

THE PROPOSED PLAN FOR FORT BAKER

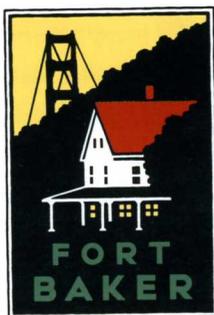


An Historic Gem in the Golden Gate National Parks



*An Amendment to the 1980 General Management Plan  
for the Golden Gate National Recreation Area*

September 1998

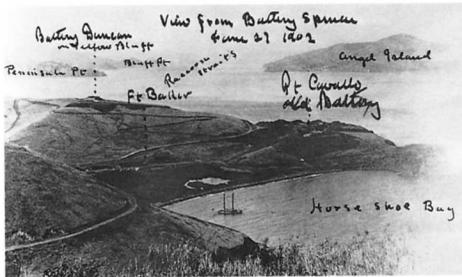


### **FROM MILITARY POST TO NATIONAL PARK**

Founded as an Army post more than 100 years ago, Fort Baker will soon begin a vital new chapter of public service. This picturesque site—the last military holding in the dramatic “post to park” conversion that has created much of the Golden Gate National Recreation Area—will transfer to the National Park Service by 2001. With its spectacular setting and significant history, Fort Baker will add a new dimension to an already remarkable collection of parklands at the Golden Gate.

The National Park Service, in partnership with the Golden Gate National Parks Association, is charting an exciting future for Fort Baker. This proposed plan, which describes the overall concepts for reuse of the site, calls for preserving the post’s special historic and natural features while creating new opportunities for learning, exchange and enjoyment. As the Army’s historic tenure at Fort Baker draws to a close, Fort Baker stands at the crossroads of the past and future—ready to embark on its new mission as a national park site of exceptional and lasting value.

## A DISTINGUISHED PAST: NORTHERN GUARDIAN OF THE GATE



To many observers, Fort Baker is one of the gems of the national parklands at the Golden Gate. Its rich tapestry of historic structures, scenic views, natural features and recreational opportunities exemplifies the character of the Bay Area so treasured by residents and visitors alike.

The 335-acre site is nestled in a tranquil valley at the northern entrance to San Francisco Bay, adjacent to the Golden Gate. An additional 183 acres of federally-owned tidelands, a mile of pristine rocky bay shoreline and the picturesque harbor at Horseshoe Bay further enhance the site. A cluster of historic buildings arranged around a 10-acre parade ground lend it a campus-like appearance.

The land at Fort Baker was once used by the Coastal Miwok, the indigenous inhabitants of present day Marin County, who may have sought shelter from the wind here and gathered mussels, tules and cattails at the marsh. The earliest sailing vessel into San Francisco Bay anchored at Fort Baker's shores in 1775 and later, when the area was part of Rancho Sausalito, it was used for grazing cattle and collecting spring water.

### The Early Military Years

The military story of Fort Baker is a relatively untold chapter in the park's past. Yet this scenic Army post played a key role in the defense of San Francisco Bay for more than a century.

In the 1850s, President Millard Fillmore designated the site a military reservation and after 16 years of ownership disputes, the federal government acquired the land. A multi-tiered fort similar to the one at Fort Point was initially planned here, but the demonstrated ineffectiveness of such brickworks during the Civil War, and the evident expense of building such a structure at the base of towering cliffs, finally dissuaded the Army from pursuing its plans. Not, however, before it had set off the largest noncombat blasting operation yet undertaken — over twenty-five tons of gun powder were used to shave off the cliff face near Lime Point, near where the north tower of the Golden Gate Bridge now stands.

Relatively simple earthwork batteries were constructed at the post in the 1870s. Of these, Battery Cavallo remains a particularly fine example of the state-of-the-art seacoast fortification in the latter half of the nineteenth century.



## The Post Takes Shape

**B**eginning in 1890, the Army began a complete reconstruction of coastal fortifications for all the major harbors of the U.S. including San Francisco Bay. Massive reinforced concrete batteries mounting long-range rifled artillery sprouted along the shore on both sides of the Golden Gate. In 1897, the Army completed Battery Spencer on the ridge above Lime Point and by 1905, Batteries Kirby, Duncan, Orlando Wagner and Yates had been constructed, completing the armament of the military reservation.



During the Spanish-American War of 1898, soldiers manning the guns at Fort Baker lived in tents on the site of the parade ground. Shortly after the turn of the century, permanent structures were built to house and support the troops who manned the batteries, and by 1910, the post had been essentially completed.

Alcatraz military prisoners provided the labor to construct a road to Sausalito, the salt marsh that formed a transition from sheltered cove to grassy little valley was filled in and a landscaping improvement program brought groves of trees to the valleys and skyline. This period of the post's development formed a cohesive architectural style for Fort Baker, with Colonial Revival-style homes, barracks and community buildings.

Most of the new guns were removed during World War I, and the post reverted to caretaker status in the interwar years. But with World War II, rearmament came again to Fort Baker, this time largely in the form of a mine depot, storage buildings, ammo bunkers, piers and ships to place protective minefields in the waters at the Golden Gate. During World War II, the buildings of a temporary hospital for the Coast Artillery garrisons of the Bay Area forts filled the waterfront and the boat shop and wharf were constructed.

