

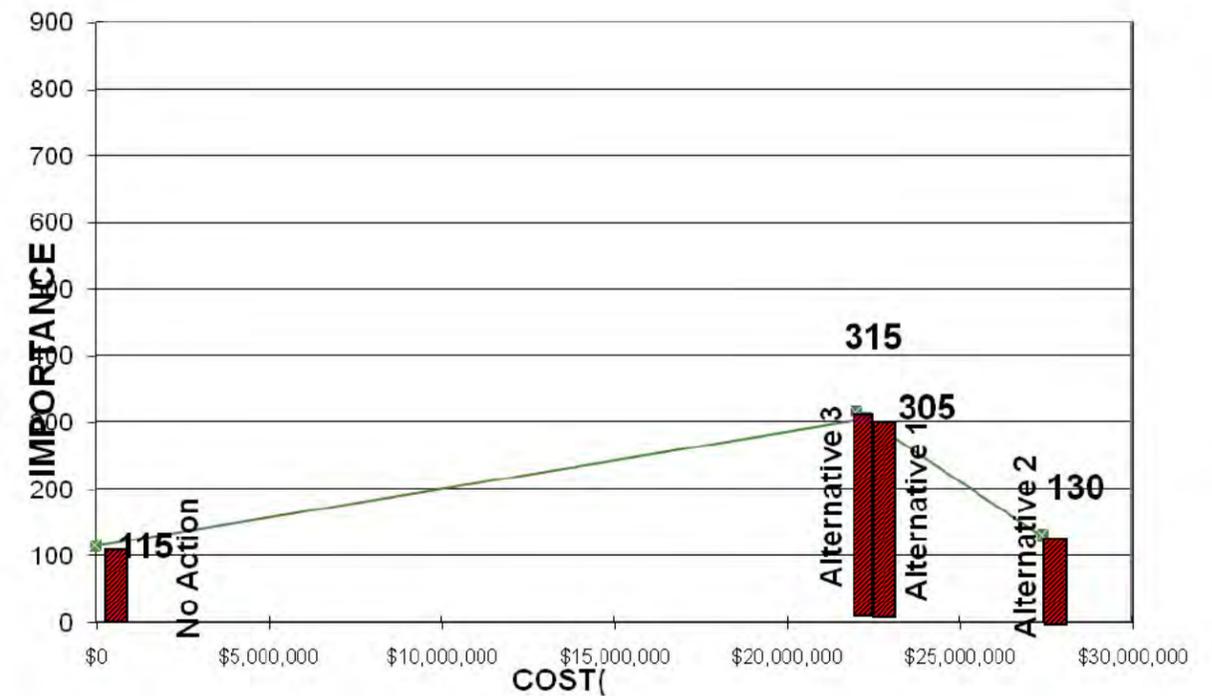
**MUIR WOODS NATIONAL MONUMENT – CBA SUMMARY TABLE**

Factors	No Action		1. Connecting People		2. Coastal Ecosystems		3.National Treasures	
<b>1. Strengthen the integrity and resiliency of coastal ecosystems.</b>								
Advantages		0	<b>More</b> creek and floodplain restoration even though “natural” zone is larger, creek is not included in natural zone	40	<b>Substantially more</b> strengthening of the resiliency of the coastal redwood forest ecosystem, including a high degree of creek restoration. More forest restoration in Camino del Canon and less risk of fire and other impacts as a result of overnight use.	100	<b>Slightly more</b> creek restoration	20 (50)
<b>2. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Historic Landmarks.</b>								
Advantages	<b>Better</b> retention and preservation of built historic features (Camp Hillwood maintained but not rehabbed)	35	<b>Much better</b> retention, preservation and condition improvements to built historic features (rehab Camp Hillwood), removing non-historic structures to enhance cultural landscape	60		0	<b>Substantially better</b> retention, preservation and condition improvements to built historic features	85 (80)
<b>3. Support a diversity of recreational opportunities and national park experiences, appropriate to MUWO (Diverse ways to experience the primeval forest).</b>								
Advantages	<b>More</b> diversity of national park experiences, settings, trails and visitor facilities	40	<b>Very much more</b> diversity of national park experiences, settings, trails, and visitor facilities and day-uses (adds Camino del Canon)	75		0	<b>Much more</b> diversity of national park experiences, settings, trails and visitor facilities (balances recreation and preservation)	70 (75)
<b>4. Improves and promotes public understanding of park resources, NPS values and identity.</b>								
Advantages	<b>Slightly better</b> opportunities interpret NPS values but with more limited facilities and in less appropriate locations - currently a gateway to the park	40	<b>Better</b> opportunities to reach a range of visitors with education, interpretive and stewardship facilities and programs, teach a broader story, gateway to the park and NPS	60		0	<b>Much better</b> opportunities to provide focused and improved understanding of park values (conservation) to a broad audience. Intensive effort to engage people.	70
<b>5. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>								
Advantages		0	<b>Much better</b> at providing diverse options (car, transit, tour buses) to access the park, enhances visitor entry experience, while retaining broad access within the site	70	<b>Better</b> entry experience, but provides one primary option (transit) for visitor access and limits access within the site	30	Same as Alternative 1	70
<b>Total Score</b>		<b>115</b>		<b>305</b>		<b>130</b>		<b>315 (345)</b>
<b>Cost (capital and restoration costs)</b>								

