



Police stand watch as a grape strike demonstration passes by, Coachella Valley, California, 1973. Photo courtesy of Walter P. Reuther Library, Wayne State University; photographer unknown.

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Chapter 5: Feasibility and the Need for NPS Management

This section describes the National Park Service analysis of whether the study area is feasible as a unit of the national park system and whether direct NPS management is clearly superior to other options.

Introduction

Feasibility

To be feasible as a new unit of the national park system, a resource(s) must be (1) of sufficient size and appropriate configuration to ensure sustainable resource protection and visitor enjoyment (taking into account current and potential impacts from sources beyond proposed park boundaries), and (2) capable of efficient administration by the National Park Service (NPS) at a reasonable cost.

In evaluating feasibility, the NPS considers a variety of factors for a site(s), such as the following:

- size
- boundary configurations
- current and potential uses of the study area and surrounding lands
- landownership patterns
- public enjoyment potential
- costs associated with acquisition, development, restoration, and operation
- access
- current and potential threats to the resources
- existing degradation of resources
- staffing requirements
- local planning and zoning
- the level of local and general public support (including landowners)
- the economic/socioeconomic impacts of designation as a unit of the national park system

The feasibility evaluation also considers the ability of the NPS to undertake new management responsibilities in light of current and projected availability of funding and personnel.

An overall evaluation of feasibility is made after taking into account all of the above factors. Evaluations such as these, however, may sometimes identify concerns or conditions, rather than simply reach a yes or no conclusion. For example, some sites may be feasible additions to the national park system only if landowners are willing to sell, or the boundary encompasses specific areas necessary for visitor access, or state or local governments will provide appropriate assurances that adjacent land uses will remain compatible with the site or sites' resources and values (NPS 2006).

Some management options are more feasible than others. The national park system includes many types of sites, a range of ownership and management approaches. Some NPS parks are small historic sites located in urban areas, perhaps relying on partnerships, with little, if any, federal landownership or management. Other NPS sites are large natural areas where park agencies cooperate to conserve land and provide public services. The NPS also offers grant and technical assistance programs that help local communities achieve their goals for conservation and recreation.

Evaluation of feasibility factors

The following evaluation explores the potential for a range of different types of national park units and management roles, while acknowledging the existing ownership and uses of land among the sites that were evaluated. It focuses on the five sites that have been found eligible for national historic landmark designation and the eleven sites that are nationally significant or potentially nationally significant, needing further research, as these are the sites that retain the potential for consideration of NPS management, and for which the feasibility of NPS management is a key consideration.

Boundary Size and Configuration

An acceptable boundary for an envisioned unit of the national park system should provide for the inclusion and protection of the primary resources; sufficient surrounding area to provide a proper setting for the resources or to inter-relate a group of resources; and sufficient land for appropriate use and development.

Through this study more than 100 sites have been identified as important to Cesar Chavez and the farm labor movement. The majority of sites are located in or near the major agricultural valleys of California and Arizona. A smaller number of sites are located in the metropolitan areas of San Francisco, Los Angeles and Phoenix. This analysis of boundary size and configuration focuses on the nationally significant sites.

The Forty Acres is located one and a half -miles west of the Delano city limits at the northeast corner of Garces Highway (CA State Highway 155) and Mettler Avenue in northern Kern County. The 40 acre parcel contains four historic buildings. The property is bounded on the north by a landfill, on the east by Mettler Avenue, on the south by Garces Highway and on west by an adjacent property.

The Filipino Community Hall is a single-story, 70 ft. by 90 ft. structure located on Glenwood Street on the edge of downtown Delano. The 1.8 acre parcel includes a paved parking lot south of the building, a cultural plaza featuring a picnic shelter, a recreational area featuring a basketball court and modest landscaping. The property is bounded on the north by a vacant lot, on the east by Glenwood Street, on the south by an adjacent property and on the east by Fremont Street.

Approximately 70 miles from Delano and 30 miles southeast of Bakersfield is Nuestra Senora Reina de La Paz, located off Highway 58 near the town of Keene in the Tehachapi Mountains of eastern Kern County. The 187 acre property contains 24 buildings and five structures. La Paz is bounded on the north and east by a Burlington, Northern and Santa Fe (BNSF) Railway line, on the south by Tehachapi Creek and on the west by an adjacent property.

