



# GOLDEN GATE NATIONAL RECREATION AREA MUIR WOODS NATIONAL MONUMENT

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DRAFT GENERAL MANAGEMENT PLAN/ENVIRONMENTAL IMPACT STATEMENT  
SUMMARY EDITION

## Where to view the full Draft General Management Plan / Environmental Impact Statement

Digital copies are available for download, online at: <http://parkplanning.gov/goga>. Reference copies of the DGMP/EIS are also available at the following locations:

### **San Francisco Public Libraries**

Bayview  
Chinatown  
Marina  
Mission  
Noe Valley  
Potrero  
Sunset  
Visitation Valley

### **Marin County Libraries**

Civic Center  
Corte Madera  
Fairfax  
Mill Valley  
Sausalito  
Stinson Beach

### **San Mateo County Libraries**

Daly City  
Half Moon Bay  
Pacifica (Sanchez and Sharp Park)  
Westlake  
Woodside

## A Guide to this Document

This *Summary Edition* is an abridged version of the three-volume *Golden Gate National Recreation Area and Muir Woods National Monument Draft General Management Plan/Environmental Impact Statement (DGMP/EIS)*. It is intended to provide some background to the draft plan and a complete description of the National Park Service's preferred alternative for future management of the park without reading the full draft plan. While this *Summary Edition* provides a complete description of the preferred alternative, the full text of all other sections can be found in the *DGMP/EIS*. The sections not provided in this *Summary Edition* include the following: park purpose and significance, planning issues, complete description of all alternatives, affected environment, environmental consequences, user capacity, consultation and coordination efforts, and appendixes. Digital versions of this *Summary Edition* and the *DGMP/EIS* volumes are available online at the project website — <http://parkplanning.gov/goga>. Limited printed copies are available at the park headquarters in Fort Mason.

## Open Houses

Please join us at one of the open houses to learn more about the draft plan and provide your comments. We will hold several open houses in local communities in Marin, San Francisco, and San Mateo counties. The dates, locations, and times of the open houses will be published later this summer. We will send notification to those on our mailing list either by email or postcard. We will also publish open house information at the project website and announce them at park visitor centers.

## How to Provide Comments

The DGMP/EIS will be available for a 60-day public review period. We will publish the review period opening and closing dates later this summer.

You may provide comments using any one of the following methods:

- Online at <http://parkplanning.nps.gov/goga>
- In person at an open house
- By mail to: Superintendent,  
Golden Gate National Recreation Area,  
Attn: Draft GMP/EIS  
Building 201, Fort Mason, San Francisco, CA 94123

Official comments will not be accepted by fax, email, or in any other way than those specified above. Bulk comments in any format (hard copy or electronic) submitted on behalf of others will not be accepted.

Before including your personal information in your comment, you should be aware that your entire comment—including your personal identifying information—may be publicly available. Although you may request in your comment that we withhold your personal information from public review, we cannot guarantee that we will be able to do so.

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## Introduction

Over 30 years ago, the National Park Service (NPS) adopted a plan outlining the future of Golden Gate National Recreation Area, then a new and different park that brought the national park system to a large urban area. Because of the size and diversity of the San Francisco Bay Area community and the National Park Service's commitment to a pioneering public involvement process, it took five years to prepare the plan. This diligence paid off and the final plan won the unanimous support of the community. This plan, along with several amendments, has firmly guided the preservation and enhancement of Golden Gate National Recreation Area for three decades.

It is not unusual for many long-range plans to just sit on the shelf and gather dust—usually as a result of inadequate funding to implement the dreams they offer, but also because of changing conditions and fading public support. When the future of the Presidio's Crissy Field was being discussed early in the planning process,

one member of the park's advisory commission confided that the National Park Service would never get the funds to improve it, especially considering demolition and toxic cleanup costs. Today Crissy Field stands as an international standard for waterfront restoration and is a top tourist destination.

Success stories like Crissy Field happen because of the appeal and popularity of the park's resources, enhanced by the efforts of the Golden Gate National Parks Conservancy, and the resultant financial support of generous members of the community.

When considering the transformational expectations offered by the 1980 general management plan, it has been a remarkable success. The visions for Alcatraz Island, Fort Mason, Crissy Field, the Cliff House, Fort Baker, and much of the Marin Headlands have been achieved.

Today, Golden Gate National Recreation Area constitutes one of the largest urban national parks in the world, extending north of the Golden Gate Bridge to Tomales Bay in Marin County and south to Half Moon Bay in San Mateo County. These lands are coastal preserves that encompass many miles of bay and ocean shorelines.

The park contains an abundance of historical and cultural assets, including sites such as early fortifications on Alcatraz Island, Forts Cronkhite and Barry in the Marin Headlands, Fort Mason, Fort Point, and the Presidio of San Francisco. These contain a variety of archeological resources, military batteries, and other historic structures that present a rich history. Chronicles of Native American settlements, the Spanish Empire frontier, the Mexican



Republic, evolution of American coastal fortifications, maritime history, 19th century and early 20th century agriculture and ranching, the U.S. Army in World Wars I and II, the California Gold Rush, Buffalo Soldiers, and the growth of San Francisco are told in the settings in which they occurred.

Golden Gate National Recreation Area is also rich in natural resources. The park is comprised of 19 types of ecosystems in numerous distinct watersheds and is home to over 1,200 known plant and animal species. The park provides habitat for many sensitive, rare, threatened, or endangered species, including the mission blue butterfly, northern spotted owl, and California red-legged frog. Coho salmon and steelhead trout inhabit the clean waters of Redwood Creek as it flows through Muir Woods National Monument.

Each year 16–20 million visitors explore the park, with over 1.4 million touring Alcatraz Island and approximately 750,000 visiting Muir Woods National Monument. Trips to the park account for nearly 50% of all visits to the 29 national park system units in California.

In looking back at the 1980 general management plan and where the park is today, there appears to be only one major goal yet to be accomplished—the ambitious transportation proposals contained in the document. Lack of funding and jurisdictional issues have hindered their accomplishment. However, one of the principal goals of this element of the plan was to provide access to the park to under-represented populations—other strategies have apparently made progress in reaching that goal.

General observations indicate that increasing numbers of young people—many of them minorities—have been visiting the park. It can be safely assumed that this apparent trend is strengthened by the many educational and volunteer programs managed by the park and park partners.



It is our goal to continue this trend. Golden Gate National Recreation Area and Muir Woods National Monument are situated in one of the most demographically diverse regions in America. In addition, demographic trends forecast a dramatic increase in the diversity of the statewide population and in the number of residents who are less than 18 years of age. As a result, the park is uniquely situated to reconnect people with their national parks, with a goal of reaching a 21st century audience—more diverse and younger than today's national park visitor—and sustaining their engagement.

Even before the 1980 plan was approved, the park was growing. Legislation for a boundary expansion was passed by Congress in 1978 and since then various acts of Congress have added many additional acres to the park. Research and management activities have revealed new resource values, both cultural and natural. Visitation has increased and new activities have put pressures on park resources not anticipated in the original plan. In short, today's park is quite different from the one covered in the 1980 plan. The first plan served to shape a new national park and reach a consensus on the definition of its identity. This new document will serve to fine tune and expand the vision and will shape and define new areas coming into the park. Although different in many ways, the new plan will follow the same basic directive outlined for the 1980 plan by the park's first Superintendent, Bill Whalen, "Our job is just to polish the jewels."

## Purpose and Need for the Plan

The last general management plan for Golden Gate National Recreation Area was completed over thirty years ago. Generally, the overall need for a new general management plan includes the following:

- The park has significantly expanded in size and includes many new lands in San Mateo County. This planning process takes a comprehensive parkwide approach that will help ensure that the management of the natural and cultural resources and visitor experiences are consistent and thorough across all park areas.
- There is an increased public demand for access to, and use of, open spaces within the San Francisco Bay region. The general management plan provides a regional collaborative approach to open space preservation and recreation use.
- The changing demographics in the Bay Area are bringing notable shifts in park visitation, uses, and trends. The general management plan provides desired conditions that will guide the decision making needed to manage the anticipated visitation growth.
- Through research and park management that have occurred since the 1980 plan, the park staff has gathered a considerable amount of new information and knowledge regarding resources and visitor use. This new awareness is reflected in the desired conditions, proposed management actions, and policies of this general management plan.

- Since the 1980 plan, climate change has become better understood and its effects more evident on both ecological systems and cultural resources. The general management plan looks at the potential impacts of climate change to park operations and visitor use, and identifies direction and management actions to guide efforts to minimize the park's carbon footprint.
- How visitors access the park continues to evolve as the local transportation infrastructure changes. Strategies that were identified in 1980 continue to be explored; new ideas and techniques are also identified to help address sustainable options to reach the park, and strategies to reduce traffic congestion around and within the park.
- To comply with federal law, the plan indicates the types and intensities of projected development, including anticipated costs. This is important, as the availability of federal funds may be limited over time.

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



# Foundation Statements and Guiding Principles

## Golden Gate National Recreation Area

### Park Purpose

The purpose of Golden Gate National Recreation Area is to offer national park experiences to a large and diverse urban population while preserving and interpreting the park's outstanding natural, historic, scenic, and recreational values.

### Key Interpretive Themes and Associated Resources and Values

**Recreational and Educational Opportunities:** The park provides for diverse recreational and educational opportunities from contemplative to active pursuits, including participation in stewardship and volunteer activities. Its proximity allows an urban population to connect with nature and history.

Fundamental resources and values associated with the recreational and educational opportunities include the diverse settings found within the park and access to the park that is supported by a system of trails and scenic park roads.

**Coastal Corridor:** In a world of diminishing biological diversity and threatened natural resources, the Golden Gate National Recreation Area preserves islands of biodiversity within and near a large urban area. The accelerating rate of global climate change threatens even these remnants.

Fundamental resources and values associated with the coastal corridor are the ocean and bay environment, the rich variety of coastal ecosystems, large numbers of threatened and endangered species, and fresh and salt water resources.

**Military Installations and Fortifications:** Coast defense posts are at the heart of park lands and are a major reason the park is preserved today. Although no hostile



shot was ever fired, every major type of military fortification and architecture represented here demonstrates evolving defense technology. War, peace, and the nature of protection have shaped and will continue to shape the country.

The cultural landscapes, features, structures, and museum collections are the fundamental resources and values associated with military installations and fortifications.

**Alcatraz Island:** The layers of history so evident on the island present visitors with a chance to understand the 155-year span of Alcatraz history—from the U.S. Army period, through the federal penitentiary era and the Native American occupation to the current NPS management of the island. As a site of international notoriety, Alcatraz provides a powerful opportunity to provoke visitors to confront their personal views on crime and punishment, the judicial system, and freedom.

The cultural landscapes, historic structures, museum collections, and stories associated with the use of the island as a Civil War period fort, military prison, and federal penitentiary, and as the site of the Indian Occupation of 1969 to 1971 are the fundamental resources and values associated with Alcatraz Island.

**Scenic Beauty:** The powerful positive influences that park land and undisturbed open space can exert on urban settings—and residents—constitute a critical interpretive message. The scenic beauty of the park's historic and natural undeveloped landscapes inspired a grassroots movement that led to their protection. Proposed development that would have destroyed these lands sparked Bay Area community members to organize and ultimately preserve the open spaces that contribute so much to their quality of life.

The fundamental resources and values associated with the scenic beauty of the park include the dramatic setting that provides a contrast between urban environments and undeveloped spaces and the compelling historical stage that contributes to the understanding the history of the area.

**Physical Landforms:** The park's underlying natural geologic systems and processes, and the resulting effects on people and the environment, link the park to the highly visible and significant geologic forces around the world.

Geologic resources are the fundamental resources and values associated with this theme.

**Ohlone and Miwok People:** The natural features and resources of the park, along with its location on the San Francisco Bay estuary, sustained the Ohlone and Miwok people who lived on the lands now comprising the park for thousands of years before Europeans arrived. Archeological sites in the park link to these pre-European inhabitants and to their descendants who retain a vibrant culture to this day.

Archeological sites in the park document the traditional homelands of the Coastal Miwok and Ohlone people and are fundamental resources and values.



## Muir Woods National Monument

### Park Purpose

The purpose of Muir Woods National Monument is to preserve the primeval character and ecological integrity of the old-growth redwood forest for scientific values and inspiration.

### Key Interpretive Theme and Fundamental Resources and Values

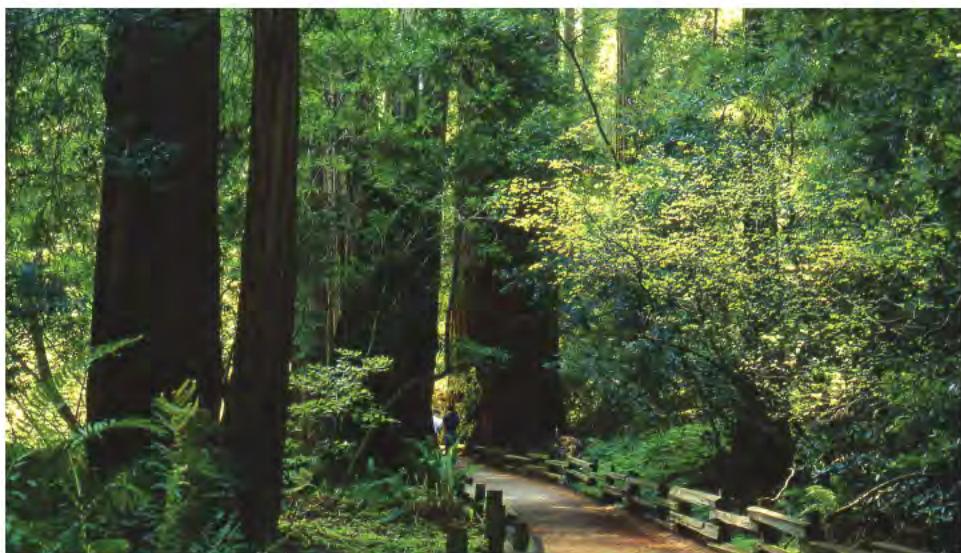
The majestic, primeval old-growth redwoods of Muir Woods National Monument invite visitors, in the words of namesake John Muir, to “come to the woods, for here is rest.” The forest ecosystem of these towering trees and the creek beneath them supports an abundance of life. This remnant of the Bay Area’s once abundant redwood forests inspires visitors through its seminal conservation story, today welcoming travelers from around the world to have what is, for many, their first wildlands experience.

The fundamental resources and values associated with Muir Woods National Monument are old growth forests and their associated processes and the conservation movement, including both the initial preservation of the redwood forests and ongoing actions.

