



Filipino farm workers gather to plan the construction of Agbayani Village at the Forty Acres, Delano, California, in 1972. The Village was built to house retired Filipino farm workers who had no family in the United States. Back row, 5th from right: Phillip Vera Cruz. Photo courtesy of Walter P. Reuther Library, Wayne State University; photographer unknown.

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Chapter 6: Alternatives

This chapter describes the selected alternative and the range of management alternatives analyzed in the draft study and environmental assessment.

Introduction

The following section describes the selected alternative for the final *Cesar Chavez Special Resource Study* and the range of preliminary management alternatives that were presented in the *Draft Cesar Chavez Special Resource Study and Environmental Assessment*.

Alternatives Overview

The special resource study team developed a range of alternatives based on information gathered from public and stakeholder input, internal NPS discussions, historical research and management models used in national park units around the nation. Five such alternatives were developed and presented for public review in the *Draft Cesar Chavez Special Resource Study and Environmental Assessment*. The alternatives presented in the draft study report include traditional national park service management of nationally significant historic sites, as well as a range of programs and services that provide recognition, technical assistance, and interpretive opportunities at other important sites. Those alternatives were:

- **Alternative A: Continuation of Current Management**
- **Alternative B: National Network** of sites and programs related to Cesar Chavez and the farm labor movement
- **Alternative C: National Historic Trail** following the route of the 1966 march from Delano to Sacramento
- **Alternative D: National Historic Site** focusing on the Forty Acres site in Delano
- **Alternative E: National Historical Park** incorporating nationally significant sites in California and Arizona

The Selected Alternative

In response to public input, the Cesar Chavez Special Resource Study's selected alternative is the national historical park (from alternative E) with incorporation of aspects of the national network (from alternative B). The National Park Service has determined this to be the most efficient and effective alternative for protecting significant resources and providing for visitor enjoyment.

The actions encompassed in the selected alternative are the same as those identified and analyzed in alternatives E and B in the environmental assessment, with the exception of minor modifications made as a result of information and comments derived from public review of the EA, as follows:

- The national historical park would include McDonnell Hall in San Jose, CA. McDonnell Hall appears to be the best location to tell the story of Cesar Chavez's early education as a community organizer. There is significant support by the site owner and local community for this site to be included in a national historical park.
- The selected alternative does not include the provision for adding "associated sites," to the national historical park as was presented in alternative E, but does provide for the establishment of a national network where the NPS would coordinate a network of sites and programs outside of the park related to Cesar Chavez and the farm labor movement.
- The NPS would establish an oral history program with park partners or universities to further document the story of Cesar Chavez and the farm labor movement.

The above modifications would not constitute a change in environmental impacts beyond what was analyzed in the environmental assessment. The modifications would assure beneficial effects on the resources associated with Cesar Chavez and the farm labor movement. The following is the full description of the selected alternative.

THE SELECTED ALTERNATIVE: NATIONAL HISTORICAL PARK

Concept: Congress would establish a national historical park (NHP) as a unit of the national park system. The NHP would initially include the Forty Acres, Nuestra Senora Reina de la Paz, Filipino Community Hall, the Santa Rita Center, and McDonnell Hall. Most park sites would remain in existing ownership, although NPS land acquisition would be authorized. Management would occur through collaborative processes such as cooperative agreements, memoranda of understanding, and other partnership approaches to protecting and interpreting resources owned by partners. The NPS would have primary responsibility for overall interpretation and education, and would provide technical assistance in preservation of park sites. The NPS would also work beyond NHP boundaries to facilitate oral histories, research and recognition of other related historic sites, and to establish a voluntary national network of sites and programs that tell the story of Cesar Chavez and the farm labor movement to help preserve resources and tell important stories outside of the national historical park.

DEFINITION

A national historical park extends beyond single properties or buildings. Resources include a mix of significant historic features. National historical parks preserve places and commemorate persons, events, and activities important in the nation's history.

Examples include:

- Nez Perce NHP: MT, ID, WA, OR
- Rosie the Riveter/World War II Home Front NHP: CA
- Tumacacori NHP: AZ

PROPOSED AREA

The national historical park would initially include lands and historic structures associated with the Forty Acres (Delano, CA), Nuestra Senora Reina de la Paz (Keene, CA), Filipino Community Hall (Delano, CA), the Santa Rita Center (Phoenix, AZ), and McDonnell Hall (San Jose, CA) (*Selected Alternative: National Historical Park*).

As part of an initial management plan for the national historical park, the NPS would evaluate additional significant sites that represent key events and geographic regions and recommend any other sites that should be added to the national historical park to fully reflect the story of Cesar Chavez and the farm labor movement. The potential for designation of the 1966 Delano to Sacramento march route as a national historic trail would also be further explored.

MANAGEMENT

NPS ownership of these sites is not required for management as a national historic park. Management would occur through collaborative processes such as management agreements, memoranda of


understanding, and other partnership approaches to protecting and interpreting resources owned by partners. Within the NHP, the NPS would have primary responsibility for: 1) overall interpretation and education associated with the national historical park sites, including the development of interpretive media and programs; and 2) technical assistance in preservation of park sites.

The NPS would work cooperatively with the owners of sites within the national historical park, through management agreements and other mechanisms, to preserve historic resources and provide appropriate opportunities for the public to learn about the life of Cesar Chavez and the broader farm labor movement. The NPS role could vary at each site, and could include visitor programs and assistance with cultural resource protection.