## Modifications to Base Alternative 3 for Preferred Alternative of MUWO

Proposal	Cost
<b>1. Strengthen the integrity and resiliency of coastal ecosystems</b>	
In Camino – Rezone to natural; stabilize sediment sources (remove all non-historic and non-essential infrastructure/facilities, remove invasive vegetation, restore natural hydrologic functions); Remove Hillwood School (unless compatible with restoration goals, could be used for NPS programmatic functions – walk-in only) and Druid Heights (unless compatible with restoration goals); remove utilities or bury; continue to evaluate a more appropriate location for wastewater; consider low impact day-use opportunities (e.g., trails) if compatible with restoration goals and visitor safety	2.08 million
In monument boundaries, enhance restoration of the creek and floodplain function by removing or reconfiguring parking to minimize the proximity to the creek; Reconfiguring and relocating portions of the main trail and bridges (except historic Fern Creek Bridge) to allow for creek and floodplain restoration and improvement of the integrity of the redwood forest ecosystem; Targeted removal of rip rap to maximize ecological benefits; retain all the historic buildings	More shuttle cost?  1.525 million
Remove some shoulder parking along the road (restore rustic and natural setting)	\$\$
Any parking that remains would be an alternative, more pervious surface to asphalt	
The function of the concessions/admin building is changed – no longer a concessions, but rather some other park serving function (no food, less busy)	
Alternative, non-facility based interpretation where appropriate and feasible that contributes to protection and enhancement of national treasures	
<b>2. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Landmarks</b>	
Besides some rip rap, no other historic structures removed	
<b>3. Support a diversity of recreational opportunities and national park experiences, appropriate to MUWO (Diverse ways to experience the primeval forest)</b>	
Use the concessions/admin facility for park serving functions that allow visitor immersion in the primeval forest	
Facilities for simple food services provided outside the main heart of the woods at the transit/welcome center	
Include language on community connections, managing in collaboration with adjacent lands, reaching a wide and diverse audience, regional trail connections that connect with local communities and other public lands	
Variety of ways to immerse people in the primeval redwood forest	

<b>4. Improves and promotes public understanding of park resources, NPS values and identity.</b>	
Consider alternative technology and programs for interpretation in balance with interpretive infrastructure (e.g., waysides, exhibits)	
Visitor intercept facility is the start of the immersion experience	
<b>5. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>	
Augment shuttle service on weekends with recreational hiker/biker shuttle and integrate with bicycle outreach	
Encourage reconsideration of one-way road operations on Muir Woods Road with partners	
Evaluate the need for access regulation (e.g., reservation system) to achieve capacity indicators and standards	
Strategic reduction in parking and use of alternative parking surfaces	
Use of shuttle for access	



**Rationale for Base Alternative of Muir Woods**

July 29, 2008

Summary of Discussion by Participant

Participant	Alt 1	Alternative 3
MB		Newsletter page 7 – visitor experience goals – explore unique and distinctive resources, active public participation and stewardship – these encompass what our goals should be for visitor experiences
CP		Contemplative outdoor museum – Muir Woods is the one place where this can really work.
MM		This will work if screen of purpose and significance is applied
CB		Deliberate focus on trail experience, guided more carefully and visitor choices are more clear than what exists today
AV		Ditto to the other points raised
JV		Focuses on the most important values for MUWO
TW		Allows for incorporation of paramount advantage
PS		Addresses traditional visitor that comes from outside the area – creates a better visitor experience for that type of visitor – which is a good goal
SH		The living museum as a focus of visitation – this is an appropriate goal for MUWO
JR/DM		Removal of development
BA		9OV needs to be incorporated to make this work - Get the visitor immersed into the forest
NH		Need to write alt 3 more true to concept – look at the other alternatives to strengthen. Need to look at thematic trails and determine if it’s appropriate decisions for the GMP. Need to incorporate the language on stewardship to ensure the “living” part of the outdoor museum.
HL		Still parks for the people – agree with other comments. Need to be intentional for seeking new audiences and reaching out to those that don’t visit NPs or can’t.
YR		Promoting the national park service identity – this alternative allows for this – can’t miss. Can address some of the parks to the people idea – it’s about quality not quantity. Make it an attractive place that people can go to, they know it’s a national park, they have an awesome experience – this should be the focus rather than bringing in a lot more people. Need to ensure balance
CK		Living national treasure and it’s about the future of MUWO – draws from the past to improve the future. The thematic trails is a core component to this alternative. Can use the thematic trails to integrate aspects of alternative 2 (e.g., ecology trail that directs visitors to understand restoration efforts and be in close contact). Ecology, history, inspiration are all part of the park purpose and significance – thematic trails allow for these stories to be told. Creek restoration can still occur in this alternative with relocation and redesign of the trails. Don’t like terminology of “outdoor museum” – too static.