### Guiding Principles

Some principles, forged through daily management of this new kind of national park over the last 40 years, are deeply rooted, distinctive, and will continue to provide direction and focus future park management. They include the park’s commitments to

- sustainability
- community-based stewardship
- civic engagement
- partnerships
- regional collaboration
- inclusion



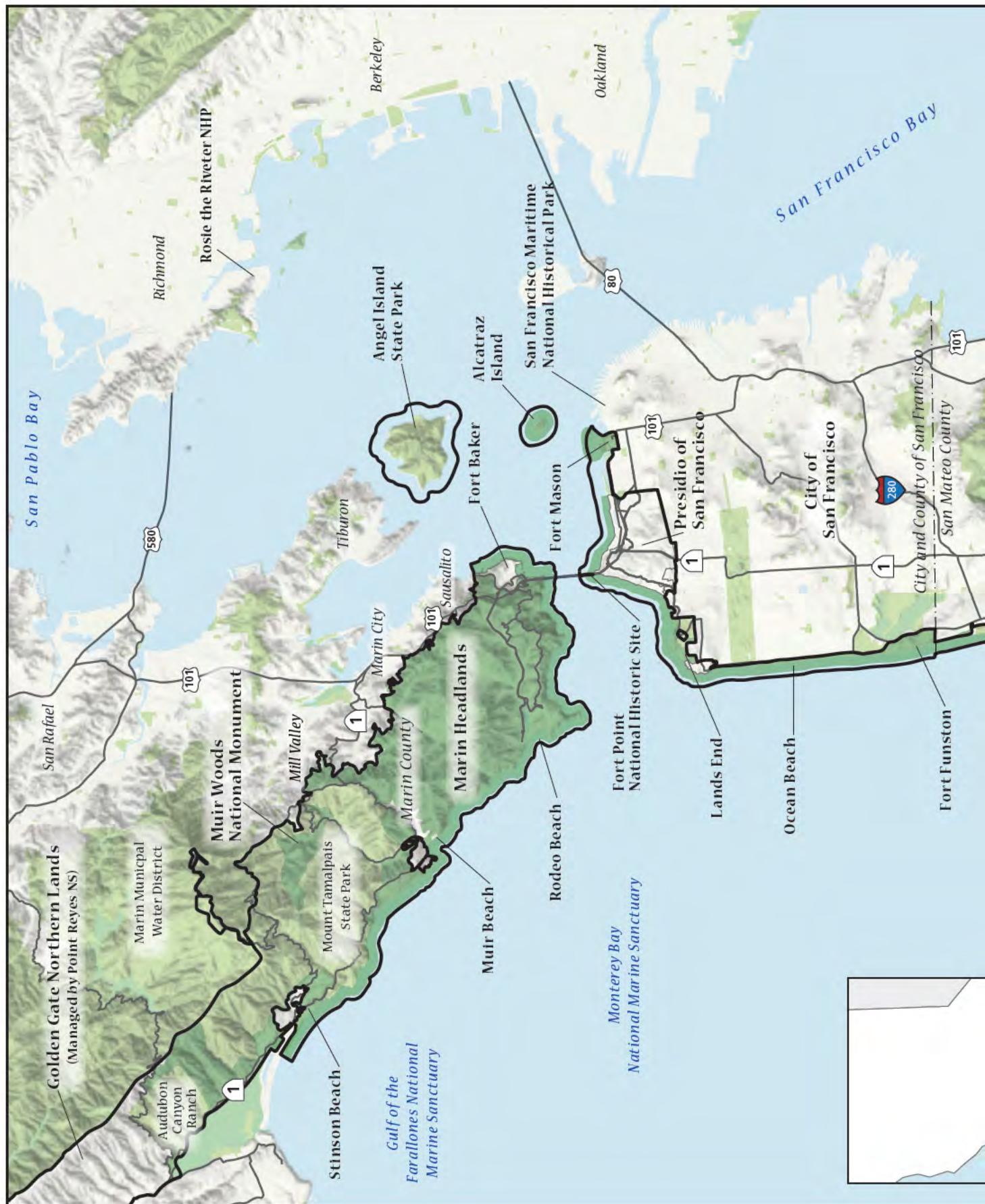
## The Planning Area

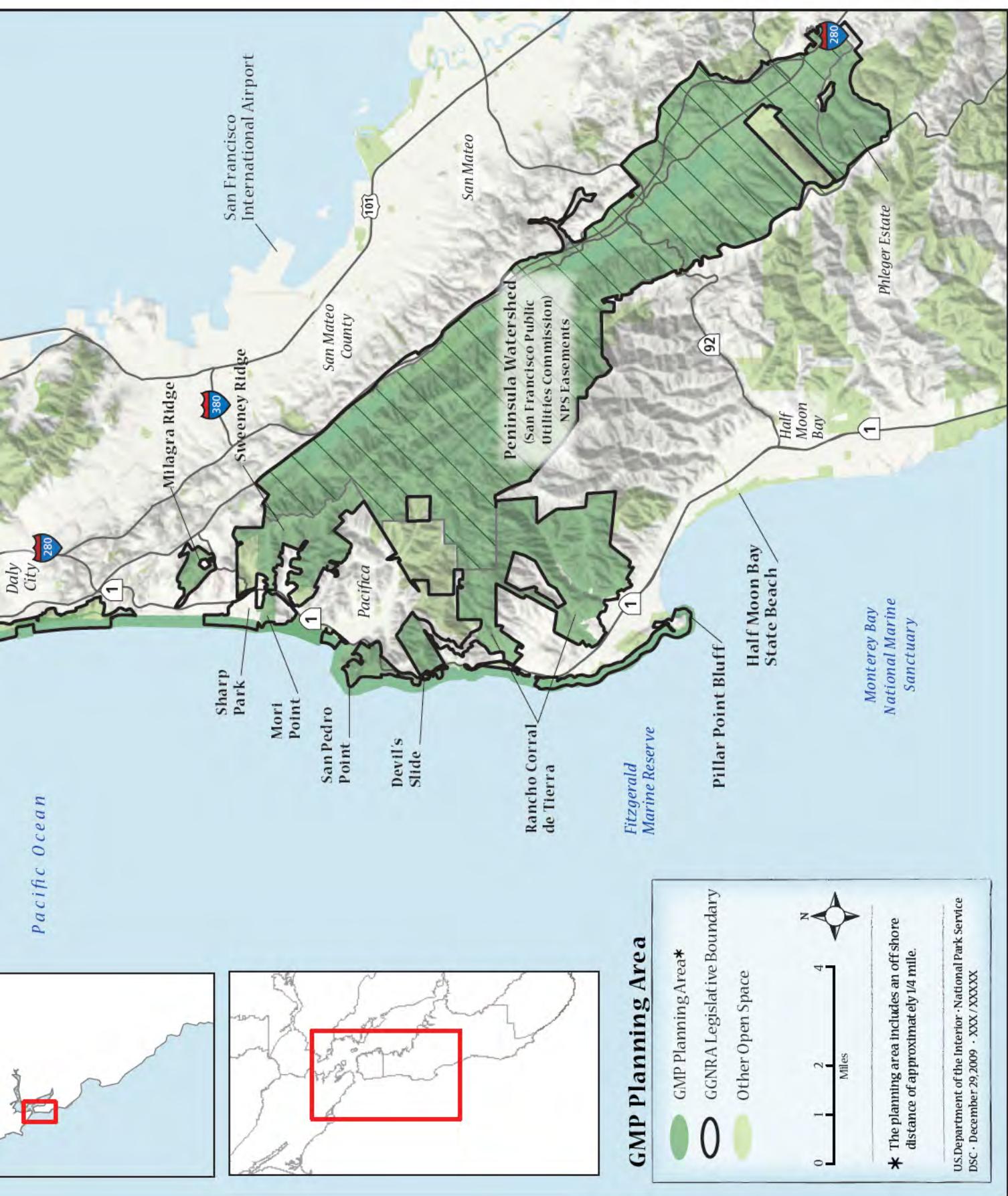
This general management plan addresses NPS-administered lands within the legislative boundaries of Golden Gate National Recreation Area and Muir Woods National Monument. The new general management plan will provide park management guidance for the following park sites: 1) those park lands that are not covered by recent land use management plans and agreements; 2) those lands that are newly acquired or in the process of acquisition; 3) lands and waters that are leased to the National Park Service or are under other management arrangements or easements, such as the San Francisco Public Utilities Commission Peninsula Watershed. The total area of land and water addressed in this plan is approximately 50,000 acres.

Specifically these areas include the following:

- Alcatraz Island and the surrounding bay environment
- park lands in Marin County, including Stinson Beach north to the Bolinas-Fairfax Road; Slide Ranch; Muir Beach; Lower Redwood Creek; Golden Gate Dairy; Tennessee Valley; Marin Headlands; and the offshore ocean environment
- park lands in San Francisco, including Upper Fort Mason, China Beach, Lands End, Fort Miley, Ocean Beach, Fort Funston, and the offshore ocean and bay environments
- park lands in San Mateo County, including the coastal area bluffs extending south from Fort Funston to Mussel Rock; Milagra Ridge; Shelldance Nursery Area; Sweeney Ridge, including Cattle Hill and Picardo Ranch; Mori Point; San Pedro Point; Devil's Slide coastal area; Rancho Corral de Tierra; Montara Lighthouse; Phleger Estate; San Francisco Public Utilities Commission Watershed Easements; and the offshore ocean environment
- Muir Woods National Monument

Park sites with recent management plans are not addressed in this plan. In this category are the Presidio of San Francisco (including the Main Post, Crissy Field, and Baker Beach), Fort Point National Historic Site, Sutro Heights Historic District, Fort Baker (Cavallo Point), Lower Fort Mason (the Fort Mason Center), and the park's northern district (north of Bolinas-Fairfax Road) that is managed by Point Reyes National Seashore.





## Elements Common to All Action Alternatives

In the process of developing the management alternatives described in the next section, the planning team identified several elements as being appropriate for all of the action alternatives. Some of these elements are required by National Park Service policy, such as Ocean Stewardship. Others, like Native American Engagement, reflect an effective long-standing park practice. In other cases, alternatives were explored but were eliminated from further consideration for various reasons.

### Key Elements

- Boundary Adjustments: Proposed adjustments are predominantly in San Mateo County. They consist of undeveloped parcels (approximately 900 acres) and a strip of offshore areas, adjacent to lands already within the park boundary. They present opportunities to preserve critical resources and habitat links, aid in management, and expand recreational opportunities in the park. Bolinas Lagoon, one of Marin County's most significant natural areas, is also proposed to be included in the park's authorized boundary.
- Climate Change: Guidance on managing resources and visitation in the face of climate change builds upon NPS policy, current science, and the park's "Climate Change Action Plan." The goals are to 1) reduce CO<sub>2</sub> emissions, 2) educate and interpret the processes for visitors, and 3) assess the impacts and respond to changing conditions.
- Facilities Not Directly Related to the Park Mission: This summarizes analyses of facilities that can be removed from the park, generating substantial savings in annual operational and maintenance costs.
- Facilities for Park Maintenance, Public Safety, and Collection Storage: Through an extensive focused planning effort the park identified the need for new maintenance facilities (at Kent Canyon shared with Mount Tamalpais State Park, in the Capehart housing area of the Marin Headlands, and in the Presidio), a single hub for park law enforcement (at Fort Baker), a network of multifunctional satellite offices (most of which is in place), and a central facility for the majority of the park's museum collection (in the Presidio).
- Native American Engagement: This section documents established commitments to working with Coast Miwok and Ohlone communities to 1) survey, identify and inventory archeological and ethnographic sites, 2) develop interpretive and educational activities for visitors, and 3) support the revitalization of native communities and their traditions.
- Ocean Stewardship: This policy addresses the park's responsibilities for managing its extensive offshore—ocean—resources. It focuses on four goals: supporting a seamless network of protected area, inventorying and mapping in the service of protection, engaging the public in stewardship, and increasing the park's technical capacity.

- Park Collections: Primary goals are to connect people with the park's extensive collection (the fourth largest collection in the national park system), and to strengthen, preserve, and maintain the collection.
- Partnerships: Distills the key goals employed by the park in developing powerful and successful partnerships.
- Trails: Broad goals and management strategies for the creation and maintenance of the extensive trails network which is one of the most important ways that visitors experience and enjoy the park. It includes brief summaries of future efforts in each county.
- Transportation: Broad goals and management strategies are identified for pursuing sustainable, multimodal access to park sites in partnerships with other organizations. The strategies include regional ferry access, ferry access to Alcatraz, trip planning and wayfinding, congestion management, the Muir Woods shuttle, intelligent transportation systems, and development of a long-range transportation plan.
- User Capacity: The park's proposed commitments for managing user capacity, also known as carrying capacity, is described in the appendix. Indicators and standards are identified for Alcatraz and Muir Woods.



## Management Zones

Management zones are the heart of the alternatives developed for the general management plan. Each zone defines a set of desired conditions for natural and cultural resources, visitor experiences, and general levels of development. These desired conditions are different in each management zone and reflect the overall focus of that particular zone. Eight management zones have been developed and are described in the table that follows.

**Table 1: General Summary of Management Zones**

	Diverse Opportunities Zone	Scenic Corridor Zone	Evolved Cultural Landscape Zone	Historic Immersion Zone
Zone Concept	This management zone provides a range of natural and historic settings and facilities to welcome and support a wide variety of visitor opportunities appropriate in the park. Significant fundamental park resources would be preserved while different levels of visitor use would be accommodated. People would have a wide range of educational, interpretive, and recreational opportunities to enjoy and appreciate the park's resources.	This management zone includes scenic trails, roads, and coastlines that provide for sightseeing and related recreational opportunities. Resources could be modified in this zone, and facilities would highlight and enhance the natural, cultural, and scenic values, as well as provide for a safe tour route.	This management zone would preserve significant historic, archeological, architectural, and landscape features while being adaptively reused for contemporary park and partner needs. Cultural resources, as well as the surrounding natural resources that are often integral to the historic site, would be preserved and interpreted. This zone could contribute to visitor enjoyment and exploration of the historic values and events while providing for other types of uses.	This management zone would preserve historic sites, structures, and landscapes that are evocative of their period of significance. Selected exteriors and designated portions of interior spaces would be managed to protect their historic values and attributes. Visitors would have opportunities to be immersed in the historic setting to explore history with direct contact to cultural resources, complemented by rich interpretation of past stories and events.
Natural Resources	Natural resources provide distinct visitor opportunities and experiences through a range of park settings. The natural elements of these park settings would help define and locate visitor opportunities, services, and facilities.	Visitor opportunities and park operations would be managed to maintain and restore natural resource integrity. Opportunities that allow visitors to view high-quality natural resources and their inherent scenic qualities would be provided.	Natural resource integrity would be maintained and restored while the area would provide for historic preservation, visitor activities, and park operations. Natural resources are often an integral component of cultural landscapes and would be managed to highlight the cultural resources and their associated values and characteristics. Natural resource objectives would be pursued in collaboration with, and where they complement, cultural resource objectives.	Natural resource integrity would be maintained and restored as compatible with historic preservation objectives. The natural elements of cultural resources and designated cultural landscapes would be managed to highlight the cultural resources and their associated values and characteristics. Natural resource objectives would be pursued in collaboration with, and where they complement, cultural resource objectives.

