26 **Lower Redwood Creek (former Banducci flower farm and 27 surrounding area)**

28 This area would continue to be managed to preserve and enhance natural processes in the  
29 creek, floodplain, and surrounding natural landscape. The National Park Service would  
30 work with other land managers in the restoration and preservation of the watershed and in  
31 the protection of threatened and endangered species like Coho salmon and the red legged  
32 frog. Land and water management would be consistent with the *Lower Redwood Creek  
33 Floodplain and Salmonid Habitat Restoration Plan* and the *Redwood Creek Watershed:  
34 Vision for the Future* plan. Existing residential structures could continue to provide  
35 housing for volunteers who contribute to site restoration and stewardship.

36

## 37 **Muir Beach**

38 This small but popular beach lies at the mouth of Redwood Creek and at the confluence  
39 of several park trails. In the no-action alternative, the National Park Service would  
40 continue to support recreation, hiking, access to the beach. The park staff will continue  
41 extensive wetland and creek restoration of the area.

1 **Golden Gate Dairy and Vicinity**

2 The developed area along Highway 1 would be managed to support a small equestrian  
3 facility and the Muir Beach Volunteer Fire Department, which would continue to be  
4 housed in historic ranch buildings. Park housing would continue to be provided in  
5 nonhistoric structures. A small buffer area protects a tributary to Redwood Creek. The  
6 surrounding uplands would be managed to provide trail connections through a natural  
7 coastal landscape. Recent trail and trailhead improvements connect this area to the Dias  
8 Ridge Trail.

9

10 **Tennessee Valley (from Oakwood Valley to the ocean)**

11 A major trailhead, multiple trails, Haypress Meadow hike-in campground, and an  
12 equestrian center are in the upper end of the valley. A site in the lower valley contains a  
13 nursery operation, the park's small volunteer horse patrol, an environmental education  
14 program, and the Youth Conservation Corps seasonal group campsite. This area would  
15 continue to be managed in a way that accommodates these intense and varied visitor uses.  
16 The management of equestrian facilities in this area would reflect the equestrian  
17 management environmental assessment that is underway.

18 The majority of the valley would be managed as a natural landscape with a trail system  
19 that provides access to a variety of destinations and landscapes. Remnants of former  
20 agricultural uses, including farm ponds, fence lines, and nonnative trees, would remain in  
21 the landscape. The creek corridor and shoreline would continue to be managed to protect  
22 sensitive natural resources. Tennessee Valley is not currently served by transit. In  
23 addition, the trail connections are poor between Tennessee Valley, Oakwood Valley, and  
24 the Tamalpais Valley community along Tennessee Valley Road.

25

26 **Marin Headlands: Marin City Ridge and Gerbode Valley (the**  
27 **coastal ridges and valleys)**

28 This extensive area would continue to be managed to preserve natural resources and  
29 processes, restore native habitats, and protect sensitive species, in addition to coastal  
30 fortifications while providing for trail use, trail improvements, and primitive camping.  
31 The Marin City Ridge will continue to be managed as part of the adjacent Marin  
32 Headlands in order to support public access on the trails that connect to the community,  
33 and protecting and restoring natural habitats.

34

35 **Marin Headlands: Fort Barry and Fort Cronkhite**

36 Within this area, historic structures and their settings would be preserved or adaptively  
37 reused for recreation, education, and other uses, including park operations. Adaptive use  
38 of historic structures would continue to be the foundation of the robust program of park  
39 partners who preserve buildings and offer programs that further the mission of the park.  
40 Planned road, trail, and transit projects will improve access for visitors and partners (e.g.,  
41 *Marin Headlands and Fort Baker Transportation Infrastructure and Management Plan*  
42 *Final Environmental Impact Statement*).

1 Park operations located in the area currently include a fire station, roads and maintenance  
2 facilities, staff offices, and a native plant nursery.

3 Recreational experiences supported in the area would continue to include beach activities  
4 hiking, bicycle riding, horseback riding, picnicking and environmental education.

5 The upland areas would be managed to preserve natural resources and processes,  
6 continue habitat restoration, protect sensitive species and habitats, and allow for  
7 continued trail use.

8

### 9 **Capehart Housing Area**

10 The National Park Service would continue to manage this area of housing on the north  
11 and south side of Rodeo Creek, located at the intersection of the two roads that access the  
12 Rodeo Valley, to provide workforce housing for park and partner staff. This area is  
13 named Capehart after the senator who sponsored the military housing act.

14

### 15 **Conzelman, Bunker, and McCullough Roads (including Battery 16 Spencer and Hawk Hill)**

17 This area would continue to be managed to preserve historic and natural resources and  
18 scenic views of the Golden Gate and Pacific Ocean. The coastal defense fortifications  
19 would continue to be accessible and interpreted while protecting sensitive species and  
20 native habitats. Currently, scenic driving, bicycling, and walking the California Coastal  
21 Trail are popular activities. Planned road, trail, and transit projects will improve access  
22 for visitors and reduce congestion at scenic overlooks (e.g., *Marin Headlands and Fort  
23 Baker Transportation Infrastructure and Management Plan Final Environmental Impact  
24 Statement*).

25

### 26 **Kirby Cove**

27 This area would continue to provide a small campground and group picnic area. The  
28 beach would be accessible on foot or by nonmotorized boats. The historic coastal  
29 fortifications and forest would be preserved.

30

### 31 **Point Bonita Lighthouse Complex**

32 The lighthouse and several structures, including a small outbuilding, bridge, and access  
33 trail, would continue to be preserved. Visitors would be immersed in an authentic historic  
34 setting with interpretation about the site's maritime and military history. Access would  
35 continue to be highly managed.

36

### 37 **Offshore Ocean and Bay Environment**

38 The National Park Service has jurisdiction through a management lease with the State of  
39 California over a 1,000-foot-wide band of coastal waters immediately offshore. The area  
40 includes a variety of marine habitat. The shoreline in Point Bonita Cove would continue

1 to be closed to public access year round to protect the harbor seal haul-out, except for  
2 approved research. Park management of these areas would continue to accommodate  
3 public uses such as boating. The park staff would continue to encourage and support  
4 research, inventory, monitoring, and consultation and cooperation with other resource  
5 managing agencies.

6

7

## 8 **PARK LANDS IN SAN FRANCISCO COUNTY**

### 9 **Overview**

10 San Francisco park lands in the planning area include upper Fort Mason, China Beach,  
11 Lands End, East and West Fort Miley, Ocean Beach, and Fort Funston.

12 Areas that have recently completed land use plans, or are implementing recently  
13 completed plans are not included in this plan: lower Fort Mason (The Fort Mason  
14 Center), the Presidio (including Crissy Field), Fort Point National Historic Site, the Sutro  
15 Historic District (Sutro Heights Park, Sutro Baths, and the adjacent parking lot and trail),  
16 and the Cliff House.

17 Park lands in San Francisco County ring the northern and western shores of the city of  
18 San Francisco, preserving a greenbelt next to dense urban neighborhoods. They are  
19 central to the quality of life, offering city dwellers places to recreate, rejuvenate, and  
20 learn about the fascinating natural and cultural history of the region. For visitors, the park  
21 lands help define San Francisco as one of the most beautiful cities in the world.

22 Management of these lands and marine/bay waters would continue to focus on preserving  
23 natural, cultural, and scenic resources, and providing for a variety of recreational uses in  
24 the varied settings along San Francisco Bay and the Pacific coast.

25

### 26 **Upper Fort Mason**

27 Fort Mason would continue to be managed to preserve the historic district and to  
28 adaptively use the many historic military structures for a variety of park and park partner  
29 uses, including staff offices, maintenance, community garden, and a program center for  
30 other park partners. A hostel would continue to be the primary public use in the historic  
31 structures. The National Park Service manages a leasing program that provides the  
32 opportunity for the San Francisco community to live in historic residences, much like  
33 army personnel before them, while providing a source of funds for preservation and  
34 maintenance. The Fort Mason Officers' Club would continue to be available to the public  
35 for events, such as weddings and conferences.

36 The "Great Meadow" would continue to provide a flexible space that accommodates a  
37 range of informal uses and occasional large special events. The San Francisco Bay Trail  
38 through Fort Mason would continue to provide a continuous waterfront multiuse  
39 promenade that links to San Francisco Maritime National Historical Park and many park  
40 destinations along the City and Presidio waterfront. Planning is underway to bring water  
41 shuttle access to a pier at lower Fort Mason. The City of San Francisco is also evaluating

1 Bus Rapid Transit Service along Van Ness Avenue to terminate at an improved transit  
2 hub at North Point Boulevard, immediately adjacent to Fort Mason.

3

#### 4 **China Beach**

5 This area would continue to be managed for the recreational enjoyment of the small  
6 secluded beach and to provide opportunities for bird watching. Park facilities such as  
7 picnicking, restrooms, and showers would continue to be provided. The area's natural  
8 resources would be managed for native vegetation and slope stability.

9

#### 10 **Lands End**

11 Only the northern area of Lands End is covered in this plan. This area would continue to  
12 be managed to preserve and enhance the rugged coastal landscape and its natural  
13 appearance, and to provide trail access. Public safety staff would continue to be located at  
14 this site. The southern portion of Lands End, the Sutro Historic District including the  
15 Cliff House, is not part of this plan. This area was recently transformed by the addition of  
16 a new parking lot, promenade, scenic overlooks, and extensive renovation of the  
17 Monterey cypress forest.

18

#### 19 **Fort Miley**

20 Fort Miley is divided into East Fort Miley and West Fort Miley by the active Veterans  
21 Administration Medical Center (VAMC) hospital. Park managers would continue to  
22 preserve the historic structures and landscapes, providing for both public and park  
23 operation uses. East Fort Miley would continue to be managed as a small maintenance  
24 center housed in historic structures, with public access to an unimproved landscape  
25 setting primarily through the VAMC Hospital campus.

26 West Fort Miley's historic forest would continue to provide an outdoor skills and fitness  
27 course and a small picnic area set among historic fortifications with spectacular coastal  
28 views. The historic Marine Exchange Lookout Building (Octagon House) would remain  
29 unused.

30

#### 31 **Ocean Beach**

32 Ocean Beach would continue to be managed to provide a recreational beach that  
33 accommodates high levels of diverse use, while preserving its natural values, including  
34 habitat for shorebirds such as the *threatened* western snowy plover. It would continue to  
35 provide a long trail connection between Fort Funston and the Cliff House, as well as  
36 preserve the historic O'Shaughnessy seawall and promenade. The National Park Service  
37 would continue to collaborate with the City and County of San Francisco on Ocean  
38 Beach management issues.

39

40

1 **Fort Funston**

2 This park unit would continue to provide trail and beach access for a variety of  
3 recreational uses, including dog walking and hang gliding. It would also preserve  
4 important natural and cultural resources, including endangered species habitat and  
5 historic coastal defense fortifications. Former military structures support park operations  
6 and partner programs such as environmental education and native plant nursery.

7

8 **Offshore Ocean and Bay Environment**

9 The National Park Service has jurisdiction through a management lease with the State of  
10 California over a 1,000-foot-wide band of coastal waters immediately offshore. The area  
11 includes a variety of marine habitat. Park management of these areas would continue to  
12 accommodate public uses e.g boating. The park staff would continue to encourage and  
13 support research, inventory, monitoring, and consultation and cooperation with other  
14 resource managing agencies.

15

16

17 **PARK LANDS IN SAN MATEO COUNTY**

18 **Overview**

19 At the time the previous general management plan was developed, the Golden Gate  
20 National Recreation Area did not manage any land in San Mateo County. Since that time,  
21 NPS-managed land within the designated park boundary has grown to include almost  
22 30,000 acres in San Mateo County.

23 Stretching along the San Mateo coast to Rancho Corral de Tierra and inland to the  
24 Phleger Estate, the southern park lands feature a remarkable wealth of natural and historic  
25 resources. From rugged coastal bluffs and windswept ridgelines to a redwood forest,  
26 wetlands, and streams, these lands support an abundance of plants and wildlife and tell  
27 the story of the people who have shaped this peninsula over generations.

28 Golden Gate National Recreation Area park lands in San Mateo County serve a large and  
29 diverse local population, offering many opportunities for recreation and enjoyment.  
30 Whether enjoying the trails, strolling the beaches, or taking in panoramic views up and  
31 down the Pacific coast, there are unlimited ways to explore and appreciate these park  
32 lands.

33 Currently the National Park Service's presence in San Mateo County is limited, sites are  
34 not well identified, and there are few basic facilities to support access. Management of  
35 park lands in San Mateo County is guided by the park's authorizing legislation (its  
36 purpose) and the management policies common to units of the national park system. This  
37 management approach would continue under the no-action alternative, with the exception  
38 of Sweeney Ridge, for which a general management plan amendment was approved in  
39 1985 and provides specific management guidance.

40 Site planning for other places like Mori Point has also been completed. The park has  
41 consulted with other agencies to achieve fundamental park goals regarding the San

1 Francisco Public Utilities Commission watershed, where the park holds scenic and  
2 recreational easements.

3

#### 4 **The Area South of Thornton State Beach to South of Mussel Rock**

5 The National Park Service manages approximately 30 acres in two parcels in this  
6 geologically dynamic coastline: one parcel south of Thornton State Beach and one parcel  
7 south of Mussel Rock. No improvements for public access have been made by the  
8 National Park Service, and there is no active NPS presence in this area. In the absence of  
9 a general management plan, management is guided by the park's authorizing legislation  
10 (its purpose) and the management policies common to units of the national park system.  
11 This would continue under the no-action alternative.

12

#### 13 **Milagra Ridge**

14 This area would continue to be managed to protect and restore natural habitat (including  
15 endangered species habitat), to protect historic coastal defense fortifications, and to  
16 provide public access through a system of trails so people can enjoy the site and its scenic  
17 beauty. Recent acquisition by the park of a conservation easement on the northwest slope  
18 allows potential development of a Bay Area Ridge Trail connection to the coast.

19

#### 20 **Shelldance Nursery Area**

21 Portions of the Shelldance Nursery area were added to the park in 1988 and 1993. This  
22 small area would continue to be managed for trail access, including a trailhead and trails  
23 to Sweeney Ridge; office and storage of park maintenance equipment; and to  
24 accommodate a commercial nursery.

25

#### 26 **Sweeney Ridge (including Cattle Hill and Picardo Ranch)**

27 Sweeney Ridge was added to the park in 1984. The area would continue to be managed  
28 for natural values and protection of historic resources, such as the San Francisco Bay  
29 Discovery Site National Historic Landmark and the 20th century Nike facilities. Cattle  
30 Hill is expected to be transferred to the National Park Service by the City of Pacifica in  
31 the near future and recent collaboration has provided trail and habitat improvements on  
32 this site. Picardo Ranch and the western extension of Cattle Hill are both private lands not  
33 managed by the National Park Service at this time. Picardo Ranch includes the lower  
34 slopes of Cattle Hill, and its trails connect to Sweeney Ridge. Currently, an equestrian  
35 facility provides horse boarding. Land and conservation easement acquisition would be a  
36 priority for the park.

37

#### 38 **Mori Point**

39 Mori Point was added to the park in 2002. This site would continue to be managed to  
40 preserve and enhance habitat for threatened and endangered species (San Francisco garter  
41 snake, California red-legged frog) and to restore natural functions to a highly degraded

1 site. A network of hiking trails, including the California Coastal Trail, is under  
2 development to provide visitors access to the area’s scenic beauty. Management of this  
3 site would be guided by the Mori Point Restoration and Trail Plan environmental  
4 assessment.

5

### 6 **Pedro Point, Devil’s Slide, and San Pedro Mountain**

7 These rugged coastal areas are not managed by the National Park Service. However, they  
8 will be greatly affected by the opening of the Highway 1 tunnel now under construction,  
9 and may be added to the park within the planning horizon of the general management  
10 plan. The City of Pacifica manages Pedro Point to preserve its natural features and open  
11 space. The Devil’s Slide segment is managed by Caltrans to support Highway 1; several  
12 agencies have been involved in planning trailheads for the future conversion of the road  
13 to a multiuse trail when the Devils Slide tunnel opens in 2011. Lands adjacent to  
14 Highway 1 in this area and on San Pedro Mountain are in public and private ownership.

15

### 16 **Rancho Corral de Tierra**

17 One of the largest areas of open space near San Francisco, this 4,200–acre site is  
18 managed by the Peninsula Open Space Trust (POST) and encompasses the majority of an  
19 1839 Mexican Land Grant. The isolated and undisturbed condition of the land provides  
20 unique and productive habitat for a diverse array of plant and animal species, including  
21 several threatened and endangered species. The headwaters of four major coastal  
22 watersheds are contained within this property, providing important riparian habitat and a  
23 scenic backdrop that visually distinguishes the San Mateo mid-coast region.

24 Limited public access would continue to be provided for recreation such as hiking and  
25 horseback riding. The area would be managed to provide for these current uses, such as  
26 equestrian facilities, and anticipated new public uses in a way that maintains and protects  
27 resources.

28 The acquisition process is underway to transfer some of this land to the National Park  
29 Service. Approximately 300 acres of the Rancho Corral de Tierra will not be included in  
30 the park. Those acres encompass farmland of “Local Significance” as designated by the  
31 State of California Department of Conservation, and will remain in agricultural use.

32

### 33 **Montara Lighthouse**

34 The site is presently managed by the US Coast Guard. Under an agreement with  
35 California State Parks, a hostel is operated in several structures related to the lighthouse.  
36 Day use of the site is focused on scenic beauty and lighthouse history. Transfer of this  
37 site to the park is anticipated within the planning horizon of the general management  
38 plan. If this occurs, the site would be managed for its current uses.

39

40

1    **Phleger Estate**

2    This area was added to the park in 1994. It would continue to be managed to preserve the  
3    cultural and natural resources of this 1,000-acre, second-growth redwood forest and to  
4    provide access to the regional trail system.

5

6    **San Francisco Public Utilities Commission Peninsula Watershed**  
7    **Easements**

8    These 23,000 acres are managed by San Francisco Public Utilities Commission to protect  
9    San Francisco’s water supply and the scenic, ecological, and cultural resources of the  
10   watershed. The management is guided by the commission’s *Peninsula Watershed*  
11   *Management Plan*. The Golden Gate National Recreation Area manages two easements  
12   over the Peninsula Watershed: a scenic easement and a scenic and recreation easement  
13   that provide for preservation of natural values and limited recreational use. Compatible  
14   recreational, educational, and scientific uses are highly controlled. Primary public access  
15   is on trails along the eastern edge of the watershed where the trails are easily accessible  
16   from adjacent communities. Access on the 10-mile Cahill Ridge alignment of the Bay  
17   Area Ridge Trail is provided by guided tours. The San Francisco Public Utilities  
18   Commission and National Park Service cooperate to assure that ongoing water operations  
19   and other allowable uses are compatible with the preservation and access components of  
20   the easements. The Peninsula Watershed forms the core of the UNESCO Golden Gate  
21   Biosphere Reserve, an area rich in native plant and animal life.

22

23   **Offshore Ocean Environments**

24   In areas where the park boundary coincides with the Fitzgerald Marine Reserve (FMR),  
25   the two organizations would continue to cooperate in the implementation of the  
26   provisions of the California State Marine Life Protection Act. The FMR area between  
27   Montara State Beach and Ross Cove has been designated as the Montara State Marine  
28   Reserve: no fishing, harvesting, or collecting would be allowed in this area. The FMR  
29   area between Ross Cove and Pillar Point Harbor has been designated as the Pillar Point  
30   Marine Conservation Area; some fishing would be allowed in this area.

31

32

33   **COST ESTIMATES**

34   The estimated costs of the no-action alternative reflect the continuation of current  
35   management. One-time costs for the no action alternative are costs for those projects that  
36   are currently approved and funded—any requested but unfunded projects are not  
37   considered in this analysis. Therefore, while the action alternatives contain estimates for  
38   20 years of proposed projects, the no action alternative assumes no new projects would  
39   take place except for those projects funded this fiscal year. Funded projects include  
40   preservation of seacoast fortifications, trail realignment, and photovoltaic panel  
41   installation on the headquarters building. Non-facility projects currently include  
42   conservation of museum collections, visitor use management and monitoring, and

1 restoration of native plants. Total one-time costs of the no-action alternative are \$26  
2 million.

3 Operating costs and staff numbers for Alcatraz Island and Muir Woods National  
4 Monument are included in this analysis, since staff and operational cost cannot easily be  
5 divided among the three park areas. Annual operating costs are \$28 million. Total staff is  
6 335 FTE (full time equivalent).

7 The financial and in-kind support of park partners and volunteers is not included in the  
8 costs to the park. However, Golden Gate National Recreation Area staff would not be  
9 able to provide the level of service to the community and visitors without park partners  
10 and volunteers. For every dollar of total federal funding or revenue received, the park  
11 leverages an additional dollar's worth of in-kind services and donations from park  
12 partners and volunteers. Additionally, many park partners invest in renovations and large-  
13 scale improvements to the facilities they occupy. Recent examples include the  
14 construction of the Marine Mammal Center headquarters and the substantial restoration  
15 and reuse of Fort Baker as Cavallo Point.

16

17

## 18 **MANAGEMENT ZONES FOR THE NO-ACTION ALTERNATIVE** 19 **(FROM THE 1980 GENERAL MANAGEMENT PLAN)**

### 20 **Natural Resource Zones**

#### 21 ***Intensive Landscape Management Zone***

22 Lands within this zone occur entirely within southern reaches of the park and basically  
23 include all areas where exotic vegetation predominates. Although all of these areas have  
24 been substantially modified through human activities, many of them still contain isolated  
25 populations of natural wildlife and vegetation which will be carefully preserved. When  
26 choices are available in these zones they should favor native species wherever possible.  
27 Within this category the following two subzones have been recognized.

28 ***Natural Appearance Subzone: (Ocean Beach, Fort Funston, Lands End, and Rodeo***  
29 ***Lagoon picnic area)***. To many park users lands in this subzone may appear to be as  
30 natural as wilderness areas at Point Reyes, but they are in fact man-created landscapes  
31 which in many cases will require the same degree of maintenance as an urban park  
32 setting. The primary management goal in these areas will be to continue to accommodate  
33 relatively high use levels with a commitment to intensive maintenance in order to retain  
34 the appearance of a natural landscape. Examples of intensive measures that will be  
35 required in this subzone include reforestation of Monterey cypress and stabilization and  
36 maintenance of planted sand dunes.