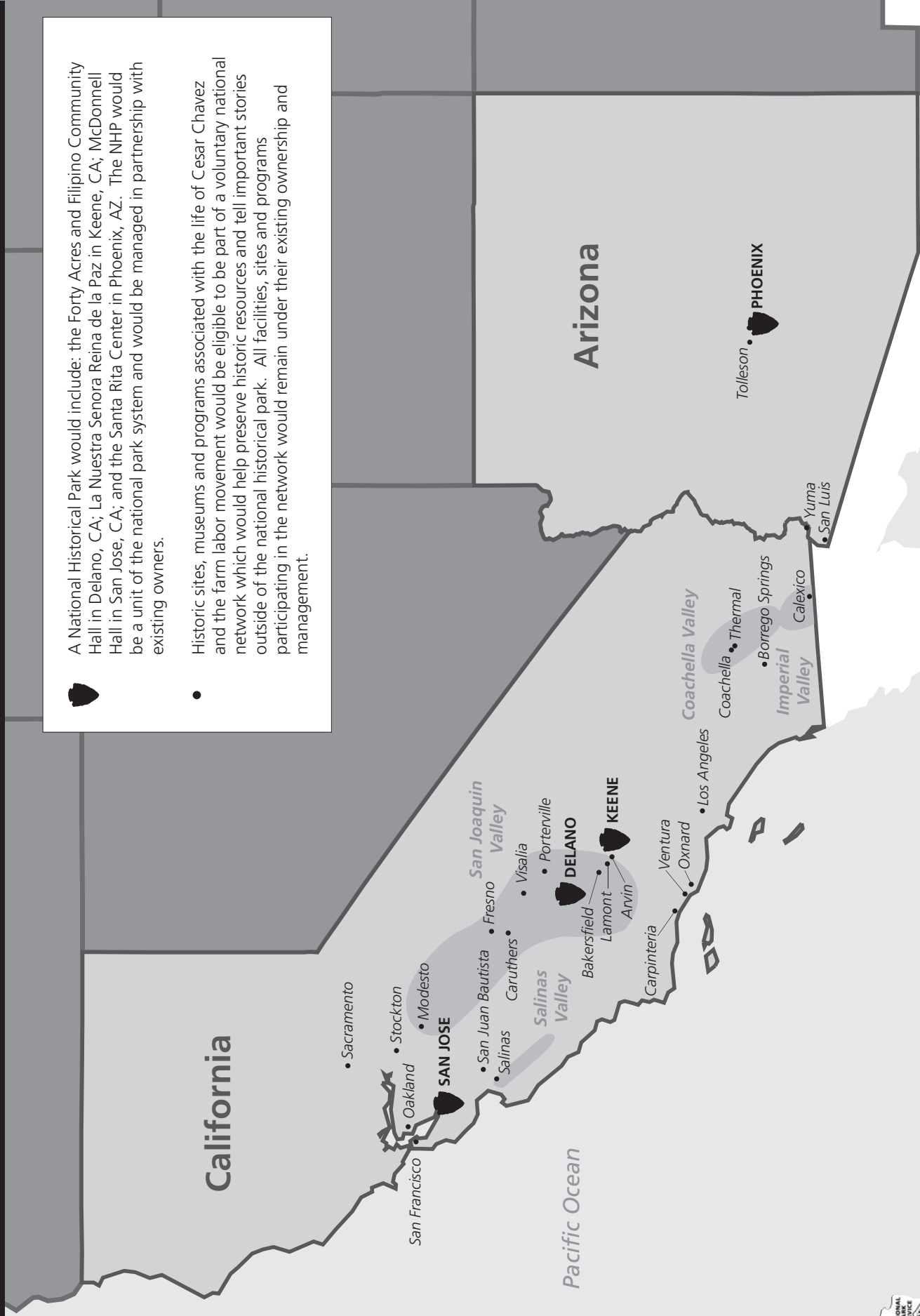
The legislation establishing the park would provide the NPS with authorization to acquire sites within the national historical park that meet national historic landmark criteria should the existing owners express interest in donating or selling their properties if funding is available.

Beyond the NHP, the NPS would have the responsibility for: 1) development of a voluntary national network of sites and programs that tell the story of Cesar Chavez and the farm labor movement, outside of the national historical park; 2) research and documentation of significant sites and stories, including development of an oral history program and assistance with nomination of properties to the National Register of Historic Places or as National Historic Landmarks; and 3) development of interpretive routes, including working with interested organizations to mark, interpret and preserve elements of the 1966 Delano to Sacramento march route.

Selected Alternative: National Historical Park

 A National Historical Park would include: the Forty Acres and Filipino Community Hall in Delano, CA; La Nuestra Señora Reina de la Paz in Keene, CA; McDonnell Hall in San Jose, CA; and the Santa Rita Center in Phoenix, AZ. The NHP would be a unit of the national park system and would be managed in partnership with existing owners.

-  Historic sites, museums and programs associated with the life of Cesar Chavez and the farm labor movement would be eligible to be part of a voluntary national network which would help preserve historic resources and tell important stories outside of the national historical park. All facilities, sites and programs participating in the network would remain under their existing ownership and management.



RESOURCE PROTECTION

Within the NHP, the NPS would allocate park staff and apply existing NPS grant programs to work with partners to conduct research and preserve historic structures, landscapes and artifacts associated with the historical park sites. The NPS could also assist partners to identify and leverage outside funding for preservation.

Beyond the NHP, the NPS would work with interested organizations to determine eligibility for National Historic Landmark status or listing in the National Register of Historic Places for sites that appear to be nationally significant but need further research. The NPS would establish an oral history program with park partners or universities to further document the story of Cesar Chavez and the farm labor movement.

VISITOR EXPERIENCE

Visitors would have the opportunity to learn about all aspects of the life of Cesar Chavez and the farm labor movement through key historical park sites in California and Arizona. The NPS would work with park partners to develop educational and interpretive media and programs (e.g. walking tours, ranger-led tours, waysides, school curriculums, exhibits, and hands-on programs such as working in the fields). The NPS could work with partner organizations and agencies to interpret march routes. For example, signage and an auto tour route could be created to interpret the 1966 Delano to Sacramento march route.

A management plan would determine which historic structures could best be used for a visitor center, education/ research facility and other potential visitor uses. Opportunities for visitor facilities exist at the current visitor center at the National Chavez Center at La Paz, and historic structures at the Forty Acres. Visitor displays could also be offered at other national historical park sites such as the Filipino Community Hall, the Santa Rita Center, or McDonnell Hall in partnership with existing owners.

Network sites could provide visitor interpretation and education related to the significant events which occurred in these locations. A virtual visitor center could use emergent technologies to provide information about the Cesar Chavez and farm labor movement stories.

OPERATIONS AND MAINTENANCE

Staffing

The national historic park would be staffed initially by a small core staff, potentially shared with other parks, and supplemented over time by additional staff as funding became available. A management plan would identify park priorities, management emphases, and required staffing for a 15 to 20 year timeframe.

Based on comparisons of staffing levels for existing national historic parks of similar scale, the following types of staff might be recommended:

- Superintendent
- Community planner
- Interpretive specialists (2)
- Cultural resource specialists (2)
- Interpretive park rangers (4)
- Visitor use assistants (2)
- Education program specialist

Some positions might be seasonal, temporary, or shared with nearby parks. In addition, partner organizations would likely retain staff, with types and numbers dependent on the functions provided by these partners. Types of partner functions might include staffing a visitor facility or museum, and developing and implementing educational programs. If the NPS acquired any of these sites, maintenance staff would be required to maintain the historic structures and visitor facilities.

Land Acquisition

National Historical Park Sites

NPS ownership of the park sites is not required for the NPS to manage the area as a national historic park. The NPS could operate in partnership with the current landowners through management agreements. Legislation would provide the NPS with authorization to acquire park sites that meet national historic landmark criteria should the existing owners wish to donate or sell these properties, if land acquisition funding is available.

Network Sites

All facilities, sites and programs participating in the national network would remain under their existing ownership and management. Participating in the network would be completely voluntary on the part of the participants.

Operational and Visitor Facilities

Construction of new administrative and visitor facilities for NPS operations and management would not likely be required to support the national historic park. However, some alterations to the site circulation (e.g. trails, parking, roads, exhibits) would likely occur. The NPS could share administrative and operational facilities with partner organizations, or adaptively reuse historic structures.

FUNDING AND COSTS

NPS management of a national historical park would be funded through federal appropriations as part of the annual NPS budget.

Table 6-1: Existing National Historical Park Operations, Budget and Staffing (Fiscal Year 2010) shows the NPS operational base budgets for fiscal year 2010 of several national historic parks that

could be comparable to the national historic park proposed in this alternative. While no formal estimates of operating costs have been completed for this study, these examples illustrate the potential range. Based on the size and scope of this park, and the types of services and assistance proposed, the annual cost of NPS operations for the network could be expected to be \$1 million to \$3 million. The estimated operational budget would primarily fund NPS staff, interpretive and education programs, and outreach.

If a national historical park is designated by Congress, it is likely that funding for the new unit would grow slowly over time. Many of the activities described in the alternative would have to be phased in as funding and staffing allows, and it may be many years before the park is fully operational as described.