<b>Interpretive Corridor Zone (applies only to alternatives for Muir Woods National Monument)</b>	<b>Natural Zone</b>	<b>Sensitive Resources Zone</b>	<b>Park Operations Zone</b>	
<p>This management zone would preserve the monument's natural character and would be richly interpreted through a variety of means. Visitor use would be managed to preserve important natural and cultural resources and their associated values and could involve controlled access.</p>	<p>This management zone would retain natural, wild, and dynamic characteristics and ecological functions. Natural resources would be managed to preserve and restore resource integrity while providing for backcountry types of visitor experiences. Visitors would have opportunities to directly experience the natural resources primarily from trails and beaches. Visitor use would be managed to preserve resources and their associated values and could involve controlled access. External threats to resources would be aggressively addressed. Modest facilities that support management and visitor use within this zone, such as a trailhead, could be placed on the periphery of the zone.</p>	<p>This management zone would consist of fundamental natural resources that are highly sensitive to a variety of activities and would receive the highest level of protection. Resources would be managed to preserve their fundamental values while being monitored and often studied for scientific purposes. Access to these areas would be highly controlled. These areas could be subject to closures, and access could be restricted to the less sensitive edges of the zone. External threats to resources would be aggressively addressed.</p>	<p>This management zone would primarily support developed facilities for park and partners operations and maintenance functions. This zone would be managed to provide facilities that are safe, secured, and appropriate for functions required for park management. Access to these areas for visitors would be controlled and limited to organized meetings, programs, and access to park administration.</p>	<b>Zone Concept</b>
<p>Natural resource integrity would be maintained and restored while providing for visitor opportunities and park operations.</p>	<p>Natural resource integrity would be maintained by preserving and restoring natural resources and their processes, systems, and values.</p> <p>Rare and exceptional natural resources, processes, systems, and values would be preserved and enhanced.</p> <p>Natural functions and processes would be reestablished in human-disturbed areas of the park to improve and maintain the resource integrity.</p>	<p>Rare and exceptional natural resources, processes, systems, and values would be preserved and enhanced.</p> <p>Natural functions and processes would be reestablished in human-disturbed areas to improve and maintain the resource integrity.</p>	<p>Natural resources would be managed to accommodate operational uses/activities and to facilitate sustainable maintenance operations.</p> <p>The intrusion of maintenance and operations activities on the surrounding park setting would be minimized through planning, design, screening, and noise reduction efforts. New facilities would be developed at locations that do not conflict with natural resource management objectives.</p>	<b>Natural Resources</b>

	Diverse Opportunities Zone	Scenic Corridor Zone	Evolved Cultural Landscape Zone	Historic Immersion Zone
<b>Cultural Resources</b>	Cultural resources would provide distinct visitor opportunities and experiences through a range of park settings. The cultural elements of these park settings would be the backdrop for interpretation, visitor use and activities, and other visitor services.	The scenic qualities of cultural resources or designated cultural landscapes would be managed to preserve their visual and historic characteristics.	Cultural resources would be preserved through adaptive reuse. Historic values and characteristics would be preserved for interpretation and enjoyment.	Cultural sites, structures, and landscapes would be preserved, rehabilitated, or restored to reflect their period of significance, allowing people to experience these resources firsthand and learn about their associated stories and events.
<b>Visitor Experience</b>	<p><i>General</i></p> <p>People could participate in a range of recreational, interpretive, and educational opportunities supported by a variety of visitor services.</p>	<p>Visitors would have the opportunity to tour through the scenic corridors with multiple opportunities to stop along the route for sightseeing, wildlife viewing, picnicking, or interpretive or educational information.</p>	<p>Visitors would have the opportunity to explore designated portions of historic landscapes and structures while participating in contemporary activities.</p>	<p>Visitors would have the opportunity to be immersed in a historic setting. Visitors could experience the sights, sounds, and activities that are evocative of the site's period of significance.</p>
<b>Types of Activities</b>	<p>Beach activities: informal beach sports, walking, swimming, picnicking, and surf fishing</p> <p>Marine activities: fishing, boating, crabbing, kayaking, surfing, and sightseeing</p>	<p>Beach activities: informal beach sports, walking, swimming, picnicking, and surf fishing</p> <p>Marine activities: fishing, boating, crabbing, kayaking, surfing, and sightseeing</p>	<p>Beach activities: informal beach sports, walking, swimming, picnicking, and surf fishing</p> <p>Marine activities: fishing, boating, crabbing, kayaking, surfing, and sightseeing</p>	<p>Beach activities: guided or self-guiding interpretive walks, tours, or participation in historic interpretive programs</p> <p>Marine activities: guided or self-guiding boat/kayaking trips or tours relevant to historic interpretive programs</p>

	<b>Interpretive Corridor Zone (applies only to alternatives for Muir Woods National Monument)</b>	<b>Natural Zone</b>	<b>Sensitive Resources Zone</b>	<b>Park Operations Zone</b>	
	Cultural resources would be preserved by managing for adaptive reuse. Historic values and characteristics would be preserved for interpretation and enjoyment.	Cultural resource objectives would be pursued in collaboration with, and where they complement, natural resource objectives. These cultural resources could be stabilized and preserved to maintain their integrity.	Cultural resource objectives would be pursued in collaboration with, and where they complement, natural resource objectives. These cultural resources would be stabilized and preserved to maintain their integrity.	Cultural resources could be preserved by adaptive reuse for the purposes of park operations and administration.	<b>Cultural Resources</b>
	Visitors would have the opportunity to be immersed in a natural environment (which could include historic resources) and participate in a variety of interpretive and educational opportunities to gain an in-depth understanding of these resources. Opportunities to experience natural sounds and closeness to nature would be important aspects of a visit to this area. Visitor use would be controlled to ensure that activities and their intensities are compatible with protecting resource integrity.  Walking, hiking, sightseeing, and wildlife viewing  Programs and special events could include environmental education, stewardship, history, and science.	Visitors would have the opportunity to be immersed in a natural environment and could seek areas where they could experience natural sounds, tranquility, closeness to nature, and a sense of remoteness and self-reliance. Visitor use would be controlled to ensure that activities and their intensities are compatible with protecting resource integrity.  Beach activities: walking, swimming, and surf fishing  Marine activities: fishing, crabbing, kayaking, surfing, and sightseeing	Visitors would have the opportunity to experience and understand the fundamental resources in the zone. In particular, visitors would be able to understand and value the sensitive nature of these resources. Visitor use would be highly controlled and managed to ensure that activities and their intensities are compatible with protecting resource integrity.  Beach activities: walking and guided tours  Marine activities: kayaking, sightseeing, and guided tours	Visitors would have the opportunity for limited and controlled access to these areas for purposes of orientation, organized meetings, and access to park administration.  Stewardship activities	<b>Visitor Experience</b> <i>General</i>  <b>Types of Activities</b>

	Diverse Opportunities Zone	Scenic Corridor Zone	Evolved Cultural Landscape Zone	Historic Immersion Zone
<i>Types of Activities (continued)</i>	<p>Land activities: developed camping, overnight lodging, picnicking, biking, hiking, walking, running, horseback riding, hang gliding, sightseeing, and bird and wildlife viewing</p> <p>Other activities: exploring historic sites and structures, participating in interpretive programs and participating in stewardship programs, nature study, photography, artistic endeavors, and special events</p>	<p>Land activities: developed camping, overnight lodging, picnicking, biking, hiking, walking, running, horseback riding, hang gliding, sightseeing, and bird and wildlife viewing</p> <p>Other activities: exploring historic sites and structures, participating in interpretive programs and participating in stewardship programs, nature study, photography, artistic endeavors, and special events</p>	<p>Land activities: overnight lodging, picnicking, biking, hiking, walking, running, horseback riding, sightseeing, and bird and wildlife viewing</p> <p>Other activities: exploring historic sites and structures, participating in interpretive programs and participating in stewardship programs, nature study, photography, artistic endeavors, and special events</p>	<p>Land activities: guided and self-guiding walks, hikes, tours, experiential learning (may include overnight stays), or historic study</p> <p>Other activities: exploring historic sites and structures, participating in interpretive programs and participating in stewardship programs, photography, artistic endeavors, and special events</p>
<i>Use Levels/ Density/ Encounters</i>	High levels of use in centralized activity nodes would be expected, leading to the likelihood of high rates of encounters among visitors. Groups of many sizes would be accommodated.	Moderate to high use levels would be expected along scenic corridors, leading to the likelihood of moderate to high rates of encounters between visitors, particularly at locations such as overlooks, day use areas, and waysides. Groups would be accommodated, but group sizes could be limited based on facility capacities and/or experiential objectives.	Moderate use levels would be expected around focused activity nodes, leading to the likelihood of moderate numbers of encounters with other visitors. Group sizes could be limited based on facility capacities and/or experiential objectives.	Moderate use levels would be expected around focused activity nodes, leading to the likelihood of moderate numbers of encounters between visitors. Group sizes could be limited based on facility capacities and/or experiential objectives.
<b>Development and Management</b>	Development could include a diversity of facilities to welcome, orient, and support visitors.	Development may include road and trail corridors and associated day use facilities that support and direct visitor use.	Development may include a blend of historic and compatible modern structures to support visitor use and services.	Development would include sensitive rehabilitation or restoration of historic resources and may include nonhistoric visitor facilities if they can be blended into the historic fabric of the site.

<b>Interpretive Corridor Zone (applies only to alter-natives for Muir Woods National Monument)</b>	<b>Natural Zone</b>	<b>Sensitive Resources Zone</b>	<b>Park Operations Zone</b>	
<p>Moderate to high use levels would be expected along interpretive corridors, leading to the likelihood of moderate to high rates of encounters between visitors. Groups would be accommodated, but group sizes could be limited based on facility capacities and/or experiential objectives.</p>	<p>Land activities: primitive camping, hiking, walking, biking, horseback riding, sightseeing, and bird and wildlife viewing</p> <p>Other activities: exploring historic sites and structures, nature study, photography, artistic endeavors, participating in stewardship programs, and a limited number of special events (e.g., running events on established trails), but events would be highly regulated and monitored to mitigate impacts to resources and other visitors</p> <p>Low to moderate use levels would be expected in this zone, with moderate use levels often found at entry points or points of interest. A moderate rate of encounters with other visitors would be expected, but opportunities for solitude might be found in certain areas if a visitor seeks it. Group sizes could be limited to protect experiential and resource protection objectives.</p>	<p>Land activities: hiking, walking, sightseeing, bird and wildlife viewing, and guided tours</p> <p>Other activities: guided trips through historic sites and structures, and participation in stewardship programs</p> <p>No special and organized events would be permitted.</p> <p>Low use levels would be expected in these areas. At entry points or points of interest, a moderate number of encounters between visitors would be expected. As visitors travel away from these areas, there would be fewer encounters with other visitors. Group sizes could be limited to promote resource protection objectives.</p>		<p><i>Types of Activities (continued)</i></p> <p>Low use levels would be expected because this area is intended for staff and visitors on official business. Frequency of encounters with other visitors would be low.</p>
<p>Development would be minimal and would be aimed at facilities that provide access, public safety, resource protection, and interpretation/education (e.g., trails, restrooms, boardwalks, fencing, interpretive gathering areas).</p>	<p>Development would be minimal and would be aimed at facilities that provide access, public safety, and resource protection (e.g., trails, restrooms, and fencing). Nonhistoric structures could be removed and the site restored.</p>	<p>There would be minimal, if any, development except for some visitor facilities such as trails to allow for the concentration and direction of visitor use and the protection of resources.</p>	<p>Development patterns would include a diversity of facilities to support visitor services and park administration.</p>	<p><b>Development and Management</b></p>

# Management Concepts

## Alternative 1: Connecting People with the Parks

Alternative 1 is the National Park Service's preferred alternative for park lands in Marin, San Francisco, and San Mateo counties. See the "Preferred Alternative" section for further detail and maps.

### Concept

The emphasis of this alternative is to reach out and engage the community and other visitors in the enjoyment, understanding, and stewardship of the park's resources and values. Park management would focus on ways to attract and welcome people, connect people with the resources, and promote enjoyment, understanding, preservation, and health—all as ways to reinvigorate the human spirit. Visitor opportunities would be relevant to diverse populations now and in the future.

### Goals

#### Visitor Experience

- Actively seek opportunities to respond to the needs and interests of the diversity of visitors.
- Encourage visitors to engage in a wide range of opportunities and experiences in a diversity of settings.
- Enhance outreach and access to and within park lands and make them welcoming places to visit.
- Foster the visitor's deep personal connection to the park and discovery of the values and enjoyment of the natural environment.
- Encourage hands-on stewardship through visitor opportunities that promote personal health and responsibility.

#### Cultural Resources

- Maximize adaptive reuse and rehabilitation of cultural resources (structures, landscapes, and archeological sites) to support visitor enjoyment, understanding, and community connections.
- Work with interested groups and populations to preserve and protect cultural resources.
- Preserve and protect cultural resources so that visitors can connect with and appreciate these resources and their stories.

#### Natural Resources

- Maintain the integrity and diversity of natural resources and systems.
- Enhance public access to natural resources to promote visitor understanding and appreciation.
- Integrate natural resource preservation and concepts with visitor stewardship opportunities to deepen visitor understanding.

## Alternative 2: Preserving and Enjoying Coastal Ecosystems

### Concept

The emphasis of this alternative is to preserve, enhance, and promote dynamic and interconnected coastal ecosystems in which marine resources are valued and prominently featured. Recreational and educational opportunities would 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. Facilities and other built infrastructure could be removed to reconnect fragmented habitats and to achieve other ecosystem goals.

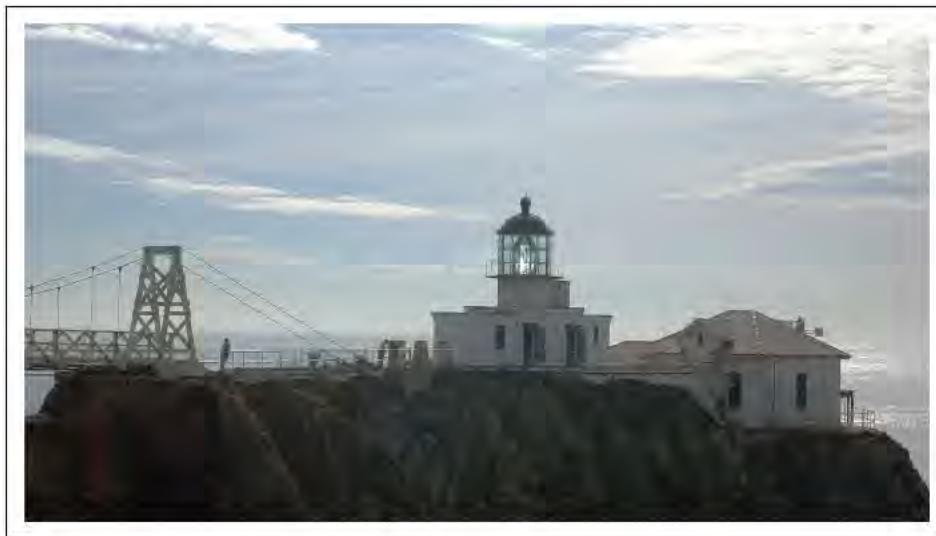
### Goals

#### Visitor Experience

- Connect visitors with resources and the park through expanded and diverse science and stewardship programs that are focused on preservation and restoration of coastal and marine resources and address the implications of climate change.
- Provide greater opportunities for visitors to explore wild areas and immerse themselves in nature.
- Manage low-impact visitor use that enhances the qualities of solitude, quiet, and naturalness in sensitive natural resource areas, and accommodate active recreational pursuits in other areas.
- Increase visitor understanding, awareness, and support for coastal resources through participation in stories and programs about human interaction with and dependency on natural resources.