37 ***Urban Landscape Subzone: (Crissy Field, West Fort Mason, Fort Barry parade***  
38 ***ground, Stinson Beach developed areas)***

39 This subzone is characterized by familiar elements found in traditional city parks—well  
40 tended trees, shrubs and flowers, irrigated and mowed lawns, and hard-surfaced areas for  
41 walking and congregating. These areas are designed for intensive use and should look

1 complete only when filled with people. Primary resource management activities will  
2 include mowing, irrigation, weeding, fertilization, replanting, and trash pickup.

3

4 **Natural Landscape Management Zone (Marin Headlands and Stinson**  
5 **Beach area)**

6 In this zone natural resources and processes will remain as undisturbed as possible given  
7 a relatively high level of natural park uses (hiking, primitive camping, etc.). Management  
8 activities will be directed primarily at protecting wildlife and vegetation from misuse and  
9 overuse and at maintaining a variety of landscape settings conducive to recreation (open  
10 grasslands as well as forests).

11

12 **Special Protection Zone**

13 This zone includes lands that have received legislative or special administrative  
14 recognition of exceptional natural qualities requiring strict protection measures. Further  
15 analysis of park resources in the future could result in additional lands being placed in  
16 this category.

17 **National Monument Subzone: (Muir Woods).** Although contained within the boundary  
18 of Golden Gate National Recreation Area, Muir Woods retains its special status as a  
19 national monument, the sole purpose of which is to protect a stand of virgin coast  
20 redwoods for public enjoyment of their scientific, scenic, and educational values.

21 **Biotic Sensitivity Subzone: (shoreline and stream courses).** This subzone, derived from  
22 high sensitivity ratings in the information base, generally identifies those natural  
23 resources in the park that are particularly sensitive to human use or are especially  
24 valuable from an ecological or scientific point of view. Use and development in these  
25 areas should be either discouraged or mitigated sufficiently to avoid significant levels of  
26 deterioration.

27 Most of the areas covered by this subzone are water courses or bodies of water  
28 recognized for their importance in sustaining wildlife and vegetation. Because the lands  
29 near these resources have been and will continue to be the most attractive locations for  
30 use and minor development, mitigation measures will be particularly important. Siting of  
31 minor facilities will be crucial. For example, locating a campground directly upon the  
32 bank of a stream could cause unacceptable impacts that could be avoided by shifting the  
33 facility only several hundred feet.

34

35 **Historic Resource Zones**

36 **Preservation Zone (Fort Point, ships, lighthouses, fortifications, historic**  
37 **buildings at Alcatraz)**

38 Spaces and objects placed in this category are managed and used primarily for the  
39 purpose of facilitating public enjoyment, understanding, and appreciation of their historic  
40 values. Management activities will include the protection of structures from influences  
41 and uses that could cause deterioration and the presentation of tours, exhibits, or other  
42 appropriate interpretive efforts.

1 Because of the unusually large number of historic structures in the parks, many that are  
2 suitable for adaptive use have been placed in this category simply because a use has not  
3 yet been specifically identified for them. Undoubtedly some of these will be adapted for  
4 management or visitor uses in the future, but in the meantime they will be simply  
5 protected from damage and deterioration.

6

7 ***Enhancement Zone (Sutro Baths, Sutro Heights, Cliff House, Aquatic***  
8 ***Park)***

9 All of the areas within this subzone were developed originally as recreation spaces and  
10 still derive their primary value from recreation use. Management practices will be  
11 directed at preserving the basic integrity of their settings and specific structures within  
12 them. Enhancement of the usability and attractiveness of these partially rundown and  
13 deteriorated areas will be accomplished through the addition of elements and the practice  
14 of maintenance activities similar to those described for the urban landscape subzone

15

16 ***Adaptive Use Zone (Alcatraz grounds, north and east Fort Mason,***  
17 ***Haslett Warehouse, East Fort Miley, areas of Marin Headlands)***

18 This subzone defines structures or spaces of historic value that have been or will be  
19 adapted for recreation, park management, and related activities. Although as much  
20 historic integrity as possible will be retained throughout all areas of the park, the interior  
21 spaces of structures included in this zone may be modified considerably to accommodate  
22 recreation, education, and other park-related uses. Exterior settings may also be modified  
23 to include site improvements such as landscaping in cases where such modification is  
24 deemed necessary to properly accommodate public use.

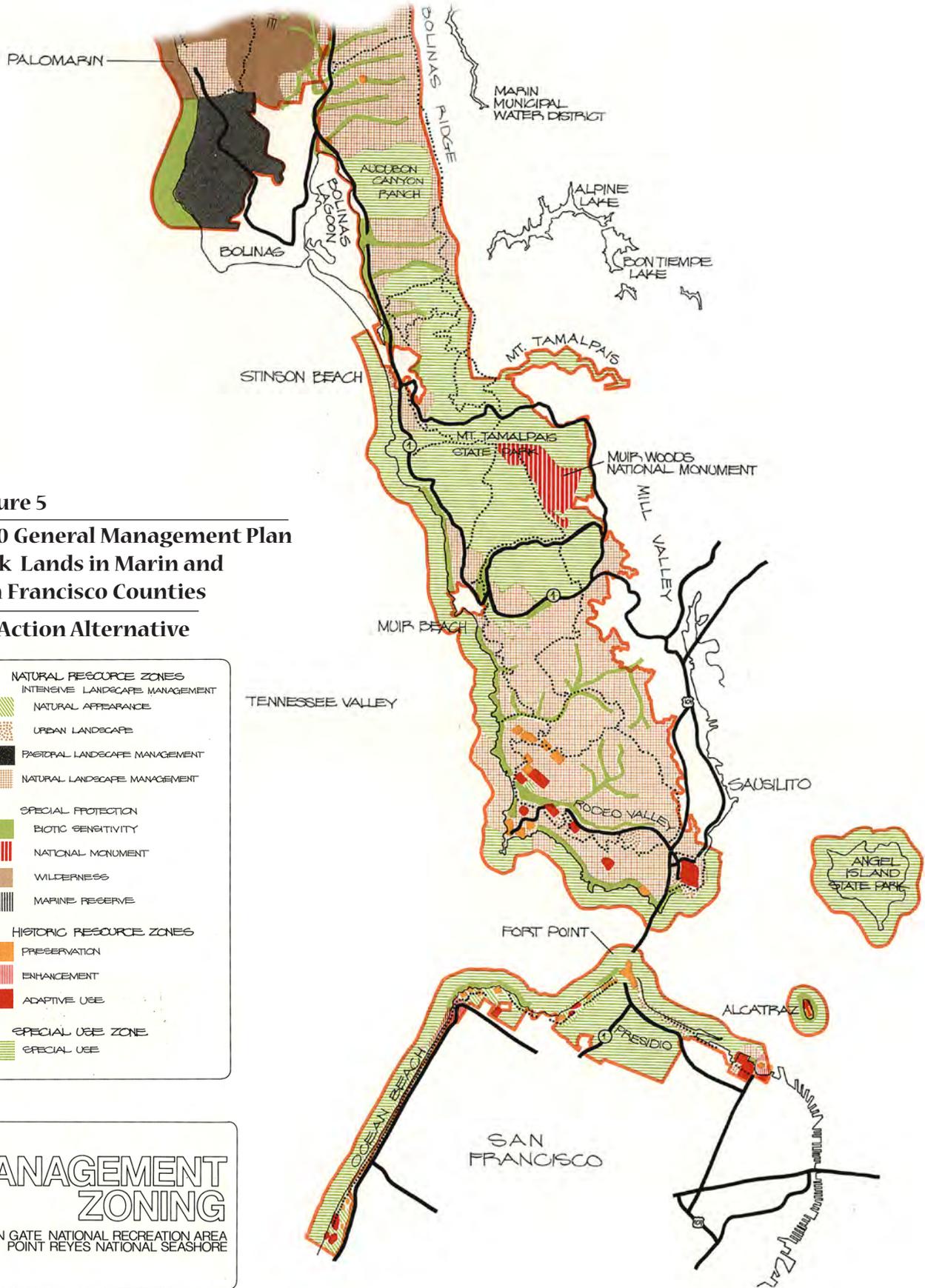
25

26 ***Special Use Zone (Vedanta Society, Audubon Canyon Ranch, Zen***  
27 ***Center, Mount Tamalpais and Angel Island state parks, Lincoln Park and***  
28 ***Marina Green city parks, Presidio of San Francisco)***

29 Lands within this zone are located within the authorized boundaries of Golden Gate  
30 National Recreation Area or Point Reyes National Seashore but are not currently or  
31 expected in the foreseeable future to come under the jurisdiction of the National Park  
32 Service. Management policies and practices of the agencies and organizations  
33 administering these lands appear to adequately provide for the continued preservation of  
34 the natural, scenic, recreational, and historic values which motivated their inclusion  
35 within the boundaries.

36

Not shown: Areas to north managed by Point Reyes National Seashore



**Figure 5**  
**1980 General Management Plan**  
**Park Lands in Marin and**  
**San Francisco Counties**  
**No-Action Alternative**

NATURAL RESOURCE ZONES	
	INTENSIVE LANDSCAPE MANAGEMENT
	NATURAL APPEARANCE
	URBAN LANDSCAPE
	PASTORAL LANDSCAPE MANAGEMENT
	NATURAL LANDSCAPE MANAGEMENT
SPECIAL PROTECTION	
	BIOTIC SENSITIVITY
	NATIONAL MONUMENT
	WILDERNESS
	MARINE RESERVE
HISTORIC RESOURCE ZONES	
	PRESERVATION
	ENHANCEMENT
	ADAPTIVE USE
SPECIAL USE ZONE	
	SPECIAL USE

**MANAGEMENT ZONING**  
 GOLDEN GATE NATIONAL RECREATION AREA  
 POINT REYES NATIONAL SEASHORE

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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Back of map

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# **PARK LANDS IN MARIN, SAN FRANCISCO, AND SAN MATEO COUNTIES: ALTERNATIVE 1, CONNECTING PEOPLE WITH THE PARKS (THE NPS PREFERRED ALTERNATIVE)**

5

## **6 PARK LANDS IN MARIN COUNTY**

### **7 Overview**

8 In this alternative, park managers would preserve the natural, cultural, scenic, and  
9 recreational qualities that are enjoyed today and would improve access to the park for all  
10 visitors. The park would enhance the facilities that support visitors' experiences in what  
11 author John Hart calls "the wilderness next door." Park managers would work to preserve  
12 and restore these interconnected coastal ecosystems through collaborative partnerships  
13 with other land management agencies in the region. A stronger national park identity and  
14 message would welcome people as they arrive, and improved orientation and information  
15 services would inform them of the variety of experiences available in the park. Important  
16 park operational uses would remain in the Marin Headlands, and the facilities at these  
17 sites would be improved.

18

19 The park lands in Marin County are an outdoor recreationist's paradise, with an extensive  
20 network of trails through valleys, atop windblown coastal bluffs, along rocky shores, and  
21 among redwoods and oaks. Sustainable approaches to rehabilitating facilities that are in  
22 place today would improve a number of trailheads and trails as well as roads, parking  
23 lots, campsites, picnic areas, restrooms, and other structures at popular destinations.  
24 Some new facilities would be developed to improve visitor services and support the  
25 growing stewardship programs. Park partners would continue to play important roles in  
26 preserving resources and offering programs and services to visitors in support of the  
27 park's mission. Public transportation and multimodal access to all park sites would be  
28 improved.

29

### **30 Stinson Beach North to Bolinas–Fairfax Road**

#### **31 Diverse Opportunities Zone** (beach, dunes, and developed area)

32 At Stinson Beach, the setting and facilities would be improved to better support beach  
33 recreation, expand the creek buffer to protect endangered species habitat, and enhance the  
34 dunes. Visitor facilities would be removed if it becomes infeasible to maintain them  
35 because of climate change. Sustainable new facilities would replace deteriorated  
36 restrooms, showers, picnic areas, and parking lots. A warming hut could combine  
37 existing services (food service, equipment rental) and interpretive and educational  
38 programs. Maintenance and public safety offices with ranger housing would be retained.

39 The park would explore ways to improve visitor access to Stinson Beach, such as  
40 increasing transit on weekends during the peak season and enhancing regional trail

1 connections. The park would also continue to work with the community and Marin  
2 County to manage parking and reduce traffic using congestion management tools.

3 The park would continue to work with the Stinson Beach Community Services District,  
4 Marin County, and the local community to find sustainable solutions to flooding and  
5 floodplain function, water use, water quality, and wastewater treatment, and sea level rise  
6 related to climate change where these affect park resources. More detailed site planning  
7 for proposed improvements will involve working with the community to identify  
8 alternatives for vulnerable facilities, including off-site locations and increased transit  
9 service to offset reduces parking.

10  
11 **Natural Zone** (surrounding park land north to Bolinas–Fairfax Road, except Stinson  
12 Beach)

13 This area would be managed to protect and restore the coastal ecosystems, and contribute  
14 to the restoration of natural processes that affect Bolinas Lagoon. Partnerships with  
15 neighboring land managers would be strengthened to achieve these goals across the  
16 broader landscape. The park would improve trails, trailheads, and directional signage to  
17 provide access to other nearby park lands.

18

## 19 **Highway 1 and Panoramic Highway**

### 20 **Scenic Corridor Zone**

21 Park lands in this area would be managed to enable visitors traveling by car, bicycle, and  
22 transit to enjoy spectacular views of the Pacific coast and natural habitats, and to provide  
23 trail access to park sites.

24 The park would collaborate with Caltrans, Marin County, California State Parks and  
25 other land managing agencies to improve the roadways and trail crossings for the safety  
26 and enjoyment of park visitors. New facilities could include overlooks and trailheads  
27 with parking, restrooms, interpretive exhibits, picnic areas, enhanced trail and transit  
28 connections, and a unified wayfinding system. A small trailhead parking area could be  
29 developed in the vicinity of the former White Gate Ranch. Improvements east of  
30 Panoramic Highway in the vicinity of Homestead Hill would enhance trail and transit  
31 access in this area. Improvements would fit with the rural character of the area. Park  
32 managers also would seek to minimize impacts to natural resources caused by road use,  
33 maintenance, and drainage.

34

### 35 **Slide Ranch**

#### 36 **Diverse Opportunities Zone** (developed area)

37 This area would be managed to enhance the environmental and farm education center  
38 facilities and provide improved facilities for public day use of the site, including a picnic  
39 area, trail access, and a scenic overlook.

40

41

1 **Natural Zone** (land surrounding the developed area)

2 The landscape that surrounds the educational programs would be managed to enhance its  
3 natural and scenic values, retain flexibility to adapt to coastal geologic processes, and  
4 provide for public trail use and access to the coast.

5

6 **Lower Redwood Creek (former Banducci Flower Farm and**  
7 **surrounding area)**

8 **Natural Zone** (majority of Lower Redwood Creek)

9 Park managers would continue to restore the natural coastal ecosystem and the riparian  
10 habitat of Redwood Creek while providing improved trail connections to Mount  
11 Tamalpais State Park and other area trails, including the California Coastal Trail. All  
12 unnecessary structures would be removed.

13

14 **Evolved Cultural Landscape Zone** (developed area and adjacent approximately 6-acre  
15 site)

16 Park managers would preserve the rural, pastoral character of the landscape. Stewardship  
17 facilities relocated from Muir Woods, and equestrian uses relocated from Golden Gate  
18 Dairy, **could** be accommodated in this zone. The stewardship center, incorporating a  
19 native plant nursery, would reinvigorate the horticultural traditions of the site and engage  
20 the community. Existing buildings would support park programs and operations.

21 The National Park Service would work with California State Parks to provide a small  
22 trailhead parking and picnic area near the Santos Meadow and the Frank Valley horse  
23 camp, and provide access to the equestrian facilities from Muir Woods Road, also known  
24 as Frank Valley Road.

25 A sustainable approach to providing for water supply and wastewater treatment would be  
26 identified and implemented to confirm the viability of possible uses at this site. To further  
27 protect the creek's endangered salmon, park managers could collaborate with the  
28 community to increase water storage capacity for use during the dry season.

29 Park managers would continue to work with Marin County and California State Parks to  
30 explore realignment of Muir Woods Road to reduce impacts to Redwood Creek and  
31 repair and reopen damaged road segments.

32

33 **Muir Beach**

34 **Natural Zone**

35 The National Park Service would manage the area to restore and sustain the wetlands,  
36 creek, dunes, and lagoons with improvements for beach and trail access that preserves the  
37 community's natural setting. The park would continue to collaborate with the  
38 community, Muir Beach Community Services District, and Marin County to understand  
39 and address water quality issues that impact park resources.

40

41

1 **Golden Gate Dairy and Vicinity**

2 **Evolved Cultural Landscape Zone** (developed area only)

3 The area would be managed to preserve the historic structures and pastoral character  
4 while continuing to support park and community services such as the Muir Beach  
5 Volunteer Fire Department. Site improvements to accommodate a small trailhead and  
6 public transit stop, and enhance the creek corridor, would be included. Equestrian  
7 facilities, except as needed for a small volunteer horse patrol, **could** be relocated to Lower  
8 Redwood Creek. Nonhistoric residences along Highway 1 could be removed if they do  
9 not contribute to essential community services or park operational needs.

10 The National Park Service would continue to promote regularly scheduled transit service to reduce  
11 vehicle traffic and to work with Caltrans to improve the safety of Highway 1 for park visitors  
12 including traffic calming and improved pedestrian crossing.

13 **Natural Zone** (surrounding uplands)

14 The uplands surrounding the dairy would be managed to preserve and enhance the natural  
15 setting, protect the coastal prairie and scrub habitat, and provide connections to trails to  
16 the beach and the adjacent Mount Tamalpais State Park.

17

18 **Tennessee Valley (from Oakwood Valley to Tennessee Valley**  
19 **Road)**

20 **Diverse Visitor Opportunities** (Tennessee Valley trailhead and the upper stables area)

21 Trailhead site improvements, including potable water, restrooms, and an improved picnic  
22 and parking area, would enhance this “portal” to the park that supports hiking, biking,  
23 and equestrian activities. A small food and information kiosk could be included in this  
24 area.

25 In collaboration with Marin County and the community, park managers would explore  
26 transit to the trailhead on peak season weekends, extend a multiuse trail to connect with  
27 Oakwood Valley and the Mill Valley Bike Path (San Francisco Bay Trail), and manage  
28 traffic congestion.

29 Equestrian facilities would be retained and could be expanded to suitable adjacent areas.  
30 Site improvements would be made to incorporate best management practices and protect  
31 the adjacent riparian area. The National Park Service would continue to work with  
32 equestrian operators to expand programs that benefit the public.

33 Modest facilities could be located within this zone that support stewardship, education,  
34 youth programs, and the volunteer horse patrol relocated from lower Tennessee Valley.

35  
36 **Diverse Opportunities Zone** (Oakwood Valley)

37 Visitor access improvements, including trailhead and parking, picnicking, and restrooms,  
38 would be provided in this zone to support access to the trail system.

39

40 **Natural Zone** (from the trailhead to the ocean and the surrounding uplands including  
41 Oakwood Valley)

1 The existing multiuse trail would be enhanced to support family groups and improve  
2 accessibility.

3 All facilities and structures would be removed. Unnecessary management roads could be  
4 converted to trails and natural processes restored. Primitive, walk-in group camping  
5 could be retained at Haypress and and the Youth Conservation Corps seasonal group  
6 camp. All other existing functions could be accommodated closer to the trailhead.

7 The scenic hills that surround the main trail corridor and trailhead would be managed to  
8 preserve and enhance the expanse of undeveloped coastal habitat, outstanding natural  
9 features, and the scenic beauty of a large contiguous natural area extending to the north  
10 and south. An improved, more sustainable trail system would provide access to the  
11 variety of settings. The remaining dams and artificial ponds would be removed. Native  
12 wetland and riparian habitat would be restored in these areas.

13

#### 14 **Marin Headlands: Marin City Ridge and Gerbode Valley**

15 **Natural Zone** (majority of the Marin Headlands extending south of Tennessee Valley)

16 This area would be managed to preserve the expansive undeveloped wilderness-like  
17 character of the landscape, preserve natural resources and processes, continue habitat  
18 restoration, protect endangered and sensitive species, and improve the trail system with  
19 more sustainable trails and better connections to adjacent communities. Visitor amenities  
20 could include expanded primitive and accessible camping opportunities. The National  
21 Park Service would collaborate with other agencies and the community to develop a  
22 community trailhead in Marin City.

23

#### 24 **Marin Headlands: Fort Barry and Fort Cronkhite**

25 **Diverse Opportunities Zone** (lower elevations of Rodeo Valley along Bunker Road and  
26 Fort Barry and Fort Cronkhite)

27 This zone would be managed to provide visitors with a variety of recreational,  
28 educational, and stewardship activities consistent with the protection of the nationally  
29 significant cultural resources in the area. Visitor amenities could be expanded to include  
30 improved trailheads, accessible trails, camping, picnicking, and orientation. These  
31 facilities would welcome visitors and give access to the adjacent natural areas. Fort  
32 Cronkhite would continue to be the visitor portal to the Headlands.

33 This alternative would build upon the nucleus of existing programs offered by the park  
34 and its partners. Rehabilitated historic structures and limited new construction would  
35 continue to be used by the park and its partners to provide visitors with an expanded  
36 menu of opportunities that are strongly linked to the park's purpose. Programs would  
37 focus on environmental education, science, history and culture, recreation, healthy  
38 lifestyle activities, and special events. Housing in existing facilities and limited new  
39 construction for staff, interns, and volunteers of the park and its partners would be  
40 provided within this zone. A facility combining visitor information, education and  
41 interpretive services with food service would be developed in a location near the beach,  
42 replacing the existing chapel visitor center at Fort Barry, and incorporating a transit stop.

1 This zone would also continue to provide for park operational needs including  
2 maintenance, public safety, staff offices, and a stewardship-nursery facility.  
3 Fort Barry and other historic sites and structures within this zone would continue to  
4 support programs provided by the park and its partners consistent with the concept  
5 described for Fort Cronkhite. The chapel at Fort Barry could serve as a multiuse meeting  
6 and program facility. Public serving equestrian facilities would be supported in this area  
7 of the Headlands.