DH		Currently ties national treasure to national register – if redefined to also include the natural resources, than this alternative can address the values of alt 2 and 3. The focus on inspiration and national park values are good goals.

**GOLDEN GATE NATIONAL RECREATION AREA – CBA SUMMARY TABLE**

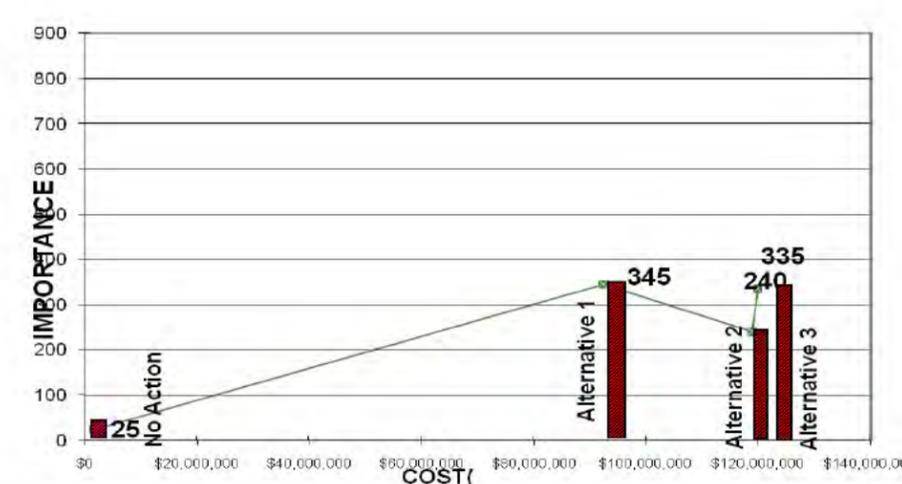
Marin County		San Francisco City/County		San Mateo County			
Factors	No Action	1. Connecting People	2. Coastal Ecosystems	3. National Treasures			
<b>1. Strengthen the integrity and resiliency of coastal ecosystems.</b>							
Advantages	0	<b>Slightly better</b> park wide, but not much specifically mentioned at important ecological areas	25	<b>Very much better</b> park wide and in the most important ecological areas.... - Increase amount of restoration and preservation provided in most important ecological areas (Stinson, LRC, TV, MAHE, RCDT, offshore, shoreline, (provide increase in connectivity to adjacent natural areas).	80	<b>Better</b> Parkwide, especially in the most important ecological areas... - Ocean Beach, Slide Ranch, FoFU, LRC (at LRC increase connectivity to adjacent areas)	40
<b>2. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Historic Landmarks.</b>							
Advantages	0	<b>Better</b> opportunities to strengthen the integrity of resources that contribute to the National Register of Historic Places and National Historic Landmarks	40	<b>Slightly better</b> opportunities. More stabilized resources, but not as many preserved and reused.	25	<b>Much better</b> , especially for: - military landscapes and structures in MAHE (coastal fortifications, Forts Barry/Chronkhite, Kirby Cove - maritime properties (Montara LH)	75
<b>3. Support a diversity of recreational opportunities and national park experiences (includes stewardship).</b>							
Advantages	<b>Slightly more</b> diversity of recreational opportunities and national park experiences (equestrian use is relatively high)	25	<b>Substantially more</b> diversity of recreational opportunities and national park experiences, including stewardship. Includes a diversity of settings from wild to developed with associated support facilities both park wide and within a site. Includes facilities being provided at important nodes of activity that create a focal point to engage the public.	100	0	<b>Very much more</b> diversity of recreational opportunities and national park experiences (Great diversity across the park, less diversity at each site – more singular experience specific to the place)	80
<b>4. Improves and promotes public understanding of park resources, NPS values and identity.</b>							
Advantages	0	<b>Substantially better</b> due to the wide range of orientation and interpretive facilities in more distributed park areas. There is more access to a diversity of sites and more specific intent to connect with visitors. The alternative supports a diversity of activities and interpretive themes, and therefore has the potential of appealing to audiences with a broad range of interests.	95	<b>Much better</b> due to a focus on stewardship, science and education opportunities (both natural and cultural), introducing visitors to more specific interpretive themes associated with natural resource preservation, restoration and stewardship. Limited facilities that support orientation and interpretation.	75	<b>Very much better</b> due to a focus on promoting NPS presence and associated values at specific sites. Selected sites are emphasized for showcasing values and interpreted for in-depth understanding.	80
<b>5. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>							
Advantages	0	<b>Substantially better</b> due to a balance of multiple modes of transportation options to many areas in the park, an extensive trail network with a focus on connecting sites and communities, and plentiful signage and orientation.	85	<b>Much better</b> because of the focus on alternative transportation as the “backbone” of access to and between sites. This would improve traffic conditions, and reduce visitor frustration and congestion. There is restricted access in a few areas within the park due to the sensitivity of natural resources.	60	<b>Much better</b> at providing visitors with safe and enjoyable access and circulation to certain sites at the park with a balance of multiple modes of transportation options to a selected number of park sites. There is more targeted trail network. Enhances transit to significant sites.	60
<b>Total Score</b>	25	345	240	335			
<b>Cost (capital and restoration costs)</b>	\$1.9M	\$92.5M	\$119M	\$120M			