#### Cultural Resources

- Incorporate the history of conservation and the collections related to natural resources to raise awareness of ongoing efforts to conserve marine ecosystems.
- In park interpretation and education programs, emphasize sites and stories connected to coastal resources, including shipwrecks, archeological sites,



agricultural lands and uses, coastal defense, and lighthouses, so visitors can connect with those resources.

- Maximize adaptive reuse and rehabilitation of cultural resources to support visitor enjoyment, understanding, and community connections.
- Work with interested groups and populations to preserve and protect cultural resources.
- Preserve and protect cultural resources so that visitors can connect with and appreciate these resources and their stories.

### Natural Resources

- Reconnect fragmented habitat within and adjacent to the park to strengthen the integrity and resiliency of the coastal ecosystem to respond to climate change and urban pressures.
- Optimize recovery of special status species and survival of wide-ranging wildlife.
- Restore natural processes and/or allow these processes to evolve unimpeded to the greatest degree feasible.
- Promote partnerships to help the park become a center for innovative coastal science, stewardship, and learning.

## Alternative 3: Focusing on National Treasures

Alternative 3 is the National Park Service's preferred alternative for Alcatraz Island and Muir Woods National Monument. See the "Preferred Alternative" section for further detail and maps.

### Concept

The emphasis of this alternative is to focus on, or showcase the park's nationally important natural and cultural resources. The fundamental resources of each showcased site would be managed at the highest level of preservation to protect the resources in perpetuity and to promote appreciation, understanding, and enjoyment of those resources. Visitors would have the opportunity to explore the wide variety of experiences that are associated with many different types of national parks—all in Golden Gate National Recreation Area and Muir Woods National Monument. All other resources would be managed to complement the nationally significant resources and associated visitor experiences.

### Goals

#### Visitor Experience

- Provide visitors with opportunities to explore, learn, and enjoy the park's unique resources and stories.
- Allow the park's distinctive resources and associated stories to shape recreational opportunities.
- Emphasize active public participation in stewardship programs at the showcased sites.
- Provide visitors with opportunities for understanding and enjoying national park experiences.

## Cultural Resources

- Emphasize the preservation of fundamental cultural resources that contribute to the national significance of the park, including national historic landmarks. Manage all other resources to complement the significant resources and visitor experiences.
- Tie associated cultural resources, museum collections, and stories to the showcased sites.
- Preserve and protect cultural resources to highlight the interpretive and educational values and provide, wherever possible, direct contact with the resources.

## Natural Resources

- Emphasize the preservation of fundamental natural resources that contribute to the significance of each park unit. Manage all other resources to complement the distinctive resources and experiences.
- Protect or restore the integrity of fundamental natural resources and processes that support the significance of each park unit.
- Manage distinctive natural resources to ensure their ecological integrity while providing opportunities to engage the visitors in hands-on stewardship and exploration.
- Additional ferry embarkation points would have a long-term, moderate, beneficial impact on transportation to Alcatraz Island; trail expansion and improvement on the island would also have a long-term, beneficial impact.
- An increase in park staffing would result in long-term, moderate beneficial impacts to park operations.
- Activities that address deferred maintenance issues and changes to facilities would result in long-term, moderate, beneficial impacts to park operations.



## The Preferred Alternative

### Alcatraz Island: Focusing on National Treasures (Alternative 3)

#### Overview

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

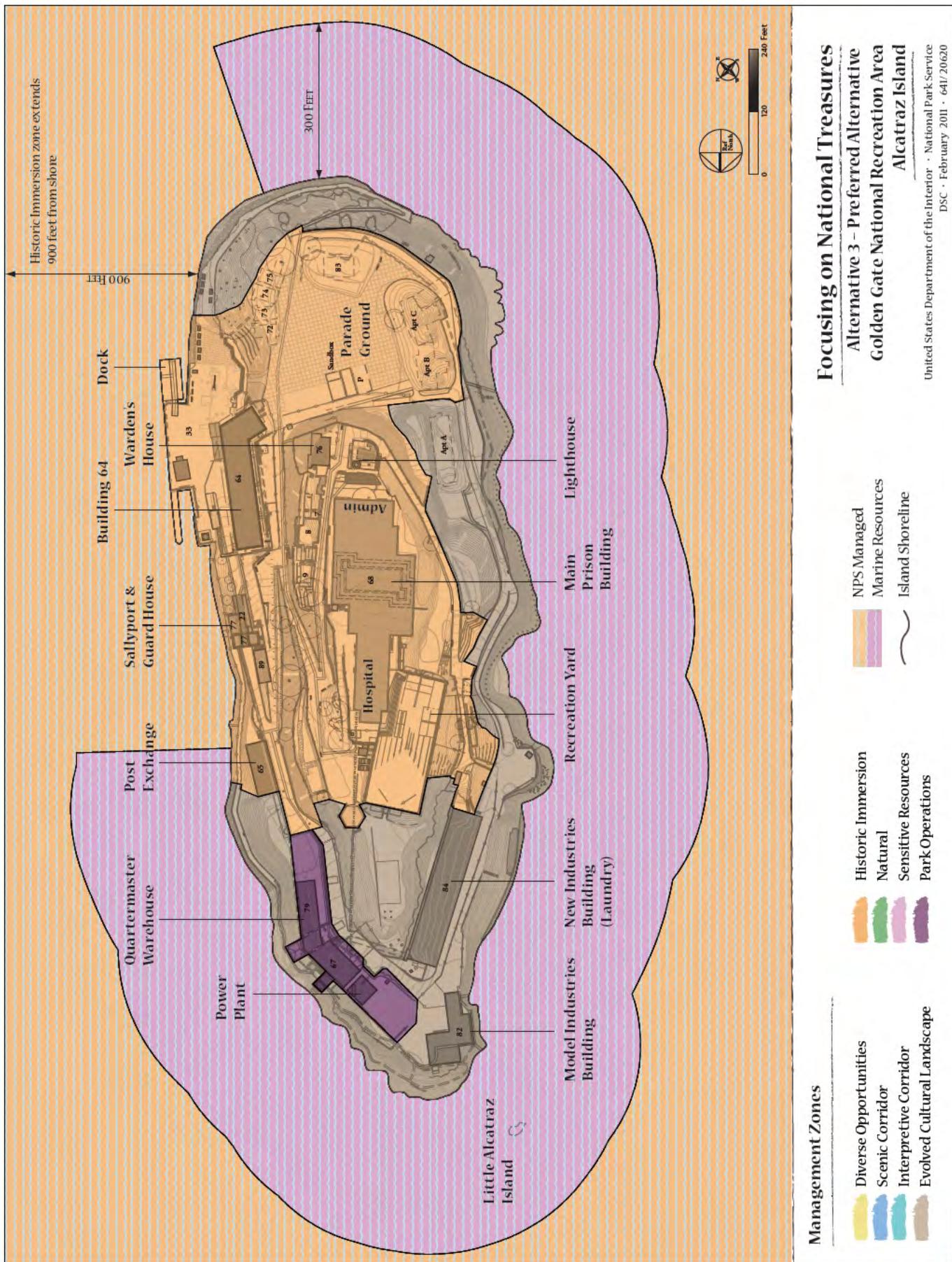
The visitor's immersion in Alcatraz Island history would begin on a ferry from one or more embarkation points that could include the original Alcatraz dock at Fort Mason. Passing a line of historic warning buoys, the experience would continue at the island's arrival dock, with greater access to restored portions of Building 64, the historic barracks. Visitors would ascend to the main prison in the summit through a landscape of preserved historic structures and features. While the primary visitor experience would focus on the federal penitentiary, visitors also would be exposed to the other periods of history, literally and programmatically.

This alternative would require extensive stabilization, rehabilitation, and restoration of historic buildings and small-scale landscape features, as well as creative interpretative and educational programs and visitor services. It would create additional opportunities for cultural resource stewardship programs.

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

#### Ferry Embarkation

The visitor's immersion in Alcatraz Island history would begin at one or more off-island ferry docks that could include the historic Alcatraz dock at Pier 4 in Fort Mason. The primary embarkation site would remain on San Francisco's northern waterfront where visitor services, including education about Alcatraz and orientation to the GGNRA, could be enhanced. Additional ferry connections could be provided to other park sites as part of the facility's role as a portal to the park. Ticketing would continue to be through a reservation system, and ferries would operate daily on a year-round schedule. The length of the ferry trip between the mainland and Alcatraz Island would remain approximately 10–15 minutes.



## Arrival Area

(including the Dock, Building 64 (Historic Barracks), and the Sallyport)

### Historic Immersion Zone

Here, as in alternative 1, the park would welcome, orient, and begin to immerse visitors in the island's prison landscape, creating an atmosphere evocative of its history. Selected areas of Building 64 would be restored to tell the story of its history and use. Period restoration in the building would include the post office, canteen, and a prison-era guard apartment to extend the immersive experience. To better reveal the early military prison period, the guardhouse could be restored by removing the later boathouse addition. Other areas would be rehabilitated for visitor services and administrative functions and could include modest dorm-like overnight accommodations for participants in education, conservation, and stewardship programs. The upper floors would be stabilized to preserve the structure's integrity.

## Main Prison Area

(including the Citadel, Main Cellblock, Hospital Wing, Administration Wing, Recreation Yard, New Industries Building, Post Exchange, and Parade Ground)

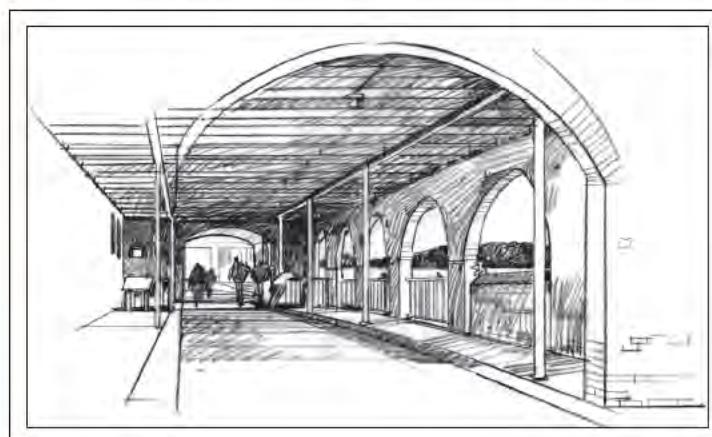
### Historic Immersion Zone

The many historic resources of the Main Prison Building 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.

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.

In this alternative, the park would also manage the adjacent areas, such as the main road, Warden's House, and the Parade Ground, to reinforce the sense of history as visitors move around the island. The Parade Ground would be rehabilitated to support year-round visitor exploration of this area in coordination with adaptive management of Western gulls. The rehabilitation could incorporate measures to support natural systems with preservation of cultural resources.

Selectively removing later building additions could help visitor's understand the character and central role of the Guardhouse-Sallyport when Alcatraz was a military prison.



The Post Exchange would be stabilized while providing visitors with opportunities to explore this historic structure. Additional preservation would be possible with the involvement of partners to make a more complete visitor experience and interpret the building's history.

## Lighthouse

### Historic Immersion Zone

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

## North End of the Island

### Park Operations Zone

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

The Power Plant would be stabilized to house green, sustainable infrastructure technologies. Where appropriate, visitor access would be provided to showcase the technologies and interpret the story of energy use on the island. The adjacent yard would support island operational needs. Access to the yard would employ measures to protect nearby seabird habitat.

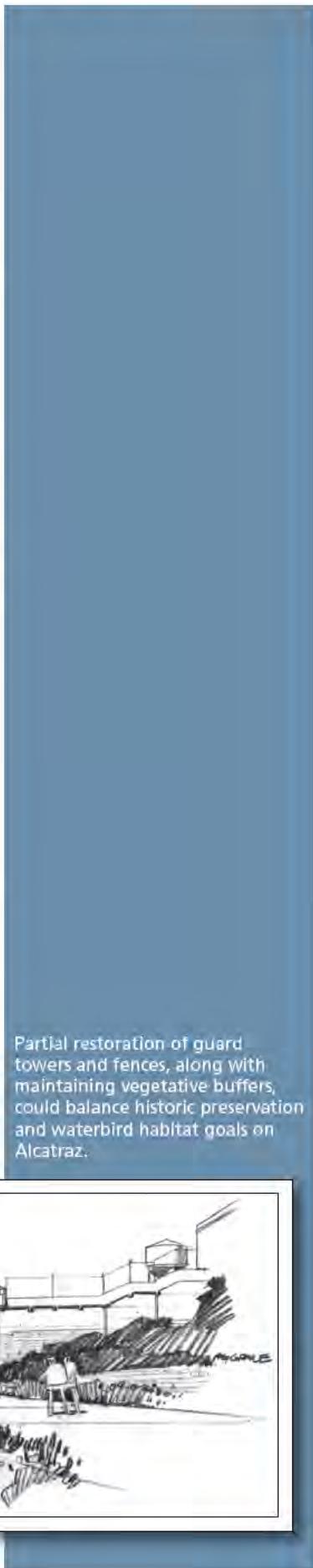
Although this area is currently identified as the primary park operations area, the National Park Service would continue to evaluate other portions of the island that may be advantageous for operational uses such as administrative space, maintenance, and auxiliary functions.

### Evolved Cultural Landscape Zone

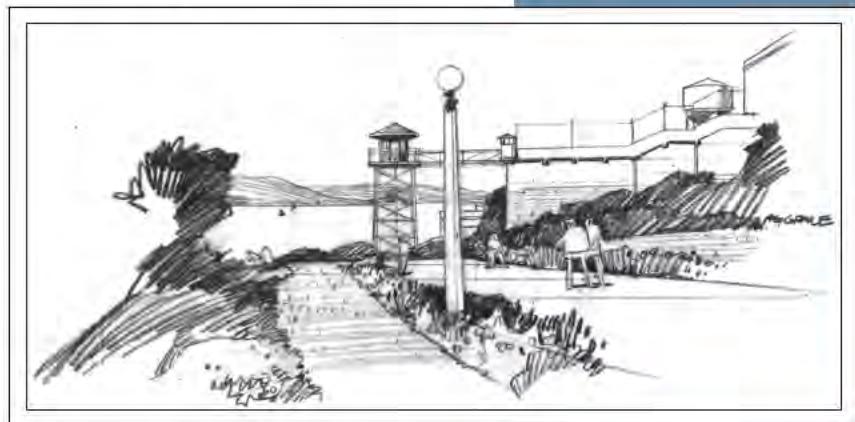
(including Model Industries Building and New Industries Building )

The Model Industries Building would be stabilized. The building and adjacent cliffs would be closed to general visitation and park operational uses to protect nearby sensitive habitat of nesting waterbirds. Vehicular access through the courtyard to the adjacent Power Plant yard would employ measures to protect habitat, possibly including seasonal closures.