Table 6-1: Existing National Historical Park Operations, Budget and Staffing (Fiscal Year 2010)		
Program	Annual Operating Budget (FY 2010)	Staffing Levels (2010)
Nez Perce NHP (ID, MT)	\$2.7 million	25 FTE (full time equivalents)
Rosie the Riveter/WWII Home Front NHP (CA)	\$1.3 million	8 FTE
Tumacacori NHP (AZ)	\$1.3 million	17 FTE

Alternatives Presented in the Draft Study Report

The following section includes the alternatives presented in the *Draft Cesar Chavez Special Resource Study and Environmental Assessment*. For each alternative there is a description of the overall concept and key elements of the alternative, including management approaches, resource protection, visitor services, and the role of organizations and public agencies. Maps of each alternative are also included to illustrate the concepts discussed in the alternatives.

ITEMS COMMON TO ALL ACTION ALTERNATIVES

The following actions would apply to all of the action alternatives (alternatives B-E).

- The NPS would provide recognition and technical assistance for telling the story of Cesar Chavez and the farm labor movement.
- Interpretation and educational programs would present a wide range of stories about the farm labor movement, told from multiple perspectives (e.g. Filipino, Mexican, growers, farm workers).
- Interpretation would be accessible and relevant to diverse audiences and multiple generations. Information would be presented in multiple languages.
- The NPS recognizes that most of the sites significant to Cesar Chavez and the farm labor movement are owned by local government and private entities. Several of the nationally significant sites continue to be used for farm labor efforts or community organizing. The NPS would work cooperatively and in partnership with existing landowners and provide technical assistance opportunities for interpretation and/or preservation of sites included in the various alternatives.

ALTERNATIVE A: CONTINUATION OF CURRENT MANAGEMENT (NO ACTION ALTERNATIVE)

Concept: Sites, organizations, and programs significant to the life of Cesar Chavez and the farm labor movement would continue to operate independently without additional NPS management or assistance other than that available through existing authorities.

DEFINITION

Under a “no action” alternative, current management of resources continues. Current programs and policies of existing federal, state, county and nonprofit organizations remain in place.

MANAGEMENT

Significant sites would continue to be owned and managed by their respective public and private owners. There would be no NPS staffing or operational support other than assistance under existing authorities if requested.

Filipino Community Hall

The Filipino Community Hall, owned by the Filipino Community of Delano, Inc., would continue to be used for community purposes. Currently it is leased on the weekdays to the Delano Adult Day Health Care Center and for cultural and community events in the evenings and on weekends.

1966 Delano to Sacramento March Route

Existing state and local agencies would continue to manage roads associated with the 300-mile march route from Delano to Sacramento. There would be no marking or interpretation of the march route and no visitor opportunities to understand the route and its connection to Cesar Chavez and the farm labor movement.

The Forty Acres

The Forty Acres would continue to be used as the United Farm Workers (UFW) Delano Field Office. Although a plaque acknowledges that the site is a National Historic Landmark (NHL), it would not offer visitor opportunities on a regular basis. Special events related to Cesar Chavez and the farm labor movement would continue to be held on occasion.

Nuestra Senora Reina de La Paz (La Paz)

Owned by the non-profit, the Cesar E. Chavez Foundation (Chavez Foundation), La Paz would continue to function as the UFW National Headquarters and as a conference center. La Paz would also continue to be managed to commemorate Cesar Chavez through its visitor center and memorial garden. The site is listed in the National Register of Historic Places (NRHP).

Santa Rita Center

The Santa Rita Center, owned by the non-profit organization, Chicanos Por La Causa, would continue to be used for storage in the short-term. In the long-term, Chicanos Por La Causa has plans to renovate the structure for use as a community center. The site is a local historic landmark.

Other Sites

The Monterey County Jail and Arvin Labor Camp would continue to be recognized as sites listed on the NRHP. The Monterey County Jail would continue to be boarded and vacant with its future use undetermined. The Arvin Labor Camp provides some interpretation related to its significance as a Depression-era farm labor camp. However, its significance as it relates to the farm labor movement is not currently interpreted or recognized.

Sites identified as potentially eligible for NHL nomination or nomination to the NRHP would continue to be owned by various public and private entities. These sites would continue to function for private and public uses not related to the farm labor movement. Interpretation and conservation of such sites would be uncoordinated, at the discretion of the current landowner.

RESOURCE PROTECTION

The primary responsibility for preserving significant sites would fall to the current owners and managers of those sites including the Chavez Foundation, the UFW, local churches and organizations, private land owners, and state and local authorities. Resource protection would be voluntary and dependent on property owners' initiative.

The Forty Acres NHL and sites currently listed on the NRHP would receive some level of protection, including opportunities for technical assistance and grants for preservation. Locally protected sites in Phoenix and San Jose would receive protection as defined by local preservation ordinances. Sites not listed or protected by local preservation ordinances could change use or ownership which could result in

alterations to the structures and loss of integrity. Existing owners may lack funding to maintain or preserve sites. For example, the Monterey County Jail is listed on the NRHP and publicly-owned, but continues to remain unused causing further deterioration.

VISITOR EXPERIENCE

Communities and organizations that provide visitor opportunities to learn about the life of Cesar Chavez and/or the farm labor movement would continue to provide visitor opportunities. For example, the National Chavez Center would continue to provide visitor opportunities at the La Paz visitor center and memorial garden. The City of San Jose has established a Cesar Chavez Memorial Walkway to commemorate and interpret sites associated with Cesar Chavez and the farm labor movement in the 1950s. The walkway is currently self-guided through road signs. The Chavez Family Vision, a non-profit organization, has plans to conduct guided tours along the walkway.

Most sites identified as significant to the life of Cesar Chavez and the farm labor movement are not managed to provide visitor opportunities to learn about or experience these sites.

OPERATIONS AND MAINTENANCE

Operations and maintenance of existing sites would be assumed to remain at existing levels. The Forty Acres would continue to be eligible for NHL assistance, Save America's Treasures grants, and other assistance provided under existing NPS authorities. If La Paz is designated an NHL, this site would also be eligible for such assistance programs. There would be no NPS staffing or operational responsibilities at the other nationally significant or potential NHL or NRHP sites.

ALTERNATIVE B: NATIONAL NETWORK

Concept: Congress would establish a national network to facilitate preservation and education efforts related to the life of Cesar Chavez and the farm labor movement. The program would consist of an integrated network of historic sites, museums and interpretive programs, coordinated with national, regional and local organizations.

DEFINITION

A national network program coordinates preservation and education efforts and facilitates the creation of an integrated network of historical sites, museums, and interpretive programs that have a verifiable association to its subject. The NPS would administer the program and provide technical assistance to support these efforts.

Examples include:

- The Underground Railroad Network to Freedom (national program)
- Chesapeake Bay Gateways Network (mid-Atlantic states in the Chesapeake Bay watershed including MD, VA, DC, PA, WV)

PROPOSED AREA

Significant sites, museums, and interpretive programs related to Cesar Chavez and the farm labor movement in the Western United States would be eligible to participate in the network (*Alternative B: National Network*).

MANAGEMENT

The NPS would administer the national network which would focus on:

- Education about the historic significance of the life of Cesar Chavez and the farm labor movement;
- Technical assistance to organizations that identify, document, preserve and interpret significant sites or that develop or operate interpretive or educational programs or facilities;
- Matching grants for research, preservation efforts, and interpretive programs; and
- Coordination of network sites, programs and facilities.