# Modifications to Base Alternative 1 for Preferred Alternative of GOGA

Proposal	Cost
<b>6. Strengthen the integrity and resiliency of coastal ecosystems</b>	
Remove Lower Tennessee Valley facilities (includes dams) and move to the trailhead and other areas to focus on restoration goals in this area – change zoning from diverse opportunities to natural	\$425,000 (ponds only)
Evaluate and convert some management roads to multi-use trails for specific areas (e.g., Rancho, Sweeney, Tennessee Valley, Marin Headlands) that are most important for ecological protection	\$\$-\$\$\$
Enhance creek restoration at Rancho by removing invasive plants, improving hydrologic functions, reconnecting creeks to the ocean to support anadromous fisheries	\$\$\$ (partner money possible)
Equestrian facilities retained at Rancho with enhanced BMPs in partnership with equestrian community and other partners for creek protection and restoration (along with above), along with public programming	\$\$ (partner money possible)
Convert Ocean Beach, south of GG Park, to the natural zone (test with Ocean Beach Vision Council, confirm with Chris Powell on dog management plan)	
At Stinson Beach, expand Easkoot Creek corridor (instead of “enhance creek,” change to “enhance creek with a greater riparian buffer”)	
Change water around Bird Island and Point Bonita Cove (currently natural) to sensitive resource zone	
Match Mission Blue Butterfly acreage restoration as alt. 2 (adds 20+acres) – no zoning change	\$\$
Strengthen habitat restoration at Ft. Funston while maintaining controlled diverse recreation opportunities – include habitat corridor zoning w/ a natural zone (see Chris Powell regarding dog management plan for compatibility)	
<b>7. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Landmarks</b>	
Restore and interpret Marin Headlands’ batteries and post World War II ridge top structures - historic immersion zone along the coastal bluffs	\$4 million
More rehab/restoration (landscape and exteriors) and programs at Fort Barry to reflect the period of significance – change from diverse opportunities to historic immersion. Potential for in-fill structures. Could still include park partners and diverse uses within the buildings.	\$\$-\$\$\$
Kirby Cove – use proposal for Alt. 3 restoration for forest and batteries	\$\$-\$\$\$
Restore and interpret Montara LH, while integrating a lighthouse keeper historic immersion program into the hostel operation	\$\$

<b>8. Support a diversity of recreational opportunities and national park experiences</b>	
Warming hut at Cronkhite possibly could be in a restored or rehabilitated barracks – save \$\$	Save \$\$
Special events support facilities in the Great Meadow	
Bring in emphasis of alt. 2 on stewardship activities (both natural and cultural)	