8  
9 **Natural Zone** (uplands)

10 This area of Marin Headlands would be managed as part of the extensive natural  
11 landscape, with emphasis on the protection and restoration of habitat for threatened and  
12 endangered species.

13  
14 **Evolved Cultural Landscape Zone** (Rodeo Beach and seacoast fortifications)

15 This zone would be managed for the enjoyment of the beach, trails, and other outdoor  
16 recreation and educational opportunities. The landscape would be managed to preserve  
17 and interpret the significant military features and structures in the natural coastal setting.

18  
19 **Sensitive Resources Zone** (Rodeo Lagoon and Rodeo Lake)

20 This area would be managed to preserve and restore coastal habitat for threatened and  
21 endangered species. Visitor access would be highly controlled and restricted to  
22 designated trails.

23  
24 **Historic Immersion Zone** (Nike Missile Site)

25 The restored compound would continue to provide visitors with an experience that is  
26 evocative of its historic use.

27  
28 **Capehart Housing Area**

29 **Park Operations Zone**

30 New sustainable workforce housing could be constructed in the neighborhood on the  
31 south side of Bunker Road. A new park operational facility would be considered within  
32 this zone, also south of Bunker Road. Housing lost through the removed of housing units  
33 to construct this facility could be accommodated in another location, either in existing  
34 structures or through limited new construction.

35 **Natural Zone**

36 The residences on the north side of Bunker Road would be removed to provide for creek  
37 restoration and to create a more scenic entrance to Rodeo Valley.

38  
39

1 **Conzelman, Bunker, and McCullough Roads (including Battery**  
2 **Spencer and Hawk Hill)**

3 **Scenic Corridor Zone**

4 Managers would highlight the fundamental coastal resources, endangered species habitat,  
5 military fortifications, and spectacular views of the Golden Gate Bridge, San Francisco  
6 Bay, and the urban skyline of San Francisco from the roads. Safe pedestrian, bike, and  
7 motor vehicle access to overlooks and to interpretive and recreational opportunities  
8 would be provided. Some overlooks would be improved with amenities such as  
9 interpretive signs, restrooms, and benches.

10

11 **Kirby Cove**

12 **Evolved Cultural Landscape Zone**

13 This area would be managed for beach access and camping, and would support additional  
14 uses by visitors on the new San Francisco Bay Water Trail. Rustic cabin accommodations  
15 could be developed, maintaining the setting and character of this park site. The coastal  
16 fortifications and the historic forest would be preserved and interpreted.

17 Habitat restoration would continue outside of the historic forest with removal of invasive  
18 nonnative vegetation and expansion of habitat for the endangered mission blue butterfly.

19

20 **Point Bonita Lighthouse Complex**

21 **Historic Immersion Zone**

22 The park would continue to preserve the historic structures and interpret the site's  
23 maritime and military history. The coastal environment and the sensitive marine habitat  
24 would be protected.

25

26 **Offshore Ocean and Bay Environment**

27 **Scenic Corridor Zone** (all offshore areas except Point Bonita Cove and Bird Rock)

28 Park managers would work to preserve the integrity of the ocean and bay environment,  
29 while accommodating public uses including surfing, boating, and noncommercial fishing.  
30 Management actions would protect the marine habitat, rocks, sea caves, and other natural  
31 features of the area in coordination with the Monterey Bay and Gulf of the Farallones  
32 National Marine Sanctuaries. This zone would support the San Francisco Bay Water Trail  
33 where appropriate.

34

35 **Sensitive Resources Zone** (Offshore areas at Point Bonita Cove and Bird Rock)

36 The park would preserve sensitive marine resources—intertidal resources, seabirds, and  
37 marine mammals—in these two locations. Visitation would be highly restricted to protect  
38 resources that are easily disturbed. Park-approved research would be the primary activity  
39 in this zone, but would be conducted in a manner that is highly protective of sensitive  
40 resources.

1 **PARK LANDS IN SAN FRANCISCO COUNTY**

2 **Overview**

3 The national park lands of San Francisco provide opportunities to experience nature,  
4 explore our heritage, and enjoy the company of families, friends, and fellow community  
5 members. Under this alternative, these areas would be managed to preserve and enhance  
6 a variety of settings, and improve and expand the facilities that welcome and support  
7 visitors to the “National Park Next Door.”

8 The visibility and identity of National Park Service sites would be improved in settings  
9 from military to “wild,” and visitors would be introduced to the Golden Gate National  
10 Recreation Area and the national park system through facilities, information, and  
11 programming at popular arrival nodes and recreational destinations.

12 This alternative would also emphasize the importance of education, civic engagement,  
13 and healthy outdoor recreation, including offering nature experiences to city children and  
14 their families. Existing and new facilities, including a state-of-the-art museum collection  
15 facility, would support visitor enjoyment, learning, and community-based natural and  
16 cultural resource stewardship. Recreational and stewardship opportunities would promote  
17 healthy parks and healthy communities. Similar to Crissy Field, this alternative would  
18 engage the community to revitalize coastal park areas such as Ocean Beach, Fort  
19 Funston, and Lands End.

20 The park would continue to improve trails and trailheads throughout its San Francisco  
21 park lands to make the park accessible to the broadest array of visitors. Sites would be  
22 connected to each other and to communities by the trail system and the city’s transit and  
23 multimodal access systems.

24

25 **Upper Fort Mason**

26 **Evolved Cultural Landscape Zone** (eastern portion of the site)

27 The historic district would become a portal to the Golden Gate National Recreation Area,  
28 using historic structures to welcome visitors in a setting that would remain a peaceful  
29 contrast to the more bustling northern waterfront of Fisherman’s Wharf and Lower Fort  
30 Mason. The park would preserve and rehabilitate select historic structures for new uses  
31 that provide orientation, information, food service, special events, and other services for  
32 visitors. With improved visibility, signs, and additional activities, this site would provide  
33 visitors with better access and understanding of the opportunities available throughout the  
34 park.

35 Historic residences would continue in residential use where compatible with preservation  
36 goals. Other nonresidential historic structures would be preserved for uses such as a  
37 hostel and other overnight accommodations, park headquarters, partner offices, and other  
38 programs that support the park mission.

39 The two neighboring national park units, Golden Gate National Recreation Area and San  
40 Francisco Maritime National Historical Park, would collaborate on unified visitor  
41 welcoming and orientation, exploring the potential to share facilities. Consistent NPS site

1 identification and directional signs would be placed along the popular Waterfront Bay  
2 Trail and at transit nodes.

3 An expanded stewardship program would connect the park with San Francisco through  
4 youth programs offered by the park and its partners.

5 The historic district’s landscape would be restored and rehabilitated. The park would  
6 transform the overgrown gardens on the east and northeast slopes and retain the  
7 community garden in its current location.

8 This alternative anticipates improved access to Fort Mason by the development of a water  
9 shuttle. Visitor access to the historic Alcatraz pier (Pier 4) for interpretive programs and  
10 ferry access to Alcatraz Island would also be considered. Visitor circulation and  
11 wayfinding improvements would be implemented in response to new adjacent bus transit  
12 and ferry connections. These concepts would require close collaboration with San  
13 Francisco Maritime National Historical Park and the City of San Francisco.

14  
15 **Diverse Opportunities Zone** (“Great Meadow”)

16 The “Great Meadow” would continue to support the variety of current uses and special  
17 events with modest improvements to enhance the landscape, enhance the safety of  
18 pedestrians and bicyclists on the paths, and provide formal opportunities for picnicking.

19  
20 **Park Operations Zone**

21 Park operations could remain in their current locations. Adjacent structures would  
22 continue to house a conservation corps program. If the program relocates, the site and  
23 structures would serve park operational needs.”

24  
25 **Sensitive Resource Zone** (shoreline at Black Point, including a 100-foot offshore buffer  
26 to protect intertidal resources)

27 This area would be managed to protect the last remaining natural rocky shoreline in San  
28 Francisco inside the Golden Gate. An overlook would be developed in the adjacent zone  
29 to allow visitors to experience this small site.

30

31 **China Beach**

32 **Diverse Opportunities Zone**

33 Park managers would improve visitor facilities and access to support current uses.

34

35 **Lands End**

36 **Evolved Cultural Landscape Zone**

37 Park managers would continue to enhance the landscape, integrating natural habitat  
38 restoration with cultural landscape preservation, and improving the trail system. This  
39 would include the California Coastal Trail and the secondary trails that access the  
40 shoreline, and would enhance scenic viewpoints and opportunities for bird watching. The  
41 area would continue to be managed for the preservation of dark night skies. Trail

1 connections and directional signage to the community and adjacent park lands would also  
2 be improved.

3

#### 4 **Fort Miley**

##### 5 **Evolved Cultural Landscape Zone** (West Fort Miley)

6 The historic structures and cultural landscape would be preserved and enhanced. The  
7 Marine Exchange Lookout Station (Octagon House) would be rehabilitated to interpret its  
8 history and provide for park operational or public uses. Site improvements would focus  
9 on enhancing the Fort's appearance and providing better connections to the surrounding  
10 community, nearby Lands End site, and the VA hospital campus. Improved picnicking  
11 and group camping facilities would be provided in an appropriate location, as would  
12 opportunities for outdoor learning and leadership programs. The area would continue to  
13 be managed for the preservation of dark night skies.

14

##### 15 **Park Operations** (East Fort Miley)

16 Park maintenance and public safety satellite operations would remain in the historic  
17 warehouse and batteries. Safe and more direct vehicle and trail access would be  
18 developed to better support its use and preservation.

19

#### 20 **Ocean Beach**

##### 21 **Diverse Opportunities Zone** (along the O'Shaughnessy seawall)

22 Park managers would continue to provide for a diversity of recreational beach use and  
23 preserve the natural setting and resource values, including shorebird habitat. The vital  
24 community stewardship activities that are part of the successful management of the beach  
25 would be promoted.

26 The park would preserve the historic O'Shaughnessy seawall and collaborate with the  
27 City of San Francisco to enhance the Ocean Beach corridor with improved amenities that  
28 support enjoyment of the beach, including the promenade, parking, and restrooms.

29 The California Coastal Trail and other connections would be improved to link Ocean  
30 Beach to Lands End, Fort Funston, city neighborhoods, and other park lands including  
31 Golden Gate Park and Lake Merced.

32

##### 33 **Natural Zone** (south of the O'Shaughnessy seawall)

34 The area would be managed to protect shorebirds and threatened species and allow  
35 natural coastal and marine processes to occur, while providing for a variety of compatible  
36 recreational activities. Public safety activities would be continued.

37

##### 38 **In Both Zones**

39 This alternative supports the City of San Francisco's interest in a broad approach to  
40 redesigning the Ocean Beach corridor and exploring sustainable approaches to sea level  
41 rise.

1 The park would continue to work with the City of San Francisco and the US Army Corps  
2 of Engineers to address coastal erosion: relocating facilities out of vulnerable locations  
3 and restoring natural processes.

4

## 5 **Fort Funston**

### 6 **Diverse Opportunities Zone** (central area and southern beach)

7 This site would continue to support current recreational activities, including dog walking  
8 and the unique opportunity for hang gliding in the park, while making landscape and trail  
9 improvements and restoring natural habitat. New visitor facilities would be provided near  
10 the parking lot. These could include restrooms, group picnicking facilities, a warming hut  
11 combining food service with park information, and other support structures. Battery  
12 Davis, the historic seacoast fortification, would be preserved and interpreted and its  
13 earthworks fenced and protected.

14

### 15 **Natural Zone** (corridors along the perimeter and northern beach)

16 Fort Funston's islands of native habitat would be extended to form a continuous habitat  
17 corridor that supports recovery of native dune habitat including endangered San  
18 Francisco *Lessingia* plants. The northern stretch of beach would be managed to protect  
19 shorebirds, including the threatened Western Snowy Plover, coastal bluffs and bank  
20 swallows, and to allow natural coastal and marine processes to occur to the extent  
21 possible, while providing for a variety of compatible recreational activities.

22

### 23 **Park Operations Zone** (southeast corner)

24 Operational facilities could be expanded to meet park needs, including public safety  
25 offices, nursery, stewardship center, satellite maintenance facilities, and staff or volunteer  
26 housing.

27 The existing environmental education center could remain in this zone or be relocated to  
28 another site better served by public transportation with appropriate facilities and outdoor  
29 settings.

30

## 31 **Offshore Ocean and Bay Environment**

### 32 **Scenic Corridor Zone**

33 The park would preserve the ocean and bay environment and accommodate public uses  
34 including surfing, boating, and noncommercial fishing. Park managers would protect the  
35 marine habitat, geologic resources and processes, and other natural features of the area.

36

37

38

1 **PARK LANDS IN SAN MATEO COUNTY**

2 **Overview**

3 In all three alternatives, park lands and ocean environments in San Mateo County would  
4 be managed as part of a vast network of protected lands and waters, some recognized as  
5 part of the UNESCO Golden Gate Biosphere Reserve. This network includes San  
6 Francisco Public Utilities Commission watershed lands, California state parks, the  
7 Monterey Bay National Marine Sanctuary, county parks, and other land held by regional  
8 land trusts. Park managers would emphasize connectivity, preservation, and restoration of  
9 the area’s vital ecosystems through collaborative partnerships with other land  
10 management agencies.

11 In the spirit of the “Parks to People” movement that created the Golden Gate National  
12 Recreation Area four decades ago, this alternative would focus on the importance of  
13 improving access and community engagement in these newest park lands. Given the  
14 significant addition of park land in the county in recent years, a series of actions would be  
15 needed to enhance visitor access, enjoyment, appreciation, and stewardship.

16 Key efforts would include increasing the visibility and identity of National Park Service  
17 sites. Park trails would be improved to create a sustainable system that provides  
18 opportunities to enjoy park sites, connects with local communities, and contributes to an  
19 exceptional regional trail network. A comprehensive trail plan would be prepared to  
20 achieve these goals. Park managers would work with county transit providers to improve  
21 transit connections to local trailheads and east–west transit between bayside communities  
22 and Highway 1.

23 The addition of signs and trailhead parking will help visitors find their way to various  
24 park sites and will help them gain an understanding of the park’s diverse natural and  
25 cultural resources. Equestrian needs would be incorporated in trail and trailhead design.

26 Equally important would be providing facilities to welcome visitors to the park. This  
27 alternative would promote visitor information and orientation centers in Pacifica and in  
28 the Coastside community south of Devil’s Slide. Park improvements would be consistent  
29 with preservation of community character. These facilities could be shared with San  
30 Mateo County Department of Parks, California State Parks, Monterey Bay National  
31 Marine Sanctuary, local governments, and other organizations.

32

33 **Thornton State Beach to South of Mussel Rock**

34 **Natural Zone**

35 In all alternatives park managers would preserve and enhance the natural and scenic  
36 values of the area; allow for natural coastal geologic processes to continue; and provide  
37 modest visitor access facilities (trails, trailheads) to beaches, scenic overlooks, and along  
38 the California Coastal Trail, where feasible.

39 The beach, dunes, and cliffs extending from San Francisco’s Ocean Beach south to  
40 Mussel Rock (a stretch of almost 5 miles) would be managed to protect shorebird habitat,  
41 allow natural shoreline processes to continue unimpeded, and provide improved or new

1 trails for visitors to enjoy and view nature. Park staff would work with neighboring  
2 communities to mitigate concentrated urban runoff and landslide threat.

3

#### 4 **Milagra Ridge**

##### 5 **Natural Zone**

6 The area would be managed to preserve its wild character and protect habitat for  
7 endangered species. Heavily disturbed areas would be restored. Coordinating with other  
8 land managers, the park would also make trail improvements that could include  
9 connections to Oceana Boulevard, the Pacific coast, Skyline Boulevard, and Sweeney  
10 Ridge. Historic structures would be preserved.

11

##### 12 **Scenic Corridor Zone** (center of ridge)

13 Additional amenities would be developed to support visitors and stewardship volunteers.  
14 These could include accessibility improvements, trailhead parking, restrooms, and picnic  
15 facilities.

16

#### 17 **Shelldance Nursery Area**

##### 18 **Diverse Opportunities Zone and Park Operations Zone**

19 The site would transition from a commercial nursery to an area that provides a variety of  
20 visitor services that could include enhanced trailhead parking serving Sweeney Ridge and  
21 Mori Point, restrooms, park orientation and information, and a community  
22 stewardship/education center. Access from Highway 1 and the trail connection to Mori  
23 Point would be improved.

24 In all alternatives, a portion of this park site would be dedicated to park operational needs  
25 possibly including a satellite facility for maintenance and public safety, native plant  
26 nursery, and ranger workforce or volunteer housing.

27

#### 28 **Sweeney Ridge (including Cattle Hill and Picardo Ranch)**

##### 29 **Natural Zone** (majority of the area)

30 The area would be managed to protect endangered species and the large contiguous  
31 natural landscape extending into the SFPUC Peninsula Watershed. Visitors could  
32 experience the area through stewardship activities, improved trails, and primitive  
33 camping. Connections to the regional trail network and the surrounding public lands  
34 (SFPUC lands, San Pedro Valley County Park, McNee Ranch, and Rancho Corral de  
35 Tierra) would be developed in coordination with other land managers.

36

##### 37 **Scenic Corridor Zone** (Sneath Lane and part of Sweeney Ridge)

38 Trail amenities would be developed, and connections would be enhanced to the Bay Area  
39 Ridge Trail and the Sawyer Camp Trail in the SFPUC Peninsula Watershed. The San  
40 Francisco Bay Discovery Site National Historical Landmark would be preserved,  
41 enhanced, and interpreted. Limited vehicular access by permit to the discovery site would

1 be permitted. A hikers' hut could be developed as part of a system of huts proposed for  
2 the Bay Area Ridge Trail.

3  
4 **Diverse Opportunities Zone** (developed portion of Picardo Ranch)

5 If acquired, the existing facilities could be adapted or replaced with new facilities to  
6 support visitor activities, potentially including continued equestrian use or environmental  
7 education, trailhead improvements, and park operations. Management would include  
8 strong protection for the creek corridor and other natural habitats.

9  
10 **Mori Point**

11 **Natural Zone**

12 The land would be managed for ongoing restoration of natural habitats and to protect  
13 threatened and endangered species while improving the trail system for public enjoyment  
14 of the site and its exceptional views and landscapes. Access to Mori Point would be  
15 enhanced with modest trailhead and parking improvements.

16 Trail connections to the community, Sweeney Ridge and the adjacent public lands, and  
17 the California Coastal Trail would be improved in partnership with other land managers.  
18 Collaboration with adjacent land managers would also contribute to expanded efforts to  
19 preserve listed species and their habitats, improving habitat connectivity across  
20 management boundaries

21  
22 **Pedro Point, Devil's Slide, and San Pedro Mountain**

23 **Natural Zone**

24 These lands, if acquired, would be managed to maintain natural features and scenic  
25 beauty and to continue with the habitat restoration and access improvements initiated by  
26 the community and other agencies. Trailheads and trails would be developed and  
27 enhanced to improve accessibility and connections to the California Coastal Trail and  
28 adjacent public lands. Public access to Devil's Slide and the surrounding coastal bluffs  
29 west of existing Highway 1 would be managed to protect nesting seabirds. Collaboration  
30 with adjacent land managers would be essential.

31  
32 **Rancho Corral de Tierra**

33 **Natural Zone** (majority of the area)

34 The upland areas and land outside the existing equestrian centers would be managed to  
35 preserve the wild, open character of the landscape and offer trail-based recreation that is  
36 light on the land, including walking, hiking, bicycling, and horseback riding. Natural  
37 habitats and processes in the zone, which includes four creek corridors, would be restored  
38 to the greatest extent possible with the help of community stewards.

39 In this zone, visitors would enjoy the scenic coastal environment through an enhanced  
40 and sustainable system of multiuse trails. The trail network would connect local  
41 communities to the park and link the ridges of Montara Mountain to the Pacific Ocean.

1 The National Park Service would work with the San Francisco Public Utilities  
2 Commission to complete a trail connection to Sweeney Ridge through the SFPUC  
3 Peninsula Watershed's northwest corner. Unnecessary roads could be converted to trails  
4 or removed. Exploration of the park could be facilitated by scenic overlooks, sites for  
5 picnicking, primitive camping sites, and possibly a hikers' hut in a remote setting.  
6

### 7 **Diverse Opportunities Zone**

8 Park "portals" would be created in this zone consisting of trailheads and other visitor  
9 facilities that provide for the enjoyment of this area. Detailed planning following general  
10 management plan approval would determine the mix of uses that would share this zone.  
11 Although equestrian facilities and uses would be retained at Rancho Corral de Tierra over  
12 the next 20 years, the exact location, type, and scale will be subject to future planning  
13 efforts. Park managers would continue to work with equestrian operators to enhance the  
14 best management practices employed to protect the environment and expand programs  
15 that welcome and benefit the public. New facilities in this zone could include trails,  
16 trailheads, a community stewardship/educational center, a warming hut, a group picnic  
17 area, a rustic campsite, and a horse camp. Significant constraints on availability of water  
18 will influence development and operations of facilities at this site. Any new visitor  
19 facility would be sited where natural and cultural resources would be preserved, and  
20 where compatible with adjacent uses such as agriculture.

21 In addition, safe trailheads would be developed near Highway 1 to support exploration of  
22 this large, diverse landscape and the extensive adjacent public lands. The multiuse trails  
23 and trailheads would be compatible with adjacent agricultural uses.

24 Habitat restoration and community stewardship activities would have a strong presence in  
25 both zones. The National Park Service would partner with surrounding land managers  
26 and the Fitzgerald Marine Reserve, one of the richest intertidal areas on the California  
27 coast, to improve habitat connectivity and protect sensitive habitats to protect water  
28 quality, restore the creek corridors and reconnect them to the ocean, and to reestablish  
29 anadromous fish passage where possible.