Coast defense activities at the fort ceased after 1949 when the Mine Detachment Artillery School closed. Twenty-one duplexes known as the Capehart housing were built in 1959; and Fort Baker was the administrative headquarters of the 91st (Reserve) Infantry Division and various antiaircraft missile units under the 6th Regional Army Air Defense Command for much of the Cold War era.

After nearly 100 years, the historic structures and landscapes of this secluded enclave remain essentially intact and its buildings represent some of the nation's finest turn-of-the-century military architecture. Fort Baker was listed as an historic district on the National Register of Historic Places in 1973.



*Fort Baker is named for Col. Edward Dickenson Baker, a former U.S. Senator from Oregon. Active in California politics in the 1850s, Baker lost his life while leading a regiment of Union troops in the Civil War. He and his wife are buried in the San Francisco National Cemetery at the Presidio.*

## FORT BAKER TODAY

When Congress established the Golden Gate National Recreation Area (GGNRA) in 1972, Fort Baker was included within the park boundaries, to become part of the park when no longer needed by the Army. The National Park Service (NPS) received more than 200 acres of the site representing most of the area's open space from the Army in the 1980s, opening portions of the fort to new tenants and recreational users.

In 1990, the NPS entered into partnerships at Fort Baker with the U.S. Coast Guard and the Bay Area Discovery Museum. The U.S. Coast Guard constructed a new facility at Fort Baker's Horseshoe Bay to replace a



station that operated near Fort Point. The Bay Area Discovery Museum rehabilitated some of Fort Baker's historic industrial buildings and transformed them into an exciting, hands-on learning center for children and families. Remaining military-sponsored uses include a small yacht club and marina operated by the Air Force, and Army recruiting and reserve units.

### Fort Baker at a Glance

- One of the Golden Gate National Parks
- Acreage: 335 on land, 183 in Bay
- Historic District on National Register of Historic Places
- 46 historic buildings and 32 nonhistoric buildings
- Approximately 320,000 square feet of building space
- Coastal fortifications from 1870s to 1905
- Coast Guard station at Horseshoe Bay
- Bay Area Discovery Museum serving 170,000 visitors a year
- Boat shop and marina
- Fishing pier and boat ramp
- Hiking and biking connections to regional trails
- One mile of rocky bay shoreline
- Oak woodland and grassland areas



### A Rich Native Habitat at the Golden Gate

The undeveloped areas of Fort Baker shelter a number of important habitats as well as the mission blue butterfly, a federally listed endangered species. Wildflowers, coastal scrub and grasslands cover the hillsides; an oak woodland graces its eastern edge; the steep cliffs below Battery Yates are home to nesting gulls; and a variety of water birds can be seen in the cove. Migratory wildlife pass through Fort Baker throughout the year and certain seasons bring monarch butterflies, nesting cliff swallows and herring to the site.

Easily accessible from Marin County communities and San Francisco, Fort Baker offers a host of recreational opportunities and a gateway to the Marin Headlands and other national parklands north of the Golden Gate Bridge. It is one of the gems of the Golden Gate National Recreation Area, or as it is known today, the Golden Gate National Parks.

## FORT BAKER'S PROMISING FUTURE: A REMARKABLE ADDITION TO THE GOLDEN GATE NATIONAL PARKS

Anticipating Fort Baker's eventual transition from military post to public parkland, the NPS included a concept plan for the site in its *1980 General Management Plan for the Golden Gate National Recreation Area*. This plan centered around use of historic buildings as a conference center and performing arts facility. Shoreline restoration, conversion of the yacht club to a public activity center, landscape improvements, visitor amenities and development of the site as a major transportation hub with parking for 700 cars were also planned. The Fort Baker portion of the plan has been amended twice since its approval in 1980; once to accommodate the relocation of the Coast Guard and a second time to facilitate the establishment of the Bay Area Discovery Museum.

Now, Fort Baker is set to begin its final chapter of transition. In 1995, the Base Realignment and Closure Commission declared that the Defense Department no longer needed the remaining areas of the site under Army control and required transfer of the site to the NPS by 2001.

Following the Army's 1995 decision to transfer the remaining areas of the post, the NPS and its nonprofit support organization, the Golden Gate National Parks Association, began a public planning process to update the 1980 plan recommendations for Fort Baker. To date, there has been broad community participation and both public and private funding for the planning process.



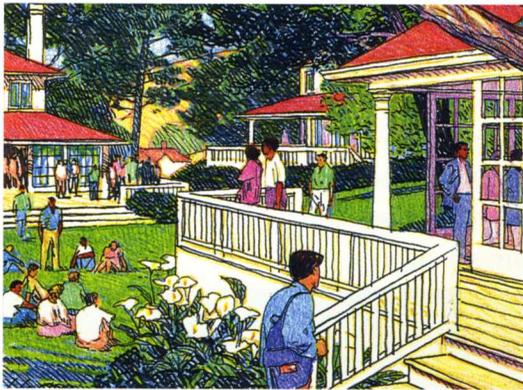
### The Challenge of Preserving Historic Buildings and Grounds

The main planning challenge was to find a reuse approach that would be compatible with the park and its mission as well as generate resources to repair the buildings and ensure the long-term care of the buildings and site. Despite the charm of Fort Baker's architecture, preserving these historic resources requires a substantial infusion of technical and financial resources.