The Santa Rita Center is a single story 2,880 sq. ft. building located on East Hadley Street in the El Campito neighborhood of Phoenix. The 5,924 sq. ft. parcel is bounded on the north by East Hadley Street, on the east by an adjacent storage facility, on the south by a scrap yard and on the west by a vacant lot. The majority of parcels surrounding the property are

vacant, with a few scattered single family homes and light industrial facilities.

McDonnell Hall is located in the Mayfair community of southeast San Jose. The hall is located on a three acre parcel which also includes Our Lady of Guadalupe Church and the Guadalupe Bookstore. The property is bounded on the north by E. San Antonio Street, on the east by Silver Creek, on the south by Mayfair Park and on the west by residential development.

Boundary and configuration factors were not taken into consideration in evaluating feasibility of the 1966 Delano to Sacramento march route or the national network, as neither would be defined by a boundary. National Historic Trail criteria require a trail location to be "sufficiently known" but do not require a trail boundary. A network program would not have any boundaries.

CONCLUSION

The historically significant sites and march route identified above each provide for the inclusion and protection of the primary resources; they include sufficient surrounding area to provide a proper setting for the resources; and they offer sufficient land for appropriate use and development, if needed.

Land Use, Ownership Patterns, Planning and Zoning

The Forty Acres is owned and managed by the Cesar E. Chavez Foundation. The four historic buildings on the property are a former service station and auto repair shop that is no longer in use; the former Rodriguez Terronez Memorial Clinic which functions as a regional service center for the United Farm Workers of America; the Roy Reuther Memorial Building which serves as a multi-purpose hall, and the Agbayani Village, a 52-unit affordable housing facility. The property is zoned for larger lot, single-family residential development uses such as museums, parks and community facilities.

The Filipino Community Hall is owned and managed by the Filipino Community of Delano, Inc. The hall is being leased on weekdays by the Delano Adult Day Health Care Center which provides medical, social and recreational services to seniors. The building is used for cultural and community events in the evenings and on weekends. The property is zoned for general commercial use.

Nuestra Senora Reina de la Paz is owned and managed by the Cesar E. Chavez Foundation. La Paz is home to the National Chavez Center which includes the 17,000 square foot Villa La Paz Conference Center, a 7,000-square-foot visitor center. A total of 24 buildings and 5 other structures are located on the property, including the burial site of Cesar Chavez, a memorial garden, administrative buildings and a dormitory. La Paz also serves as the national headquarters for the United Farm Workers of America and as administrative offices for a number of affiliated organizations. The area is zoned for low and medium density residential uses, with permitted uses for community recreational facilities, offices, and residential facilities.

Santa Rita Center is owned and managed by Chicanos Por la Causa, Inc and is located in the El Campito neighborhood of Phoenix. The building is underutilized and open just a few times a year for special occasions and vigils. The area is zoned historic preservation. Zoning of the parcel is compatible with national park use. The setting around the building is now largely industrial and vacant parcels. The Phoenix Sky Harbor International Airport has purchased surrounding parcels as part of their expansion plans. Zoning of the surrounding area could allow for major changes to surrounding properties.

McDonnell Hall is owned and managed by the Roman Catholic Diocese of San Jose and is used periodically for church activities and special events. The area is zoned for residential use with permitted uses for public/quasi-public activities such as museums, parks and community centers.

The 1966 Delano to Sacramento march route spans 300 miles and passes through 43 cities and towns of various scale and size, including Visalia, Fresno, Madera, Merced, Modesto, Manteca, Stockton, Lodi, Courtland and Sacramento. Further research would be needed to determine zoning and land use patterns of the march route and specific historic sites associated with the mark. However most of the march route is on public rights-of-way, and associated sites are largely in private or local government ownership.

A park unit encompassing the significant sites identified in this study would likely include resources owned by a variety of private organizations, local governments and individuals. The NPS would need to work with many owners who have differing interests, desires and concerns.

CONCLUSION

Current land uses, land ownership patterns, and planning and zoning would all support a range of NPS and partnership management approaches. Designation of a collaborative national park unit that works with property owners and local communities to protect the resources and provide public access, interpretation, education and other uses could be compatible with existing ownership patterns.