30 The National Park Service would connect people to the agriculture history of the Rancho  
31 Corral de Tierra through interpretation of its cultural landscape and adjacent working  
32 farms, while not impinging on their operations.  
33

### 34 **Montara Lighthouse**

#### 35 **Evolved Cultural Landscape Zone**

36 In all alternatives, the historic lighthouse structures and other associated resources would  
37 be preserved and interpreted. Management would enhance the current hostel and day use  
38 programming. Trail connections from the hostel up and down the coast would better  
39 integrate this site with other park lands and open space. Access from Highway 1 would  
40 be improved.

41 The park would look for an opportunity to locate a multiagency visitor information and  
42 orientation facility in this vicinity.  
43

1 **Phleger Estate**

2 **Natural Zone**

3 In all alternatives, the area would be managed to provide recreation in a natural and  
4 contemplative setting that complements the more developed recreation facilities at  
5 adjacent Huddart County Park. The redwood forest ecosystem would be restored and  
6 managed for trail-based recreation. The history of logging on the estate and its role in the  
7 settlement of San Mateo County would be interpreted. Trail connections to adjacent lands  
8 and the regional trail system would be pursued in collaboration with San Mateo County  
9 and San Francisco Public Utilities Commission. These connections would include the  
10 Bay Area Ridge Trail, potential access from trailheads on Cañada Road and Skyline  
11 Boulevard, and a multiuse trail connection between Cañada Road and Skyline Boulevard  
12 north of Phleger Estate. Community stewardship of the site could contribute to trail and  
13 habitat improvements.

14

15 **San Francisco Public Utilities Commission Peninsula Watershed**  
16 **Easements**

17 **Natural Zone** (majority of the area, corresponding with the scenic easement)

18 Park managers would continue to cooperate with the San Francisco Public Utilities  
19 Commission for the preservation of the natural, cultural, scenic, and recreational features  
20 of the watershed. Within this zone, the park would promote completion of the Bay Area  
21 Ridge Trail connection from Phleger to Highway 92 and a new trail connection between  
22 the Bay Area Ridge Trail and the California Coastal Trail on the existing alignment over  
23 Whiting Ridge; this would connect Sweeney Ridge with McNee Ranch and Rancho  
24 Corral de Tierra.

25

26 **Scenic Corridor Zone** (eastern area closest to Highway 280, corresponding with the  
27 scenic and recreation easement)

28 Park managers would promote preservation of the natural, cultural, and scenic values  
29 with improved public access on trails. Proposed trail improvements include connecting  
30 the existing San Andreas multiuse trail to Sweeney Ridge via Sneath Lane, and  
31 improving trail access to the Phleger Estate from a new trailhead on Cañada Road. Park  
32 managers also would promote the implementation of other trails proposed in the San  
33 Francisco Watershed Management Plan (2002), including completion of the north–south  
34 corridor through the watershed in areas of low sensitivity. The park would work with the  
35 San Francisco Public Utilities Commission to provide a multiuse trail connection through  
36 the SFPUC watershed lands between Cañada Road and Skyline Boulevard north of  
37 Phleger Estate. Preservation of scenic views along the trails, Cañada Road, Skyline  
38 Boulevard, Interstate 280, and its vista points would also be promoted in cooperation  
39 with the San Francisco Public Utilities Commission and Caltrans. The National Park  
40 Service would collaborate with the San Francisco Public Utilities Commission in creating  
41 a watershed visitor education center near the Pulgas Water Temple on Cañada Road, as  
42 described in the 2004 Peninsula Watershed Management Plan.

43

44

1 **Offshore Ocean Environment**

2 **Sensitive Resources Zone ( Fitzgerald Marine Reserve)**

3 In areas where the park boundary coincides with the Fitzgerald Marine Reserve (FMR),  
4 the two organizations would continue to cooperate in the implementation of the  
5 provisions of the California State Marine Life Protection Act. The FMR area between  
6 Montara State Beach and Ross Cove has been designated as the Montara State Marine  
7 Reserve: no fishing, harvesting, or collecting would be allowed in this area. The FMR  
8 area between Ross Cove and Pillar Point Harbor has been designated as the Pillar Point  
9 Marine Conservation Area; some fishing would be allowed in this area.

10

11

12 **COST ESTIMATES**

13 The costs to implement alternative 1 focus on a diversity of facilities to attract and  
14 welcome visitors, connect people with the resources, and promote understanding,  
15 enjoyment, preservation, and health. Costs reflect all proposals of alternative 1 that could  
16 be implemented over the 20-year life of the general management plan.

17 The annual operating costs for alternative 1 are made up of the current annual operating  
18 costs, with changes made to reflect additional staffing needs. The annual operating costs  
19 of alternative 1 are estimated at \$36 million.

20 Total additional staff needed to support alternative 1, including staff for Alcatraz Island  
21 and Muir Woods National Monument, is 90 FTE. A significant amount of staff would be  
22 required to support the newly acquired lands in San Mateo County. Staff would support  
23 orientation, safety, maintenance, and resource protection in these areas.

24 Additional staff would be needed to carry out new functional use of the park lands. An  
25 increase in interpretive staff would support expanded interpretive programs throughout  
26 the park. A greater number of law enforcement officers would allow for needed patrol  
27 and response to increased visitor recreational activities. With the addition of new trails  
28 and facilities and rehabilitation of other facilities, maintenance responsibilities would  
29 increase, also requiring additional staff.

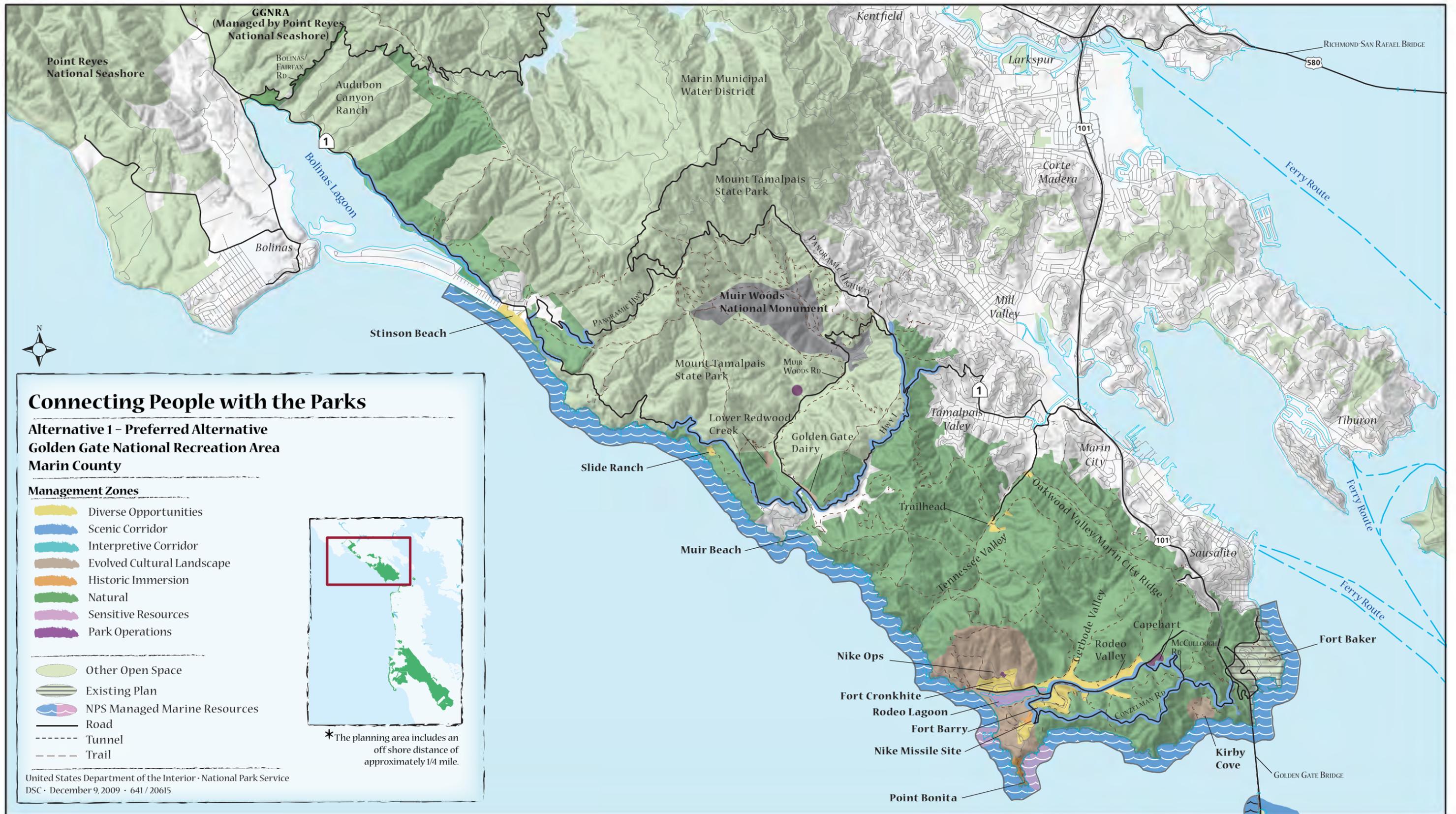
30 The natural resources division would have a need for staff to perform additional  
31 inventory and monitoring duties, as well as enhanced management and restoration  
32 activities. The cultural resources division staff would support a series of rehabilitation  
33 projects, and would require technical specialists in the fields of historic architecture,  
34 landscape architecture, archeology, curation, cataloging, and compliance. The  
35 responsibilities of the planning division for project coordination, compliance, and public  
36 involvement would also expand, requiring additional staff. The business management  
37 division would require additional staff to manage additional visitor facilities, Alcatraz  
38 Island services, and equestrian operations. New staff would also manage the rigorous user  
39 capacity program at Alcatraz Island and Muir Woods National Monument.

40 Other divisions, including administration, environmental and safety, and public affairs  
41 would each require a few additional staff members to manage new areas and uses of the  
42 park lands.

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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1 One-time costs of alternative 1 reflect extensive rehabilitation to provide a diverse range  
2 of visitor activities for the park's many visitors. Some of the more costly projects include  
3 adaptive reuse of structures in Fort Mason for visitor services, redevelopment of the  
4 Capehart housing area for a consolidated maintenance facility, an expanded trail system,  
5 and visitor facilities throughout the park lands. Total one-time costs are estimated at \$95  
6 million over the life of the general management plan.  
7



### Connecting People with the Parks

#### Alternative 1 - Preferred Alternative Golden Gate National Recreation Area Marin County

##### Management Zones

- Diverse Opportunities
- Scenic Corridor
- Interpretive Corridor
- Evolved Cultural Landscape
- Historic Immersion
- Natural
- Sensitive Resources
- Park Operations

- Other Open Space
- Existing Plan
- NPS Managed Marine Resources
- Road
- Tunnel
- Trail

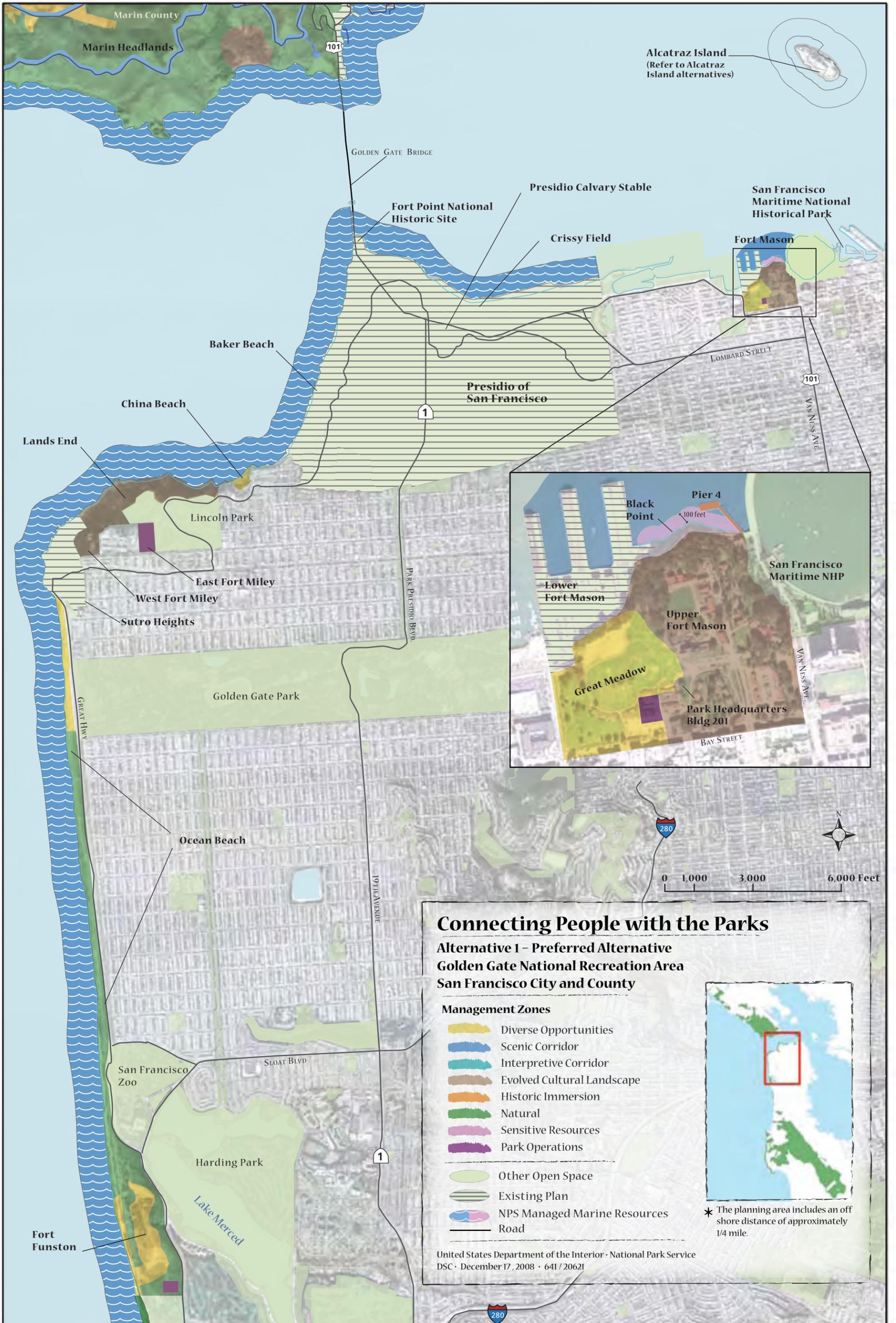


\*The planning area includes an off shore distance of approximately 1/4 mile.

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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# PARK LANDS IN MARIN, SAN FRANCISCO, AND SAN MATEO COUNTIES: ALTERNATIVE 2, PRESERVING AND ENJOYING COASTAL ECOSYSTEMS

4

## 5 **PARK LANDS IN MARIN COUNTY**

### 6 **Overview**

7 In this alternative, management would strive to further preserve and restore the dynamic,  
8 interconnected coastal ecosystems at the core of protected lands through collaborative  
9 regional partnerships. These lands provide significant swaths of protected habitat for  
10 many of the park’s sensitive, rare, threatened, and endangered species. Partners would  
11 work on common goals to sustain the area’s native biodiversity, reconnect fragmented  
12 habitats and migration corridors, minimize the impact of invasive species, manage for  
13 changing fire regimes, protect threatened and endangered species, and restore naturally  
14 functioning ecosystems. Proactive management would work to build resiliency to climate  
15 change into the natural environment.

16 This alternative would highlight Marin’s park lands and waters as living laboratories,  
17 engaging visitors in participatory science, education, and stewardship that nurture  
18 personal connections with nature and inspire advocacy.

19 Exploration of trails and beaches would further highlight the park’s coastal natural and  
20 cultural resources. Cultural resource sites and stories would emphasize human occupation  
21 of the coastal environment, as reflected in lighthouses, coastal defense structures,  
22 archeological sites, and agricultural land uses.

23

### 24 **Stinson Beach North to Bolinas–Fairfax Road**

#### 25 **Diverse Opportunities Zone** (beach and developed area)

26 The current level of visitor services such as restrooms, seasonal lifeguards, and food  
27 service, would continue to support beach recreation; however, park facilities such as the  
28 central restroom and its septic system would be relocated farther from the dunes and  
29 beach to better protect natural resources. As in alternative 1, sustainable new facilities  
30 would replace deteriorated restrooms, showers, picnic areas, and parking lots. The  
31 Easkoot Creek riparian corridor would be further enhanced by redesigning the parking  
32 lot.

33 As in alternative 1, park managers would explore improved weekend transit service at  
34 peak times in order to reduce congestion, minimize impacts on natural resources, and  
35 provide a way to get to the beach without a car.

36

#### 37 **Natural Zone** (dunes, south parking lot, and surrounding park land north to Bolinas– 38 Fairfax Road)

39 The sand dunes would be restored and the south parking lot would be removed to support  
40 wetland restoration. The rest of the lands and waters in the vicinity of Stinson Beach,

1 including the uplands, would be managed to protect and restore the coastal ecosystems,  
2 and contribute to the restoration of natural processes that affect Bolinas Lagoon.  
3 Partnerships with neighboring land managers would be strengthened to achieve these  
4 goals across the broader landscape.

5

## 6 **Highway 1 and Panoramic Highway**

### 7 **Natural Zone**

8 As in alternative 1, these park lands would be managed to enable visitors traveling by car,  
9 bicycle, and transit to enjoy spectacular views of the Pacific coast, and to provide access  
10 to park sites.

11 Under this alternative, greater emphasis would be placed on collaboration with Caltrans  
12 and other agencies to further protect and restore the coastal ecosystem. In the event of a  
13 catastrophic landslide, park managers would encourage abandonment of Highway 1  
14 between Muir Beach and Stinson Beach in the affected segment. Interpretive exhibits  
15 could illustrate the dramatic impacts on coastal ecosystems caused by constructing and  
16 maintaining the highway.

17

## 18 **Slide Ranch**

### 19 **Natural Zone**

20 The existing environmental education center and farm education program would be  
21 relocated to a more sustainable and geologically stable site in a less remote location. The  
22 area would be managed to promote restoration of coastal resources and to allow for  
23 natural geologic processes to continue unimpeded. A modest trailhead near Highway 1  
24 would be provided to support visitor access to the rugged coast, but all other structures  
25 and farm areas would be removed to allow for restoration of natural conditions.

26

## 27 **Lower Redwood Creek (former Banducci flower farm and 28 surrounding area)**

### 29 **Natural Zone**

30 Park managers would continue to restore the native coastal ecosystem, including  
31 Redwood Creek and endangered salmon habitat, the riparian corridor and adjacent  
32 wetlands, and the uplands that were planted with heather and eucalyptus. Visitors would  
33 have opportunities to participate in stewardship activities in the restoration of the natural  
34 systems. All facilities and structures would be removed unless needed to support  
35 stewardship, restoration activities, and trail use. The California Coastal Trail could also  
36 connect at this park site.

37 Park managers would work with Marin County and California State Parks to explore  
38 realignment of Muir Woods Road to reduce impacts to Redwood Creek. To further  
39 protect the creek's endangered salmon, park managers could collaborate with the  
40 community to increase water storage capacity for use during the dry season.

41

1 **Muir Beach**

2 **Natural Zone**

3 Same as alternative 1.

4

5 **Golden Gate Dairy and Vicinity**

6 **Evolved Cultural Landscape Zone** (developed area and surrounding uplands)

7 The area would be managed to preserve the historic structures and pastoral landscape and  
8 protect the coastal prairie and scrub habitat.

9 The historic structures could be adaptively reused for a science and stewardship center or  
10 for local community services that are consistent with park goals. Nearby nonhistoric  
11 residences could be removed if they do not contribute to essential community services or  
12 park operational needs that are moved out of Muir Woods. The rest of this park site could  
13 be restored to its natural condition. Equestrian use would be provided on designated trails  
14 in the area.

15

16 **Tennessee Valley (from Oakwood Valley to the ocean)**

17 **Evolved Cultural Landscape Zone** (Tennessee Valley trailhead and the Miwok Stables  
18 area)

19 This area would be managed to retain its traditional equestrian uses and provide for a  
20 minimal level of visitor facilities and an improved trailhead to support visitor access to  
21 the extensive network of trails. Modest facilities could be located within this zone that  
22 support the stewardship and restoration activities and the volunteer horse patrol that are  
23 currently located in lower Tennessee Valley.

24

25 **Natural Zone** (from the trailhead to the ocean and the surrounding uplands including  
26 Oakwood Valley)

27 Park managers would preserve and enhance the native coastal ecosystem and allow  
28 visitors to experience the wild character of the valley. Nonhistoric facilities and structures  
29 would be removed. Unnecessary management roads, including Marincello Road, could  
30 be converted to trails, or removed if not historic, and natural processes restored.

31 The main Tennessee Valley trail would be converted to a multiuse trail, and the  
32 remaining dams and artificial ponds would be removed. Native wetland and riparian  
33 habitat would be restored in these areas.

34

35 **Marin Headlands: Marin City Ridge and Gerbode Valley**

36 **Natural Zone** (Marin City Ridge and Gerbode Valley)

37 This area would be managed to restore and preserve the undeveloped coastal corridor of  
38 contiguous habitat and natural resources, and the outstanding open space and wild  
39 character of these lands. The nonhistoric facilities and infrastructure would be removed  
40 and the land restored to a natural condition. Unnecessary management roads could be

1 converted to trails, or removed if not historic, and natural processes restored.  
2 Opportunities would be explored to provide trail connections from these park lands to  
3 local communities.

4

## 5 **Marin Headlands: Fort Barry and Fort Cronkhite**

6 **Sensitive Resources Zone** (Rodeo Lagoon and most of the Rodeo Valley uplands south  
7 of Bunker Road)

8 This area would be managed to preserve and restore coastal habitat for threatened and  
9 endangered species. Visitor access would be highly controlled and restricted to  
10 designated trails in this zone.

11

12 **Evolved Cultural Landscape Zone** (Rodeo Beach, Fort Cronkhite, and Fort Barry)

13 These areas would be managed to maintain the military identity of the area, provide for  
14 higher levels of visitor use, and provide educational programs, surfing, fishing, and other  
15 outdoor recreation opportunities. The adjacent forts would be managed to protect and  
16 interpret the national register historic district while allowing for reuse of the buildings for  
17 park programming and operations that could include a new visitor center. Habitat  
18 restoration within this zone would be consistent with the preservation of the military  
19 landscape. Equestrian facilities would be accommodated in this area.