The NPS would evaluate sites and programs nominated for inclusion in the network for their association to the life of Cesar Chavez and the farm labor movement based on established criteria. Elements of the network, such as historical sites and museums, would continue to be owned and managed by their respective public and private owners.

RESOURCE PROTECTION

The primary responsibility for preserving significant sites would fall to current owners and managers of those sites including the Chavez Foundation, the UFW, local churches and organizations, private landowners, and state and local authorities. Resource protection would be voluntary and dependent on property owners' initiative. The NPS would offer technical assistance to preserve historic structures and landscapes.

Inclusion of a site or program in the network would recognize its association with the life of Cesar Chavez and the farm labor movement. This recognition could be used by advocates to leverage preservation and commemorative efforts. However, inclusion in the network would not assure the preservation or resource protection of the site.

VISITOR EXPERIENCE

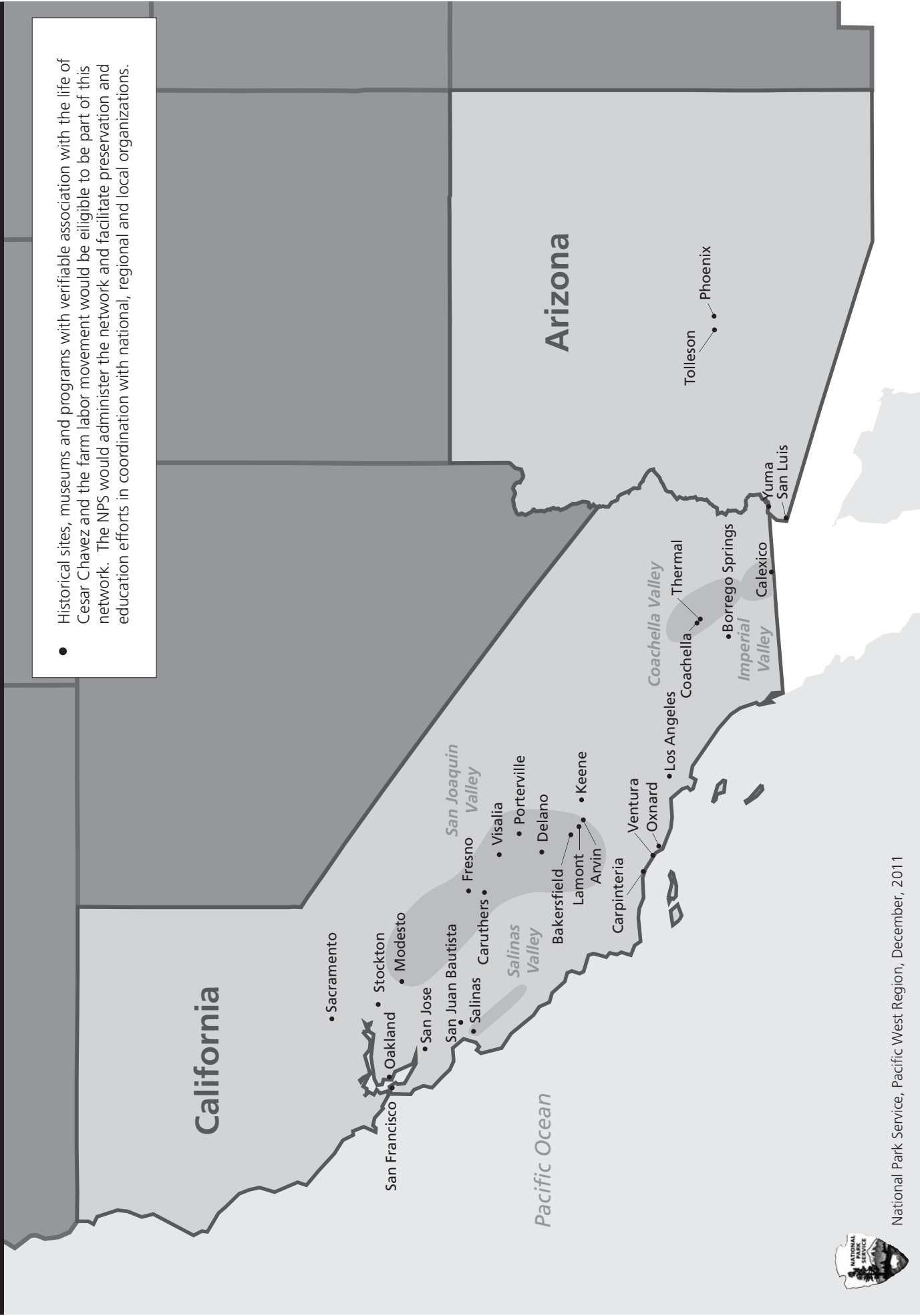
In alternative B, there would be no NPS visitor facility or established presence at any of the significant sites. Network members would have primary responsibility for providing opportunities for visitors to learn about or experience sites and stories. Visitor access to the interior of historic buildings and sites would be limited and could vary.

The NPS would support educational and interpretive efforts through technical assistance associated with NPS' administration of the program. The NPS would work with network members to provide coordinated information about visitor opportunities through a website, brochures, etc.

Since each organization would interpret a site or develop a program independently, there would be less control on the scope of story and themes that are presented. The full range of significant themes

Alternative B: National Network

- Historical sites, museums and programs with verifiable association with the life of Cesar Chavez and the farm labor movement would be eligible to be part of this network. The NPS would administer the network and facilitate preservation and education efforts in coordination with national, regional and local organizations.



associated with the story may or may not be addressed.

OPERATIONS AND MAINTENANCE

Staffing

A farm labor movement network would likely be managed from NPS regional offices and/or nearby national park units in the areas with the largest concentrations of related sites and programs.

Based on comparisons of staffing levels for similar types of programs, the following types of staff might be recommended:

- Network program coordinator
- Regional program coordinators
- Administrative support
- Interpretive specialist
- Historic preservation specialist
- Volunteer / outreach program specialist

Given NPS budget constraints, it is likely that such a program would start small and gradually add staff, dependent on NPS and partner funding. Some of these positions could initially be shared with other programs.

Land Acquisition/ Operational and Visitor Facilities

All facilities, sites and programs participating in this network would remain under their existing ownership and management. Participating in the network would be completely voluntary on the part of the participants.

Funding and Costs

NPS coordination of the national network and financial and technical assistance would be funded through federal appropriations as part of the annual NPS budget. Any financial assistance provided to network participants would be on a matching basis, requiring some level of non-federal funding or in-kind services to match the federal funds.

The operating costs of similar network programs within the NPS vary widely, depending on staffing and function. For example, the Chesapeake Bay Gateways Network has been appropriated funding for matching grants. 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.

Table 6-2: Existing NPS Network Programs Operations, Budget and Staffing (Fiscal Year 2010) shows the NPS operational base budgets for fiscal year 2010 of several programs that could be comparable to the national network proposed in this alternative. While no formal estimates have been completed for this study, these examples illustrate the potential range of operating costs. Based on the breadth of the sites and programs that could be eligible to participate in this network, and the types of services and assistance proposed, the annual cost of NPS operations for the network could be expected to be \$400,000 to \$600,000. The estimated operational budget would primarily fund NPS salaries for coordination and technical assistance, and financial assistance to network participants.