Access and Public Enjoyment Potential

The majority of historically significant sites are within an approximately two hour drive of major metropolitan areas such as Phoenix, AZ, Los Angeles, CA, the San Francisco Bay Area, Sacramento, CA and the larger cities of the Central Valley including Fresno and Bakersfield.

The Forty Acres and Filipino Community Hall in Delano are easily accessible from California State Route 99 and within half a day's drive from the San Francisco and Los Angeles metropolitan. The nearest major airport is in Bakersfield, a city of approximately 330,000 located 30 miles south. The cities and towns of the San Joaquin Valley are connected by Interstate 5 and State Route 99. The population of the valley as a whole is 4.2 million.

The Forty Acres property possesses potential for public access and enjoyment. The Forty Acres routinely hosts large social functions, including rallies and commemorative events. Public visitation could be accommodated with minimal changes to the property.

The Filipino Community Hall possesses potential for public enjoyment. The facility is currently leased on weekdays to the Delano Adult Day Health Care Center and is used for cultural and community events on the evenings and on weekends. Visitor opportunities could include exterior waysides or interior displays or the site could be part of a walking tour of significant sites in Delano.

The Arvin Labor Camp is approximately 30 miles from the city of Delano and could provide an opportunity for visitors to see living conditions and possibly demonstrations of what life was like for farm workers before and during the union organizing process.

Nuestra Senora Reina de La Paz is open to the public and already offers major opportunities for public

enjoyment. Visitors to the Cesar Chavez Memorial and Visitor Center can see films and exhibits about Cesar Chavez' life, work and philosophy of nonviolence and visit his gravesite in the memorial garden. The Villa La Paz Conference Center was recently renovated and includes a theater/lecture hall and multiple meeting rooms. La Paz is accessible from State Route 58, and is a thirty minute drive from Bakersfield, a two hour drive from the Los Angeles area, and a half day's drive from the San Francisco area.

The Santa Rita Center possesses potential for public enjoyment and enjoys an accessible location within a mile of downtown Phoenix. The center is used a few times a year for special events and vigils. Rehabilitation would be needed to make the building publicly accessible on a regular basis. Potential visitor use opportunities could include exterior or interior exhibits and education programs that could be developed in partnership with Chicanos Por La Causa as part of future development of the site as a community center.

In conjunction with the Santa Rita Center, potential visitor opportunities could be developed at one or two nearby sites. The former Sacred Heart church building, historically associated with the Santa Rita Center, is owned by the city of Phoenix which has expressed an interest in developing visitor opportunities at the church such as a visitor orientation program or driving tour. Chicanos Por La Causa also owns an adobe house 100 feet from the center that could be used for exhibits and interpretive programs.

The Santa Rita Center is located within a few miles of Sky Harbor International Airport and Interstates 10 and 17. Phoenix is a city with a diverse population of 1.6 million and is the urban anchor for a fast growing metropolitan area of approximately 4 million.

McDonnell Hall at Our Lady of Guadalupe Church in San Jose possesses potential for public enjoyment. The city of San Jose recently designated the building as a historical city landmark and the building is one of many sites along the Cesar Chavez Memorial Walkway which commemorates Cesar Chavez's education as a community organizer.

Potential visitor opportunities could include exhibits and education or interpretive programs developed in partnership with the church, the city, and nonprofit organizations. McDonnell Hall is accessible via San Antonio Street, is less than 10 miles from San Jose International Airport and is within a few miles of

U.S. Route 101 which connects to San Francisco, Salinas and runs the length of California.

The 1966 Delano to Sacramento march route possesses potential for public enjoyment as it follows the spine of the heavily populated San Joaquin Valley and ends in Sacramento, the state's capital. The route passes along public rights-of-way through vast stretches of rural, agricultural landscape and more than three dozen cities and towns in the valley, many of which retain their mid-twentieth-century character, including main street and downtown locations through which the march route passed. Visitors could experience the march route in segments along hiking or biking trails or an auto tour route. One or more interpretive sites or centers could be located along the march route at Delano, Fresno, Modesto or Stockton, in partnership with existing visitor-serving organizations. Local communities and managers of historical or commemorative sites along the trail could collaborate to develop tour itineraries that identify destinations along the trail route and to attract visitors to their communities.