20

21 **Historic Immersion Zone** (Nike Missile Site)

22 Same as alternative 1.

23

## 24 **Capehart Housing Area**

25 **Sensitive Resources Zone**

26 All structures in the area would be removed; riparian and upland habitats would be  
27 restored, and fragmented habitat would be reconnected where possible.

28

## 29 **Conzelman, Bunker, and McCullough Roads (including Battery 30 Spencer and Hawk Hill)**

31 **Scenic Corridor Zone**

32 Same as alternative 1, except that outside of the immediate road corridor, the area would  
33 be managed to protect and restore coastal habitat that supports the threatened mission  
34 blue butterfly. Visitor access would be highly controlled and restricted to designated  
35 trails in this zone.

36

## 37 **Kirby Cove**

38 **Evolved Cultural Landscape Zone**

39 The park resources and stories associated with coastal fortifications would be highlighted  
40 and camping would promote appreciation of views of the Golden Gate Bridge and the

1 wild-urban interface between the park and city of San Francisco. Facilities would provide  
2 visitors with access to the beach and new San Francisco Bay Water Trail.

3 Habitat restoration would continue outside of the historic forest with removal of invasive  
4 nonnative vegetation and expansion of mission blue butterfly habitat.

5

## 6 **Point Bonita Lighthouse Complex**

### 7 **Historic Immersion Zone**

8 Same as alternative 1.

9

## 10 **Offshore Ocean and Bay Environment**

### 11 **Scenic Corridor Zone** (offshore areas except Muir Beach and Point Bonita)

12 Same as alternative 1.

13

### 14 **Sensitive Resources Zone** (offshore areas around Muir Beach and Point Bonita)

15 The park would preserve sensitive marine resources—intertidal resources, Redwood  
16 Creek salmonids, seabirds, and marine mammals—in these two locations. Visitation  
17 would be highly restricted to protect resources that are easily disturbed. Park-approved  
18 research would be the primary activity in this zone, but would be conducted in a manner  
19 that is highly protective of sensitive resources.

20

21

## 22 **PARK LANDS IN SAN FRANCISCO COUNTY**

### 23 **Overview**

24 San Francisco’s national park lands are a vital natural refuge, rich in biodiversity and  
25 native habitat. As in alternative 1, San Francisco park lands would welcome visitors to  
26 the “National Park Next Door”; however, this alternative would focus on engaging  
27 visitors, communities, and partners in participatory science, education, and stewardship  
28 focused on the coastal environment.

29 The local impacts of global climate change, including rising sea level provide a focal  
30 point for individual and collective action and advocacy. The park, in collaboration with  
31 community partners, would demonstrate leadership in proactive adaptation and  
32 management in the face of accelerated sea level rise. These interpretive messages would  
33 reach visitors enjoying the coastal environment along the San Francisco Bay Trail and the  
34 California Coastal Trail. Cultural resource sites and stories would also highlight the  
35 human connection of the coastal environment; sites and stories would include  
36 archeological sites, European exploration, maritime history, and coastal defense.

37

38

1 **Upper Fort Mason**

2 **Evolved Cultural Landscape Zone** (Majority of the site)

3 This zone would be managed similar to alternative 1, but adaptive use of historic  
4 structures would bring new park partners who would engage visitors, communities, and  
5 others in participatory science, education, and stewardship focused on the coastal  
6 environment. A stewardship “hub” would be based at Fort Mason to transport volunteers  
7 arriving by public transit to volunteer and stewardship activities in other park locations.  
8 Visitor circulation and wayfinding improvements would be implemented in response to  
9 new adjacent bus transit and ferry connections.

10  
11 **Diverse Opportunities Zone** (“Great Meadow”)

12 Same as alternative 1.

13  
14 **Sensitive Resources Zone** (shoreline at Black Point)

15 Same as alternative 1.

16

17 **China Beach**

18 **Diverse Opportunities Zone**

19 Same as alternative 1.

20

21 **Lands End**

22 **Natural Zone**

23 Native habitat and natural processes would be restored within the coastal corridor  
24 extending from Eagle’s Point (Sea Cliff neighborhood) south to the area of recent  
25 restoration and trail improvements near the new Lands End parking lot.

26 The trail system would be improved to provide access to the shoreline and vistas, as well  
27 as connections to the community and adjacent park areas.

28

29 **Fort Miley**

30 **Evolved Cultural Landscape Zone**

31 Same as alternative 1, except that more natural landscape enhancements would be  
32 integrated and the Marine Exchange Lookout Building (Octagon House) would be  
33 adaptively reused to engage the public in the natural and human history of the ocean  
34 environment.

35

36

1 **Ocean Beach**

2 **Diverse Opportunities Zone** (along the O’Shaughnessey seawall)

3 The northern end of Ocean Beach would be managed to provide opportunities for visitors  
4 to engage in a variety of beach-related recreational activities.

5 As in alternative 1, the park would collaborate with the City of San Francisco to provide  
6 an enhanced oceanfront landscape in the Ocean Beach corridor with improved amenities  
7 to support enjoyment of the beach, including the coastal promenade, parking, and  
8 restrooms.

9  
10 **Natural Zone** (south of the O’Shaughnessey seawall)

11 The area would be managed to protect shorebirds and allow natural coastal and marine  
12 processes to occur while providing for a variety of compatible recreational activities that  
13 allow visitors to enjoy and view nature. This zone would extend to create approximately  
14 5 miles of beach, dunes, and cliffs from central Ocean Beach south to Mussel Rock in  
15 San Mateo County. Park managers would protect shorebird habitat, allow natural  
16 shoreline processes to continue unimpeded, and provide visitors opportunities for self-  
17 discovery while enjoying and viewing nature.

18  
19 **In Both Zones**

20 This alternative supports the City of San Francisco’s interest in a broad approach to  
21 redesigning the Ocean Beach corridor and exploring sustainable approaches to sea level  
22 rise.

23 The park would continue to work with the City of San Francisco and the US Army Corps  
24 of Engineers to address coastal erosion by relocating facilities out of vulnerable locations  
25 and restoring natural processes.

26

27 **Fort Funston**

28 **Natural Zone** (majority of the site)

29 Fort Funston’s islands of native habitat would be expanded to form a continuous habitat  
30 corridor that supports recovery of native dune habitat including endangered San  
31 Francisco *Lessingia* plants.

32 The beach, dunes, and cliffs extending from central Ocean Beach south to Mussel Rock  
33 (a nearly continuous stretch of almost 5 miles) would be managed to protect shorebird  
34 habitat, allow natural shoreline processes to continue unimpeded, and provide improved  
35 or new trails for visitors to enjoy and view nature.

36

37 **Diverse Opportunities Zone** (central core of existing facilities)

38 This area would be managed to provide continued high levels of varied visitor use,  
39 including hang gliding and dog walking, near the main parking lot, supported by parking,  
40 restrooms, and trails. Park managers would preserve Battery Davis as a structure  
41 contributing to the history of seacoast fortifications.

42

1 **Park Operations Zone** (southeastern corner)

2 Park operations, stewardship, and education support facilities would remain.

3

4 **Offshore Ocean and Bay Environment**

5 **Sensitive Resources Zone** (Eagle’s Point near China Beach to Seal Rocks, and area at  
6 West Crissy Field)

7 These areas would be designated marine reserves to protect seabirds and marine  
8 mammals.

9

10 **Scenic Corridor** (all other offshore areas in San Francisco)

11 Same as alternative 1.

12

13

14 **PARK LANDS IN SAN MATEO COUNTY**

15 **Overview**

16 As in the other alternatives, park lands and ocean environments in San Mateo County  
17 would be managed as part of a vast network of protected lands and waters. In this  
18 alternative, however, park managers would work to preserve and restore these  
19 interconnected coastal ecosystems through collaborative partnerships with other land  
20 management agencies in the region. Together these groups would work to sustain the  
21 area’s native biodiversity, reconnect fragmented habitats and migration corridors,  
22 minimize the impact of invasive species, manage for changing fire regimes, and restore  
23 naturally functioning ecosystems. Proactive management would build into the  
24 environment greater resiliency to climate change.

25 The Golden Gate National Recreation Area park lands in San Mateo County provide an  
26 extensive wildlife corridor that includes habitat for threatened and endangered species.  
27 Under this alternative, these lands would serve as living laboratories, engaging visitors in  
28 participatory science, education, and stewardship—activities that nurture personal  
29 connections with nature and inspire advocacy.

30 Exploration along the vast network of trails would further highlight the park’s diverse  
31 ecosystems and rich cultural resources. Cultural resource sites and stories—archeological  
32 sites, European exploration, agricultural land uses, coastal defense sites, and the  
33 lighthouse—would emphasize human occupation of the coastal environment. Most  
34 cultural resources would be stabilized if not in conflict with natural resource restoration.

35 Land protection strategies would seek to reconnect fragmented endangered species  
36 habitat and strive to remove features that impede movement or migration of species, or  
37 disrupt ecological function.

38

39

1 **Thornton State Beach to South of Mussel Rock**

2 **Natural Zone**

3 Same as alternative 1.

4

5 **Milagra Ridge**

6 **Natural Zone**

7 The land would be managed to preserve the wild character of the area and protect  
8 endangered species habitat. Heavily disturbed areas would be restored. Coordinating with  
9 other land managers, the National Park Service would also make trail improvements that  
10 could include connections to Oceana Boulevard, the Pacific coast, Skyline Boulevard,  
11 and Sweeney Ridge.

12

13 **Shelldance Nursery Area**

14 **Diverse Opportunities Zone and Park Operations Zone**

15 Same as alternative 1.

16

17 **Sweeney Ridge (including Cattle Hill and Picardo Ranch)**

18 **Natural Zone**

19 This area would be managed to protect endangered species and restore the large  
20 contiguous natural landscape extending into the SFPUC watershed. Visitors would  
21 experience the wild character of these lands through stewardship activities, trail use, and  
22 primitive camping. Sneath Lane could be converted to a trail and connect to the Bay Area  
23 Ridge Trail in the SFPUC watershed. Unnecessary fire roads could also be converted to  
24 trails or removed if not historic, and natural resources restored. If acquired, a trailhead  
25 would be located at Picardo Ranch with modest visitor support facilities (restroom, picnic  
26 tables, parking).

27 The San Francisco Bay Discovery Site National Historical Landmark would be preserved  
28 and interpreted.

29

30 **Mori Point**

31 **Sensitive Resources Zone**

32 Visitor use would be highly controlled to protect threatened and endangered species that  
33 inhabit the site. The public would continue to engage in community stewardship to  
34 preserve and restore the native coastal ecosystem.

35

36

1 **Pedro Point, Devil’s Slide, and San Pedro Mountain**

2 **Sensitive Resources Zone** (Devil’s Slide area)

3 If acquired, the rugged coastal areas west of existing Highway 1 would be managed to  
4 protect seabirds that are sensitive to human disturbance. Visitor access would be highly  
5 managed or closed during breeding seasons.

6  
7 **Natural Zones** (other areas)

8 Same as alternative 1.

9  
10 **Rancho Corral de Tierra**

11 **Natural Zone** (majority of the area)

12 Management would be the same as alternative 1, but with fewer and more primitive  
13 visitor amenities. Unnecessary fire roads could be converted to trails or removed if not  
14 historic, and natural processes restored.

15  
16 **Sensitive Resources Zone** (creek corridors)

17 In this alternative, the four equestrian facilities would be removed or relocated away from  
18 creek corridors over time. The park would partner with surrounding land managers to  
19 restore the creek corridors, reconnect them to the ocean, and restore anadromous fish  
20 passage.

21  
22 **Scenic Corridor Zone** (existing equestrian lease area)

23 These areas would accommodate visitor and equestrian facilities, in sustainable locations  
24 and configurations, compatible with natural resource management goals for the  
25 surrounding area.

26  
27 **Montara Lighthouse**

28 **Evolved Cultural Landscape Zone**

29 Similar to alternative 1, the historic resources would be preserved and adaptively used,  
30 but the site would be dedicated to stewardship and environmental education. The site  
31 would become a campus focused on enhancing understanding and stewardship of coastal  
32 resources, with hostel and overnight accommodations for program participants and staff.

33  
34 **Phleger Estate**

35 **Natural Zone**

36 Same as alternative 1.

37

38

1 **San Francisco Public Utilities Commission Watershed Easements**

2 **Sensitive Resources Zone** (majority of the area)

3 In this alternative, the park managers would continue to cooperate with the San Francisco  
4 Public Utilities Commission for the preservation of the natural, cultural, scenic, and  
5 recreational features of the watershed. Park managers would promote natural resource  
6 preservation and highly managed public access in most of the watershed to support the  
7 values that resulted in designating this area as the core of the UNESCO Golden Gate  
8 Biosphere Reserve.

9  
10 **Scenic Corridor Zone** (Sawyer Camp/San Andreas Trail corridor)

11 Park managers would promote access and visitor services along the existing multiuse trail  
12 and the implementation of trail improvements proposed in the San Francisco Watershed  
13 Management Plan (2002), including completion of the north–south corridor through the  
14 watershed in areas of low sensitivity.

15

16 **Offshore Ocean Environment**

17 **Sensitive Resources Zone** (Fitzgerald Marine Reserve)

18 In areas where the park boundary coincides with the Fitzgerald Marine Reserve (FMR),  
19 the two organizations would continue to cooperate in the implementation of the  
20 provisions of the California State Marine Life Protection Act. The FMR area between  
21 Montara State Beach and Ross Cove has been designated as the Montara State Marine  
22 Reserve: no fishing, harvesting, or collecting would be allowed in this area. The FMR  
23 area between Ross Cove and Pillar Point Harbor has been designated as the Pillar Point  
24 Marine Conservation Area; some fishing would be allowed in this area.

25

26

27 **COST ESTIMATES**

28 Alternative 2 proposes to reconnect the coastal ecosystems as well as provide visitors  
29 with recreational and educational opportunities that would allow them to learn about and  
30 enjoy the coastal and marine environments. Costs to implement this alternative include  
31 funding needed for a wide range of landscape restoration activities and stewardship and  
32 science programming.

33 The annual operating costs for alternative 2 are made up of the current annual operating  
34 costs, with changes made to reflect additional staffing needs. The annual operating costs  
35 of alternative 2 are estimated at \$32 million.

36 Additional staffing needs were estimated to support alternative 2. While some divisions  
37 would not require changes in staff, total additional staff needed to support alternative 2 is  
38 estimated at 68 FTE. Most divisions would require additional staff to support the newly  
39 acquired lands in San Mateo County.

40 Other additional staff would be needed to carry out new uses of the park lands. An  
41 increase in interpretive staff would support expanded interpretive programs throughout

1 the park. A greater number of law enforcement officers would allow for needed evening  
2 coverage, marine patrol, and response to increased visitor recreational activities. With the  
3 addition of new trails and facilities and the rehabilitation of other facilities, maintenance  
4 responsibilities would increase, also requiring additional staff.

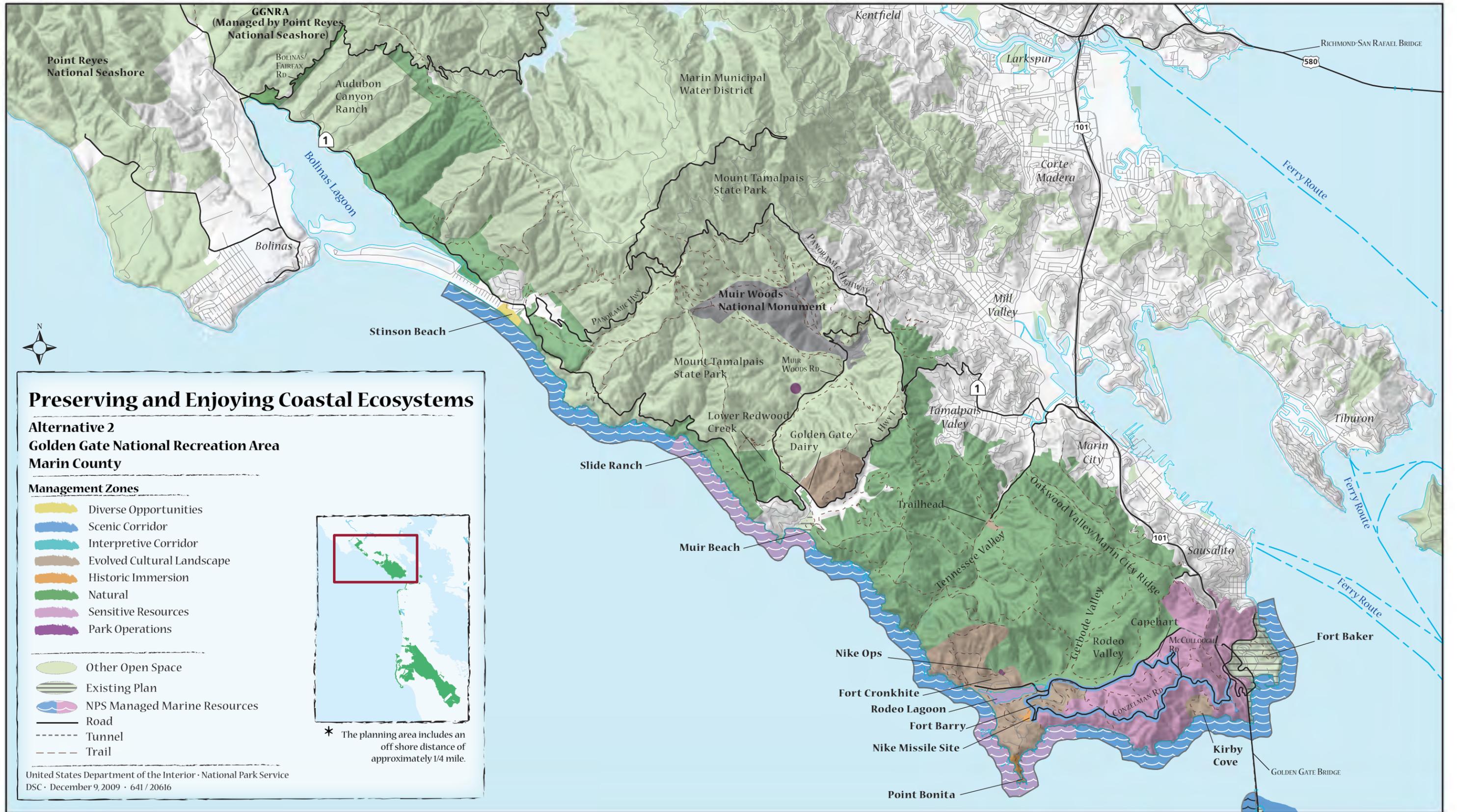
5 The natural resources division would have additional responsibilities related to the  
6 inventory, monitoring, and restoration of natural areas and habitats.

7 As a result of the expanded natural areas, cultural resources would require extensive  
8 documentation and survey, as well as adaptive management. Significant cultural  
9 resources would require rehabilitation for park and partner use. Additional archeological  
10 surveys would be needed before areas were allowed to revert to their natural  
11 environment. Compliance would be needed in cultural areas and also would be need to  
12 document wild areas where buildings may be removed and archeological resources  
13 covered by vegetation. The responsibilities of the planning division for project  
14 coordination, compliance, and public involvement would also expand, requiring  
15 additional staff.

16 Other divisions, including business and administration, environmental and safety, and  
17 public affairs would each require a few additional staff members to manage new areas  
18 and uses of the park lands. New staff would also manage the rigorous user capacity  
19 program at Alcatraz Island and Muir Woods National Monument.

20 One-time costs of alternative 2 reflect extensive restoration of the landscape, as well as  
21 rehabilitation of facilities in concert with the goals of the alternative. Fort Mason  
22 rehabilitation would carry a large cost; the historic structures would be adaptively used  
23 for park partners and programs for participatory science, education, and stewardship.  
24 Proposed facility needs in this alternative reflect the overarching goal of creating a park  
25 that preserves and promotes enjoyment of the coastal ecosystems. Total one-time costs  
26 (including facility and landscape restoration costs) are estimated at \$86 million.