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



Partial restoration of guard towers and fences, along with maintaining vegetative buffers, could balance historic preservation and waterbird habitat goals on Alcatraz.



## Island Perimeter

### Evolved Cultural Landscape Zone

(majority of the island perimeter)

The perimeter of the island, including the coastal cliffs, would be managed to stabilize significant historic resources, protect colonial nesting birds and intertidal habitat, and interpret the island's evolving cultural and natural history. Opening a perimeter trail, including segments of the historic sentry walk, would provide visitors with enhanced access to much of the island perimeter. Sensitive design and seasonal closure of the trail, which could include the Agave Trail, would protect nesting bird habitat.

## Offshore Bay Environment

### Sensitive Resources Zone

(extending 300 feet around most of Alcatraz Island)

This zone extends out 300 feet and would be managed as a marine protected area to preserve coastal resources, including Little Alcatraz island, submerged resources, and seabird colonies using the island's cliffs. The area would be demarcated by warning buoys and closed to boats year-round.

### Historic Immersion Zone

(extending from the Sensitive Resources Zone out to 900 feet from the island's shore)

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

## Sustainability

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

Controlling gulls and repairing the foundations of buildings razed after the American Indian occupation could enrich visitor's understanding of Alcatraz's parade ground.



## Marin County: Connecting People with the Parks (Alternative 1)

### Overview

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

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

### Stinson Beach North to Bolinas–Fairfax Road

#### Diverse Opportunities Zone

(beach, dunes, and developed area)

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

The park would explore ways to improve visitor access to Stinson Beach, such as increasing transit on weekends during the peak season and enhancing regional trail connections. The park would also continue to work with the community and Marin County to manage parking and reduce traffic using congestion management tools.

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

## Natural Zone

(surrounding park land north to Bolinas-Fairfax Road, except Stinson Beach)

This area would be managed to protect and restore the coastal ecosystems, and contribute to the restoration of natural processes that affect Bolinas Lagoon.

Partnerships with neighboring land managers would be strengthened to achieve these goals across the broader landscape. The park would improve trails, trailheads, and directional signage to provide access to other nearby park lands.

## State Route 1 and Panoramic Highway

### Scenic Corridor Zone

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

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

## Slide Ranch

### Diverse Opportunities Zone

(developed area)

This area would be managed to enhance the environmental and farm education center and provide improved facilities for public day use of the site, including a picnic area, trail access, and a scenic overlook. Improvements would take into account the dynamic geologic conditions of the site.

### Natural Zone

(land surrounding the developed area)

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

## Lower Redwood Creek

(former Banducci flower farm and surrounding area)

### Natural Zone

(majority of Lower Redwood Creek)

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

## Evolved Cultural Landscape Zone

(developed area and adjacent approximately 6-acre site)

Park managers would preserve the rural, pastoral character of the landscape. Stewardship facilities relocated from Muir Woods National Monument could be accommodated in this zone. The stewardship center, incorporating a native plant nursery and other native plant propagation areas, would reinvigorate the horticultural traditions of the site and engage the community. Existing buildings would be rehabilitated to support park programs and operations.

The National Park Service would work with California State Parks to provide a small trailhead parking and picnic area near the Santos Meadow and the Frank Valley horse camp, and improve access to this zone.

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

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

## Muir Beach

### Natural Zone

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

## Golden Gate Dairy and Vicinity

### Evolved Cultural Landscape Zone

(developed area only)

The area would be managed to preserve the historic structures and pastoral character while continuing to support park and community needs. Site improvements to accommodate a small trailhead and rural transit stop and enhance the creek corridor would be included. Equestrian facilities would be retained, with site improvements made to incorporate best management practices and protect the adjacent riparian area. The National Park Service would continue to work with the operator of the equestrian facilities to expand programs that benefit the public. Nonhistoric residences along State Route 1 could be removed if they do not contribute to essential community services or park operational needs.

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





## Natural Zone (surrounding uplands)

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

## Tennessee Valley (from Oakwood Valley to Tennessee Valley Road)

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

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



Valuable habitat created by removing obsolete facilities and power lines improves the ecological function and natural beauty of Tennessee Valley.

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

Equestrian facilities would be retained and could be expanded while protecting the historic character of the former dairy ranch. Site improvements would be made to incorporate best management practices and protect the adjacent riparian area. The National Park Service would continue to work with equestrian operators to expand programs that benefit the public.

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

### Diverse Opportunities Zone (Oakwood Valley)

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

## Natural Zone

(from the trailhead to the ocean and the surrounding uplands including Oakwood Valley)

The main multiuse trail would be enhanced to support family groups and improve accessibility.

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

The scenic hills that surround the main trail corridor and trailhead would be managed to preserve and enhance the expanse of undeveloped coastal habitat, outstanding natural features, and the scenic beauty of a large contiguous natural area.

extending to the north and south. An improved, more sustainable trail system would provide access to the variety of settings. The remaining dams and artificial ponds would be removed. Native wetland and riparian habitat would be restored in these areas.

## **Marin City Ridge and Gerbode Valley**

### **Natural Zone**

(majority of the Marin Headlands extending south of Tennessee Valley)

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

## **Fort Barry and Fort Cronkhite**

### **Diverse Opportunities Zone**

(lower elevations of Rodeo Valley along Bunker Road and Fort Barry and Fort Cronkhite)

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

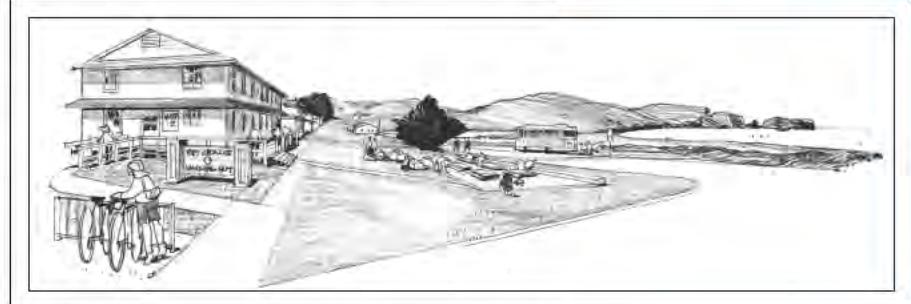
This alternative would build upon the nucleus of existing programs offered by the park and its partners that contribute to the concept of a “Center for the Environment.” Rehabilitated structures and limited new construction would continue to be used by the park and its partners to provide visitors with an expanded menu of opportunities that are strongly linked to the park’s purpose. Programs would focus on environmental education, science, history and culture, recreation, healthy lifestyle activities, and special events. Housing for staff, interns, and volunteers of the park and its partners would be provided within this zone. A visitor contact facility combining information and food service would be developed in a location near both the beach and a transit stop, replacing the existing chapel visitor center at Fort Barry.

In 1994, the Park Service removed a national landmark WWII cantonment to restore Crissy Field, with the explicit understanding that the cantonment at Fort Cronkhite would be preserved and interpreted. The Fort Cronkhite cantonment is not only highly representative of the once-ubiquitous 700-Series World

War II mobilization cantonments; it is considered the best-preserved example of its type in the nation. Every effort will be made to enhance the historic scene while creating diverse visitor opportunities in this zone.



A visitor center in the historic WWII barracks supports the wide range of visitor activities and preservation goals at Rodeo Beach.



Fort Barry and other historic sites and structures within this zone would continue to support programs provided by the park and its partners consistent with the concept described for Fort Cronkhite. Equestrian facilities would be supported in this area of the Headlands. This zone would also continue to provide for park operational needs including maintenance, public safety, staff offices, and a native plant nursery facility. The chapel at Fort Barry could be adapted as a multiuse meeting and program facility.

### **Natural Zone**

(uplands)

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

### **Evolved Cultural Landscape Zone**

(Rodeo Beach and seacoast fortifications)

This zone would be managed for the enjoyment of the beach, trails, and other outdoor recreation and educational opportunities. The landscape would be managed to preserve and interpret the significant military features and structures, such as Wolf Ridge and Batteries Townsley and Mendell, in the natural coastal setting.

### **Sensitive Resources Zone**

(Rodeo Lagoon and Rodeo Lake)

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

### **Historic Immersion Zone**

(Nike Missile Site SF88-L)

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

## **Capehart Housing Area**

### **Park Operations Zone**

A new park operational facility would be constructed within this zone south of Bunker Road. Housing lost through the removal of housing units to construct this facility could be accommodated in another location, either in existing structures or through limited new construction. Sustainable workforce housing could be constructed in the neighborhood on the south side of Bunker Road.

### **Natural Zone**

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

## **Conzelman, Bunker, and McCullough Roads**

(including Battery Spencer and Hawk Hill)

### **Scenic Corridor Zone**

Managers would highlight the fundamental coastal resources, endangered species habitat, military fortifications, and spectacular views of the Golden Gate Bridge, San Francisco Bay, and the urban skyline of San Francisco from the roads. Safe

pedestrian, bike, and motor vehicle access to overlooks and to interpretive and recreational opportunities would be provided. Some overlooks would be improved with amenities such as interpretive signs, restrooms, and benches.

## Kirby Cove

### Evolved Cultural Landscape Zone

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

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

## Point Bonita Lighthouse Complex

### Historic Immersion Zone

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

## Offshore Ocean and Bay Environment

### Scenic Corridor Zone

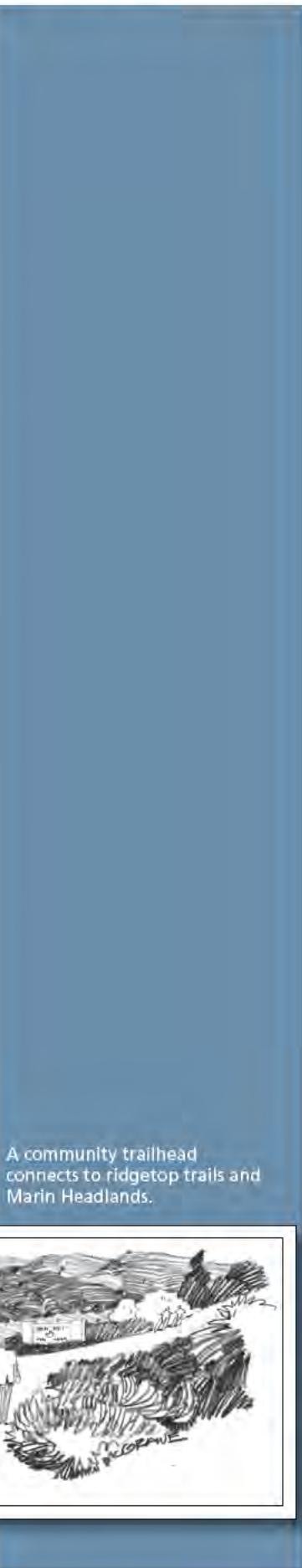
(all offshore areas except Point Bonita Cove and Bird Rock)

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

### Sensitive Resources Zone

(Offshore areas at Point Bonita Cove and Bird Rock)

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



A community trailhead connects to ridgeline trails and Marin Headlands.



## San Francisco: Connecting People with the Parks (Alternative 1)

### Overview

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

The visibility and identity of national park system sites would be improved in settings from military to “wild,” and visitors would be introduced to Golden Gate National Recreation Area through facilities, information, and programming at popular arrival nodes and recreational destinations. As in other alternatives, the San Francisco-based Alcatraz embarkation facility would serve as a portal to the GGNRA and larger national park system.

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

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

### Upper Fort Mason

#### Evolved Cultural Landscape Zone

(eastern portion of the site)

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

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

The two neighboring national park units, Golden Gate National Recreation Area and San Francisco Maritime National Historical Park, would collaborate on unified visitor welcoming and orientation, exploring the potential to share facilities. Consistent NPS site identification and directional signs would be placed along the popular Golden Gate Promenade/San Francisco Bay Trail and at transit nodes.

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

The historic district's batteries and landscape would be restored and rehabilitated, including the overgrown gardens on the east and northeast slopes. The community garden would be retained in its current location.

This alternative anticipates improved access to the park by the development of a water shuttle at Lower Fort Mason, improved walking paths, expansion of the F-Line, and development of the bus rapid transit on Van Ness Avenue. Visitor access to the historic Alcatraz pier (Pier 4) for interpretive programs and ferry access to Alcatraz Island would also be considered. Visitor circulation and wayfinding improvements would be implemented in response to new adjacent bus transit and ferry connections. These concepts would require close collaboration with San Francisco Maritime National Historical Park and the City of San Francisco to improve the experience of arriving at Fort Mason through Aquatic Park and Gashouse Cove at Laguna Street and Marina Boulevard.

### **Diverse Opportunities Zone**

(“Great Meadow”)

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

### **Park Operations Zone**

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

### **Sensitive Resource Zone**

(shoreline at Black Point, including a 100-foot offshore buffer to protect intertidal resources)

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

### **China Beach**

#### **Diverse Opportunities Zone**

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

### **Lands End**

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

Park managers would continue to enhance the landscape, integrating natural habitat restoration with cultural landscape preservation, and improving the trail system. This would include the California Coastal Trail and the secondary trails that access the shoreline, and would enhance scenic viewpoints and opportunities for bird watching. The area would continue to be managed for the preservation of dark night skies. Trail connections and directional signage to the community and adjacent park lands would also be improved.





## Fort Miley

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

The historic structures and cultural landscape would be preserved and enhanced. The Marine Exchange Lookout Station (Octagon House) would be rehabilitated

to interpret its history and provide for park operational or public uses. Site improvements would focus on enhancing the Fort's appearance and providing better connections to the surrounding community, nearby Lands End site, and the Veterans Affairs hospital campus. Improved picnicking and group camping facilities would be provided in an appropriate location, as would opportunities for outdoor learning and leadership programs. The area would continue to be managed for the preservation of dark night skies.



The coastal setting of the historic Marine Exchange Lookout Station at West Fort Miley is restored.

### Park Operations Zone (East Fort Miley)

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

## Ocean Beach

### In Both the Diverse Opportunities Zone and the Natural Zone

In this alternative, the NPS would participate in multi-agency efforts to knit the unique assets and experiences of the Ocean Beach corridor into a seamless and welcoming public landscape, planning for environmental conservation, sustainable infrastructure, and long-term stewardship.

The Park Service would continue to work with the City of San Francisco, California Coastal Commission, and the U.S. Army Corps of Engineers to address coastal erosion: relocating facilities out of vulnerable locations and restoring natural processes to maximize protection of the beach for its natural and recreational values.