Table 6-2: Existing NPS Network Programs Operations, Budget and Staffing (Fiscal Year 2010)		
Program	Annual Operating Budget (FY 2010)	Staffing Levels (FY 2010)
Chesapeake Bay Gateways Network	\$496,000	14 Full-Time Equivalent (FTE) (shared with other programs and national trail units associated with the Chesapeake Bay Program)
Underground Railroad Network to Freedom	\$850,000	6 FTE

ALTERNATIVE C: NATIONAL HISTORIC TRAIL

Concept: Congress would establish a new national historic trail (NHT) as a unit of the national trails system. The trail would commemorate the 1966 Delano to Sacramento march. It would follow the historic route, recognizing associated historic resources significant to the life of Cesar Chavez and the farm labor movement for public use and enjoyment.

DEFINITION

A national historic trail, operated under the authority of the National Trails System Act (16 USC 1241-1251), follows an original trail or travel route of historic significance. National historic trails identify and protect a historic route and its historic remnants and artifacts for public use and enjoyment. There are specific NHT criteria that must be met, including significance of the route and potential for public appreciation. The significance analysis has determined that the route is nationally significant. If this alternative is identified as the preferred alternative, further analysis of the national historic trail feasibility criteria may be necessary. For example, the actual route would need to be mapped and land use along the route would need to be analyzed.

Examples include:

- Selma to Montgomery NHT (AL)
- Juan Bautista de Anza NHT (CA, AZ)
- Lewis and Clark NHT (spans 11 states throughout the midwest and northwest)

PROPOSED AREA

The NHT would include approximately 300-miles of primary and secondary roads that traverse towns through which farm workers marched from Delano to Sacramento in 1966 (*Alternative C: National Historic Trail*).

MANAGEMENT AND ADMINISTRATION

The NPS would administer trail-wide coordination of the NHT. NPS responsibilities would include facilitating coordination among and between agencies and partner organizations. The trail right-of-way would continue to be owned by its respective public and private owners.

Through partnership with owners and other interested parties, the NPS would engage in planning and marking the NHT; certifying qualifying segments as protected; supporting voluntary resource preservation

and protection; and assisting with interpretation, educational programs, and visitor enjoyment along the trail route.

The NHT could include a visitor facility in Delano (at the Forty Acres or Filipino Community Hall). All visitor facilities developed to interpret and assist visitors along this proposed trail would only be established through partnership agreements.

RESOURCE PROTECTION

The NPS would enter into agreements with landowners, private organizations and individuals to provide the necessary trail rights-of-way for the NHT. If portions of the historic trail are located on federally owned lands and meet the national historic trail criteria, they could be included as federally protected components of the NHT. The NPS could also acquire or accept dedications of rights-of-way for the NHT. Other lands included in the NHT could be certified as protected segments if they meet NHT criteria and if the landowner voluntarily applies for certification. Preservation of significant sites along the trail would be encouraged; however NHT designation would not assure preservation or resource protection.

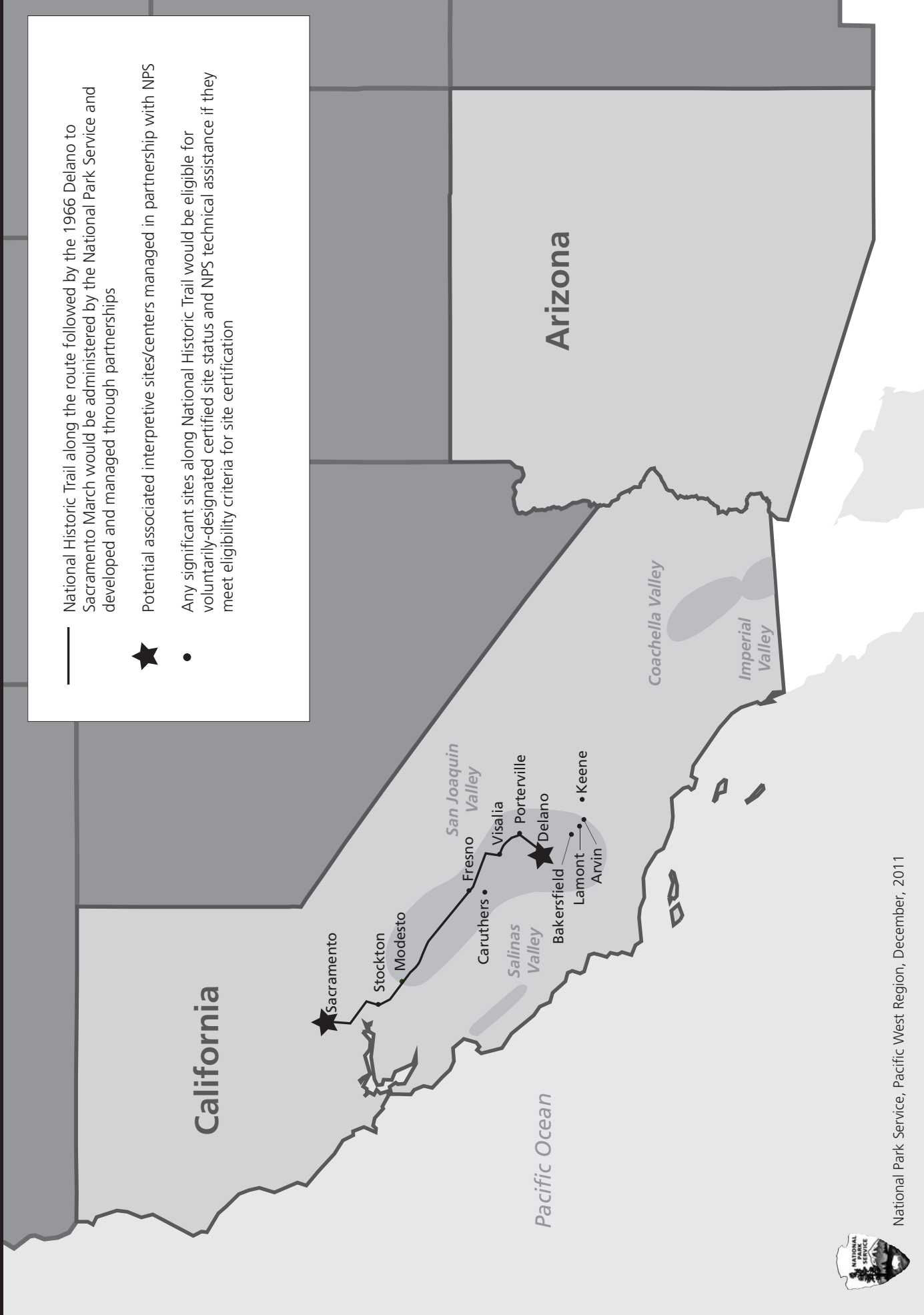
VISITOR EXPERIENCE

Visitors could experience the trail in segments or as a longer trip. One or more visitor facilities operated by the NPS or partners would provide interpretation and visitor services. A virtual visitor center would use emergent technologies to provide information about the NHT and farm labor movement stories.

Local communities along the trail could collaborate to develop tour itineraries for destinations along the trail route. Portions of the trail along main streets and within parks and open space may be used as walking trails that would interpret the march. An auto tour could also be developed with signage and itineraries to explore the march route and associated sites. Managers of significant sites along the route could choose to make the sites available to visitors.