<b>9. Improves and promotes public understanding of park resources, NPS values and identity.</b>	
Strengthen interpretation of the history of Ft. Mason, using alternative technology as much as possible (keep costs down)	Could be included as part of facility rehab costs already identified
Expand on parkwide interpretation and orientation (including regional opportunities) at Ft. Mason	Could be included as part of facility rehab costs already identified
Create a cultural landscape stewardship program at Ft. Mason that serves the park (e.g., Fort Mason, Sutro Heights Park), similar to Garden’s Conservancy – focuses on restoration of deteriorating cultural landscapes	
At Golden Gate Dairy change zoning to evolved cultural landscape (from diverse visitor opportunities), as stated in alt. 3, manage to preserve the pastoral landscape, structures and tell the stories of past dairy ranches	
Parkwide; Incorporate latest technology to bring history alive	
Use warming huts to support site stewardship – include in description of warming huts (trying to combine facilities were possible)	
Include language to look for more opportunities to connect children, diverse populations, and others (place based, diverse) – Slide Ranch, Rancho, Shell Dance, Banducci, – needs further discussion – could be a guiding a principle	
<b>10. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>	
Include the stewardship hub at Ft. Mason as presented in alt. 2 and combine with community trailhead portals to facilitate awareness and transportation related to stewardship opportunities	
Promote Pacific Coast Highway as a National Scenic Byway in San Mateo	
Promote Pacific Coast Highway as a National Scenic Byway in Marin (if not already designated), but don’t include so much facility development along the corridor	
Enhance transit to and between sites and include year-round (not just about congestion management, also connecting the public to the park) – could be a guiding principle...	



## Notes on Developing a Preferred Alternative for GOGA

Nancy proposal—lower Tennessee Valley facilities have least amount of importance and visitor facilities could be concentrated near the trail head—could remove facilities, powerlines, and dam?

Split back into Factor groups to talk about elements to be added from the other alternatives to strengthen alternative 1 (received most importance and was also lower cost)

Factor 1

- promote Tennessee Valley as “trail to the sea”
- convert some management roads from wide roads to multi-trail width—much more sustainable
- creek restoration is expensive, but lots of opportunities for partner participation—also those creeks are highly sensitive American Indian archeological areas and Steve would encourage close cooperation among park staff when designing and implementing projects
- Cathie Barner (Conservancy) said not to let costs deter GOGA from making the right decisions—there are many ways to raise money to support these efforts

Factor 2

- historic immersion would allow for exterior and landscape renovations while allowing for contemporary use inside of the structures on the ridge at Marin Headlands—“natural resources are compatible with military history”