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

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

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

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

### **Natural Zone**

(south of the O'Shaughnessy seawall)

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

### **Fort Funston**

#### **Diverse Opportunities Zone**

(central area and southern beach)

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



New garden walkways and the historic streetcar connect visitors to Fort Mason and Aquatic Park.

### **Natural Zone**

(corridors along the perimeter and northern beach)

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

## **Park Operations Zone**

(southeast corner)

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

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

## **Offshore Ocean and Bay Environment**

### **Scenic Corridor Zone**

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

## San Mateo County: Connecting People with the Parks (Alternative 1)

### Overview

Under this alternative and others, park lands and ocean environments in San Mateo County would be managed as part of a vast network of protected lands and waters, some recognized as part of the UNESCO Golden Gate Biosphere Reserve. This network includes San Francisco Public Utilities Commission Peninsula Watershed lands, California state parks, the Monterey Bay National Marine Sanctuary, county parks, and other land held by regional land trusts. Park managers would emphasize connectivity, preservation, and restoration of the area's vital ecosystems through collaborative partnerships with other land management agencies.

In the spirit of the “Parks to People” movement that created Golden Gate National Recreation Area four decades ago, this alternative would focus on the importance of improving access and engaging the community in these newest park lands.

Given the significant addition of park land in the county in recent years, a series of actions would be needed to enhance visitor access, enjoyment, appreciation, and stewardship.

Key efforts would include improving the visibility and identity of National Park Service sites. Park trails would be improved to create a sustainable system that provides opportunities to enjoy park sites, connects with local communities, and contributes to an exceptional regional trail network. Equestrian facilities would continue to have an important role in recreation and stewardship. A comprehensive trail plan would be prepared to achieve these goals. Park managers would work with county transit providers to improve transit connections to local trailheads and east-west transit between bayside communities and State Route 1. Collaboration with the community and Caltrans would focus on providing safe access to park sites along State Route 1.

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

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

### Thornton State Beach to South of Mussel Rock Natural Zone

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

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

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

## Milagra Ridge

### Natural Zone

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

### Scenic Corridor Zone

(center of ridge)

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

## Sheldance Nursery Area

### Diverse Opportunities Zone and Park Operations Zone

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

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

## Sweeney Ridge

(including Cattle Hill and Picardo Ranch)

### Natural Zone

(majority of the area)

The area would be managed to protect endangered species and the large contiguous natural landscape extending into the San Francisco Public Utilities Commission Peninsula Watershed. Visitors could experience the area through stewardship

activities, improved trails, and primitive camping. Connections to the regional trail network and the surrounding public lands (San Francisco Public Utilities Commission lands, San Pedro Valley County Park, McNear Ranch, and Rancho Corral de Tierra) would be developed in coordination with other land managers.

The trailhead to Sweeney Ridge is enhanced as the site transitions from commercial to park purposes.



## **Scenic Corridor Zone**

(Sneath Lane and part of Sweeney Ridge)

Trail amenities would be developed, and connections would be enhanced to the Bay Area Ridge Trail and the Sawyer Camp Trail in San Francisco Public Utilities Commission Peninsula Watershed. The San Francisco Bay Discovery Site National Historical Landmark would be preserved and interpreted. Limited vehicular access to the discovery site would be permitted. A hikers' hut could be developed as part of a system of huts proposed for the Bay Area Ridge Trail.

## **Diverse Opportunities Zone**

(developed portion of Picardo Ranch)

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

## **Mori Point**

### **Natural Zone**

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

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

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

### **Natural Zone**

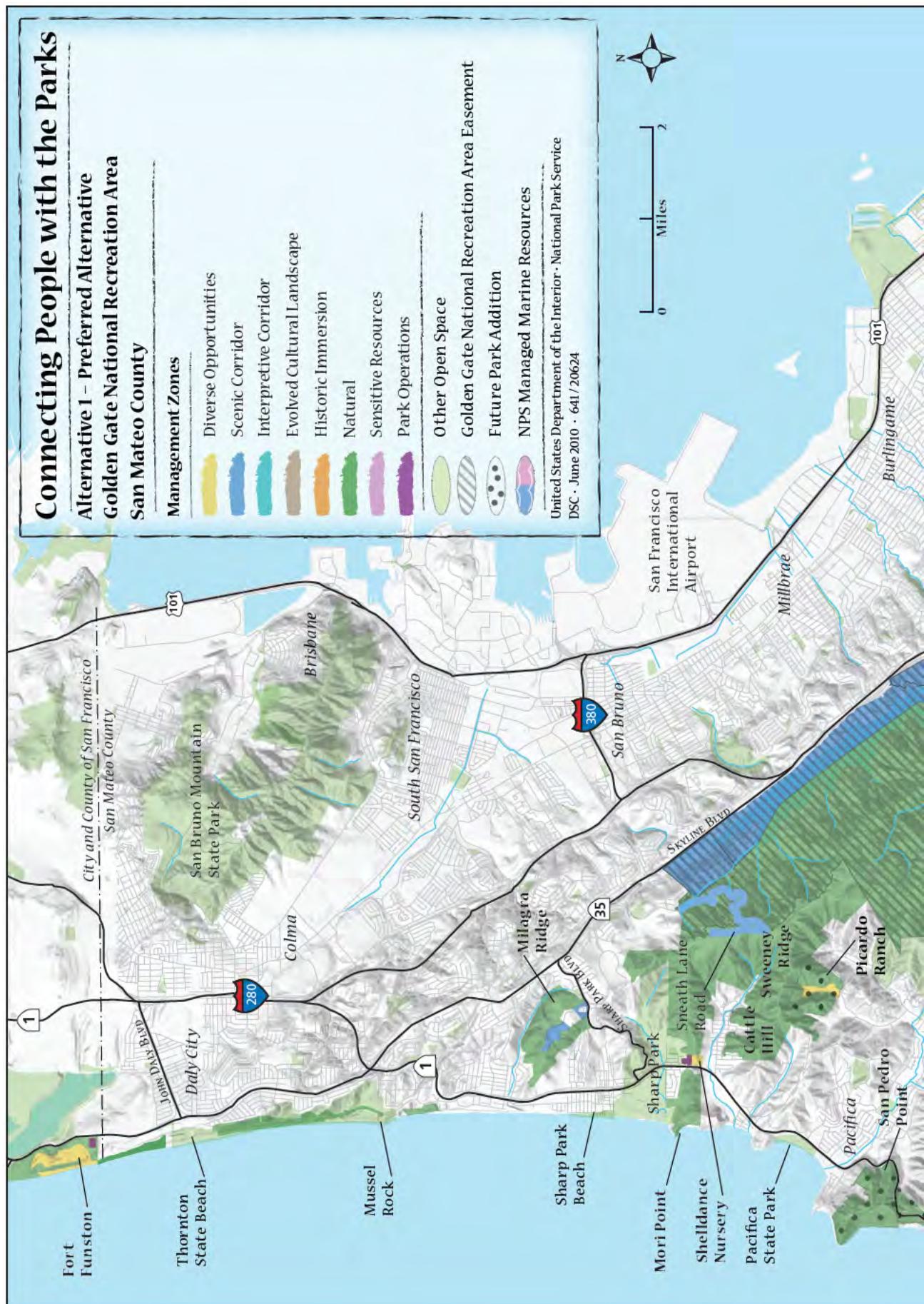
These lands, if acquired, would be managed to maintain natural features and scenic beauty and to continue with the habitat restoration and access improvements initiated by the community and other agencies. Trailheads and trails would be developed and enhanced to improve accessibility and connections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

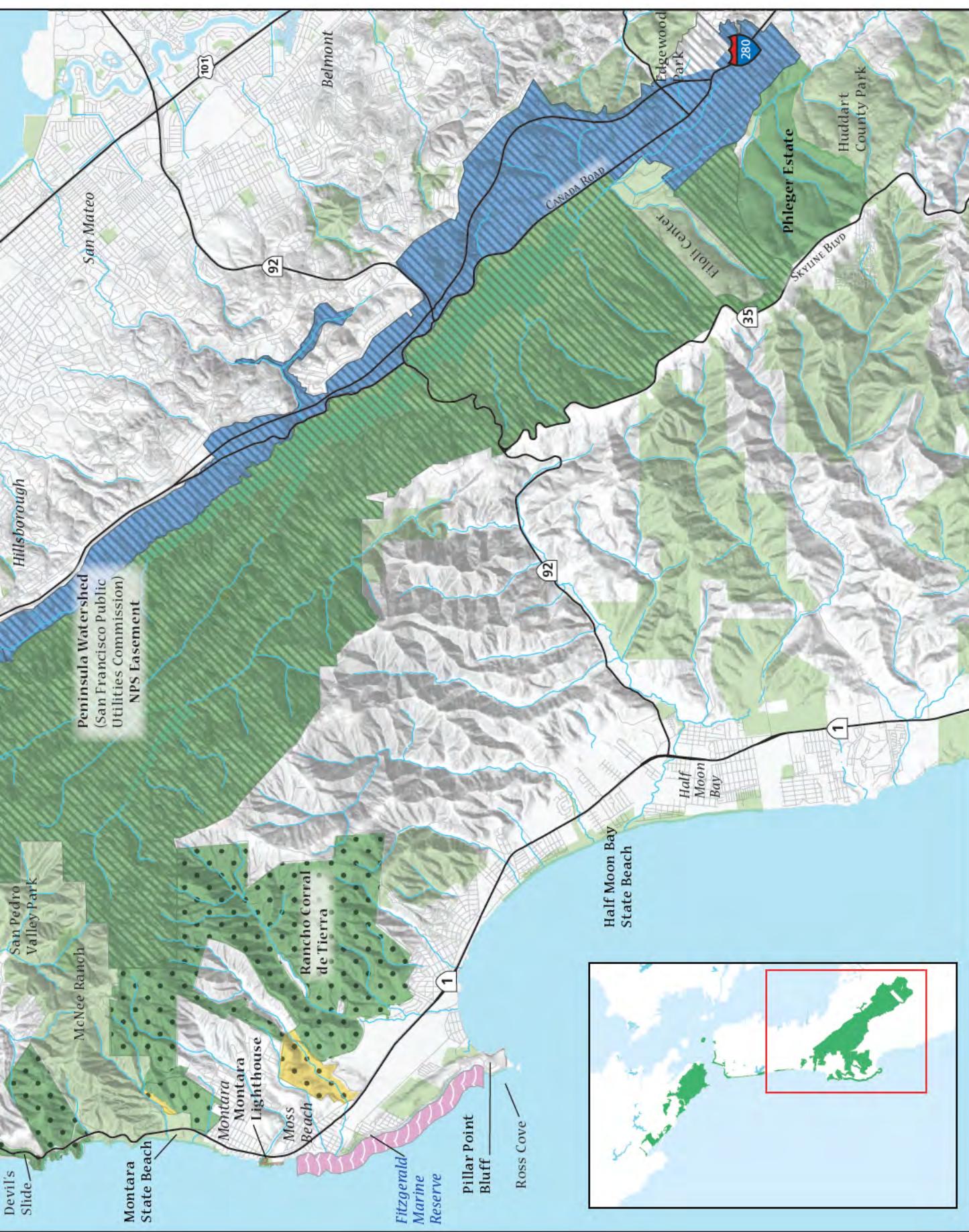
## **Rancho Corral de Tierra**

### **Natural Zone**

(majority of the area)

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





Visitors would enjoy the scenic coastal environment through an enhanced and sustainable system of trails. The trail network would connect local communities to the park and link the ridges of Montara Mountain to the Pacific Ocean. The National Park Service would work with the San Francisco Public Utilities Commission to complete a trail connection to Sweeney Ridge through the Peninsula Watershed's northwest corner along Whiting Ridge. Unnecessary roads could be converted to trails or removed. Exploration of the park could be facilitated by scenic overlooks, sites for picnicking, primitive camping sites, and possibly a hikers' hut in a remote setting.

Visitors are welcomed to Rancho Corral de Tierra at a new trailhead portal.



### Diverse Opportunities Zone

Modest improvements would be created in this zone consisting of trailheads and other visitor facilities that provide for the enjoyment of this new area. This area would be considered as a southern “portal” to the Golden Gate National Recreation Area and other public open space. Detailed planning following general management plan approval would determine the mix of uses that would share this zone. Equestrian uses would be retained at Rancho Corral de Tierra, with the exact location, type, and scale of facility improvements determined in future planning efforts. Park managers would continue to work with equestrian operators to enhance the best management practices employed to protect the environment and expand programs that welcome and benefit the public. New facilities in this zone could include trails, trailheads, a community stewardship/educational center, a group picnic area, a rustic campsite, and a horse camp. Significant constraints on availability of water will influence development and operations of facilities at this site. Any new visitor facility would be sited to preserve natural and cultural resources and where compatible with adjacent uses such as agriculture.

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

Habitat restoration and community stewardship activities would have a strong presence in both zones. An area for native plant production would be established to support restoration projects in the park. The National Park Service would partner with surrounding land managers and the Fitzgerald Marine Reserve, one of the richest intertidal areas on the California coast, to improve habitat connectivity and

protect sensitive habitats, to protect water quality, restore the creek corridors and reconnect them to the ocean, and to reestablish anadromous fish passage where possible.

The National Park Service would connect people to the agriculture history of Rancho Corral de Tierra through interpretation of its cultural landscape and adjacent working farms.

## **Montara Lighthouse**

### **Evolved Cultural Landscape Zone**

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

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

## **Phleger Estate**

### **Natural Zone**

In all alternatives, the area would be managed to provide trail-based recreation in a natural and contemplative setting that complements the more developed recreation facilities at adjacent Huddart County Park. The redwood forest ecosystem, including West Union Creek and threatened and endangered species, would be protected and restored. The history of logging on the estate and its role in the settlement of San Mateo County would be interpreted. Trail connections to adjacent lands and the regional trail system would be pursued in collaboration with San Mateo County and San Francisco Public Utilities Commission. These connections would include the Bay Area Ridge Trail, potential access from trailheads on Cañada Road and Skyline Boulevard, and a multiuse trail connection between Cañada Road and Skyline Boulevard north of Phleger Estate. Community stewardship of the site could contribute to trail and habitat improvements. The National Park Service would explore community trailheads and partnerships with the Woodside Store historic site.

## **San Francisco Public Utilities Commission Peninsula Watershed Easements**

### **Natural Zone**

(majority of the area, corresponding with the scenic easement)

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

### **Scenic Corridor Zone**

(eastern area closest to Highway 280, corresponding with the scenic and recreation easement)

Park managers would promote preservation of natural, cultural, and scenic values with improved public access on trails. Proposed trail improvements include connecting the existing San Andreas multiuse trail to Sweeney Ridge via Sneath Lane, and improving trail access to the Phleger Estate from a new trailhead on Cañada Road. Park managers also would promote the implementation of other trails proposed in the 2002 San Francisco Watershed Management Plan, including completion of the north-south corridor through the watershed in areas of low sensitivity. The park would work with the San Francisco Public Utilities Commission to provide a multiuse trail connection through the Peninsula watershed lands between Cañada Road and Skyline Boulevard north of Phleger Estate. Preservation of scenic views along the trails, Cañada Road, Skyline Boulevard, Interstate 280, and its vista points would also be promoted in cooperation with the San Francisco Public Utilities Commission and Caltrans. The National Park Service would collaborate with the San Francisco Public Utilities Commission in creating a watershed visitor education center near the Pulgas Water Temple on Cañada Road, as described in the 2002 Watershed Management Plan. Additional coordination with the Juan Bautista De Anza National Historic Trail could also be provided.