A comprehensive assessment of the buildings and infrastructure revealed that funding is needed to repair roofs, correct deterioration, ensure seismic safety and building code compliance, and renovate buildings for their new uses. Moreover, the existing utility systems are failing, inadequate and do not meet current standards. A major investment of resources is needed to address the historic preservation and public use goals for this historic landmark—an amount that significantly exceeds the level of funding available through federal sources.

### Overview of the Proposed Plan

Following extensive analysis and public input, an updated reuse concept for Fort Baker, containing many elements of the 1980 plan, has been endorsed by the National Park Service and the GGNRA Advisory Commission. This concept opens abundant opportunities for public engagement and programming at the site while maintaining the area's historic buildings, natural resources and quiet ambiance. Sustainability in operations and diversity in partners and programs are important overall goals of the plan.



At the heart of the proposed plan is creation of a conference and retreat center at Fort Baker, which will include programs furthering the NPS mission to conserve natural and historic resources and provide for their public enjoyment. The center will be located in the historic buildings around the parade ground and in the adjacent nonhistoric residential area, with some compatibly designed new construction to provide adequate space for meetings, dining and accommodations. The center

will be financed and managed by one or more private operators selected through a competitive bid process managed by the NPS.

Other major provisions of the proposed plan include:

- Restoration of Horseshoe Bay's beach and landscaping of the waterfront using native vegetation
- Use of the historic boat shop as a waterfront center with community meeting and program space, and supporting food and beverage service, bicycle rental, restrooms and other visitor activities
- Conversion of the marina to provide public facilities for short-term mooring
- Expansion of the nationally recognized Bay Area Discovery Museum with new exhibit and classroom space
- Open space improvements including interpretive signs, trails and a picnic area
- Resource protection and enhancement of natural habitats and historic features of the site, with more than 40 acres of habitat restored
- Creation of an NPS visitor center
- Retention of the U.S. Coast Guard Station

## Planning Process and Alternatives

The latest planning process has been thoughtfully conducted over the past two years. Considerable information about the site, its resource values, potential and implementation strategies has been collected and analyzed. Also, since the adoption of the original plan, Fort Baker has gained a substantial constituency of recreational users and tenants whose views are an important part of the planning process. There have been numerous opportunities for public involvement through tours, workshops and many meetings. Local residents, public officials and agencies, and nonprofit institutions have been sought out for their input on the project. The GGNRA Advisory Commission has been involved in the process and held public hearings. Ongoing outreach will be directed at increasing the diversity of park users.

The Fort Baker planning team formulated four alternative plans as a result of the public scoping process, information collected about the site, and analysis performed by the team and its consultants. Details on each alternative are contained in the *Proposed Fort Baker Plan Environmental Impact Statement (EIS)*.

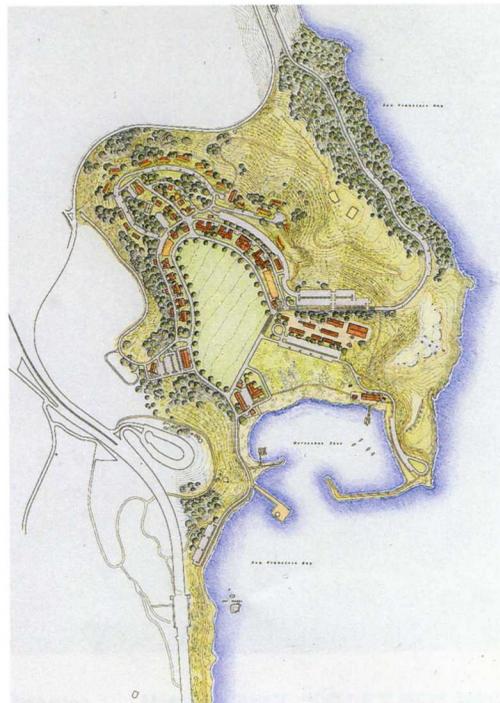
**Alternative 1:** Conference and Retreat Center. This is the NPS' preferred option, described in this proposed plan.

**Alternative 2:** 1980 GMP Implementation. Use of 19 historic buildings as conference center, waterfront improvements, no expansion of park partner facilities, boat shop and marina converted for public use, 700-car parking lot/transportation hub.

**Alternative 3:** Office and Cultural Center. Single operator selected to lease buildings to nonprofit and private groups for office and program space. Treatment of waterfront, boat shop, marina and open space would be the same as the preferred alternative.

**Alternative 4:** No Action. NPS would manage the site, protect resources and provide for visitor safety. Existing park partners would remain. Building reuse would be limited to leasing of some residences.

The following sections of this proposed plan provide additional information on the future envisioned for Fort Baker. Detailed designs and specific programs and tenants will be determined in the next several years based on the directions established in this plan.