Alternative C: National Historic Trail

- National Historic Trail along the route followed by the 1966 Delano to Sacramento March would be administered by the National Park Service and developed and managed through partnerships
- ★ Potential associated interpretive sites/centers managed in partnership with NPS
- Any significant sites along National Historic Trail would be eligible for voluntarily-designated certified site status and NPS technical assistance if they meet eligibility criteria for site certification



OPERATIONS AND MAINTENANCE

Staffing

A national historic trail would be staffed initially by a trail superintendent, supplemented over time by additional staff as funding became available. A comprehensive management plan would identify trail priorities, management emphases, and required staffing for a 15 to 20 year timeframe.

Based on comparisons of staffing levels for existing national historic trails of similar scale, the following types of staff might be recommended:

- Trail superintendent
- Interpretive specialist
- Community planner
- Park ranger
- Visitor use assistant
- Education program specialist

Some positions might be seasonal, temporary, or shared with nearby parks. In addition, partner organizations would likely retain staff, with types and numbers dependent on the functions provided by these partners. Types of partner functions might include staffing a visitor contact station, running a museum, developing and implementing educational programs.

Land Acquisition

The NPS would acquire little or no land as part of a national historic trail. If any land were acquired, it would be acquired only from willing sellers or donors. The trail would be marked on existing public land and rights of way, such as existing roads, freeways, and trails.

Operational and Visitor Facilities

Construction of new administrative facilities for NPS operations and management would not likely be required to support the national historic trail. The NPS could share administrative and operational facilities with partner organizations, or adaptively reuse historic structures. A comprehensive management plan for the trail would identify specific operational and visitor facility needs.

Funding and Costs

NPS management of a 1966 Delano to Sacramento national historic trail would be funded through federal appropriations as part of the annual NPS budget.

Table 6-3: Existing National Historic Trail Programs Operations, Budget and Staffing (Fiscal Year 2010) shows the NPS operational base budgets for fiscal year 2010 of several national historic trails that could be comparable to the trail proposed in this alternative. While no formal estimates of operating costs have been completed for this study, these examples illustrate the potential range. Based on the size and scope of this trail, and the types of services and assistance proposed, the annual cost of NPS operations for the trail could be expected to be \$500,000 to \$1 million. The estimated operational budget would primarily fund NPS salaries for identification and marking of the trail, interpretive and educational programs, outreach, and trail planning.

Program	Annual Operating Budget (FY 2010)	Staffing Levels (2010)
Juan Bautista de Anza NHT (AZ & CA)	\$554,000	3 FTE
Selma to Montgomery NHT, (AL)	\$1 million	3 FTE
Ala Kahakai NHT (HI)	\$519,000	3 FTE

ALTERNATIVE D: NATIONAL HISTORIC SITE

Concept: Congress would establish a national historic site (NHS) as a unit of the national park system. The national historic site would preserve and interpret resources significant to the life of Cesar Chavez and the farm labor movement at the Forty Acres in Delano, CA.

DEFINITION

A national historic site usually contains a single historical feature that is directly associated with its subject. National historic sites preserve places and commemorate persons, events, and activities important in the nation's history.

Examples include:

- Martin Luther King Jr. NHS (GA)
- John Muir NHS (CA)
- Hubbell Trading Post NHS (AZ)

PROPOSED AREA

The national historic site would include the 40 acres that comprise the Forty Acres National Historic Landmark (*Alternative D: National Historic Site*).

MANAGEMENT

The NPS would have primary responsibility for: 1) overall interpretation and education associated with the national historic site and its resources, including the development of interpretive media and programs; 2) community outreach and assistance in training of park volunteers in association with local organizations; and 3) technical assistance for resource preservation efforts for both the historic site and community-based resources in Delano, CA.

The NPS would manage the Forty Acres in partnership with the Chavez Foundation and the UFW, through management agreements for historic preservation, interpretation, and educational programs. The NPS would provide staffing to manage a visitor facility or education center, interpretive exhibits, and educational programs at the Forty Acres.

The legislation would provide the NPS with authorization to acquire the Forty Acres should the existing owners wish to donate or sell the property at some future time. Significant sites other than the Forty Acres would continue to be owned and managed by their respective public and private owners.

RESOURCE PROTECTION

The NPS could enter into management agreements with the existing owners or offer technical assistance to preserve historic structures and the surrounding landscape at the Forty Acres. The NPS would work with the Delano community, including the Filipino Community of Delano, Inc., to assist property owners in interpreting and preserving other significant sites.

VISITOR EXPERIENCE

Visitor opportunities to learn about the life of Cesar Chavez and the broader farm labor movement would be available at a visitor facility at the Forty Acres, which could be located in an existing building. The NPS would have a highly visible presence. Visitor services could include ranger-led and self-guided tours, exhibits, and interpretive and educational programs. Visitor opportunities could also include walking tours and waysides at other significant sites in Delano.

The Forty Acres could function as a research or education center for topics related to the life of Cesar Chavez and the farm labor movement. The NPS would partner with the owners to provide program development and exhibit design and construction. A virtual visitor center would use emergent technologies to provide information about the Cesar Chavez and farm labor movement stories. The NPS would play a primary role in developing curriculum about Cesar Chavez and the farm labor movement.