Factor 3

- no additional points not included in table

Factor 4

- no additional points not included in table

Factor 5

**ALCATRAZ – CBA SUMMARY TABLE**

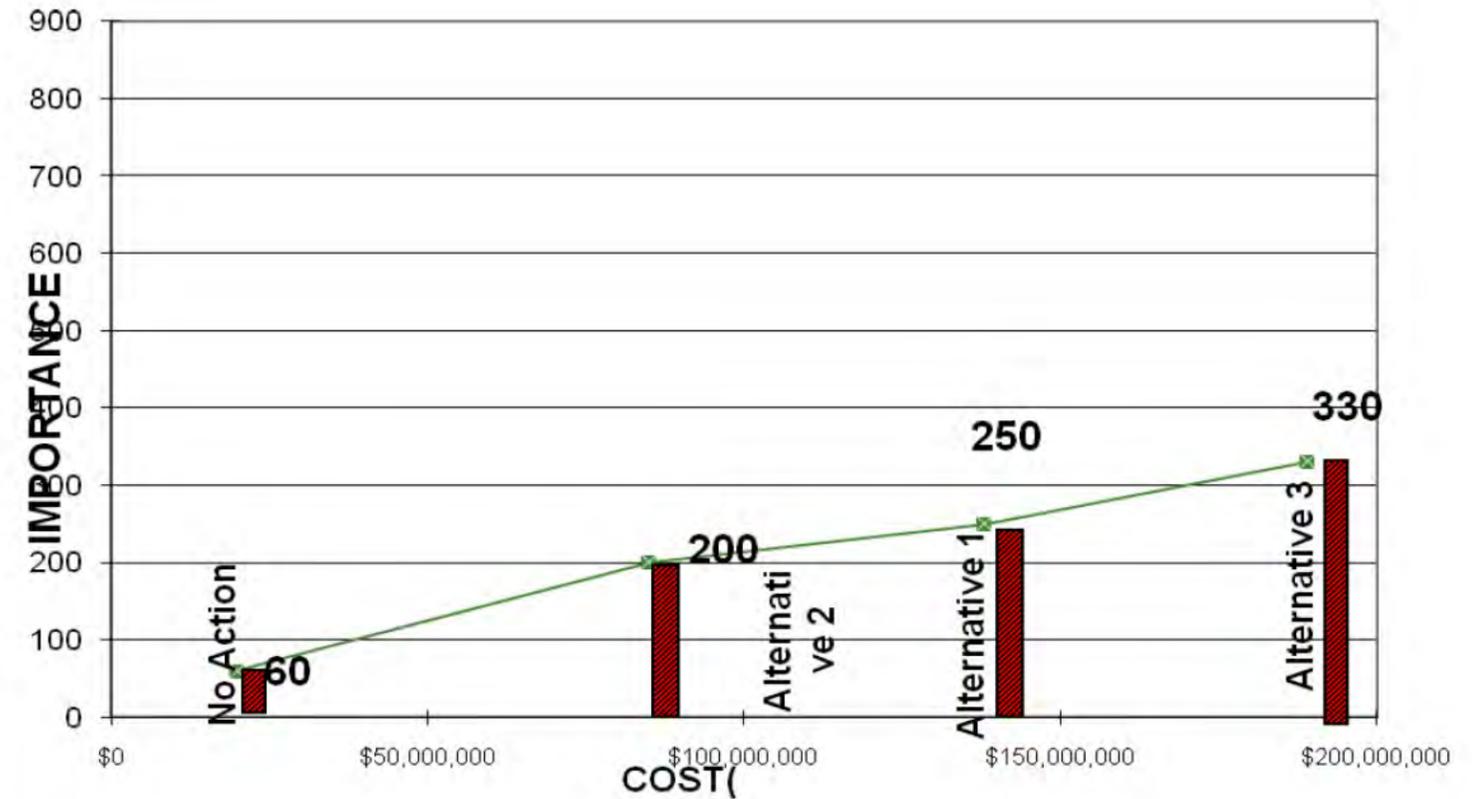
Factors	No Action	1. Connecting People	2. Coastal Ecosystems	3. National Treasures				
<b>1. Strengthen the integrity and resiliency of coastal ecosystems.</b>								
Advantages	<p><b>Very much better</b> due to seasonal closures of sensitive areas, year-round closure of western cliffs and NE perimeter, limited seasonal access to habitat areas that allows for increased protection of seabird colonies. Neglected cultural landscapes lead to increased habitat values in some location. Marine resources are protected through outreach to user groups.</p>	60	0	<p><b>Substantially better</b> since there is a decrease in development that leads to an increase in habitat value. Access controlled to habitat areas. Increased opportunities for habitat improvement due to minimal/marginal maintenance of cultural landscapes. Model Industries and Laundry Buildings allowed to deteriorate to ruins and provide increased wildlife habitat (larger scale than no action). Increased stewardship, science, and partnerships engaged on the island. Greater protection of marine environment with 300 foot closure. Very limited food services. Rubble pile remains.</p>	75	<p><b>Much better</b> due to the 1,000 foot protection buffer in the marine environment which allows for enhanced protection of seabird colonies. Low intensity of use (and no food services – this needs to be clarified) proposed in the laundry building (conservation center and exhibit area), leading to a decrease in potential bird disturbance. Seasonal closures in majority of perimeter habitat. Evolved cultural landscape zone is compatible with habitat needs. Low intensity of use proposed for parade ground which has the potential for decreased disturbance of seabirds.</p>	40	
<b>2. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Historic Landmarks.</b>								
Advantages		0	60	<p><b>Much better</b> due to island-wide improvement of historic structures and landscapes, all primary buildings are improved in condition, improvements will be “fair” and “good,” primary buildings and parade ground are rehabilitated.</p>	35	<p><b>Slightly better</b> since it improves all primary buildings to “good” condition except the laundry building, model industries, Pier 4 and parade ground. An increased level of treatment for prison building (in comparison to Alt #1)</p>	<p><b>Substantially better</b> due to island-wide improvement of historic structures and landscapes; Most extensive cultural landscape work to good condition. All primary buildings are improved in condition. This alt has most historic structures preserved in good condition and parade ground is restored. Also, it has an increased historic immersion zone, including entire Cell House (potential for higher # of character-defining features to be improved). The Alcatraz collection goes to the Island. Also restores “no-trespass zone” – 1,000 feet. Provides the historic water route. Increased access via “Discovery Trail”</p>	100
<b>3. Support a diversity of recreational opportunities and national park experiences, appropriate to MUWO (Diverse ways to experience the primeval forest).</b>								
Advantages		0	80	<p><b>Substantially better</b> due to broader thematic range of experiences across the island. This alt. could spread people out more. Provides new opportunities, including a range of overnight accommodations and boating (SF Bay Water Trail)</p>	35	<p><b>Better</b> due to managed effort to bring people into natural resource areas and a more directed effort to understand natural resources on the island. Partnership opportunities for natural resource management. Can experience these areas without impacting them. Some areas closed or highly managed for access.</p>	<p><b>Very much better</b> since the alternative opens many more places with a range of experiences in landscapes and buildings. Includes trails and immersive experiences. Similar range of services as alt 1.</p>	70