### **Offshore Ocean Environment**

Management of offshore areas could be extended to cover new segments of the San Mateo County coast.

### **Sensitive Resources Zone**

In areas where the park boundary coincides with the Fitzgerald Marine Reserve, the two organizations would continue to cooperate in the implementation of the provisions of the California State Marine Life Protection Act. The offshore area between Montara State Beach and Ross Cove, designated as the Montara State Marine Reserve, would not permit fishing, harvesting, or collecting. The reserve area between Ross Cove and Pillar Point Harbor, designated as the Pillar Point Marine Conservation Area; some fishing would be allowed in this area.

## Muir Woods National Monument: Focusing on National Treasures (Alternative 3)

### Overview

Muir Woods National Monument is a window into the complex world of nature and conservation. This alternative would present the monument as a contemplative outdoor museum where visitors would discover the primeval redwood forest and the monument's place in the early United States conservation movement.

A system of trails would lead visitors into the forest to feel, see, and learn, in different ways, about the essential qualities of the forest. These include its giant trees, the ecology of Redwood Creek, and William Kent's generous donation of the forest to the American public. Rather than continue to concentrate visitation along a main trail, visitors would be encouraged to take different thematic interpretive trails, some new and some existing, to experience the different parts of the park. Other trails would link the monument with the surrounding Mount Tamalpais State Park.

Some existing facilities and use areas, such as the entrance area and parking lots, would be modified or relocated to reduce their impacts on the ecosystem and improve the park experience.

An offsite welcome center for the shuttle system, with parking and visitor services, would be an important first point for orientation and a key to providing sustainable access to the monument.

Visitors would continue to be drawn to the monument to see the trees, but they would leave with a richer understanding of this precious ecosystem and how the saving of these few acres helped spark conservation across the United States. They would be motivated to return and learn more of the story.

Building on the interagency *Redwood Creek Watershed: Vision for the Future* (2003), and a cooperative management agreement with California State Parks, the National Park Service would continue to collaborate with the public and other land managers to address watershed restoration, stewardship, and recreation.

### Arrival

#### Offsite Welcome Center

To enhance the visitor experience and address congestion problems, permanent shuttle service to Muir Woods National Monument would be provided during peak periods throughout the year, supported by a new welcome center in the vicinity of the Caltrans Manzanita park-and-ride at State Route 1 and Highway 101, created in collaboration with Marin County, California state parks, and Caltrans. Shuttles would travel a distance of about six miles to the monument. Express transit service from downtown San Francisco and improved connections with the regional ferry services would also be pursued. The welcome facility would provide necessary visitor services that could include parking, sheltered waiting areas, restrooms, and orientation to the monument and other regional park destinations. The facility would also connect visitors to other regional and local transportation systems.



A meadow-like pedestrian entrance to the monument is created by reorganizing vehicular circulation and support facilities.

## Diverse Opportunities Zone

The monument's existing entry area would be redesigned to enhance the visitor's arrival experience, protect resources, and improve safety. Parking at the monument would be reduced, reconfigured and relocated using sustainable design practices to better protect Redwood Creek and other sensitive resources. Removal of parking would primarily be along the shoulder of Muir Woods Road. Parking supply would continue to meet demand during off-peak periods. Pedestrian access would be improved to offer visitors a more natural experience transitioning into the redwood forest separated from roads and parking.

A modest facility would be provided to receive visitors arriving by different modes of transportation. The services provided could include shuttle dropoff, sheltered waiting areas, orientation, restrooms, food service, and a bookstore. The existing separate structures for fee collection, a bookstore, and restrooms could be replaced as part of the new facility. The goal of the design process would be to accommodate visitor's needs while simultaneously minimizing the overall footprint of development in the park.

Future use or removal of the Old Inn would be determined through more detailed site planning that would consider its utility for visitor services or operational needs in the redesigned entry area. To allow visitor parking to be reconfigured, the native plant nursery would be relocated to Lower Redwood Creek as part of a stewardship center. Realignment of portions of county-maintained Muir Woods Road would also be explored to improve operational safety and visitor access.

In order to improve pedestrian safety and protect Redwood Creek, the park would collaborate with Marin County to restrict shoulder parking along Muir Woods Road in areas without trailheads when alternative transportation becomes more readily available.

## Redwood Forest and Redwood Creek

### Interpretive Corridor Zone

#### (large corridor around Redwood Creek)

This area would be managed as a setting where visitors discover and interact with the features of the primeval redwood forest. Each trail within the monument would unveil a different story and experience using creative interpretive approaches that are appropriate to the majestic old-growth forest. The trails would be designed and managed to provide visitors with opportunities to learn, explore, and become immersed in the resources that illustrate a particular theme. Examples of thematic trails could include an ecology-themed trail that leads visitors to examine the forest structure and the dynamic habitats of the creek. Another trail would highlight a century of conservation history and quietly usher visitors into Cathedral Grove. Some trails would start at the main entrance and highlight the main redwood groves along the creek. Others would bring visitors down into the woods from higher in the canyon.

The Dipsea Trail and other trails from Mount Tamalpais State Park also would be highlighted, offering opportunities for self-discovery. The experience would be further reinforced through ranger-led activities that engage the visitor with the monument's natural and cultural resources.



Restored banks of Redwood Creek along with redesigned segments of the main trail improve ecological functions and conditions for visitors in the forest.

Portions of the main trail and bridges could be relocated to allow for creek and floodplain restoration and improvements to the integrity of the redwood forest ecosystem.

The Administration-Concession Building would transition to support interpretive and educational activities, providing flexible classroom and program space in the woods. Nonhistoric and nonessential additions made to this structure and its surroundings would be removed to reduce development in Muir Woods National Monument. The adjacent restroom building would be retained.

The historic structures and features that represent the conservation movement would be preserved and rehabilitated, and used to support visitor programming and services. These include the former Superintendent's Residence, equipment shed, garage, trails, monuments, and named groves. The historic creek stabilization rock work could be removed in targeted areas to restore natural creek functions important to forest health.

The use of contained fires limited to interpretive and educational purposes could be permitted by the Superintendent within this zone.

### **Sensitive Resources Zone**

(upper north-facing slopes of the canyon)

These areas would be managed to preserve the redwood forest and natural sounds that provide a backdrop to the adjacent interpretive corridor zone. Visitor access to this area would be carefully managed and limited to retain the pristine setting and protect its resources.

### **Natural Zone**

(western portion of the national monument)

This area of the monument would be managed to preserve natural systems and contribute to the primeval forest setting. Visitors within this zone would have opportunities for self-discovery and challenge on the Ben Johnson and Dipsea trails in a more dispersed and wild park setting.

## **Muir Woods Addition (Also Known as Camino del Canyon, Conlon Avenue, and Druid Heights)**

### **Natural Zone**

The area would be managed to provide low impact trail-based day uses and restore native habitat and natural processes with emphasis on removal of roads, nonhistoric structures, stabilization of sediment sources, re-establishment of natural drainage patterns, restoration of the tributary creek, and removal of invasive vegetation that has escaped from developed areas.

Some historic structures and landscape features associated with the bohemian community at Druid Heights could be preserved. Camino del Canyon would be converted to a trail with access by foot or light service vehicle. The structures at Camp Hillwood would be preserved to the extent that this would not compromise natural resource values. Use of the camp would be for educational and interpretive programs consistent with the natural zone. The segment of Conlon Avenue extending from the lift station to the camp would be downgraded and realigned to restore natural processes and conditions in the tributary to Redwood Creek.

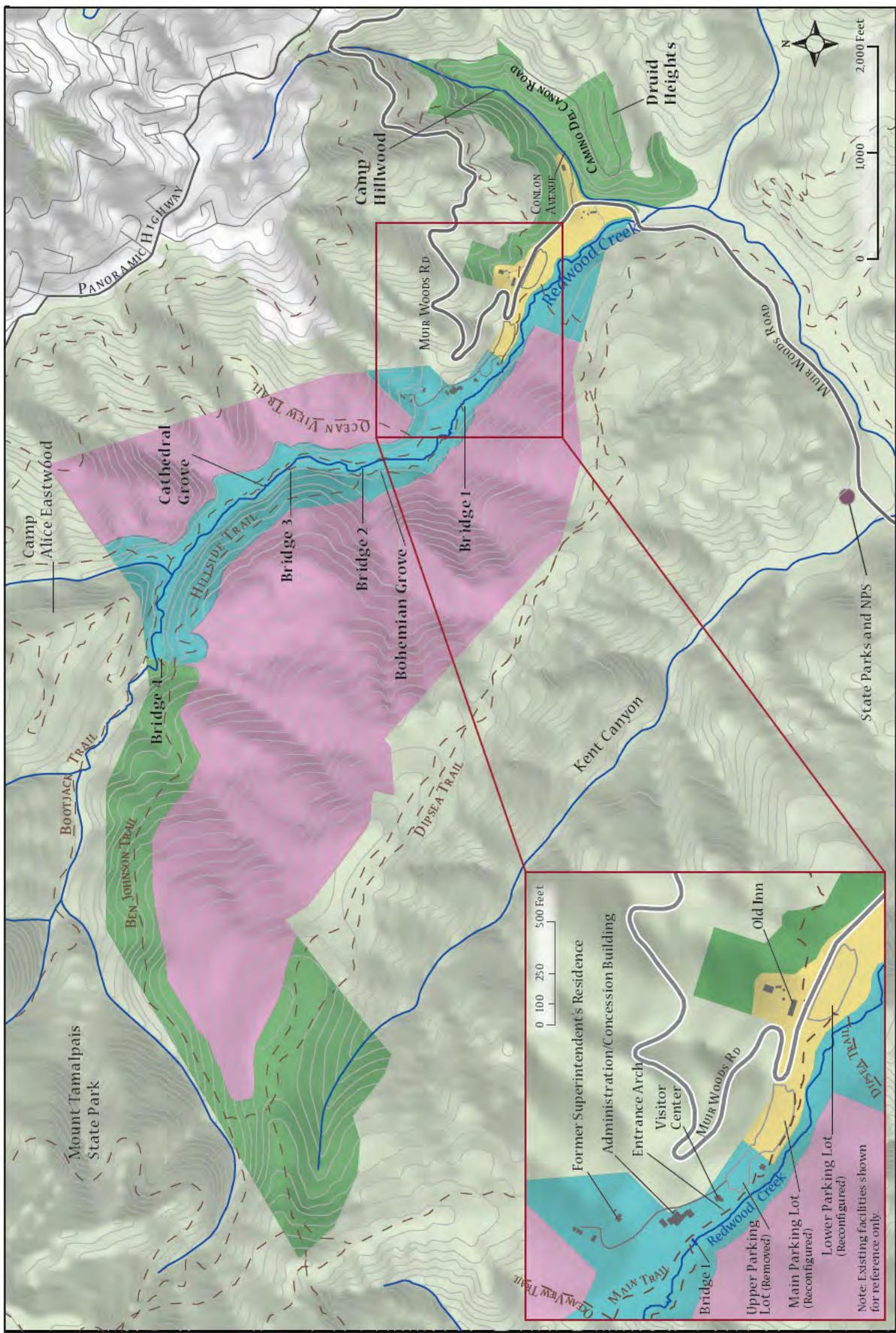
### **Diverse Opportunities Zone**

#### **(lower Conlon Avenue from Muir Woods Road to the lift station)**

A modest parking area and trailhead would be located in this zone. The National Park Service would continue to explore a sustainable wastewater treatment process to replace the existing lift station. Other existing operational functions (maintenance and native plant nursery) would be relocated to the Lower Redwood Creek site (former Banducci flower farm) or in potential shared facilities with Mount Tamalpais State Park nearby at Kent Canyon.

### **Kent Canyon, Mount Tamalpais State Park**

The park would work with California State Parks to achieve common objectives for this area. Collaboration would focus on maintenance, parking, and trails. Most maintenance functions in the monument would be relocated to facilities potentially shared with Mount Tamalpais State Park.



### Focusing on National Treasures

Alternative 3 - Preferred Alternative

Muir Woods National Monument

United States Department of the Interior • National Park Service  
DSC • December 14, 2009 • 12 / 2002

Management Zones	Historic Immersion
Diverse Opportunities	Yellow
Scenic Corridor	Green
Interpretive Corridor	Pink
Evolved Cultural Landscape	Teal
Sensitive Resources	Purple
Park Operations	Brown

## Estimated Costs of the Alternatives

The costs of the proposals within each alternative are summarized in the following table. The last column, titled “Total, Preferred Alternative” represents the costs associated with the implementation of the preferred alternative: alternative 3 for Alcatraz Island and Muir Woods National Monument and alternative 1 for park lands in Marin, San Francisco, and San Mateo Counties, as well as the costs common to all alternatives.

The alternatives describe the maximum potential capital improvements; lesser improvements may be implemented, or built in phases if necessary. The implementation of the approved plan will depend on future funding. The approval of this plan does not guarantee that the funding and staffing needed to implement the plan will be forthcoming. Full implementation of the actions in the approved general management plan could be many years in the future. Additionally, some of the future long-term funding needed to implement the various actions called for in the alternatives is anticipated to come from nonfederal partners, consistent with the park’s current practices.

**Table 2: Summary of Costs Associated with the Implementation of the Alternatives**

	No-Action Alternative	Alternative 1	Alternative 2	Alternative 3	Total, Preferred Alternative
<b>Recurring Costs</b>					
Annual Operating Costs	\$28,030,000	\$32,000,000	\$31,090,000	\$31,630,000	\$32,000,000
Muir Woods Shuttle Operations	\$340,000	\$600,000-\$1,400,000	\$4,000,000-\$9,500,000	\$600,000-\$1,400,000	\$600,000-\$1,400,000
Staffing (additional FTE)	334	380	369	377	380
<b>One-time Capital Costs</b>					
Alcatraz Island	\$4,260,000	\$61,190,000	\$37,440,000	\$54,380,000	\$54,380,000
Park Lands in Marin, San Francisco, and San Mateo Counties	\$5,280,000	\$46,710,000	\$47,250,000	\$78,210,000	\$46,710,000
Muir Woods National Monument	\$920,000	\$15,900,000	\$16,870,000	\$17,790,000	\$17,790,000
Common To All Action Alternatives	\$0	\$31,020,000	\$31,020,000	\$31,020,000	\$31,020,000
<b>Total One-time Capital Costs</b>	<b>\$10,460,000</b>	<b>\$154,820,000</b>	<b>\$132,580,000</b>	<b>\$181,400,000</b>	<b>\$149,900,000</b>

All costs in 2009 dollars

### NOTES REGARDING SUMMARY OF COST TABLE

- <sup>1</sup> Annual operating costs are the total costs per year for maintenance and operations associated with each alternative, including utilities, supplies, staff salaries and benefits, and leasing.
- <sup>2</sup> The total number of FTEs (full-time equivalents) is the number of person-years of staff required to maintain the assets of the park at a good level, provide acceptable visitor services, protect resources, and generally support the park’s operations. The FTE number indicates ONPS-funded NPS staff only, not volunteer positions or positions funded by partners. (ONPS funds are funds designated for the “Operation of the National Park Service.”) FTEs are from 2010 Green Book, adjusted to reflect loss of 32 structural fire positions.
- <sup>3</sup> One-time costs for the no-action alternative only include costs associated with projects already approved and fully funded.
- <sup>4</sup> Total includes costs for both Essential/Priority and Desirable/Lower Priority Projects. Essential/Priority projects are required to preserve fundamental resources and experiences and would likely require federal funding. Desirable/Lower Priority projects are important to full implementation of the alternative but may be accomplished with nonfederal funds or in later years.
- <sup>5</sup> Acquisition costs for proposed boundary adjustments are not included in this presentation of costs.