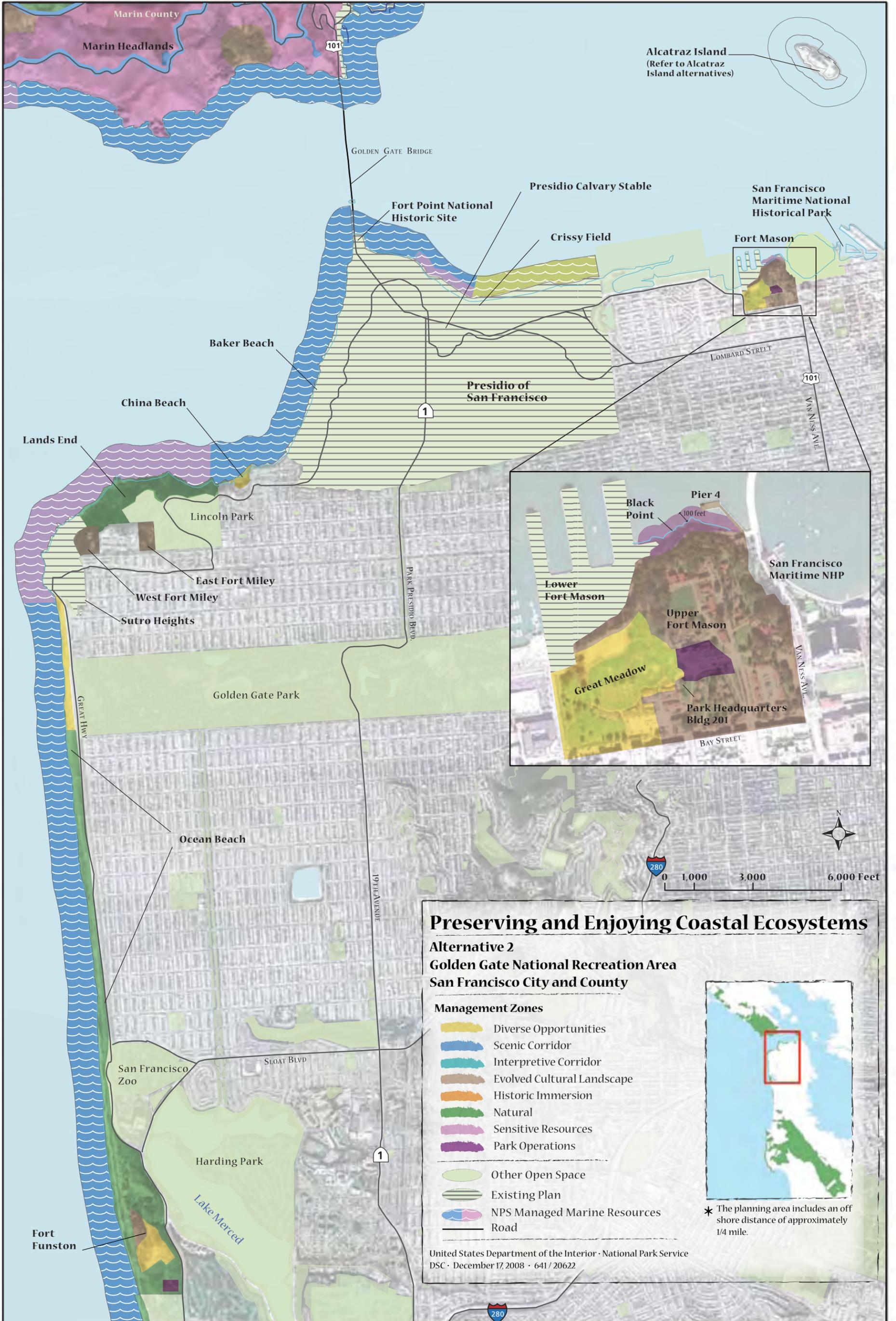
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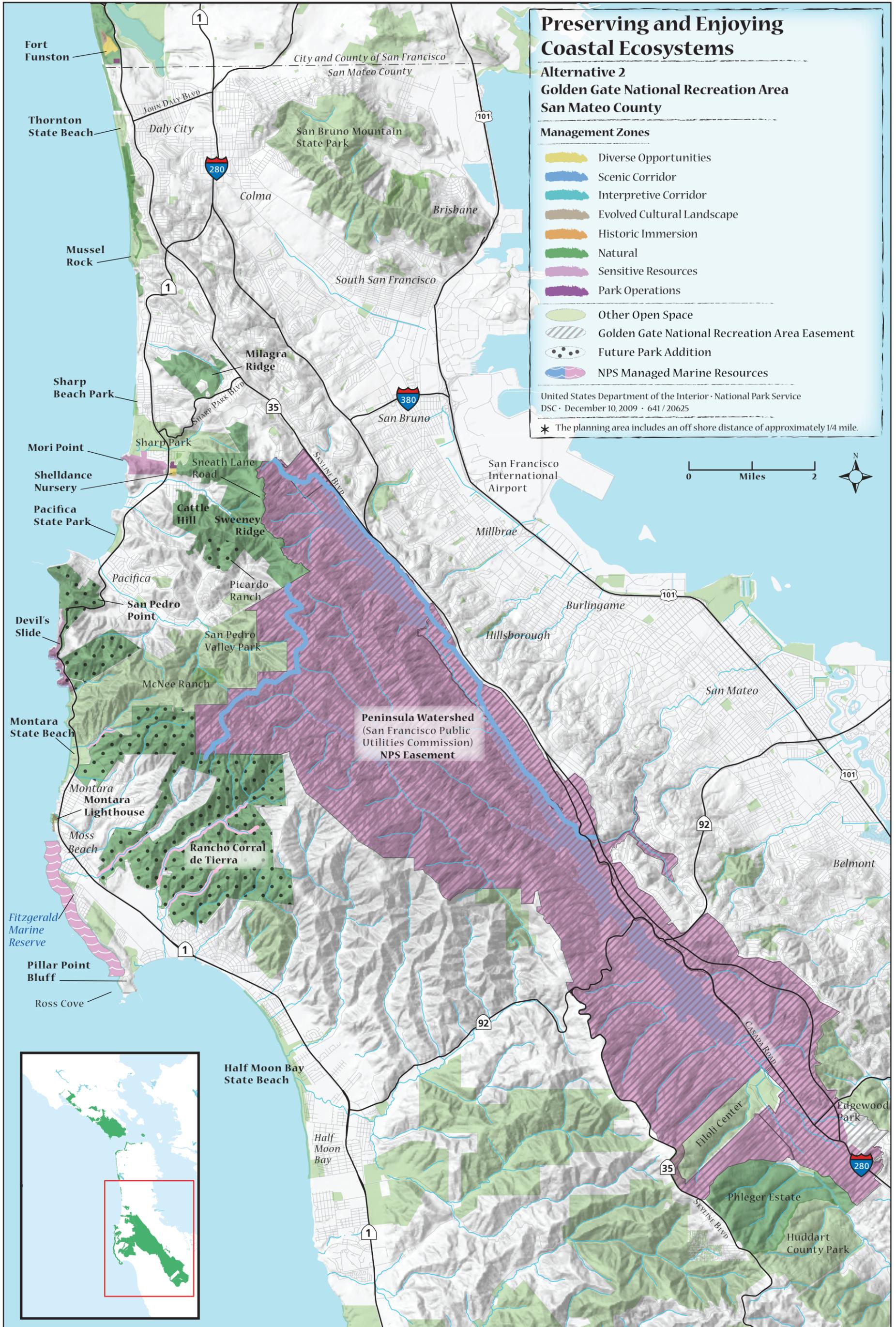
PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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# PARK LANDS IN MARIN, SAN FRANCISCO, AND SAN MATEO COUNTIES: ALTERNATIVE 3, FOCUSING ON NATIONAL TREASURES

4

## 5 **PARK LANDS IN MARIN COUNTY**

### 6 **Overview**

7 This alternative would welcome visitors to a vast network of open space that protects  
8 natural and cultural resources and offers many forms of recreation in a setting of national  
9 importance. Much of the area's undeveloped land is a legacy of the U.S. Army, whose  
10 coastal defense systems remain anchored in the landscape.

11 The park would highlight several nationally important sites, including Muir Woods, the  
12 Golden Gate, the coastal setting of the Highway 1 National Scenic Byway, and the Marin  
13 Headlands' historic Army posts.

14 Although this alternative shares many characteristics of alternatives 1 and 2, the  
15 management of the Marin Headlands' historic core would be very different. Sheltering  
16 the best-preserved collection of seacoast fortifications in the country, the Marin  
17 Headlands tell the story of two centuries of evolving weapons technology and the  
18 nation's unwavering efforts to protect the Golden Gate. As a result, this alternative would  
19 focus on immersing visitors in its compelling sites and history, using and interpreting  
20 preserved structures and landscapes ranging from Battery Spencer to the Nike Missile  
21 Launch Site.

22 Other important landmarks, such as the Point Bonita Lighthouse, established in 1855,  
23 also would be preserved and interpreted for visitors from around the world.

24

### 25 **Stinson Beach north to Bolinas–Fairfax Road**

#### 26 **Diverse Opportunities Zone** (beach, dunes, and developed area)

27 Same as alternative 1.

28

#### 29 **Natural Zone** (Easkoot Creek corridor and surrounding park lands north to Bolinas– 30 Fairfax Road)

31 The natural ecosystem of Easkoot Creek riparian corridor and the uplands east of  
32 Highway 1 would be restored. The coastal defense structures in the vicinity of Highway 1  
33 near Red Rock Beach would be preserved and interpreted.

34 As in alternative 1, other park lands and waters in the vicinity of Stinson Beach,  
35 including the uplands, would be managed to protect and restore the coastal ecosystems,  
36 and contribute to the restoration of natural processes that affect Bolinas Lagoon.  
37 Partnerships with neighboring land managers would be strengthened to achieve these  
38 goals across the broader landscape.

1 **Highway 1 and Panoramic Highway**

2 **Scenic Corridor Zone**

3 Same as alternative 1.

4

5 **Slide Ranch**

6 **Natural Zone**

7 Same as alternative 2.

8

9 **Lower Redwood Creek (former Banducci flower farm and**  
10 **surrounding area)**

11 **Natural Zone**

12 Same as alternative 2.

13

14 **Muir Beach**

15 **Natural Zone**

16 Same as alternative 1.

17

18 **Golden Gate Dairy and Vicinity**

19 **Evolved Cultural Landscape Zone** (developed area only)

20 The area would be managed to preserve the pastoral landscape and historic structures and  
21 stories associated with past dairy ranching.

22 The historic structures could be adapted for use to support equestrian and other  
23 recreational uses, park operations, and local community services that are consistent with  
24 park goals. The rest of this park site could be restored to its natural coastal conditions.

25

26 **Natural Zone** (surrounding uplands)

27 Same as alternative 1.

28

29 **Tennessee Valley (from Oakwood Valley to the ocean)**

30 **Scenic Corridor Zone** (Tennessee Valley trailhead and the Miwok Stables area,  
31 including the trail to the beach)

32 The area would be managed to establish a visitor facility that provides orientation and  
33 services to support the recreational and educational opportunities available in this region  
34 of large undeveloped open spaces. Equestrian, environmental education, and stewardship  
35 uses would be retained in improved sustainable facilities.

1 The trail and ocean beaches would also be managed to promote hiking, biking, and  
2 equestrian touring on a “trail to the sea.” Modest and rustic facilities could be provided  
3 that support these recreational activities including overnight accommodations that  
4 complement the scenic touring experience.

5  
6 **Natural Zone** (surrounding uplands including Oakwood Valley)

7 Outside the trail corridor, the area would be managed to protect undeveloped coastal  
8 habitat and outstanding natural features that are backdrops to the scenic corridor  
9 experience.

10

### 11 **Marin Headlands: Marin City Ridge and Gerbode Valley**

#### 12 **Natural Zone**

13 Same as alternative 1.

14

### 15 **Marin Headlands: Fort Barry and Fort Cronkhite**

#### 16 **Historic Immersion Zone** (Rodeo Valley, Fort Barry and Fort Cronkhite)

17 These areas would be managed to showcase the stories and structures of military history  
18 and the transition from Army post to national park. Infrastructure and landscapes within  
19 this area would be restored (at varying levels of historic preservation treatment) to be  
20 evocative of the military era, while protecting threatened and endangered species habitat.  
21 Structures could continue to be used for a diversity of purposes, including use by park  
22 partners, but partners would be encouraged to incorporate into their programming an  
23 association with military history and conservation of open space. Equestrian facilities  
24 would be accommodated in this zone.

25 Much of the visitor immersion would be interpretive, incorporating the latest  
26 technological and multimedia advances to bring history alive in new and nontraditional  
27 ways. Interpretive themes would address the various military periods. Preservation of the  
28 historic military resources would be consistent with natural resource protection.

29

#### 30 **Historic Immersion Zone** (Nike Missile Site)

31 Same as alternative 1.

32

### 33 **Capehart Housing Area**

#### 34 **Diverse Opportunities Zone**

35 Some Capehart residences would be replaced with a new visitor center and facilities on  
36 the south side of the Bunker Road to serve other park uses and operational needs.

37

38

1 **Conzelman, Bunker, and McCullough Roads (including Battery**  
2 **Spencer and Hawk Hill)**

3 **Historic Immersion Zone**

4 The roads and adjacent parklands would be managed to focus visitors on the coastal  
5 geology and the military fortifications, and to engage them in the exploration of these  
6 stories. Deteriorated military sites and features would be restored. New or improved trails  
7 throughout the area, including the California Coastal Trail, would help connect the visitor  
8 to the geologic and military resources and to follow a historic route while protecting  
9 habitat for threatened and endangered species.

10

11 **Kirby Cove**

12 **Historic Immersion Zone**

13 The park resources and stories associated with coastal fortifications would be highlighted  
14 and overnight accommodations would promote appreciation of views of the Golden Gate  
15 Bridge and the wild-urban interface between the park and city of San Francisco. Facilities  
16 would provide visitors with access to the beach and new San Francisco Bay Water Trail.

17 Habitat restoration would continue outside of the historic forest with removal of invasive  
18 nonnative vegetation and expansion of mission blue butterfly habitat.

19

20 **Point Bonita Lighthouse Complex**

21 **Historic Immersion Zone**

22 Same as alternative 1.

23

24 **Offshore Ocean and Bay Environment**

25 **Scenic Corridor Zone** (all offshore areas)

26 Park managers would work to preserve the ocean and bay environment and accommodate  
27 public uses including water recreation, boating, and noncommercial fishing.

28

29

30 **PARK LANDS IN SAN FRANCISCO COUNTY**

31 **Overview**

32 This alternative would focus on the collection of historic sites and the dynamic coastal  
33 landscape that defines San Francisco's edge, from Fort Mason to Fort Funston. Visitors  
34 would be welcomed to the "National Park Next Door" as in alternative 1, with a focus on  
35 the nationally important sites that are connected by the San Francisco Bay Trail and  
36 California Coastal Trail, thus creating a scenic and historic corridor.

37 Golden Gate National Recreation Area park lands in San Francisco encompass a  
38 significant collection of historic sites, ranging from the Civil War-era Black Point at Fort

1 Mason to the military coastal fortifications at Fort Funston. These sites are located amid a  
2 windswept coastal environment, featuring rocky bluffs, acres of dunes, sandy beaches,  
3 and fragile native habitat.

4 Today, these offerings are an array of popular destinations for park lovers. Under this  
5 alternative, the National Park Service would expand interpretive programs and visitor  
6 services to enable residents and visitors to further appreciate the significant landmarks  
7 and landscapes at the Golden Gate.

8

## 9 **Upper Fort Mason**

### 10 **Diverse Opportunities Zone** (majority of the site)

11 More of the structures at Fort Mason would be dedicated to visitor services to expand the  
12 range of opportunities. Fort Mason would serve as the primary visitor entrance to the  
13 Golden Gate National Recreation Area with an orientation and information center that  
14 would introduce visitors to all San Francisco Bay Area national parks, as well as to the  
15 programs offered by the park’s extensive partners, thus enabling visitors to better plan  
16 their national park visit. Visitor circulation and wayfinding improvements would be  
17 implemented in response to new adjacent transit and ferry connections.

18 Park managers would preserve historic structures and landscapes that tell the story of  
19 continuous military and civilian use of the fort. Expanded overnight accommodations  
20 would provide a base for day-trips to explore other areas of the park. The “Great  
21 Meadow” could have sustainable infrastructure to support special events.

22

### 23 **Historic Immersion Zone** (Building 201—Park Headquarters and Pier 4)

24 Golden Gate National Recreation Area headquarters would share space with a museum  
25 that would showcase the military history of Fort Mason and the 20th-century port of  
26 embarkation that is the centerpiece of the historic district.

27 In this alternative, historic program tours to Alcatraz Island would leave from a restored  
28 Pier 4 at the foot of Van Ness Avenue. The facility would include interpretive and  
29 educational exhibits.

30 McDowell Road would continue to facilitate pedestrian and bicycle travel through Fort  
31 Mason and highlight scenic views of the Golden Gate and San Francisco Bay.

32 As in alternative 1, these proposals would require close collaboration with San Francisco  
33 Maritime National Historical Park and the City of San Francisco.

34

### 35 **Sensitive Resources Zone** (shoreline at Black Point)

36 Same as in alternative 1.

37

38

39

1 **China Beach**

2 **Diverse Opportunities Zone**

3 Same as alternative 1.

4

5 **Lands End**

6 **Evolved Cultural Landscape Zone**

7 Same as alternative 1.

8

9 **Fort Miley**

10 **Historic Immersion Zone** (West Fort Miley, the USS San Francisco Memorial, and  
11 Marine Exchange Lookout Building)

12 The park would preserve these structures and sites and showcase military and maritime  
13 history.

14

15 **Park Operations Zone** (East Fort Miley)

16 Park managers would focus on providing park maintenance and public safety operations  
17 needed to support the surrounding park lands. Safer and more direct vehicle and trail  
18 access to East Fort Miley would be developed to better support this use.

19

20 **Ocean Beach**

21 **Diverse Opportunities Zone** (along the O'Shaughnessey seawall)

22 Same as alternative 2.

23

24 **Natural Zone** (south of the O'Shaughnessey seawall)

25 Same as alternative 2.

26

27 **Fort Funston**

28 **Natural Zone** (majority of the site)

29 This area would be managed to provide recreational activities in a more natural setting  
30 with limited support facilities. Access and parking would be at the edge of the site,  
31 allowing restoration of the natural dune ecosystem and providing for trail access.  
32 Nonhistoric structures would be removed; existing park operation functions and the  
33 environmental education program would be relocated to suitable locations elsewhere in  
34 the park.

35 The historic Battery Davis would be preserved within the context of the natural setting.  
36 The coastal bluffs would be preserved for their unique geology and to allow natural  
37 processes to continue unimpeded.

38

1 **Diverse Opportunities Zone** (uplands, away from the edge of the Dune)

2 This zone would be managed to provide for continued high levels of visitor use and  
3 current opportunities such as hang gliding and dog walking, to the extent the area remains  
4 safe from bluff erosion.

5

6 **Offshore Ocean and Bay Environment**

7 **Natural Zone** (all offshore areas in San Francisco)

8 Same as alternative 1.

9

10

11 **PARK LANDS IN SAN MATEO COUNTY**

12 **Overview**

13 As in the other alternatives, park lands and ocean environments in San Mateo County  
14 would be managed as part of a vast network of protected lands and waters. This  
15 alternative, however, would highlight how this “quilt” of undeveloped land has been  
16 protected by numerous organizations. Over the past 20 years, the National Park Service,  
17 local governments, private land trusts, and dedicated individuals have worked hand in  
18 hand to acquire and preserve this “wilderness” next door.

19 Today, these lands are a national treasure of recreational, natural, and cultural resources.  
20 Several nationally significant historic sites are in San Mateo County, along with habitat  
21 for numerous endangered species. Many of these important resources are managed by  
22 other agencies on nearby sites. This alternative would focus on protecting resources in the  
23 park while developing recreational and thematic connections between sites managed by  
24 other land managers.

25 This alternative also looks beyond the immediate park lands to explore the potential to  
26 stimulate regional landscape management and enhance heritage tourism. To do so, park  
27 managers would work with communities between Pacifica and Santa Cruz to support the  
28 National Scenic Byway designation of the Pacific Coast Highway (Highway 1). The  
29 highway is one of the unifying features of the rural coast, and is characterized by forested  
30 hills, small-scale agriculture, and seaside communities.

31

32 **Thornton State Beach to South of Mussel Rock**

33 **Natural Zone**

34 Same as alternative 1.

35

36 **Milagra Ridge**

37 **Natural Zone**

38 Same as alternative 2.

1 **Shelldance Nursery Area**

2 **Diverse Opportunities Zone and Park Operations Zone**

3 Same as alternative 1.

4

5 **Sweeney Ridge (including Cattle Hill and Picardo Ranch)**

6 **Natural Zone** (majority of the area)

7 The area would be managed to protect endangered species and the large contiguous  
8 natural landscape extending into the SFPUC watershed. Visitors could experience the  
9 area through stewardship activities, improved trails, and primitive camping. The area  
10 would connect visitors to the Bay Area Ridge Trail. The San Francisco Bay Discovery  
11 Site National Historical Landmark would be preserved, enhanced, and interpreted.

12

13 **Diverse Opportunities Zone** (developed portion of Picardo Ranch)

14 Same as alternative 1.

15

16 **Mori Point**

17 **Natural Zone**

18 Same as alternative 1.

19

20 **Pedro Point, Devil's Slide, and San Pedro Mountain**

21 **Natural Zone**

22 Same as alternative 1.

23

24 **Rancho Corral de Tierra**

25 **Natural Zone** (majority of the area)

26 Same as alternative 1.

27

28 **Diverse Opportunities Zone** (existing developed areas)

29 Same as alternative 1.

30

31 **Montara Lighthouse**

32 **Historic Immersion Zone**

33 As the most intact lighthouse complex in the park, the site offers an opportunity for  
34 immersion in the life of lighthouse keepers. This alternative would restore historic  
35 structures and landscape features, remove contemporary structures, and develop new  
36 visitor programs. Overnight stays would be part of the immersion experience.

1 **Phleger Estate**

2 **Natural Zone**

3 Same as alternative 1. Interpretation would explore the estate's similarities with and  
4 differences from Muir Woods National Monument.

5

6 **San Francisco Public Utilities Commission Watershed Easements**

7 **Natural Zone** (majority of the area corresponding with the Scenic Easement)

8 Same as alternative 1.

9

10 **Scenic Corridor Zone** (eastern edge, adjacent to Highway 280)

11 Same as alternative 1, but with an emphasis on promoting enhanced interpretation to  
12 highlight the scope of the water system with its origins in Yosemite National Park.

13

14 **Offshore Ocean Environment**

15 **Sensitive Resources Zone** (Fitzgerald Marine Reserve)

16 In areas where the park boundary coincides with the Fitzgerald Marine Reserve (FMR),  
17 the two organizations would continue to cooperate in the implementation of the  
18 provisions of the California State Marine Life Protection Act. The FMR area between  
19 Montara State Beach and Ross Cove has been designated as the Montara State Marine  
20 Reserve: no fishing, harvesting, or collecting would be allowed in this area. The FMR  
21 area between Ross Cove and Pillar Point Harbor has been designated as the Pillar Point  
22 Marine Conservation Area; some fishing would be allowed in this area.

23

24

25 **COST ESTIMATES**

26 The costs of this alternative reflect the effort to focus the management of the park's  
27 resources, visitor experiences, and partnerships on the park's most significant sites.

28 The annual operating costs for alternative 3 are made up of the current annual operating  
29 costs, with changes made to reflect additional staffing needs. The annual operating costs  
30 of alternative 3 are estimated at \$35 million.

31 Additional staffing needs were estimated to support alternative 3. While some divisions  
32 would not require changes in staff, total additional staff needed to support alternative 3 is  
33 estimated at 84 FTE. Most divisions would require additional staff to support the newly  
34 acquired lands in San Mateo County.

35 Other additional staff would be needed to carry out new uses of the park lands. An  
36 increase in interpretive staff would support expanded interpretive programs throughout  
37 the park. A greater number of law enforcement officers would allow for evening  
38 coverage, marine patrol, and response to increased visitor recreational activities. With the

PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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1 addition of new trails and facilities and rehabilitation of other facilities, maintenance  
2 responsibilities would increase, also requiring additional staff.