Public access and potential for enjoyment are limited at some sites. Significant sites in Yuma and San Luis, AZ and the NFWA office in Calexico are probably the least accessible to airports and other transportation centers. The Chavez family homestead, Laguna School building and Chavez general store are located approximately 15 miles outside of Yuma and are on private property. The Chavez family homestead is in a remote location on private property adjacent to Bureau of Reclamation and Bureau of Land Management lands. Other land associated with the family homestead may be publicly owned, however further research is needed.

Some potentially significant sites have uses that may be incompatible with public visitation. Sites such as the Chavez family homes in Delano and Los Angeles are private residences in residential neighborhoods. Other sites like the Laguna School building in Yuma and the People's Bar and Café in Delano operate as commercial businesses. These sites would not be open to the public for interpretation or visitor services. The concentration of historically significant sites in these areas, however, could allow for markers, interpretive waysides or walking or auto tours.

The Old Monterey County Jail in Salinas is visible from the exterior but is currently inaccessible and has deteriorated due to disuse and limited maintenance. The jail is closed to the public and was at one time proposed for demolition. Issues with the roof,

HVAC, plumbing and spalling of concrete were determined in 2000 to be reparable, however these repairs would likely be costly. With adequate funding, the site could be adaptively reused for public or private purposes and could also provide visitor interpretation and education related to the significant events that occurred there. The jail is listed on the NRHP at the national level of significance, and is near several sites in Salinas and San Juan Bautista that are eligible for listing on the NRHP for their connection to Cesar Chavez and the farm labor movement.

Many communities have expressed interest in interpreting and providing public access to sites associated with Cesar Chavez and the farm labor movement. For example, the city of San Jose has developed a walking tour of significant sites, and both the city and Santa Clara County have expressed strong interest in expanding their focus on significant sites in their jurisdictions; community members and elected officials in Salinas are interested in restoration of the Old Monterey County Jail for use as a museum; and the city of Coachella has expressed interest in development of a historic district and walking tour. Other communities may also be interested in providing visitor interpretation and education related to the significant events which occurred in these locations.

CONCLUSION

There is a high potential for public access and enjoyment at the historically significant sites and along the march route. Most sites are easily accessible from public roads, on major state or federal highways, and within a half a day's drive of major metropolitan areas. There are opportunities for a variety of visitor experiences at the sites and along the march route, and ample potential for development of additional visitor use opportunities.

Existing Resource Degradation and Threats to Resources

Nationally significant sites and resources are generally of high quality and have a high degree of integrity. Nevertheless, development plans and underutilization may pose a threat to some of these resources.

- The Burlington Northern and Santa Fe Railroad has proposed the expansion of the rail lines of the Tehachapi Loop that run adjacent to the La Paz property. The expansion project could potentially have

short-term impacts on the delivery of educational and interpretive programs at La Paz during construction due to air quality impacts and an increase in traffic, noise and vibration, and long-term impacts from the noise associated with increased rail traffic.

- The Route 99 Corridor Enhancement Master Plan identifies several lane widening projects to expand Route 99 from four to six lanes. These projects could potentially impact historic resources along the march route. These projects could also provide opportunities to install trail markers and interpretive signage.
- Santa Rita Center is under-used and has experienced some deterioration. Nearby Phoenix Sky Harbor International Airport has purchased surrounding properties and demolished structures as part of the airport's expansion plans.
- The Old Monterey County Jail has been vacant for 34 years and was at one time proposed for demolition. While the building has deteriorated, issues with the roof, HVAC, plumbing and spalling of concrete were determined in 2000 to be reparable. Monterey County has taken steps since 2002 to maintain the jail, including remediation of asbestos, encapsulation of lead paint and work to prevent water intrusion. The County is stabilizing the roof as an interim measure and is proposing façade repairs and roof weatherization for a portion of the jail.
- The remains of the adobe house on the Chavez family homestead site in the Yuma area face threats from erosion and other sources of deterioration, including dredging of an irrigation canal less than ten feet from the site. Nearby, the Laguna School's physical integrity has been compromised. The building retains integrity of location and setting, but the addition of a metal storage structure and general deterioration of the building have eroded the integrity of design, materials and workmanship.
- Although minor renovation work was recently completed on the Filipino Community Hall, the building has ongoing maintenance challenges. The current long-term tenants may leave in 2012 which would

likely reduce the availability of funds for building maintenance.