**ALCATRAZ – CBA SUMMARY TABLE**

Factors	No Action		1. Connecting People		2. Coastal Ecosystems		3.National Treasures	
<b>4. Improves and promotes public understanding of park resources, NPS values and identity.</b>								
Advantages		0	<b>Very much better</b> since it seeks to connect more people to the multiple stories. Rehabs some structures, supporting increased understanding. Creates visitor nodes at building 64 and the laundry building – platforms for education. Provides greater flexibility to adaptively reuse structures for broader public purposes and understanding. Showcases sustainable technologies. Permits marine access outside 100 feet, permitted boat landings, and access to the island perimeter for opportunities to educate about island resources.	80	<b>Better</b> due to additional attention to depth of the experience and building restoration/rehab in the historic zone. Visitors will gain a better understanding of the key themes of the island, including natural resource values and the “place” of the island in a regional context. Adaptive reuse of Building 64 for science and stewardship opportunities, including overnight for programmatic purposes.	55	<b>Substantially better</b> since it seeks to connect more people to deep experiences focused on the highest valued resources. Uses the resources as the authentic platforms for stories. The alt has extensive historic stabilization, rehab and restoration and visitors would be witness to these activities. The entire visitor experience is designed to emphasize the period of significance. Allows immersive on-island experiences. Discovery trail exposes visitors to more areas of the island and in an authentic manner.	90
<b>5. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>								
Advantages		0	<b>More</b> since it allows for non-ferry access (SF Bay Water Trail) and allows for embarkation from Pier 4.	30		0	<b>More</b> since it provides Pier 4 as a potential point of primary embarkation, increasing historic immersion experience to embarkation point.	30
<b>Total Score</b>		<b>60</b>		<b>250</b>		<b>200</b>		<b>330</b>
<b>Cost)</b>								

## Modifications to Base Alternative 3 for Preferred Alternative of ALCA

Proposal	Cost
<b>11. Strengthen the integrity and resiliency of coastal ecosystems</b>	
<b>Option:</b> Laundry Building and Model Industries Building would be stabilized ruins. The perimeter trail would be thru the Laundry Building. Conservation lab moved to Building 64. Total advantage remains equal to or greater because natural resource advantage increases while cultural resources advantage decrease. Impact to operations.	SAVINGS of \$35 Million
<b>Option:</b> Allow the Model Industries Building to be stabilized as a ruin.	
Opportunities to decrease restoration costs by using “virtual” techniques to illustrate restoration at the cellhouse	SAVINGS of \$25 Million
Need to further investigate other potential resource benefits in the alternative – incorporate any of the sensitive resource zoning to make resource goals clear – discuss in the write-up too.	
<b>12. Strengthen the integrity of the resources that contribute to the National Register of Historic Places and National Landmarks</b>	
<b>Option:</b> Use the Model Industries Building for operations	
<b>13. Support a diversity of recreational opportunities and national park experiences</b>	
Need to consider revenue generation opportunities.	
Explore opportunities for landing on island for non-motorized boats/no overnight use	
<b>14. Improves and promotes public understanding of park resources, NPS values and identity.</b>	
<b>Option:</b> Evaluate benefit of using Building 64 for special events.	
<del><b>Option:</b> Reuse Laundry Building for special events and more diverse public uses (seasonally) in addition to the museum and curatorial space. Food and waste service would have to be tightly managed.</del>	
<b>Option:</b> Laundry Building – Change to evolved cultural landscape zone – Include museum and curatorial space along with seeking compatible public uses and special events associated with historic immersion experience and education (similar to the screening process of the Institute), but also could include providing revenue generation opportunities for conservation and operation purposes	Cost stays the same
<b>15. Provide visitors with a safe and enjoyable access and circulation to and within the park.</b>	
Include language about “exploring” multiple embarkation points to Alcatraz from the Bay Area – would need to adjust current wording in Alt. 3 about access being only from Pier 4. Need to coordinate with SAFR, evaluate feasibility of restoration of Pier 4, and other important evaluative factors.	