**HIGHLIGHTS OF THE PLAN**

**1. Conference and Retreat Center**

Creation of a conference and retreat center in the historic buildings around the parade ground and in the adjacent nonhistoric housing area. Some new, compatibly designed construction will provide adequate space for meetings, dining and accommodations.

**2. Bay Area Discovery Museum**

Retention of the children's learning center

enhance visitor experiences and serve children of a range of ages. Plans include creation of an outdoor learning environment, expansion into historic buildings totaling 10,000 sq. ft. and construction of a new, compatibly designed structure or structures totaling 25,000 sq. ft.

**3. U.S. Coast Guard**

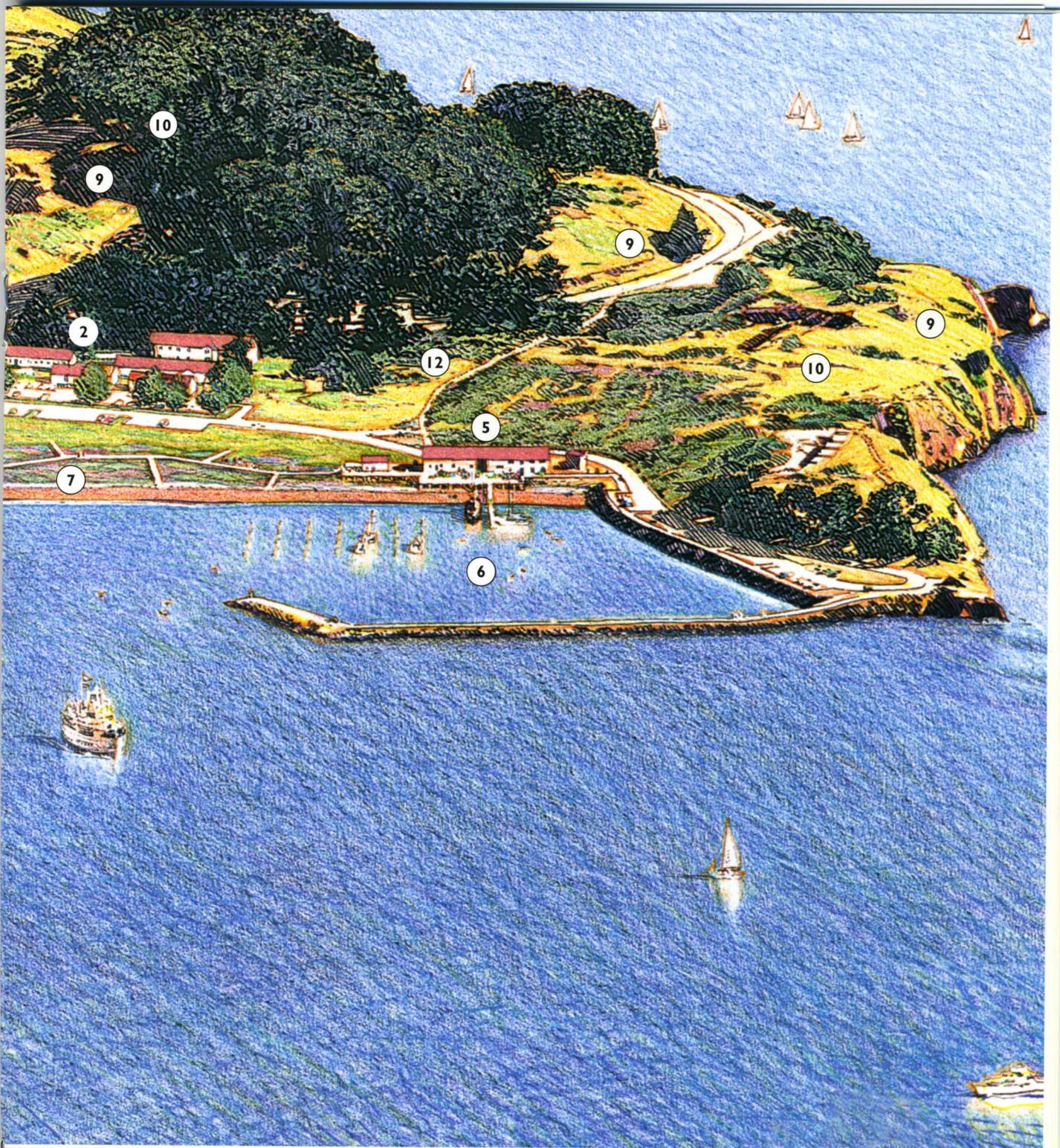
Retention of the Coast Guard's Golden Gate Station with a possible small addition to the facility for

**National Park Service**

**4.** Restoration of the historic parade ground landscape.

**5.** Use of the historic boat shop as a public center with meeting and program space, and supporting food service, bicycle rental, restrooms and other visitor facilities.

**6.** Removal of most existing slips at the marina and installation of up to 60



**7.** Removal of the wooden bulkhead and restoration of the beach, with an adjoining six acres of native coastal plants, a meadow, picnic area and boardwalk.

**8.** Improvements to the fishing pier including the addition of fish cleaning stations and benches.

**9.** Protection and restoration of habitat for the mission blue butterfly.

**10.** Preservation and interpretation of batteries and other fortification

**11.** Establishment of a National Park Service visitor center (potential site).

**12.** Creation of an interpretive trail from Lime Point along the waterfront, continuing as the SF Bay Trail to East Road, Battery Duncan and the chapel.