CONCLUSION

Despite resource degradation and threats to a few sites, the majority of sites contain resources of high integrity. Overall, the significant sites are not subject to resource degradation or threats that would preclude management as a unit of the national park system.

Public Interest and Support, Including Landowner Support

Public involvement efforts identified strong public support for the idea of establishing of a unit of the national park system that would preserve and interpret resources associated with Cesar Chavez and the farm labor movement. Public outreach efforts included public meetings throughout California and Arizona, and meetings with local officials and stakeholders such as the Cesar E. Chavez Foundation, the Chavez Family Vision, the United Farm Workers of America, the Filipino Community of Delano, Inc. and Chicanos Por La Causa, Inc.

Public suggestions conveyed a wide range of desired roles for the NPS. Suggested NPS roles included providing funding and technical assistance for preservation and interpretation, developing key partnerships necessary to preserve sites and leverage funding, recording oral histories, conveying the broader story through interpretive and educational programs, and designating a national park unit such as a historic site or trail.

Concerns about NPS presence at significant sites associated with Cesar Chavez and the farm labor movement included the need to maintain local land use control and private property rights.

Owners of the some of the nationally significant and potentially nationally significant sites have expressed a willingness to partner with the NPS in developing and managing a collaborative, partnership-based national park unit. Owners of other sites are neutral or unknown in their willingness to work with the NPS. Those significant sites with known landowner interest in partnering with the NPS are the Forty Acres, Filipino Community Hall, Nuestra Senora Reina de la Paz, the Santa Rita Center, and McDonnell Hall. The 1966 Delano to Sacramento march route, as a potential National Historic Trail, follows public rights of way.

CONCLUSION

Outreach for this study, including public meetings and consultations with stakeholders and public officials has demonstrated significant public interest and support for the NPS to play a collaborative role in one or more historically significant sites in partnership with other organizations and local communities. Organizations that own the Forty Acres, Filipino Community Hall, Nuestra Senora Reina de la Paz, the Santa Rita Center, and McDonnell Hall have indicated their interest in partnerships with the NPS.

Social and Economic Impact

Social and economic impacts of NPS designation could vary widely depending on the size and scope of the park unit, management approach and external variables such as local, regional and national economic forces, and actions of local public and private organizations and individuals.

Recognition or designation of a national park unit incorporating one or more historically significant sites would likely have beneficial economic and social impacts on the area. Possible socioeconomic impacts could include: visitation to the site or sites, surrounding areas and other attractions, expenditures from park operations and park staff, expenditures by visitors, sales and hotel tax revenues from visitor expenditures, and growth in visitor-related businesses such as tourism.

The few socioeconomic concerns expressed during the public scoping process were related to the costs associated with converting the Monterey County to a public use facility and the potential traffic impacts of such an action. Additional analysis of social and economic impacts is provided in Chapter 7, *Environmental Consequences*

CONCLUSION

The social and economic impacts of NPS designation or other support/coordination role appear to be largely beneficial and would support the feasibility of NPS designation.

Costs Associated with Operation, Acquisition, Development, and Restoration

Costs associated with a national park unit include annual operations costs and periodic costs of land acquisition, development of facilities, and resource restoration.

Operational costs of national park units vary widely, depending on site management and partnerships, the amount and type of resources managed, number of visitors, level of programs offered, and many other factors. Operational costs for a partnership park unit or NPS technical/administrative assistance would typically be lower than operational expenses for a more traditional national park fully owned and operated by the NPS. Chapter 6, *Alternatives*, explores potential operational costs in more detail for each management alternative. The following tables provide some comparative 2010 NPS base budget figures for various park units.

The smaller budgets for partnership parks typically provide funding for core staff to handle park coordination and outreach, assist partners with conservation planning, and to provide interpretive and educational programs. In this proposal, operational partnerships with organizations such as the Cesar E. Chavez Foundation, the Filipino Community of Delano, Inc. and Chicanos Por La Causa, Inc., would be essential.