## DEVELOPING THE PREFERRED ALTERNATIVE FOR ALCA

(split back into factor groups to discuss ideas for developing a preferred)

Using Alternative 3 as a base, the following changes are made (goal is to maintain as much importance as possible while trying to reduce cost)

- higher level of restoration of historic structures translates into higher maintenance costs
- Cathie Barner suggested looking at setting priorities for buildings rather than make decisions on their fate now—“You never know where you might be able to find money to do something with these buildings.” Brian worried about letting go of buildings just because of cost. Craig mentioned that the loss to cultural resources is offset by the substantial gain in bird habitat.
- need to check with Don on building use proposals
- Daphne-may not have used building 64 to fullest extent—might want to rethink using building 64 for overnight use so can get some of the character of what it was like to be on the island
- Multiple points for embarkation is a scheduling decision need to work with the harbor master and the concessionaire—if really trying to have the ferry trip as an integral part of the immersion experience, it would be difficult to manage from multiple locations. Craig—would be a difficult visitor experience if you paid to go out on a prison ferry and got to the same location as people that rode on very comfortable, modern ferrys. Brian A- need to coordinate very closely with the folks that may have other plans for Pier 4. Nancy-need to do a more detailed feasibility analysis. Yvette-to come from different places is a very bad idea. Mike Savage—may not need to tie to pier 4, but could look at other locations to recreate feeling at whatever portal seems most appropriate. This is a bigger discussion that needs.
- Cathie Barner—building 64 would work well as an events venue due to layout
- Steve—immersion is not an all or nothing proposition, don’t have to restore every room, but instead select ones to save on operation costs
- Brian O—assume laundry building is important historic structure (Craig agreed) that is why Brian is surprised to see the proposal of the laundry building being managed as a ruin
- Craig—“it was Nancy’s idea”, paramount advantage would go down because making decision to lose integrity on two historic structures, may be offset by increase in natural resource conditions
- Nancy—perhaps a more in-depth analysis on how these buildings could accommodate compatible uses that could perhaps pay for their upkeep—look at balance of preservation and public use
- Mike—questions cost factors between alt 3 and 4—need to consider potential revenue to offset capital and maintenance costs
- Daphne—wants to know if Alt 3 would be supported by public comment—would they think there is enough protection of resources??
- Craig—education and historic immersion visitor experience should drive decisions on building treatment (model industry building and laundry building have much less importance than other buildings—would rather also restore the gardens). If reuse buildings, then lose some advantage for natural resources. High value comes from experiencing extensive collection on the island. Could happen in building 64.
- Question is: do we rezone it for natural resources (ruin) or zone it for diverse visitor opportunities as outlined in Alt 3 newsletter description (multi purpose, special events linked to the concept and compatible with other activities on the island (mission compatible, etc.)
- Howard—would be appropriate to have a broad range of activities that don’t necessarily have to be mission compatible
- Brian O—building is huge and could accommodate a large number of meeting rooms and spaces. Do we really want to use and existing historic building in the park that has huge capacity as meeting facility in the park? Would require special boat service to deliver participants to facility.
- Brian A—looking at zone placement and description.

- Sharon—feels that “event” is so broad, would rather see something more closely tied to education/conservation mission
- Cathie—Fort Baker has very clear criteria on environmental/education event criteria—would suggest developing criteria for Alcatraz
- Howard—recommends an institute screening device—sees potential for national meetings on incarceration, etc.
- Nancy—would not like to see all events having to be tied to mission, might need to be flexible to ensure financial viability
- Brian O—encourages flexibility on events to make it financially feasibility
- Craig—will not compromise the paramount advantage—will not save money, but may generate income
- DECISION—laundry building would be retained and tied to historic landscape and used to mission related functions, remove the model industries building allowing critical habitat restoration in that portion of island (explore other buildings that could be used to support maintenance needs—need to work with Don to make sure maintenance needs are met)
- Daphne—if continue use of laundry building, do you really gain much natural resource benefit by just removing model industries building
- Steve—under the foundation of the model industries building there are several key civil war fortifications
- Brian O—at what point do we have a capacity for bird nesting—if we improve the bird nesting substantially, can we really support hundreds of additional birds??, linkage between density and numbers, may need to more aggressively manage the western gulls so other birds can remain viable
- Sharon—need to do a population viability model on habitat and number of birds, also need to explore what is happening on a regional basis—need to do a very methodical manner
- Daphne—need to look at species and sensitivity to disturbance
- Steve—concerned that visitors will lose sense of the work prisoners did during their time on the island and the importance to their mental well-being—if lose building, then need alternative media to ensure this story is communicated
- Craig—one floor of laundry building set aside for museum and artifact conservation and gardens and the other floor used for events. Had a conversation with Gerard Baker to talk about Native American interest in Alcatraz. Referenced American Indian seminar held at MORU to talk about desecration of sacred area. Might want to bring Gerard out to talk to the team.