**Site-wide Improvements**

- Restoration of more than 40 acres of native habitat.

- Improvements to hiking trails and bicycle routes.

- Rehabilitation of historic landscape features such as stone retaining walls, the tennis court, walkways and roads.

- Improvements to circulation routes and parking arrangements, with sufficient, unobtrusive parking around the site.

- Installation of directional signage and exhibits interpreting the site's resources and park partners.

- Repair or replacement of utilities with sustainable systems that meet or exceed

## A DYNAMIC PLACE FOR LEARNING AND EXCHANGE: THE CONFERENCE AND RETREAT CENTER



### The Grand Tradition of Park Lodges and Retreat Centers

Parks are dramatic places of recreation, inspiration and renewal. Consequently, throughout the development of American state and national parks, historic buildings have become wonderful resources for overnight visits and educational activities. Old Faithful Inn and Asilomar in Monterey are fine examples of this.

As part of this planning effort, conference and retreat centers throughout the country were surveyed and valuable information was collected regarding compatibility with park settings and operating requirements. Through this process, it became apparent that Fort Baker could serve as an overnight meeting facility and accommodate more casual visitor use, while maintaining the special

The centerpiece of the plan involves the creation of a conference and retreat center in the historic buildings around the parade ground and in the adjacent residential area. This reuse concept not only ensures the preservation of the turn-of-the-century

structures in the heart of the post but also allows for public activities in keeping with the mission of the National Park Service.

Fort Baker's distinctive character has sparked the imagination and enthusiasm of many interested in using the buildings. The NPS and Parks Association are working with park partners, educators and others to help define exciting program themes. The goal is to create a programmatic identity for Fort Baker that strengthens its relationship to national park purposes. It is anticipated that a significant number of the center's programs will focus on park-related themes such as the environment, culture and community, and sustainable design, technologies and operations. Programs will be designed to attract diverse audiences from the Bay Area and the nation.

To further enrich the visitor experience, conference attendees will have an opportunity to participate in NPS interpretive programs, stewardship efforts and park partner activities; learn about the restoration of Fort Baker; and enjoy the recreational features of this park and nearby national park sites.

The ambiance of the center will be inspired by the great national park lodges and retreat centers around the country, and the facility will be open not only to conference attendees but also to members of the public. In addition to high quality meeting and dining facilities, there will be up to 350 rooms available for overnight accommodations. On weekends, when there will be fewer conferences, the center's lodging and dining facilities could be available to the general public. The chapel will also be available for special activities and programs.

Two new structures, totaling approximately 28,000 square feet, will be constructed on the parade ground in locations where buildings were either planned but never built or were built and later demolished. Consequently, these new buildings will be entirely compatible with the historic district. The nonhistoric residences will either be rehabilitated

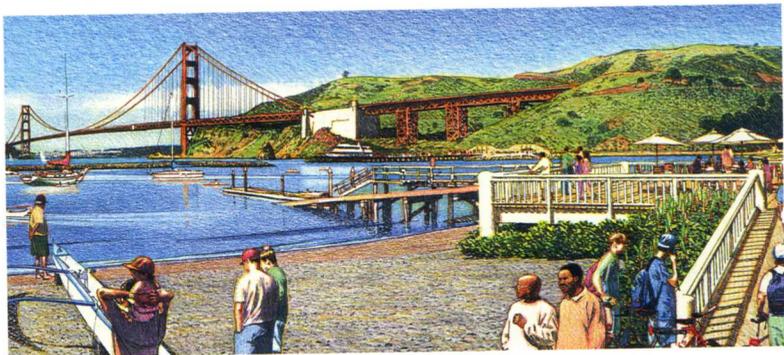
for accommodations or other meeting-related facilities or will be demolished and replaced with new buildings for this purpose. The balconies may be restored on the three barracks buildings along the east side of the parade ground.

The nonhistoric garage building and parking at the foot of the parade ground will be removed, and the historic parade ground restored and the perimeter of trees replanted. Sufficient parking, for up to 450 cars, will be provided close to accommodations and in a central lot.

The NPS proposes to select one or more organizations to rehabilitate and preserve the buildings, manage the center and assist the NPS, the Parks Association and others to create a unique programmatic identity for this site. The center operator will be expected to operate a shuttle service to local airport connections, other park sites and public transit stops. The service could be shared by park partners and the NPS.

#### **A UNIQUE PLACE TO ENJOY THE BAY: THE BOAT SHOP AND MARINA**

**W**ith the final transfer of Fort Baker properties, the entire boat shop and marina will be converted to public uses under NPS management. The proposed plan calls for the boat shop to be rehabilitated and used as a center for community meetings and programs, with supporting space for visitor information, food and beverage service, a small convenience store, public restrooms and telephones. The wooden deck will be rehabilitated for seating and dining and a nearby historic storage building may be used for bicycle rentals.