While no formal estimates of operating costs have been completed for this study, the following examples illustrate the potential range of each management alternative proposed in this study. The variation in operating budgets reflects differences in facility management responsibilities, visitor services, and types of programs offered, not just the acreage of the park or length of the trail.

Table 5-1: National Park Service National Network Annual Operating Budgets, shows the park

Table 5-1: National Network Annual Operating Budgets		
National Network	Size	2010 NPS Annual Operating Budget
Chesapeake Bay Gateways Network	64,000 sq. miles	\$496,000*
National Underground Railroad Network to Freedom	430 network members in 34 states and the District of Columbia	\$850,000
<i>*Over eleven years, Congress has appropriated \$15.4 million for the Gateways Network, with \$10 million in financial assistance awarded directly to Gateway partners through matching grants. Each \$1 of federal money awarded has been matched by \$1.55 in non-federal funds. (Source: Budget Justifications and Performance Information Fiscal Year 2011, National Park Service, Department of Interior)</i>		

operations base budget for fiscal year 2010 of two network programs that could be comparable to the national network proposed as alternative B in this study. The Chesapeake Bay Gateways Network and the National Underground Railroad Network to Freedom are partnership-based NPS units comprised primarily of non-NPS lands. The annual operating base budget for the NPS portion ranges from \$496,000 to \$850,000.

Table 5-2: National Park Service National Historic Trail Annual Operating Budgets, shows the park operations base budget for fiscal year 2010 of five national historic trails that could be comparable to the national historic trail proposed as alternative C in this study. The annual operating base budget for the NPS portion ranges from \$201,000 to \$1 million.

Table 5-3: National Park Service National Historic Site Annual Operating Budgets, shows the park operations base budget for fiscal year 2010 of five national historic sites that could be comparable to the national historic site proposed as alternative D in this study. The national historic sites are units comprised of NPS and non-NPS lands. The annual operating base budget for the NPS portion ranges from \$796,000 to \$4.24 million.

Table 5-4: National Park Service National Historical Park Annual Operating Budgets, shows the park operation base budgets for fiscal years 2010 of four national historical parks that could be comparable to the national historical parks proposed as alternative E in this study. The annual operating base budget for the NPS portion ranges from \$1.3 million to \$2.7 million.

Table 5-2: National Historic Trail Annual Operating Budgets		
NHT	Length	2010 NPS Annual Operating Budget
El Camino Real de Tierra Adentro NHT	404 miles	\$201,000
Old Spanish NHT	2,500 miles	\$274,000
Overmountain Victory NHT	300 miles	\$349,000
Juan Bautista de Anza NHT	1,200 miles	\$554,000
Selma to Montgomery NHT	54 miles	\$1,016,000

Table 5-3: National Historic Site Annual Operating Budgets		
NHS	Acres	2010 NPS Annual Operating Budget
Tuskegee Airmen NHS	90	\$796,000
Hubbell Trading Post NHS	160	\$907,000
John Muir NHS	39	\$1,058,000
Martin Van Buren NHS	39	\$1,274,000
Martin Luther King NHS	39	\$ 4,239,000

Table 5-4: National Historical Park Annual Operating Budgets		
NHP	Acres	2010 NPS Annual Operating Budget
Tumacacori NHP	360	\$1,317,000
Rosie the Riveter WWII Home Front NHP	145	\$1,341,000
Lewis and Clark NHP	3,303	\$1,727,000
Nez Perce NHP	4,570	\$2,688,000

The historically significant sites could be managed for conservation and interpretation without direct NPS ownership. Major acquisition of land is not anticipated for any of the alternatives considered in this study. Most sites and trail right-of-ways would continue to be owned by their respective public and private owners.

Alternatives D and E propose that the NPS be authorized to acquire property should current landowners express interest in donating or selling their properties. Land acquisition costs, however, cannot be estimated without more specific proposals for acquisition of these properties.

Development costs of new national park units vary widely, depending on existing conditions and facilities and the types of conditions and facilities desired. New national park units frequently invest funds in inventorying and documenting the resources in the park, developing management or treatment plans for those resources, developing educational and

interpretive materials, and developing or improving facilities for visitors and for park operations. The NPS could share facilities with existing organizations or share costs for the adaptive reuse of existing structures.