OPERATIONS AND MAINTENANCE

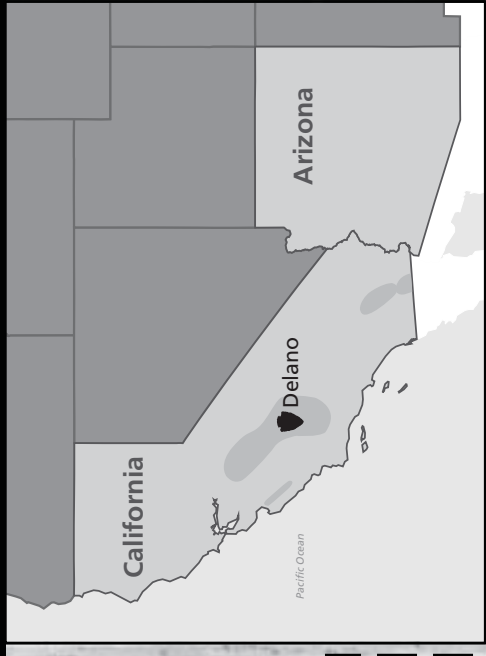
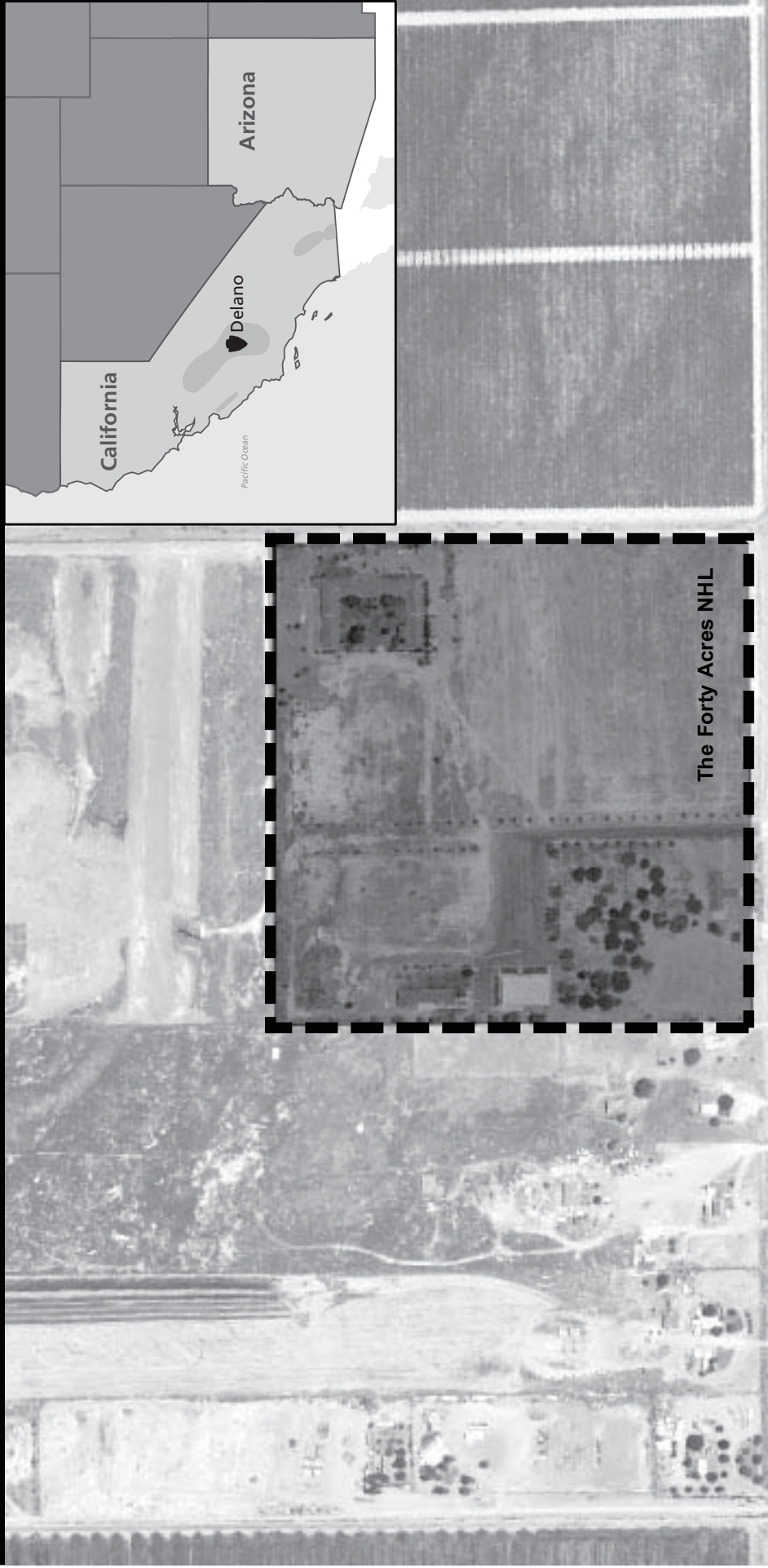
Staffing

The national historic site would be staffed initially by a superintendent, supplemented over time by additional staff as funding became available. A general management plan would identify priorities, management emphases, and required staffing for a 15 to 20 year timeframe.

Based on comparisons of staffing levels for existing national historic sites of similar scale, the following types of staff might be recommended:

- Superintendent
- Interpretive specialist

Alternative D: National Historic Site



GARCES HIGHWAY

The Forty Acres NHL



National Historic Site would include the Forty Acres in Delano, CA as a unit of the National Park System, managed in partnership with existing owners

National Park Service, Pacific West Region, December, 2011

- Cultural resource specialist
- Law enforcement and interpretive park rangers (3)
- Visitor use assistant
- Education program specialist

Some positions might be seasonal, temporary, or shared with nearby parks. In addition, partner organizations would likely retain staff, with types and numbers dependent on the functions provided by these partners. Partner functions might include staffing a visitor contact station, running a museum, developing and implementing educational programs. If the NPS took ownership of the site at some point in the future, maintenance staff would be required to maintain the historic structures and visitor facilities.

Land Acquisition

Land acquisition of the Forty Acres is not required for the NPS to manage the area as a national historic site. As previously stated, the NPS could operate the site in partnership with the Chavez Foundation and the UFW through management agreements. Legislation would provide the NPS with authorization to acquire the Forty Acres should the existing owners wish to donate or sell the property at some future time.

Operational and Visitor Facilities

Construction of new administrative and visitor facilities for NPS operations and management would not likely be required to support the national historic

site. However, some alternations to the site circulation (e.g. trails, parking, exhibits) would likely occur. The NPS could share administrative and operational facilities with partner organizations, or adaptively reuse historic structures.

Funding and Costs

NPS management of a national historic site at the Forty Acres would be funded through federal appropriations as part of the annual NPS budget.

Table 6-4: Existing National Historic Site Operations, Budget and Staffing (Fiscal Year 2010) shows the NPS operational base budgets for fiscal year 2010 of several national historic sites that could be comparable to the national historic site proposed in this alternative. While no formal estimates of operating costs have been completed for this study, these examples illustrate the potential range. Based on the size and scope of this site, and the types of services and assistance proposed, the cost of NPS operations for the national historic site could be expected to be \$1 million to \$3 million. The estimated operational budget would primarily fund NPS staff, interpretive and educational programs, and outreach. The higher end of the range would be more likely if the NPS were to acquire the property and assume full responsibility for operations, management, and maintenance of the historic structures.

Program	Annual Operating Budget (FY 2010)	Staffing Levels (2010)
Martin Luther King Jr. NHS (Atlanta, GA)	\$4.2 million	37 FTE
John Muir NHS (Martinez, CA)	\$1 million	12 FTE
Hubbell Trading Post NHS (Ganado, AZ)	\$907,000	13 FTE

ALTERNATIVE E: NATIONAL HISTORICAL PARK

Concept: Congress would establish a national historical park (NHP) as a unit of the national park system. The national historical park would consist of nationally significant sites in California and Arizona related to the life of Cesar Chavez and the farm labor movement including the Forty Acres, Filipino Community Hall, Nuestra Senora Reina de La Paz (La Paz), and the Santa Rita Center. The Secretary of the Interior would be authorized to add significant associated sites or districts to the national historical park. These sites would likely be owned and operated by park partners.

DEFINITION

A national historical park extends beyond single properties or buildings. Resources include a mix of significant historic features. National historical parks preserve places and commemorate persons, events, and activities important in the nation's history.

Examples include:

- Nez Perce NHP
- Rosie the Riveter/WWII Home Front NHP
- Tumacacori NHP

PROPOSED AREA

The national historical park would include lands and historic structures associated with Filipino Community Hall, the Forty Acres, La Paz, and the Santa Rita Center (*Alternative E: National Historical Park*).

MANAGEMENT

The NPS would have primary responsibility for: 1) overall interpretation and education associated with the national historical park sites, including the development of interpretive media and programs; 2) community outreach and assistance in training of volunteers in association with local organizations; and 3) technical assistance for resource preservation efforts for associated sites.

The NPS would work cooperatively with the owners of sites within the national historical park to preserve resources and provide appropriate opportunities for the public to learn about the life of Cesar Chavez and the broader farm labor movement. The NPS role could vary at each site, and could include staffing, visitor programs, and assistance with cultural resource protection. The legislation establishing the park would provide the NPS with authorization to acquire sites within the national historical park should the existing owners express interest in donating or selling their properties. The NPS could enter into management agreements with public and

private owners of park sites for historic preservation, interpretation, and education.