Most of the existing slips will be removed and replaced with a combination of up to 60 mooring buoys and slips for day or overnight visitors. Several slips will be retained for Coast Guard use for temporary mooring of rescued disabled boats and for other program-related or historic boats. Kayakers and outrigger canoes may continue to use the beach in front of the boat shop to launch their boats.

The NPS will seek nonprofit or private partners to operate programs in the boat shop and/or marina. The partner(s) will be responsible for rehabilitating the building and marina, developing significant new programs related to the area's role in World War II coastal defense and its historic use for boat maintenance, and facilitating use of the boat shop by community organizations and other visitors to the park. The NPS will continue to work with the Presidio Yacht Club to identify ways for its members to remain involved in the new park's activities.

## A BEAUTIFUL NEW BEACH IN THE PARKS: WATERFRONT AND OPEN SPACE IMPROVEMENTS

One of the most remarkable opportunities at Fort Baker is the creation of a splendid waterfront park at the Golden Gate. Often sunny when nearby areas are covered in fog, Fort Baker is one of the best viewpoints



in the Golden Gate National Parks, offering a breathtaking panorama of the Golden Gate Bridge, the bay, city skyline and Alcatraz. Under the proposed plan, Fort Baker's waterfront and open space will be

transformed to create a multitude of opportunities for visitors to enjoy the area's scenic beauty, and to hike, bike, sail, kayak, picnic and explore.

A key feature of the plan is restoration of the six-acre waterfront, creating an expansive viewshed from the top of the parade ground to the cove. The wooden bulkhead will be removed and the beach restored. Behind the waterfront, the area now a jumble of asphalt and dirt will be returned to a field of native grasses and a new picnic area provided. Between the beach and field, a boardwalk will provide a wheelchair-accessible connection between the Coast Guard Station and the boat shop.

The plan also seeks to restore and enhance the area's natural habitats. A natural resources inventory surveyed vegetation and wildlife, provided recommendations for resource management and identified resources needing special protection. Over 40 acres of native plant communities will be restored on the hillsides, including almost 20 acres of mission blue butterfly habitat.

Fish cleaning stations, railings and benches will be added to the fishing pier and the existing boat ramp will continue to be available for public use. Public restrooms will be located in existing structures on the waterfront. The restored parade ground will be available for unstructured recreational use and, by NPS permit, a limited number of small-scale events. Additionally, the NPS will establish a visitor center in the shoreline area, perhaps within the historic guardhouse or boat shop.

An interpretive trail will extend from Lime Rock, through the waterfront area, to East Road, with a new segment connecting Battery Duncan to the chapel. The portion of Conzelman Road between the fishing pier and the west side of the Golden Gate Bridge will be closed to all but emergency and service vehicles and will become a pedestrian and bicycle route linking Vista Point and the Marin Headlands to Fort Baker.

### *Batteries and Butterflies*

 Nestled in Fort Baker's rolling hills are some of its most significant historic and natural features. High above the post are several generations of harbor defense systems, represented by Batteries Cavallo, Duncan and Yates. The hillsides are also home to the mission blue butterfly, an endangered species found in only a few Bay Area locations. The NPS is protecting butterfly habitat around Battery Cavallo and will offer ranger-led tours of this 1870s fortification.

## A TRADITION OF PARTNERSHIPS: THE BAY AREA DISCOVERY MUSEUM AND U.S. COAST GUARD

Over the last decade, the NPS has demonstrated its ability to successfully attract and work with partners at Fort Baker. The plan proposes to strengthen the existing park partnerships with the Bay Area Discovery Museum and U.S. Coast Guard and meet their additional space needs in existing historic buildings or in new construction.

*Bay Area Discovery Museum*—The museum was founded in 1987 and moved to Fort Baker in 1991. It has established a national reputation for children's educational programs, won awards for its sensitive adaptation of historic structures and brought lively activity to the post.



To enrich its educational environment and serve children of a wide range of ages, the Bay Area Discovery Museum is proposing several exciting improvements to its seven-acre complex. With San Francisco Bay as its central theme, a new outdoor Discovery Park will feature activities in the arts and natural sciences, an interactive native plant garden and other unique learning spaces.

A compatibly designed new building or buildings totaling up to 25,000 square feet will be constructed to provide classroom and exhibit space serving older children. Approximately 10,000 square feet of space in existing historic buildings will be rehabilitated for exhibit fabrication, storage and offices. The expansion program, to take place over the next 3-8 years, will be funded through private philanthropy. Three nonhistoric structures adjacent to the museum will be removed and the sites used for parking and access improvements.

*U.S. Coast Guard*—The U.S. Coast Guard station at Fort Baker operates in one of the world's most challenging marine environments, providing search and rescue and other activities from Point Reyes to Pilar Point. Under the proposed plan, the Coast Guard will remain in the building it constructed and may build a small addition to its facility (up to 1,500 square feet) for additional classroom and dormitory space. This work will be funded and performed by the Coast Guard.

The Coast Guard and the Coast Guard Auxiliary periodically conduct open houses and other events to educate the public about their mission. The NPS will continue to work with the Coast Guard to interpret the mission of this important organization and develop a regular program for educating and involving the public in its work.