**Table 3: Essential/Priority\* One-time Capital Costs for the Preferred Alternative**

	Facility Rehabilitation	Historic Preservation	Natural Resource Restoration	Facility Removal	New Construction	Total
Alcatraz Island	\$0	\$38,300,000	\$0	\$0	\$0	\$38,300,000
Park Lands in Marin, San Francisco, and San Mateo Counties	\$11,500,000	\$8,430,000	\$4,470,000	\$250,000	\$980,000	\$25,630,000
Muir Woods National Monument	\$9,150,000	\$340,000	\$4,700,000	\$720,000	\$2,230,000	\$17,140,000
Common to All Action Alternatives	\$0	\$12,560,000	\$0	\$0	\$0	\$12,560,000
<b>Total One-time Capital Costs</b>	<b>\$20,650,000</b>	<b>\$59,630,000</b>	<b>\$9,170,000</b>	<b>\$970,000</b>	<b>\$3,210,000</b>	<b>\$93,630,000</b>

\*Essential/Priority projects are required to preserve fundamental resources and experiences and would likely require federal funding. Desirable/Lower Priority projects (not presented in the above table) are important to full implementation of the alternative but may be accomplished with nonfederal funds or many years in the future.

**Table 4: Desirable/Lower Priority\* One-time Capital Costs for the Preferred Alternative**

	Facility Rehabilitation	Historic Preservation	Natural Resource Restoration	Facility Removal	New Construction	Total
Alcatraz Island	\$0	\$16,080,000	\$0	\$0	\$0	\$16,080,000
Park Lands in Marin, San Francisco, and San Mateo Counties	\$8,980,000	\$8,730,000	\$0	\$0	\$3,370,000	\$21,080,000
Muir Woods National Monument	\$0	\$650,000	\$0	\$0	\$0	\$650,000
Common to All Action Alternatives	\$0	\$1,830,000	\$0	\$0	\$16,630,000	\$18,460,000
<b>Total One-time Capital Costs</b>	<b>\$8,980,000</b>	<b>\$27,290,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000,000</b>	<b>\$56,270,000</b>

\*Desirable/Lower Priority projects are important to full implementation of the alternative but may be accomplished with nonfederal funds or many years in the future.

**Table 5: Estimated Costs Associated with the Preferred Alternative for Alcatraz Island (Alternative 3)**

Summary of Costs for the Preferred Alternative (Alternative 3)	
One-time Capital Costs	
Historic Preservation	
Building 64 stabilization	\$4,000,000
Building 64 rehabilitation: offices, overnight accommodations, exhibits*	\$6,080,000
Guardhouse stabilization	\$1,970,000
Guardhouse rehabilitation*	\$2,350,000
Main Prison Building stabilizationand rehabilitation	\$19,030,000
Model Industries Building stabilization	\$1,100,000
New Industries Building stabilization	\$4,000,000
New Industries Building rehabilitation*	\$5,290,000
Parade Ground rehabilitation*	\$2,360,000
Post Exchange stabilization	\$780,000
Power Plant stabilization	\$1,890,000
Quartermaster Warehouse stabilization and rehabilitation	\$5,120,000
Recreation Yard stabilization	\$410,000
<b>Total</b>	<b>\$54,380,000</b>

\*These projects are desirable/lower priority, and while important to full implementation of the alternative, may be accomplished with nonfederal funds or in later phases.

**Table 6: Estimated Costs Associated with the Preferred Alternative for Park Lands in Marin, San Francisco, and San Mateo Counties**

Summary of Costs for the Preferred Alternative (Alternative 1)	
Annual Operational Costs	
Annual Operational Costs	\$32,000,000
Staffing (additional FTE)	381 (+46)
One-time Capital Costs	
FACILITY REHABILITATION	
Fort Barry/Fort Cronkhite: visitor access improvements	\$480,000
Fort Funston: visitor facilities improvements	\$770,000
Fort Miley: improve visitor access and facilities*	\$1,500,000
Lower Redwood Creek: improve trail connections*	\$1,020,000
Lower Redwood Creek: stewardship center and landscape improvements	\$1,220,000
Oakwood, Marin City Ridge, Gerbode: improve trail connections to local communities*	\$1,090,000
Oakwood, Marin City Ridge, Gerbode: visitor access improvements	\$560,000
Other Marin County projects	\$580,000
Other San Francisco projects*	\$1,050,000
Other San Mateo County projects*	\$1,190,000
Rancho Corral de Tierra: equestrian facilities improvements	\$2,870,000
Rancho Corral De Tierra: trails system development	\$810,000
Stinson Beach: replace restrooms, showers, parking	\$1,480,000
Stinson Beach: replace visitor contact facility (warming hut)*	\$1,240,000
Tennessee Valley: improve main multiuse trail*	\$1,360,000
Tennessee Valley: stewardship center and environmental education	\$800,000
Tennessee Valley: trailhead improvements	\$1,930,000
Thornton Beach/Mussel Rock: improve trail and trailhead*	\$530,000

**Table 6 (continued): Estimated Costs Associated with the Preferred Alternative for Park Lands in Marin, San Francisco, and San Mateo Counties**

<b>Summary of Costs for the Preferred Alternative (Alternative 1)</b>	
<b>HISTORIC PRESERVATION</b>	
Marin Headlands seacoast fortifications: stabilization and rehabilitation*	\$960,000
China Beach: rehabilitate structures and parking	\$2,430,000
Fort Barry/Fort Cronkhite: rehabilitate and relocate visitor contact facility (warming hut)*	\$1,920,000
Fort Miley: rehabilitate historic structures*	\$3,330,000
Ocean Beach: rehabilitate O'Shaughnessy seawall	\$6,000,000
Other San Mateo County historic preservation projects*	\$740,000
Shelldance Nursery: rehabilitate for park operational uses*	\$640,000
Shelldance Nursery: rehabilitate for stewardship center*	\$1,140,000
<b>NATURAL RESOURCE RESTORATION</b>	
Marin County sites, including Stinson Beach	\$1,960,000
San Francisco County: Ocean Beach, Fort Funston, and Lands End	\$1,000,000
San Mateo County sites	\$1,510,000
<b>FACILITY REMOVAL</b>	
Capehart housing: remove units north of Bunker Road	\$250,000
<b>NEW CONSTRUCTION</b>	
Fort Funston: new visitor contact facility (warming hut)*	\$1,240,000
Kirby Cove: new rustic overnight accommodations*	\$390,000
Other Rancho Corral de Tierra Projects: trailhead and parking	\$980,000
Rancho Corral de Tierra: new rustic overnight accommodations*	\$780,000
Rancho Corral de Tierra: new stewardship and education center*	\$960,000
<b>TOTAL</b>	<b>\$46,710,000</b>

\*These projects are desirable/lower priority, and while important to full implementation of the alternative, may be accomplished with nonfederal funds or in later phases.

**Table 7: Estimated Costs Associated with the Preferred Alternative for Muir Woods National Monument (Alternative 3)**

<b>Summary of Costs for the Preferred Alternative (Alternative 3)</b>	
<b>Annual Operational Costs</b>	
Shuttle Operations	\$ 600,000 - 1,400,000
<b>One-time Capital Costs</b>	
<b>REHABILITATION PROJECTS</b>	
Entrance area improvements	\$ 7,150,000
Entry drive and parking improvements	\$ 1,300,000
Trail system improvements	\$ 700,000
<b>HISTORIC PRESERVATION</b>	
Administration-Concessions building: rehabilitate for interpretation and education*	\$ 500,000
Camp Hillwood: rehabilitation*	\$ 150,000
Former Superintendent's residence and adjacent structures: rehabilitation	\$ 340,000
<b>NATURAL RESOURCE RESTORATION</b>	
Muir Woods Addition	\$ 2,500,000
Within the Monument boundary	\$ 2,200,000
<b>FACILITY REMOVAL</b>	
Minor structures and infrastructure removal	\$ 250,000
Nonhistoric structures in the Muir Woods Addition	\$ 470,000
<b>NEW CONSTRUCTION</b>	
Off-site welcome center	\$ 2,230,000
<b>TOTAL</b>	<b>\$ 17,790,000</b>

\*These projects are desirable/lower priority, and while important to full implementation of the alternative, may be accomplished with nonfederal funds or in future phases.

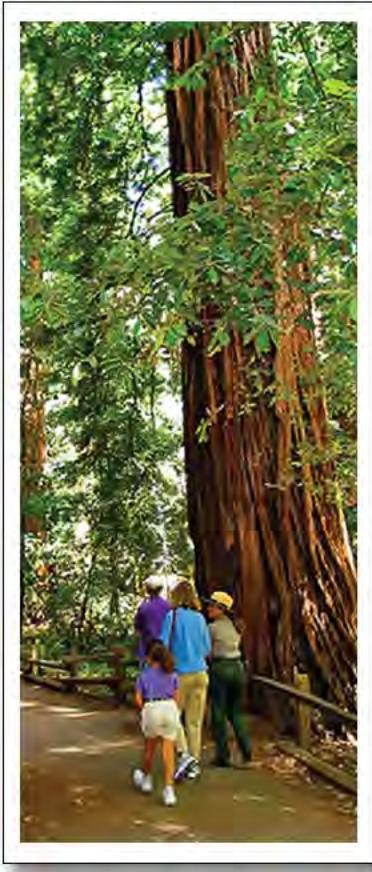
## Staffing Requirements

Total additional staff needed to support the preferred alternative, including staff for Alcatraz Island and Muir Woods National Monument, is 46 FTE. A significant amount of staff would be required to support the newly acquired lands in San Mateo County. Staff would support orientation, safety, maintenance, and resource protection in these areas.

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

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

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



## Proposed New Staff

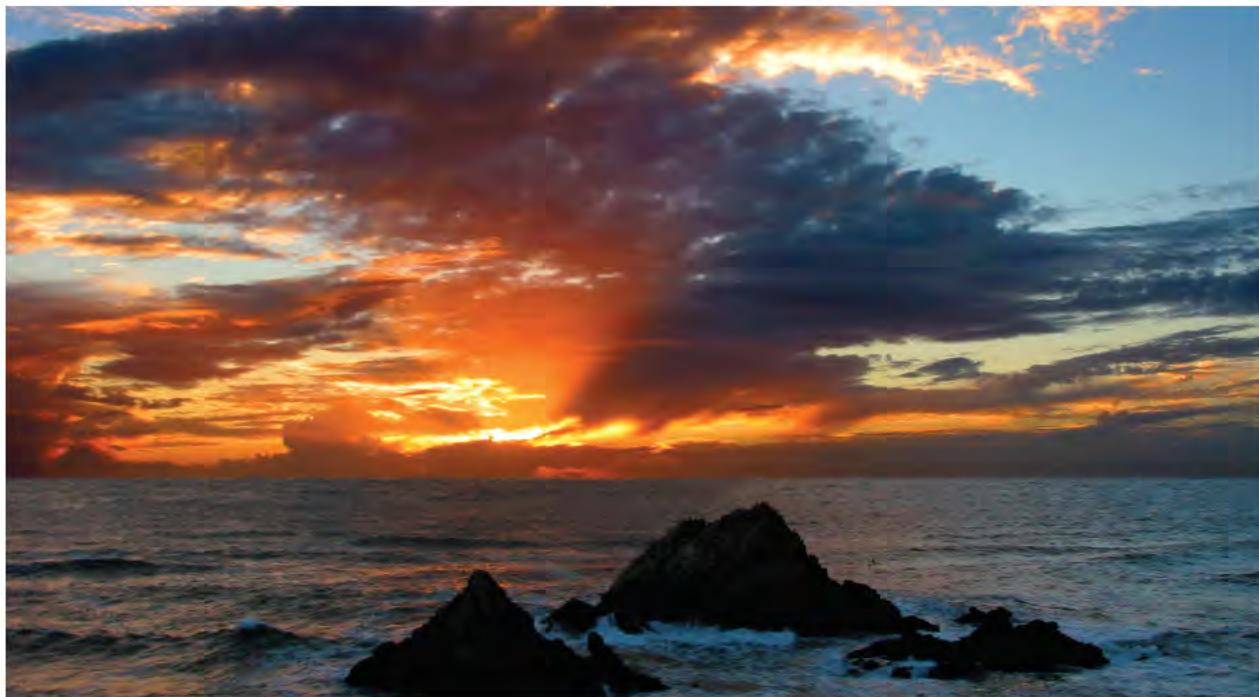
- 10 positions in visitor resources and protection
- 12 positions in maintenance
- 6 positions in interpretation and education
- 2 positions in planning and compliance
- 4 positions in cultural resources and museum management
- 6 positions in natural resources management and science
- 1 position in public affairs
- 2 positions in business management
- 2 positions in administration
- 1 position in environmental and safety programs

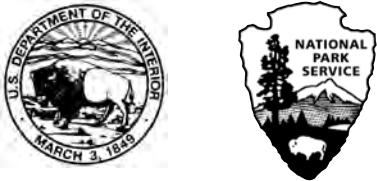
## The Next Steps

After the distribution of the *Draft General Management Plan / Environmental Impact Statement*, there will be a 60-day public review and comment period. The National Park Service welcomes comments on the draft plan and will host a series of public meetings to facilitate public involvement in refining the draft plan. After this comment period, the planning team will evaluate comments from other federal agencies, tribes, organizations, businesses, and individuals regarding the draft plan and incorporate appropriate changes into a final plan. The final plan will include a summary of any substantive comments received and the National Park Service's responses to those comments.

Following distribution of the *Final General Management Plan / Environmental Impact Statement* and a 30-day no-action period, a record of decision approving a final plan will be signed by the National Park Service, Pacific West Regional Director. The record of decision will document the selection of an alternative for implementation. With the signing of the record of decision, the plan can then be implemented.

Once the planning process is completed, the selected alternative will become the new management plan for the park and will be implemented over the next 20 years. It is important to note that all of the actions in the selected alternative will require more detailed study and implementation planning.





As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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