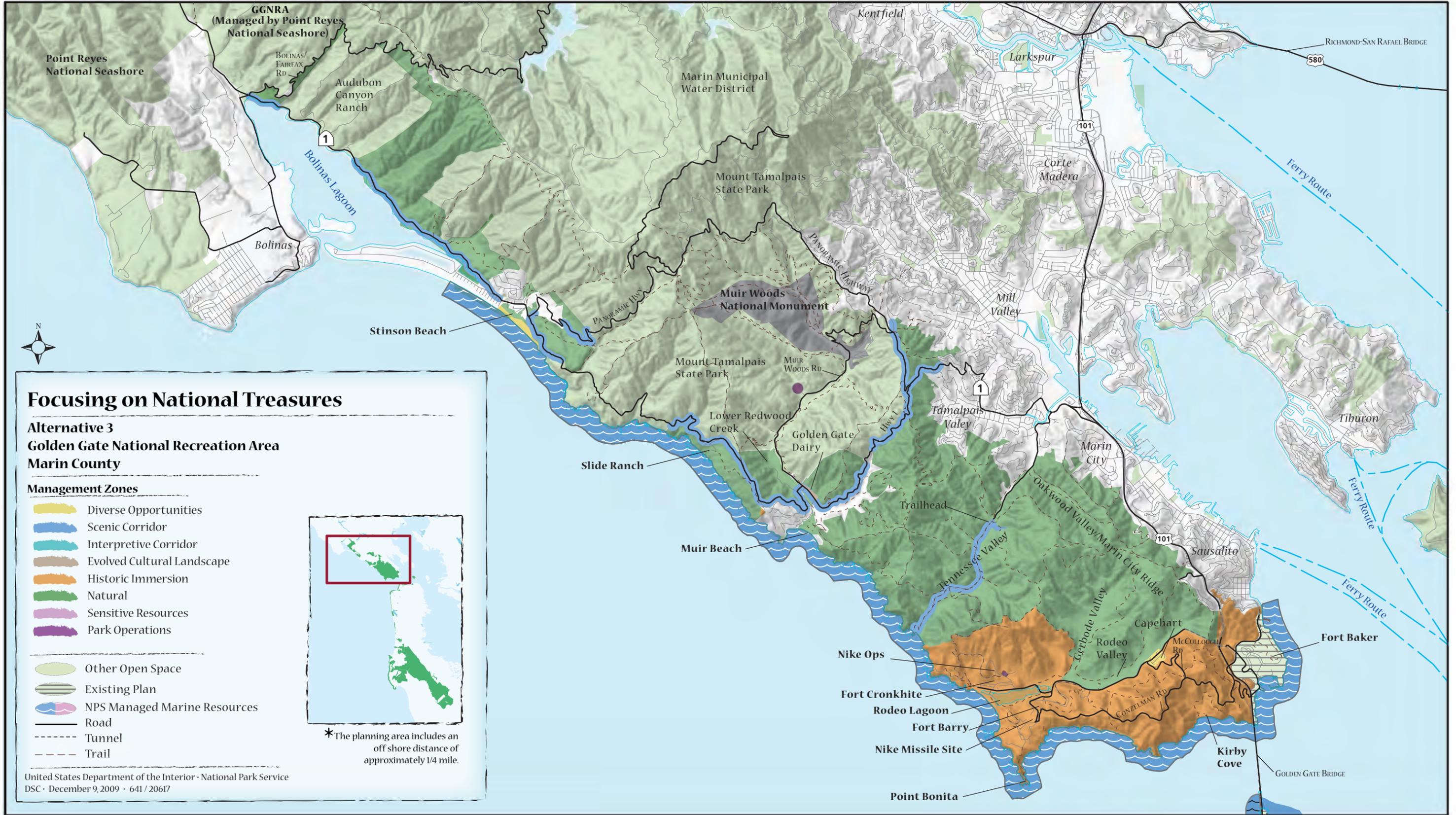
3 The natural resources division would have additional responsibilities related to the  
4 inventory, monitoring, and restoration of natural areas and habitats.

5 The cultural resources division would have additional work associated with expanded  
6 stewardship centers throughout the park, museum collection program and outreach, and  
7 restoration of historic structures and landscapes. The responsibilities of the planning  
8 division for project coordination, compliance, and public involvement would also  
9 expand, requiring additional staff.

10 Other divisions, including business and administration, environmental and safety, and  
11 public affairs would each require a few additional staff members to manage new areas  
12 and uses of the park lands. New staff would also manage the rigorous user capacity  
13 program at Alcatraz Island and Muir Woods National Monument.

14 Alternative 3 proposes a high level of restoration and rehabilitation of historic resources.  
15 The largest one-time costs include the funding needed for the rehabilitation of Fort  
16 Mason for visitor services, the development of the Capehart area for a visitor center and  
17 operational hub, and parkwide restoration of historic military features. Total one-time  
18 costs are estimated at \$107 million.

19



PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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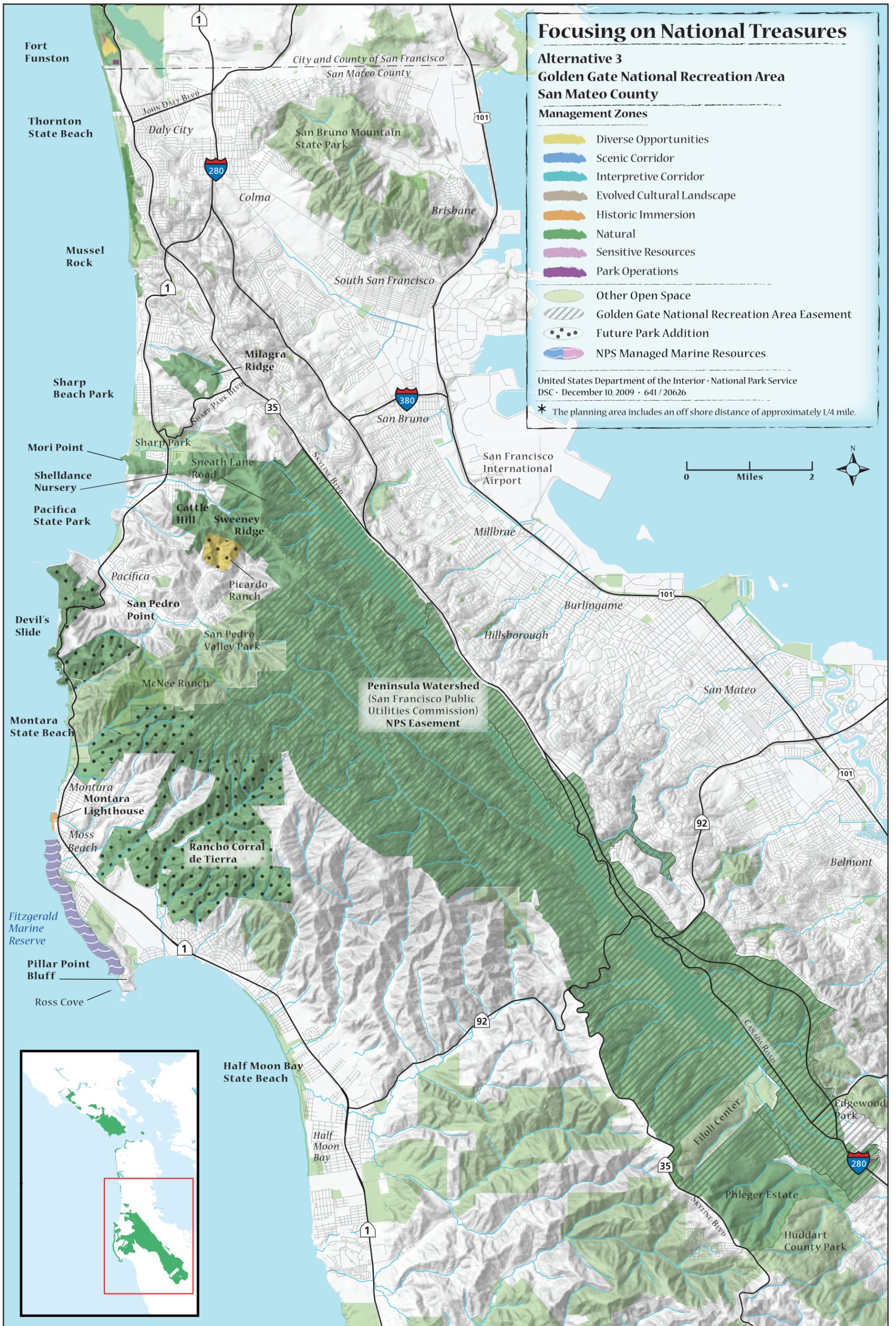
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PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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PART 4: ALTERNATIVES APPLIED TO GOLDEN GATE NATIONAL RECREATION AREA

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## SUMMARY COSTS ESTIMATES FOR GOLDEN GATE NATIONAL RECREATION AREA

3

### 4 INTRODUCTION

5 The cost figures shown here and throughout the plan are intended only to provide  
6 conceptual costs for general comparison of alternatives. National Park Service and  
7 industry cost estimating guidelines were used to develop the costs (in 2009 dollars) to the  
8 extent possible, but the estimates should not be used for budgeting purposes. Specific  
9 costs will be determined in subsequent, more detailed planning and design exercises, and  
10 considering the design of facilities, identification of detailed resource protection needs,  
11 and changing visitor expectations. Actual costs to the National Park Service will vary  
12 depending on if and when the actions are implemented, and on contributions by partners  
13 and volunteers.

14 The implementation of the approved plan, no matter which alternative is selected, will  
15 depend on future NPS funding levels and servicewide priorities, and on partnership  
16 funds, time, and effort. The approval of a general management plan does not guarantee  
17 that funding and staffing needed to implement the plan will be forthcoming. Full  
18 implementation of the plan could be many years in the future.

19

20

### 21 DEFERRED MAINTENANCE

22 The “Actions Common to All Alternatives” section, earlier in this document, contained a  
23 discussion of facilities that could be removed to reduce maintenance funding needs.  
24 However, in addition to removing facilities, expending one-time costs on park facilities  
25 would reduce the deferred maintenance by bringing the facilities up to a sustainably  
26 condition. Currently, the deferred maintenance—or work needed to bring park assets into  
27 good condition—exceeds \$198.1 million at Golden Gate National Recreation Area.

28 Each alternative contains proposals that would reduce total deferred maintenance.  
29 Although the reductions in deferred maintenance are similar in amount for each  
30 alternative; the alternatives do not all contain the same proposals for reducing deferred  
31 maintenance; each alternative has different structures proposed for rehabilitation or  
32 removal.

33 Alternative 1 would have potential deferred maintenance reductions of \$60.8 million  
34 (31% of the current total deferred maintenance). This includes \$39.3 million at Alcatraz  
35 Island, \$18.4 million on other Golden Gate National Recreation Area lands, and \$1.6  
36 million at Muir Woods National Monument. Rehabilitation of facilities at Alcatraz Island  
37 would contribute more than half of these reductions. Rehabilitation elsewhere throughout  
38 the park lands also would contribute to deferred maintenance savings.

39 Alternative 2 proposals include potential deferred maintenance reductions of \$60.6  
40 million (31% of current total). This includes \$36.3 million at Alcatraz Island, \$20.8

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41 million on other Golden Gate National Recreation Area lands, and \$2.0 million at Muir  
42 Woods National Monument. Proposed removal of facilities, at Muir Woods National  
43 Monument and throughout Golden Gate National Recreation Area lands, would  
44 contribute to these savings. Rehabilitation of structures on Alcatraz Island would  
45 contribute to nearly half of this alternative's deferred maintenance savings.

46 Potential reductions in deferred maintenance in alternative 3 comes to \$61.8 million  
47 (31% of current total). This includes \$39.3 million at Alcatraz Island, \$20.1 million at  
48 other Golden Gate National Recreation Area lands, and \$900,000 at Muir Woods  
49 National Monument. The focused balance between rehabilitation and preservation of  
50 structures on Alcatraz Island would contribute to a large portion of this reduction in  
51 deferred maintenance. A mixture of removal and rehabilitation throughout the rest of the  
52 park lands also would contribute to deferred maintenance savings.

53 Park staff continue to seek out additional measures to reduce deferred maintenance at the  
54 park. One successful approach is the leasing program, in which park facilities are  
55 maintained by partner organizations through leasing agreements. Fort Baker is an  
56 example, and there are several other examples of partner organizations taking on the  
57 continued maintenance of the facilities they occupy.

58

59

60

61

62 **Table 5: Costs Associated with the Implementation of the Alternatives for Park Lands in**  
 63 **Marin, San Francisco, and San Mateo Counties**

	No Action Alternative	Alternative 1 (NPS Preferred)	Alternative 2	Alternative 3
Annual Operating Costs (ONPS) <sup>1</sup>	\$28,034,000	\$36,002,000	\$34,085,000	\$35,625,000
Staffing (Total FTE) <sup>2</sup>	0 (335)	90 (425)	68 (403)	84 (419)
Total One-Time Costs <sup>3</sup>	25,050,000	95,450,000	86,960,000	107,340,000
Facility Costs <sup>4</sup>	3,500,000	72,210,000	47,970,000	83,040,000
Non-Facility Costs <sup>5</sup>	0	1,690,000	17,440,000	2,750,000
Other Costs				
Public Lands Highway	2,790,000	2,790,000	2,790,000	2,790,000
FLHP	18,560,000	18,560,000	18,560,000	18,560,000
FLHP – Alternative Transportation Program	200,000	200,000	200,000	200,000

64

65

66 TABLE 5 NOTES:

67 <sup>1</sup> Annual operating costs are the total costs per year for maintenance and operations associated  
 68 with each alternative, including utilities, supplies, staff salaries and benefits, and leasing. Costs and  
 69 staffing estimates assume that the alternative is fully implemented as described in the narrative. All  
 70 annual operating costs for Muir Woods National Monument and Alcatraz Island were included in  
 71 the above table, as those costs are administered by Golden Gate National Recreation Area and not  
 72 separated out).

73 <sup>2</sup> The total number of FTEs is the number of person-years of staff required to maintain the assets of  
 74 the park at a good level, provide acceptable visitor services, protect resources, and generally  
 75 support the park's operations. The FTE number indicates ONPS-funded NPS staff only, not  
 76 volunteer positions or positions funded by partners.

77 <sup>3</sup> One-time facility and non-facility costs for the no action alternative include costs associated with  
 78 projects already approved and fully funded. For all alternatives, these costs are the total of the  
 79 facility costs and non-facility costs.

80 <sup>4</sup> Facility costs include design, construction, and restoration costs.

81 <sup>5</sup> Non-facility costs include, for example, native plant restoration and management studies.

82

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**ENVIRONMENTALLY PREFERABLE ALTERNATIVES  
FOR PARK AREAS IN MARIN COUNTY,  
SAN FRANCISCO, AND SAN MATEO COUNTIES**

Will be completed following regional review.

# SUMMARY TABLES OF THE ALTERNATIVES FOR PARK LANDS IN MARIN, SAN FRANCISCO, AND SAN MATEO COUNTIES

Table 6: Comparison of Alternatives for Park Lands in Marin, San Francisco, and San Mateo Counties

NO ACTION	ALTERNATE 1 - PREFERRED	ALTERNATE 2	ALTERNATE 3
<b>Park Lands in Marin County</b>			
<b>Vision</b>			
<ul style="list-style-type: none"> <li>Reflects current conditions and activities: NPS would continue to manage these areas under existing management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Further the founding idea of “parks to the people,” and engage the community and other potential visitors in the enjoyment, understanding, and stewardship of the park’s resources and values. Focus park management on ways to attract and welcome people, connect people with the resources, and promote understanding, enjoyment, preservation, and health.</li> </ul>	<ul style="list-style-type: none"> <li>Place an emphasis on preserving, enhancing, and promoting the dynamic and interconnected coastal ecosystems. Through recreational and educational opportunities, allow visitors to learn about and enjoy the ocean and bay environments, and gain a better understanding of the region’s international significance and history.</li> </ul>	<ul style="list-style-type: none"> <li>Place an emphasis on the park’s nationally important natural and cultural resources. Manage the nationally significant fundamental resources at the highest level of preservation to promote appreciation, understanding, and enjoyment of those resources.</li> </ul>
<b>Stinson Beach North to Bolinas-Fairfax Road</b>			
<ul style="list-style-type: none"> <li>Manage the developed areas to support intensive use as a scenic recreational beach.</li> <li>Preserve habitat at Easkoot Creek and dunes.</li> <li>Manage area east of Bolinas Lagoon to protect natural resources</li> </ul>	<ul style="list-style-type: none"> <li>Improve facilities to support beach recreation, expand creek buffer and enhance dunes. Build sustainable new facilities to replace deteriorated restrooms, showers, picnic areas, and parking lots</li> <li>Work with the community to improve access to Stinson beach through transit and congestion management.</li> <li>Continue to work on flooding and water issues with local community and authorities.</li> <li>Manage natural areas to protect and restore coastal ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>Replace central facilities with sustainable new facilities and transit support.</li> <li>Remove south parking lot and restore wetlands and sand dunes.</li> <li>Manage natural areas to protect and restore coastal ecosystems. Restore the sand dunes and wetlands and contribute to restoration of natural processes at Bolinas Lagoon.</li> </ul>	<ul style="list-style-type: none"> <li>Manage beach, dunes and developed areas same as Alternative 1.</li> <li>In Easkoot Creek corridor and lands north to Bolinas-Fairfax Road, restore natural ecosystem and riparian corridor.</li> <li>Preserve and interpret coastal defense structures along Highway 1 near Red Rock Beach.</li> <li>As in Alternative 1, manage other lands and waters outside Stinson Beach to protect and restore coastal ecosystems, and contribute to restoration of natural processes at Bolinas Lagoon.</li> </ul>
<b>Highway 1 and Panoramic Highway</b>			
<ul style="list-style-type: none"> <li>Manage park lands in this area to enhance resources and offer access to park sites and recreational activities and to preserve the scenic rural character</li> </ul>	<ul style="list-style-type: none"> <li>Manage this area to enable visitors to enjoy spectacular views of the Pacific coast.</li> <li>Work with other governmental and nongovernmental groups to improve roadways and trail crossings.</li> </ul>	<ul style="list-style-type: none"> <li>Manage this area in a way similar to that in Alternative 1, but with greater emphasis on collaboration with Caltrans and other agencies to protect the ecosystem.</li> <li>Encourage the abandonment of Highway 1 if a catastrophic landslide occurs.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1.</li> </ul>
<b>Slide Ranch</b>			
<ul style="list-style-type: none"> <li>Manage the area through a park partner to operate an environmental farm and education center in a natural landscape with public access to trails and the shoreline.</li> </ul>	<ul style="list-style-type: none"> <li>Manage the area to enhance the environmental and farm education center and provide improved facilities for public day use including picnic area, trail access, and scenic overlook.</li> <li>Manage surrounding natural zone to enhance natural and scenic values and provide public access to trails and the shoreline.</li> </ul>	<ul style="list-style-type: none"> <li>Manage the area to promote restoration of coastal resources. Provide modest trailhead at Highway 1 for coastal access. Remove structures from farm and relocate environmental education center and farm education program to a less remote and more geologically stable location.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 2.</li> </ul>

NO ACTION	ALTERNATE 1 - PREFERRED	ALTERNATE 2	ALTERNATE 3
<b>Lower Redwood Creek (former Banducci flower farm and surrounding area)</b>			
<ul style="list-style-type: none"> <li>• Manage this area to preserve and enhance natural processes in the creek, floodplain, and surrounding landscape, and to protect threatened and endangered species.</li> <li>• Retain the rural character, existing buildings to support park programs and operations.</li> <li>• To protect salmon, collaborate with community to increase water storage capacity for use in dry season.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the majority of the area to restore natural coastal ecosystem and riparian habitat and provide trail connections.</li> <li>• Manage developed area to preserve rural pastoral character; existing buildings would support park programs and stewardship opportunities.</li> <li>• To protect salmon, collaborate with community to increase water storage capacity for use in dry season.</li> <li>• This location could accommodate equestrian uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage area, including Redwood Creek, to restore coastal ecosystem and endangered salmon habitat. Visitors would have opportunities to participate in these stewardship activities.</li> <li>• Remove all facilities not needed for stewardship, restoration, or trail use; With partners, explore realignment of Muir Woods Road to reduce impacts to Redwood Creek.</li> <li>• To protect salmon, collaborate with community to increase water storage capacity for use in dry season.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 2.</li> </ul>
<b>Muir Beach</b>			
<ul style="list-style-type: none"> <li>• Manage the beach, creek, parking lot and picnic area as planned in the wetland and creek restoration plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the area to restore and sustain wetlands and creek.</li> <li>• Improve beach and trail access and preserve natural setting.</li> <li>• Collaborate with community to address water quality issues impacting park resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1.</li> </ul>
<b>Golden Gate Dairy</b>			
<ul style="list-style-type: none"> <li>• Manage area to support equestrian facility and Muir Beach Volunteer Fire Department within historic ranch buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the developed area to preserve historic structures and pastoral landscape and to protect coastal prairie and scrub habitat.</li> <li>• Manage surrounding uplands to preserve and enhance the natural setting and provide trail connections.</li> <li>• Create site improvements including trailhead.</li> <li>• Continue to work with Caltrans to improve the safety of Highway 1.</li> <li>• Relocate equestrian facilities to Lower Redwood Creek.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage develop area and surrounding uplands to preserve historic structures and pastoral landscape and to protect coastal prairie and scrub habitat.</li> <li>• Reuse historic structures for science and stewardship center or local community services consistent with park goals; Remove nearby nonhistoric residences if not contributing to community services.</li> <li>• Provide equestrian use on designated trails.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage developed area to preserve pastoral landscape and historic structures and stories associated with past dairy ranching.</li> <li>• Manage surrounding uplands same as Alternative 1.</li> <li>• Adaptively reuse historic structures to support equestrian and other recreational uses, park operations, and local community services consistent with park goals.</li> </ul>
<b>Tennessee Valley (from Oakwood Valley to the ocean)</b>			
<ul style="list-style-type: none"> <li>• Manage the area to accommodate a variety of uses including trailhead, multiple trails, hike-in campground, equestrian center, nursery, volunteer horse patrol, environmental education, and campground</li> </ul>	<ul style="list-style-type: none"> <li>• Provide improvements at Tennessee Valley trailhead, such as potable water, restrooms, and possibly a food kiosk.</li> <li>• Retain equestrian facilities and possibly expand them.</li> <li>• Could retain walk-on group camping.</li> <li>• Remove dams and artificial ponds and restore wetland and riparian habitat.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Tennessee Valley trailhead and Miwok stable area to retain equestrian use and provide minimal visitor facilities; improve trailhead to support visitor access to trails. Provide modest facilities to support stewardship and restoration activities.</li> <li>• Remove nonhistoric structures and convert unneeded roads to trails.</li> <li>• Remove dams and artificial ponds and restore wetland and riparian habitat.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Tennessee Valley trailhead and Miwok stable area to establish a visitor facility providing orientation and services to support area recreational and educational opportunities.</li> <li>• Retain equestrian, environmental and stewardship uses with improved sustainable facilities.</li> <li>• Modest facilities could be provided to support recreational activities and could include rustic overnight accommodations.</li> </ul>
<b>Marin Headlands: Marin City Ridge, and Gerbode Valley</b>			
<ul style="list-style-type: none"> <li>• Manage area to preserve natural resources and processes, restore habitats, protect sensitive species and habitats and allow trail use</li> <li>• Provide primitive camping and a trail network with access to local communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage area to preserve undeveloped wilderness-like character.</li> <li>• Could expand primitive camping opportunities that are accessible.</li> <li>• Continue habitat restoration, protect sensitive species.</li> <li>• Improve sustainability of trail system and explore opportunities to provide trail connections to local communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage area to restore and preserve coastal corridor of contiguous habitat and natural resources.</li> <li>• Remove nonhistoric buildings and infrastructure and restore lands.</li> <li>• Convert unnecessary roads to trails. Explore opportunities to provide trail connections to local communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>