### Park Partners in the Marin Headlands

For more than a decade, a community of nonprofit organizations has operated in historic buildings throughout the Marin Headlands, offering programs related to the arts, education, environment and urban outreach. Transformation of Fort Baker into a dynamic place for learning and enjoyment will complement the many activities already underway in these southern Marin parklands. These park partners are working with park planners on program themes for Fort Baker and will be developing ways to attract new audiences and further enhance the rich national park experience available to visitors.

#### Park Partners

*A Home Away from Homelessness*  
*Bay Area Discovery Museum*  
*Golden Gate National Parks Association*  
*Golden Gate Raptor Observatory*  
*Headlands Center for the Arts*  
*Headlands Institute*  
*Marin Headlands Hostel*  
*The Marine Mammal Center*  
*Pacific Environment and Resources Center*  
*U.S. Coast Guard*  
*YMCA Point Bonita Outdoor & Conference Center*

### **Sustainability at Fort Baker**

In keeping with broad NPS goals, plans for the reuse of Fort Baker incorporate the concepts of sustainability. Concepts under consideration are:

- Requiring that grid-supplied electricity be generated primarily by renewable energy sources and investigating the potential for on-site power generation.
- Reducing electrical loads by insulating existing buildings and installing efficient mechanical, electrical and lighting systems.
- Designing and rehabilitating buildings to meet or exceed energy codes. Green materials will be used to the extent feasible.
- Employing recycling and waste reduction strategies throughout the park.
- Instituting water conservation strategies.
- Replacing much of the conventional stormwater management system to minimize impervious areas.
- Encouraging visitors to use public transit and working to increase bus access.
- Developing on-site

### **BRINGING FORT BAKER TO LIFE: THE IMPLEMENTATION STRATEGY**

The proposed plan outlines a collaborative approach to implementing the reuse concept for Fort Baker, with public, nonprofit and private organizations contributing to the preservation and operation of the site.

Under this partnership, the NPS will provide overall management of Fort Baker, select park partners and offer a variety of traditional visitor services. The Parks Association will continue to serve as the park's nonprofit partner, potentially assisting with visitor information, interpretation and park improvements.

### **Financial Strategy**

America's national parks have a long tradition of philanthropic and private support, as citizens and organizations have recognized the importance of preserving our country's heritage. At Fort Baker, a combination of public and private resources will be assembled to ensure the site's successful conversion. Based on analyses of the site and its reuse potential, the NPS estimates that approximately \$88 million will be needed for capital improvements at Fort Baker. The conference and retreat center will likely require \$65 million, utility system needs total \$13 million and remaining site improvement costs are estimated at \$10 million. The majority of these capital improvements will be funded through private investment and philanthropy.



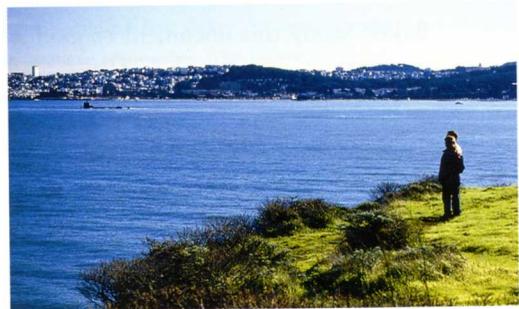
The NPS is seeking to make the rehabilitation and operation of Fort Baker's buildings self-supporting; thus new and existing park partners will be responsible for restoring, preserving and maintaining the buildings they occupy as well as contributing to operating expenses, such as for public safety, through tenant fees. Real estate economic and finance experts retained by the Fort Baker planning team have confirmed the market demand for, economic feasibility of, and strong private operator interest in, the conference and retreat center.

Federal funding will be secured for resource protection, interpretive services and open space maintenance, and to cover the expense of selecting partners and supervising rehabilitation. The NPS is also seeking federal funding for repair and replacement of the electric, gas, water, wastewater and telecommunications systems which are seriously deteriorated and do not meet current standards.

The NPS is working with the National Renewable Energy Laboratory to develop plans to rehabilitate or replace the utility systems in a manner that is sustainable. Infrastructure rehabilitation is essential for attracting private partners to rehabilitate and operate Fort Baker's buildings.

### Transportation Planning

A variety of transportation issues were addressed in the planning process and an overall strategy developed to minimize the intrusion of parking and traffic on the site. Parking will be dispersed throughout the area, with a central parking facility for the conference center behind the historic buildings on the parade ground. The proposed plan recommends eliminating the 700-car parking area proposed in the 1980 park plan as it is incompatible with current planning goals. Current studies indicate that the proposed plan provides for sufficient on-site parking.



Improvements to internal circulation routes and intersections will be made to increase the safety of motorists, bicyclists and pedestrians. A shuttle service will be available to circulate visitors to various points within the site, and to local transit stops, other park sites and airport connections. The NPS will work with Golden Gate Transit to increase bus service as use of the site increases and include Fort Baker's transit needs in ongoing transportation planning efforts for Marin County national park sites. Water-based transportation could reduce on-site parking needs, however it would need to be the subject of a separate feasibility study and environmental analysis.