Staffing requirements for the NPS would depend upon the configuration of the sites and the nature of agreements between partners for administering the sites. Broad staffing approaches are described in Chapter 6, *Alternatives*.

Restoration, development and operations costs would be reasonable and feasible with partner investment and operational support.

CONCLUSION

Costs for establishing a national park unit appear to be feasible, provided that partnership opportunities are pursued to support collaborative operation and development.

Table 5-5: Feasibility Analysis, Summary Table	
Feasibility Factors	Issues and Conclusions
Boundary size and configuration	The historically significant sites and march route each provide for the inclusion and protection of the primary resources; they include sufficient surrounding area to provide a proper setting for the resources; and they offer sufficient land for appropriate use and development, if needed.
Land use, ownership patterns, planning and zoning	Current land uses, land ownership patterns, and planning and zoning would all support a range of NPS and partnership management approaches. Designation of a collaborative national park unit that works with property owners and local communities to protect the resources and provide public access, interpretation, education and other uses could be compatible with existing ownership patterns.
Access and public enjoyment potential	There is potential for public access and enjoyment among the historically significant sites and march route. Most sites are easily accessible from public roads, on major state or federal highways, and within a half a day's drive of major metropolitan areas. There are opportunities for a variety of visitor experiences at the sites and along the march route, and ample potential for development of additional visitor use opportunities.
Existing resource degradation and threats to resources	Despite resource degradation and threats to a few sites, most sites contain resources of high integrity. These sites are not subject to resource degradation or threats that would preclude management as a unit of the national park system.
Public interest and support	Significant public interest and support has been expressed during public scoping for the NPS to play a collaborative role in one or more nationally significant sites in partnership with other organizations and local communities. Organizations that own the Forty Acres, Filipino Community Hall, Nuestra Senora Reina de la Paz, the Santa Rita Center, and McDonnell Hall have indicated their interest in partnerships with the NPS.
Social and economic impact	The social and economic impacts of NPS designation or other support/coordination role appear to be largely beneficial and would support the feasibility of NPS designation.
Costs associated with operation, acquisition, development, and restoration	Costs for establishment of a national park unit appear to be feasible, provided that partnership opportunities are pursued to support collaborative operation and development.

Feasibility Conclusion

Based on the above analysis, a partnership-based national park unit or technical assistance program which provides opportunities for collaborative management to protect cultural resources, provide public access, interpretation, and educational opportunities at certain significant sites associated with the life of Cesar Chavez and the farm labor movement is a feasible addition to the national park system.

Need for NPS Management

Determination of the need for NPS management is the final criterion for evaluating resources for potential designation as a new unit in the national park system. The criterion requires a finding that NPS management would be superior to alternative management arrangements by other entities.

Under all of the alternatives considered in this study, the majority of sites associated with Cesar Chavez and the farm labor movement would continue to be owned and operated by nonprofit organizations, private property owners, and local governments. The 300-mile long 1966 Delano to Sacramento march route primarily travels along public roads and rights of way. While many of the owners and managers of these sites are interested in long term preservation and public education, none of them provide the level of expertise in resource protection, visitor services and interpretation and education that could be offered by the NPS.

NPS partnerships with organizations and private property owners would provide enhanced opportunities for comprehensive interpretive planning, and coordinated site management to showcase the national significance of these sites. Development and cooperative management of interpretive programs and comprehensive visitor services with the NPS would be beneficial. Collaboration among multiple, predominantly privately owned sites and the NPS would offer a superior visitor experience that allows the broadest understanding of the resources and stories relating to the life of Cesar Chavez and the farm labor movement.

NPS planning and research capabilities, as well as historic preservation, cultural resource management and interpretive and educational programming expertise, would offer superior opportunities for the full range of sites to be preserved and interpreted. Depending on the selected alternative, disparate sites that are currently owned and managed by multiple entities would become parts of a cohesive national park experience and would become more accessible to a broader array of audiences.

There is a need for NPS management in partnership with others to fully protect resources and to enhance visitor appreciation of the nationally significant resources and important stories associated with the life of Cesar Chavez and the farm labor movement.