NO ACTION	ALTERNATE 1 - PREFERRED	ALTERNATE 2	ALTERNATE 3
<b>Marin Headlands: Fort Barry and Fort Cronkite</b>			
<ul style="list-style-type: none"> <li>Continue to utilize historic structures for a variety of education, recreation, conservation, and park operations for the park and our partners.</li> <li>Some visitor facilities are provided such as waysides, parking, and a small visitor center.</li> <li>Equestrian programs exist but provide limited opportunities for the park visitor.</li> </ul>	<ul style="list-style-type: none"> <li>Manage for a variety of recreational, educational and stewardship activities. Expand visitor amenities at lower elevations and at Fort Baker and Fort Cronkhite. Rehabilitate structures and limited new construction for programs.</li> <li>Visitor amenities could be expanded to include trailheads, accessible trails, camping, picnicking, and park orientation.</li> <li>Build on existing programs with focus on environmental education, science, history, culture, recreation, healthy lifestyle activities, and special events.</li> <li>Some housing for staff, interns, and volunteers of the park and its partners would be provided.</li> <li>Add a warming hut near the beach to replace the chapel visitor center at Fort Barry.</li> <li>Equestrian programs would be supported in this area.</li> <li>Manage upland areas to protect and restore of habitat for endangered species.</li> <li>Continue to maintain restored Nike Missile site to provide experience evocative of its historic use.</li> </ul>	<ul style="list-style-type: none"> <li>Manage Rodeo Beach, Fort Cronkhite and Fort Barry to maintain military identity; provide higher levels of visitor use, educational programs and recreation. Manage forts to interpret national register historic district; allow reuse of buildings for park programming.</li> <li>Manage Rodeo Lagoon and uplands south of Bunker Road to preserve and restore coastal habitat for threatened/endangered species. Limit visitor access to designated trails.</li> <li>Accommodate equestrian use and restore habitat consistent with military landscape.</li> <li>Manage Nike Missile Site as in Alternative 1.</li> </ul>	<ul style="list-style-type: none"> <li>Manage Rodeo Valley, Fort Barry, and Fort Cronkhite to showcase stories and structures of military history and transition to a national park. Restore infrastructure and landscapes to military era; protect threatened/endangered species habitat. Continue to use structures for a variety of purposes, and encourage park partners to incorporate programming with military history and conservation of open space.</li> <li>Incorporate technology and multimedia to enhance interpretation and visitor immersion.</li> <li>Accommodate equestrian facilities.</li> <li>Manage Nike Missile Site same as in Alternative 1.</li> </ul>
<b>Capehart Housing Area</b>			
<ul style="list-style-type: none"> <li>Manage area to provide workforce housing for park and partner staff</li> </ul>	<ul style="list-style-type: none"> <li>Construct sustainable housing and park operational facility on south side of Bunker Road.</li> <li>Remove residences on north side of Bunker Road to provide for creek restoration.</li> </ul>	<ul style="list-style-type: none"> <li>Remove all structures; restore riparian and upland habitats and reconnect fragmented habitat where possible.</li> </ul>	<ul style="list-style-type: none"> <li>Replace some residences with new visitor center and facilities on south side of Bunker Road.</li> </ul>
<b>Conzelman, Bunker, and McCullough Roads (including Battery Spencer and Hawk Hill)</b>			
<ul style="list-style-type: none"> <li>Manage to preserve historic and natural resources and scenic views as well as protecting sensitive species and habitats. Implement planned road, trail, and transit projects to improve access and reduce congestion at scenic overlooks.</li> </ul>	<ul style="list-style-type: none"> <li>Highlight fundamental coastal resources, military fortifications, and scenic views.</li> <li>Provide safe pedestrian, bike, and motor vehicle access to overlooks and to interpretive and recreational opportunities.</li> <li>Add Interpretive signs, restrooms, and benches to some overlooks.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1, except that area outside immediate road corridor would be managed to protect and restore coastal habitat to support mission blue butterfly.</li> <li>Limit visitor access to designated trails in area outside immediate road corridor.</li> </ul>	<ul style="list-style-type: none"> <li>Manage roads and adjacent parklands to focus visitors on coastal geology and military fortifications. Restore military structures and fortifications.</li> <li>Provide new and improved trails following historic routes and connecting visitors to geologic and military resources.</li> <li>Protect habitat for threatened/endangered species.</li> </ul>
<b>Offshore Ocean and Bay Environment</b>			
<ul style="list-style-type: none"> <li>Maintain 1000-foot-wide buffer in coastal waters.</li> <li>Manage area to accommodate public uses including water recreation and noncommercial fishing.</li> <li>Support research and cooperation with other resource managing agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Preserve integrity of ocean and bay environment;</li> <li>Accommodate appropriate public uses including water recreation, boating and noncommercial fishing.</li> <li>Protect marine habitat in coordination with Monterey Bay and Gulf of Farallones National Marine Sanctuaries. At Point Bonita Cove and Bird Rock,</li> <li>Limit access in order to preserve sensitive resources; primary use would be research.</li> </ul>	<ul style="list-style-type: none"> <li>Offshore areas except Muir Beach and Point Bonita would be managed the same as in Alternative 1.</li> <li>At offshore areas around Muir Beach and Point Bonita, preserve sensitive marine resources including intertidal resources, Redwood Creek salmonids, seabirds, and marine animals.</li> <li>Restrict visitation to protect resources, primary use would be research.</li> </ul>	<ul style="list-style-type: none"> <li>Work to preserve ocean and bay environment and accommodate public uses including water recreation, boating and noncommercial fishing.</li> </ul>

No Action	Alternate 1 - Preferred	Alternate 2	Preferred Alternate 3
<b>Park Lands in San Francisco County</b>			
<b>Upper Fort Mason</b>			
<ul style="list-style-type: none"> <li>• Manage the area to preserve historic district and to adaptively reuse historic structures for park and park partner uses.</li> <li>• Provide public use through hostel and leasing of historic residences.</li> <li>• Provide a range of uses in the Great Meadow</li> </ul>	<ul style="list-style-type: none"> <li>• Manage this district as a portal to the park; use selected historic structures for orientation and visitor services. Restore historic landscape.</li> <li>• Maintain residential uses where compatible with preservation goals.</li> <li>• Develop an expanded stewardship program.</li> <li>• Maintain park operations in current location.</li> <li>• Provide modest improvements at the Great Meadow.</li> <li>• Manage Black Point to protect natural rocky shoreline and provide a scenic overlook.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage this area similar to Alternative 1, but selected historic structures would be used for new park partners to engage visitors, communities and others in participatory science, education, and stewardship focused on coastal environment.</li> <li>• Develop a stewardship “hub” at Fort Mason to transport volunteers arriving by transit to other work sites in the park.</li> <li>• Improve visitor circulation and wayfinding, especially from transit arrival areas.</li> <li>• Manage Great Meadow and shoreline at Black Point same as in Alternative 1.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Fort Mason as primary visitor entrance to the park, with an orientation and information center.</li> <li>• Preserve historic structures and landscapes.</li> <li>• Expand overnight accommodations.</li> <li>• Develop historic Pier 4 as an additional embarkation point to Alcatraz Island.</li> <li>• Manage Great Meadow and shoreline at Black Point same as in Alternative 1.</li> </ul>
<b>China Beach</b>			
<ul style="list-style-type: none"> <li>• Manage the area to provide a facility for enjoyment of a secluded beach and bird watching.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve visitor facilities and access to support current uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>
<b>Lands End (Northern area)</b>			
<ul style="list-style-type: none"> <li>• Manage the area to preserve and enhance the rugged coastal landscape.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the landscape, integrating natural habitat restoration and cultural landscape preservation.</li> <li>• Enhance scenic viewpoints and opportunities for bird watching.</li> <li>• Improve trail system, including connections to community and adjacent park lands.</li> </ul>	<ul style="list-style-type: none"> <li>• Restore native habitat and natural processes within the coastal corridor from Eagle’s Point south to area of recent restoration.</li> <li>• Improve trail system to provide access to shoreline and vistas and to connect to communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>
<b>Fort Miley</b>			
<ul style="list-style-type: none"> <li>• Manage this area to preserve the historic structures and landscapes and provide public and park operations uses.</li> </ul>	<ul style="list-style-type: none"> <li>• Preserve and enhance historic structures and cultural landscapes. Rehabilitate Marine Exchange Lookout Station (Octagon House).</li> <li>• Focus site improvements on appearance and connection to community and VA hospital campus.</li> <li>• Provide improved picnicking and group camping facilities and improved opportunities for outdoor learning and leadership programs.</li> <li>• Park operations would remain at East Fort Miley.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1, with restoration of more natural landscape. Adaptively reuse Marine Exchange Lookout Building (Octagon House) to engage the public in natural and human history of the ocean environment.</li> <li>• Park operations would remain at East Fort Miley.</li> </ul>	<ul style="list-style-type: none"> <li>• Preserve and enhance USS San Francisco Memorial, Marine Exchange Lookout Building, and structures and sites showcasing military and maritime history at West Fort Miley.</li> <li>• Continue to use East Fort Miley for park operations, and provide safer and more direct vehicle and trail access.</li> </ul>

No Action	Alternate 1 - Preferred	Alternate 2	Preferred Alternate 3
<b>Ocean Beach</b>			
<ul style="list-style-type: none"> <li>Manage to provide a recreational beach accommodating high levels of use while preserving natural values, including habitat for shorebirds such as the threatened western snowy plover</li> </ul>	<ul style="list-style-type: none"> <li>Maintain current uses and collaborate with City of San Francisco to enhance the corridor. Improve California Coastal trail and other connections.</li> <li>Manage area south of seawall to protect shorebirds and allow natural coastal processes.</li> <li>Relocate facilities out of areas vulnerable to coastal erosion.</li> </ul>	<ul style="list-style-type: none"> <li>As in Alternative 1, support City's efforts to redesign Ocean Beach corridor and relocate facilities out of areas vulnerable to coastal erosion.</li> <li>Manage northern end of beach to provide a variety of recreational opportunities. Manage area south of seawall to protect shorebirds and allow natural coastal processes while allowing compatible recreational uses.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 2</li> </ul>
<b>Fort Funston</b>			
<ul style="list-style-type: none"> <li>Provide trail and beach access for recreational uses including dog walking and hang gliding.</li> <li>Preserve natural and cultural resources including historic fortifications. Maintain park operations and environmental education center.</li> </ul>	<ul style="list-style-type: none"> <li>Continue existing uses. Provide new visitor facilities. Preserve and interpret Battery Davis.</li> <li>Expand islands of native habitat to form continuous native dune habitat corridor.</li> <li>Along northern stretch, protect shorebirds, including threatened western snowy plover.</li> </ul>	<ul style="list-style-type: none"> <li>Expand islands of native habitat to form continuous native dune habitat corridor.</li> <li>Manage southern area to protect shorebird habitat and provide new trails.</li> <li>In developed area, manage to provide continued levels of high use and variety of recreational activities and support facilities.</li> <li>Preserve Battery Davis.</li> </ul>	<ul style="list-style-type: none"> <li>For the majority of the site, manage to provide recreational activities with limited support facilities.</li> <li>Restore natural dune ecosystem and trail access, locate parking at edge of site.</li> <li>Remove nonhistoric buildings; relocate park operation functions and environmental education programs to suitable locations.</li> <li>Preserve historic Battery Davis within natural setting.</li> <li>Manage uplands for continued high levels of recreational use.</li> </ul>
<b>Offshore Ocean and Bay Environment</b>			
<ul style="list-style-type: none"> <li>Maintain 1000-foot-wide buffer in coastal waters:</li> <li>Manage this area to accommodate public uses including water recreation and noncommercial fishing.</li> <li>Support research and cooperation with other resource managing agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Same as No-action Alternative.</li> </ul>	<ul style="list-style-type: none"> <li>Designate eagle's Point near China Beach to Seal Rocks and West Crissy Field as marine reserves to protect seabirds and marine mammals.</li> <li>Remainder of area would be managed as in the No-action alternative.</li> </ul>	<ul style="list-style-type: none"> <li>Same as the No-action alternative</li> </ul>

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NO ACTION	ALTERNATE 1 - PREFERRED	ALTERNATE 2	PREFERRED ALTERNATE 3
<b>Park Lands in San Mateo County</b>			
<b>Thornton State Beach to South of Mussel Rock</b>			
<ul style="list-style-type: none"> <li>Limited management would continue.</li> </ul>	<ul style="list-style-type: none"> <li>Preserve and enhance natural and scenic values; allow for coastal geologic processes;</li> <li>Provide modest visitor access facilities; protect shorebird habitat.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>
<b>Milagra Ridge</b>			
<ul style="list-style-type: none"> <li>Manage to protect and restore natural habitat, to protect historic coastline defenses.</li> <li>Maintain limited trail access.</li> </ul>	<ul style="list-style-type: none"> <li>Manage area to preserve wild character and protect habitat for endangered species. Restore heavily disturbed areas.</li> <li>Improve trails and trail connections in coordination with other land managers. At center of ridge, improve access and add additional visitor amenities.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1 without additional amenities and improved access at center of ridge.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 2</li> </ul>
<b>Shelldance Nursery Area</b>			
<ul style="list-style-type: none"> <li>Manage area for multiple uses including commercial nursery, trailhead, and park maintenance storage</li> </ul>	<ul style="list-style-type: none"> <li>Transition area to provide visitor services including trailhead parking, restrooms, orientation, and community stewardship/education center.</li> <li>Designate some portion for park operations.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>
<b>Sweeney Ridge (including Cattle Hill and Picardo Ranch)</b>			
<ul style="list-style-type: none"> <li>Manage for natural values and protection of historic resources.</li> <li>Cattle Hill to be transferred to NPS in the near future, with trail improvements underway.</li> <li>Picardo Ranch is a priority for land and conservation easements for the park</li> </ul>	<ul style="list-style-type: none"> <li>Manage to protect endangered species and large contiguous natural landscape.</li> <li>Visitor experience would include stewardship activities, trail use and primitive camping. Coordinate improvements in regional trail system connections, develop trail amenities.</li> <li>Preserve, enhance and interpret San Francisco Bay Discovery Site National Historic Landmark.</li> <li>If acquired, locate trailhead at Picardo Ranch with visitor use improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Majority of area managed similar to Alternative 1.</li> <li>Convert Sneath Lane to a trail to connect Bay Area Ridge Trail. Remove unnecessary fire roads or convert to trails. If acquired, locate trailhead at Picardo Ranch with modest improvements.</li> <li>Preserve and interpret San Francisco Bay Discovery Site National Historic Landmark.</li> </ul>	<ul style="list-style-type: none"> <li>Manage majority of area to protect endangered species and the large contiguous landscape extending to SFPUC watershed.</li> <li>Visitor experience could include stewardship activities, improved trails and primitive camping.</li> <li>Connect to Bay Area Ridge Trail. Preserve, enhance, and interpret San Francisco Bay Discovery Site National Historic Landmark.</li> <li>Developed portions of Picardo Ranch, same as Alternative 1.</li> </ul>
<b>Mori Point</b>			
<ul style="list-style-type: none"> <li>Manage to preserve and enhance habitat for threatened and endangered species and to restore natural functions.</li> <li>Develop hiking trails network.</li> </ul>	<ul style="list-style-type: none"> <li>Manage land for ongoing restoration of natural habitats and to protect endangered species.</li> <li>Improve trail system and its connections and improve access.</li> </ul>	<ul style="list-style-type: none"> <li>Control visitor use to protect threatened and endangered species on site.</li> <li>Continue community stewardship to restore ecosystem.</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>
<b>Pedro Point, Devil's Slide, and San Pedro Mountain</b>			
<ul style="list-style-type: none"> <li>Not currently managed by NPS, but likely to be added to the park after construction of the Highway 1 tunnel</li> </ul>	<ul style="list-style-type: none"> <li>If acquired, manage to maintain natural features and scenic views, and restore habitat;</li> <li>Improve trails and trailheads; control access to protect nesting seabirds</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>	<ul style="list-style-type: none"> <li>Same as Alternative 1</li> </ul>

NO ACTION	ALTERNATE 1 - PREFERRED	ALTERNATE 2	PREFERRED ALTERNATE 3
<b>Rancho Corral de Tierra</b>			
<ul style="list-style-type: none"> <li>• Non-agricultural portions of this open space managed by Peninsula Open Space Trust (POST) are in the process of being transferred to NPS.</li> <li>• Manage for limited public access for recreation such as hiking and horseback riding</li> </ul>	<ul style="list-style-type: none"> <li>• Create “portals” and trailheads and other visitor facilities that provide for the enjoyment of this area.</li> <li>• Manage areas outside equestrian centers to preserve wild, open character and offer trail-based recreation</li> <li>• Equestrian facilities and uses would be retained at although the exact location, type, and scale will be subject to future planning efforts.</li> <li>• Restore natural habitats with community stewards.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1, with fewer amenities.</li> <li>• Remove unnecessary roads or convert to trails.</li> <li>• Remove or relocate equestrian facilities away from creek corridors.</li> <li>• Partner with surrounding land owners to restore creek corridors supporting fish passage.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>
<b>Montara Lighthouse</b>			
<ul style="list-style-type: none"> <li>• Currently managed by the US Coast Guard; current uses include a hostel. Potential to be transferred to NPS.</li> </ul>	<ul style="list-style-type: none"> <li>• Preserve and interpret historic structures and associated resources.</li> <li>• Enhance hostel and day use programming. Encourage multi-agency visitor center.</li> <li>• Improve trail connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Similar to Alternative 1, but dedicate the site to stewardship and environmental education including education related to coastal resources.</li> <li>• Maintain hostel and overnight accommodations for use by program participants and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Restore and interpret historic structures and landscape features to support immersion in life of lighthouse keepers, remove contemporary structures and develop new visitor programs.</li> <li>• Continue overnight stays as part of immersion experience.</li> </ul>
<b>Phleger Estate</b>			
<ul style="list-style-type: none"> <li>• Manage this area to preserve cultural and natural resources of second-growth redwood forest and to provide access to regional trail system</li> </ul>	<ul style="list-style-type: none"> <li>• Manage this area to provide recreation in natural setting.</li> <li>• Restore redwood forest ecosystem and manage for trail-based recreation.</li> <li>• Interpret logging history.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Alternative 1</li> </ul>
<b>San Francisco Public Utilities Commission Watershed Easements</b>			
<ul style="list-style-type: none"> <li>• Manage by SFPUC to protect water supply and ecological and cultural resources. The NPS manages a scenic easement and a recreational easement to protect natural values and limited recreational uses compatible with ongoing water operations</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to cooperate with SFPUC on land management for preservation of natural, cultural, scenic and recreational features of the watershed.</li> <li>• In scenic and recreation easement, promote preservation while providing improved public trail access.</li> <li>• Collaborate with SFPUC on a watershed visitor education center.</li> </ul>	<ul style="list-style-type: none"> <li>• Similar to Alternative 1, with emphasis on promoting natural resources preservation and supporting biodiversity values.</li> <li>• Promote access and visitor services along existing multiuse trail and implement trail improvements proposed in San Francisco Watershed Management Plan (2002) including north-south corridor in areas of low sensitivity.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage majority of area, corresponding to scenic and recreational easement, same as in Alternative 1.</li> <li>• Manage eastern edge, adjacent to Highway 280 same as Alternative 1, but with emphasis on promoting enhanced interpretation to highlight the scope of the water system with its origins in Yosemite National Park.</li> </ul>
<b>Offshore Ocean Environments</b>			
<ul style="list-style-type: none"> <li>• Where park boundary coincides with Fitzgerald Marine Reserve (FMR), continue to cooperate on management. The FMR area between Montara State Beach and Ross' Cove has been designated as the Montara State Marine Reserve: no fishing, harvesting, or collecting would be allowed in this area. The FMR area between Ross Cove and Pillar Point Harbor has been designated as the Pillar Point Marine Conservation Area; some fishing would be allowed in this area.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as No-action alternative.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as No-action alternative.</li> </ul>	<ul style="list-style-type: none"> <li>• Same as No-action alternative.</li> </ul>



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**Table 7: Summary of Key Impacts of Implementing the Alternatives for Park Lands in Marin, San Francisco, and San Mateo Counties**

This will be completed after the regional review is completed.