### Environmental Clean-Up

The Department of Defense is responsible for hazardous waste clean-up of the post. Although hazardous wastes do not pose a serious problem at Fort Baker, there is some degree of contamination due to the site's long history as a military installation. The Army has completed a site investigation and will conduct a study to determine the technical and economic feasibility of clean-up options, then prepare clean-up strategies and schedules. The NPS has retained a consultant to monitor the Army's clean-up program and will continue to work with Army to ensure that the military's plans for clean-up are timely, consistent with and support NPS plans for reuse of Fort Baker.

### Criteria for New Uses

To guide the evaluation of future programs and uses at Fort Baker, six criteria were developed during the public planning process. According to these criteria, new programs and uses must:

- Relate to the National Park mission
- Achieve environmental and financial sustainability
- Retain and relate to the site's special qualities
- Promote public access
- Minimize environmental impacts
- Complement other park tenants, sites and

## **THE CALL TO ACTION: HELP PLAN FORT BAKER'S FUTURE**

**T**he Fort Baker transition schedule calls for the Army to vacate the post by 2001. The NPS anticipates finalizing its reuse plan in early 1999 and by 2001, expects to complete detailed design plans, negotiate agreements with park partners and arrange financing. Rehabilitation and construction could start in early 2001, with facilities open by fall 2002. Restoration of open space would proceed concurrently, subject to available funding.

Members of the public are encouraged to participate in planning the future of Fort Baker. Study this document to gain an understanding of the proposed plan, review the draft EIS if you need more information, and make your views known at a public meeting or in writing.

### **Public Review Period**

**W**ith issuance of the draft EIS in September 1998, the National Park Service begins a 60-day period for public review of the proposed plan. Copies of the document can be downloaded from the Fort Baker Web site (see address below), or may be obtained free of charge by calling 415.561.4844 or writing to the Fort Baker Plan at the address below. All written comments should be sent to Superintendent Brian O'Neill, GGNRA, Building 201, Fort Mason, San Francisco, CA 94123, or e-mailed to [fortbaker@nps.gov](mailto:fortbaker@nps.gov). The GGNRA Advisory Commission will receive oral comment on the Fort Baker Plan at its November meeting.

### **Schedule for Plan Adoption**

**A**fter the review period, the National Park Service will publish a Staff Report and final EIS which will include responses to public comment. At its December 1998 or January 1999 meeting, the Advisory Commission will make a recommendation regarding adoption of the plan. Following completion of a Record of Decision in early 1999, the plan will be formally adopted.

### **Park Partner Selection**

**I**n addition to soliciting comments on the proposed plan, the NPS will be seeking one or more organizations to develop and operate the conference and retreat center. The NPS plans to issue a Request for Qualifications as soon as late 1998 to help identify organizations or private firms interested in creating the center. A formal Request for Proposals for developers/operators will be released in early to mid 1999, following the Record of Decision.

#### *For More Information*

Fort Baker Information Line: 415.561.4844

Fort Baker Web site: [www.nps.gov/goga/ftbaker/ftbaker.htm](http://www.nps.gov/goga/ftbaker/ftbaker.htm)

e-mail: [fortbaker@nps.gov](mailto:fortbaker@nps.gov)

Fort Baker Plan, GGNRA, Building 201, Fort Mason, San Francisco, CA 94123

The *Proposed Plan for Fort Baker* was produced by the National Park Service in partnership with the Golden Gate National Parks Association. The Parks Association is a private, nonprofit membership organization that supports planning, interpretation and conservation projects of the Golden Gate National Parks.

#### ***Project Consultants***

A variety of planning studies and consulting reports formed a firm foundation for understanding Fort Baker, its resources and the feasibility of various reuse approaches. The following firms contributed to the planning effort:

Community Development Institute <i>Public Outreach Program</i>	May Consulting Services <i>Habitat Restoration</i>
Davis Energy Group <i>Energy Efficiency Recommendations</i>	Moffatt & Nichol, Engineers <i>Beach Restoration, Seawall and Marina Study</i>
EDAW <i>Natural Resources Inventory, Environmental Impact Statement</i>	National Renewable Energy Laboratory <i>Workshop and Planning on Sustainability, Energy Audit</i>
EHDD Architects <i>Architecture</i>	Oppenheim Lewis <i>Construction Analysis</i>
Erler & Kalinowski, Inc. <i>Oversight of Environmental Remediation</i>	Psomas <i>Utilities Assessment</i>
The Grove Consultants <i>Program Planning Workshop Facilitation</i>	Sedway Group <i>Market and Program Analysis, Building Reuse Plan</i>
Harlan Tait Associates <i>Geotechnical Study</i>	Scott Consulting Group <i>Market Analysis</i>
Christopher L. Kitting, Ph.D. <i>Bathymetry, Aquatic Vegetation Analysis</i>	Tom Richman & Associates <i>Site Landscape and Drainage Study</i>
Loisos/Ubbelohde <i>Energy Procurement and Efficiency Recommendations</i>	Towill, Inc. <i>Topographical Mapping</i>
Kennedy/Jenks Consultants <i>Water Distribution and Wastewater Collection Recommendations</i>	Wilbur Smith Associates <i>Traffic Analysis</i>
	John Yadegar & Associates <i>Architecture/Structures Assessment</i>

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