Associated sites significant to the life of Cesar Chavez and the farm labor movement could be later added to the national historical park. The NPS would develop a process for adding associated sites to the national historical park. Criteria would include significance of the site or district to the life of Cesar Chavez or the farm labor movement, local commitment to preservation of the site or district, and the ability to offer interpretive opportunities or educational programs. Associated sites would be owned and managed by park partners. The NPS could provide technical assistance and grants to associated sites to establish visitor facilities, interpretive exhibits, and educational programs.

RESOURCE PROTECTION

The NPS would work with partners to protect the resources and setting associated with the historical park sites. Through this study, the NPS has identified a number of sites that appear nationally significant, but need further research to determine eligibility for National Historic Landmark status or listing in the National Register of Historic Places. In alternative E, the NPS would conduct additional research and provide assistance in preparing nominations for such sites.

The NPS would work with the Delano community to identify and establish preservation zones or districts for neighborhoods with a high concentration of significant sites. The NPS could assist property owners in interpreting and preserving significant sites if requested.

State and local governments, nonprofit organizations, and private property owners would be responsible for protection and preservation of associated sites. NPS matching grants could be available to conduct research and preserve sites, stories and artifacts.

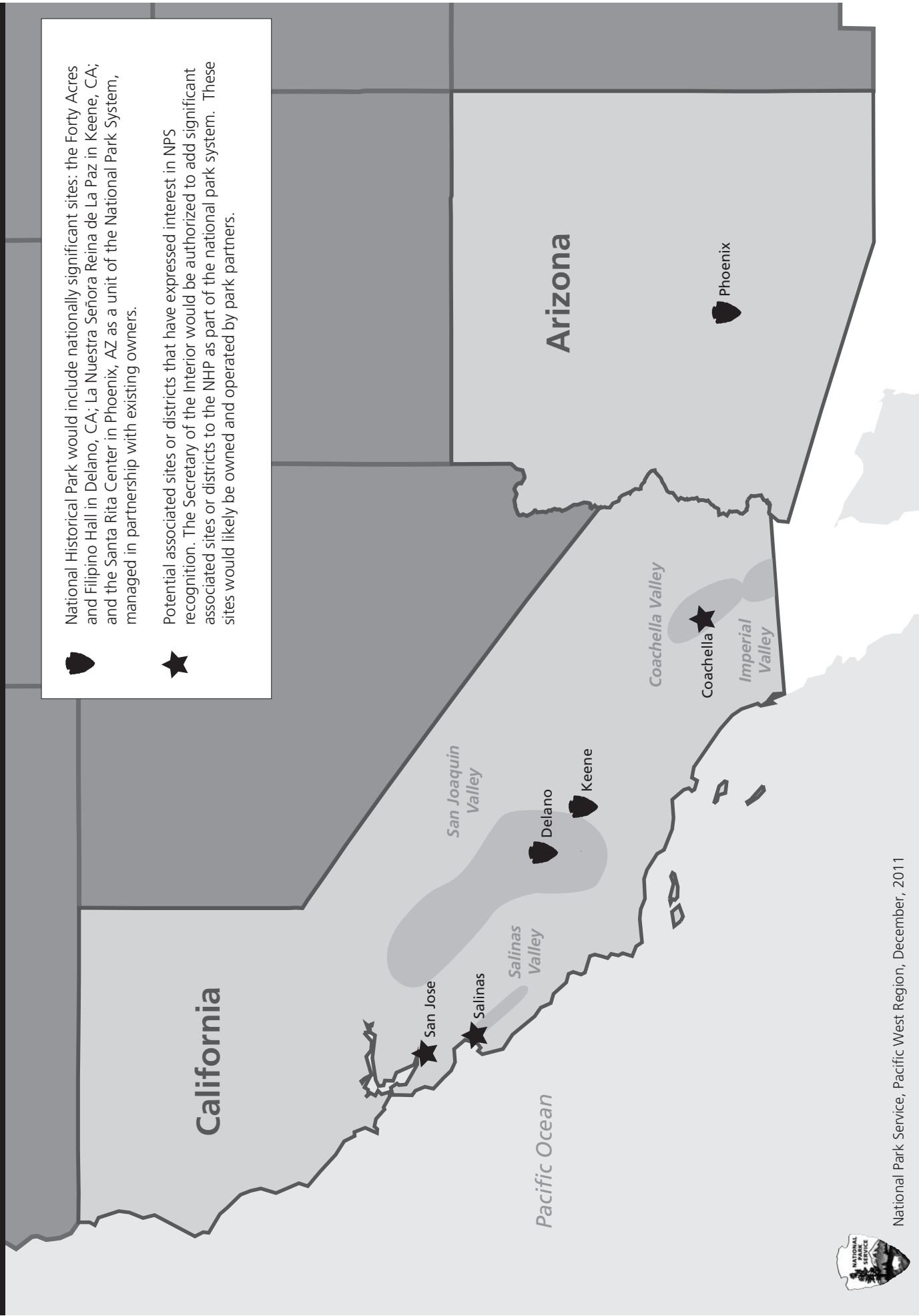
Alternative E: National Historical Park



National Historical Park would include nationally significant sites: the Forty Acres and Filipino Hall in Delano, CA; La Nuestra Señora Reina de La Paz in Keene, CA; and the Santa Rita Center in Phoenix, AZ as a unit of the National Park System, managed in partnership with existing owners.



Potential associated sites or districts that have expressed interest in NPS recognition. The Secretary of the Interior would be authorized to add significant associated sites or districts to the NHP as part of the national park system. These sites would likely be owned and operated by park partners.



VISITOR EXPERIENCE

Visitors would have the opportunity to learn about all aspects of the life of Cesar Chavez and the farm labor movement through key historical park sites in California and Arizona. The NPS would work with park partners to develop educational and interpretive media and programs (e.g. walking tours, ranger-led tours, waysides, school curriculums, exhibits, and hands-on programs such as working in the fields). The NPS could work with partner organizations and agencies to interpret march routes. For example, signage and an auto tour could be created to interpret the 1966 Delano to Sacramento march route.

At the Forty Acres visitors could be welcomed at a visitor facility, which could be located in an existing building. A smaller visitor display could be located at the Filipino Community Hall. The Forty Acres or La Paz could function as a research or education center for topics related to the life of Cesar Chavez and the farm labor movement. A visitor facility or exhibits could be developed at the Santa Rita Center in partnership with Chicanos Por La Causa as part of future development of the site as a community center.

Associated sites would provide visitor interpretation and education related to the significant events which occurred in these locations. A virtual visitor center would use emergent technologies to provide information about the Cesar Chavez and farm labor movement stories. NPS matching grants could be available for development of visitor services and interpretive materials.

OPERATIONS AND MAINTENANCE

Staffing

The national historic park would be staffed initially by a superintendent, supplemented over time by additional staff as funding became available. A general management plan would identify park priorities, management emphases, and required staffing for a 15 to 20 year timeframe.

Based on comparisons of staffing levels for existing national historic parks of similar scale, the following types of staff might be recommended:

- Superintendent
- Community planner
- Interpretive specialist
- Cultural resource specialist
- Law enforcement and interpretive park rangers (4)

- Visitor use assistant (2)
- Education program specialist

Some positions might be seasonal, temporary, or shared with nearby parks. In addition, partner organizations would likely retain staff, with types and numbers dependent on the functions provided by these partners. Types of partner functions might include staffing a visitor facility, running a museum, developing and implementing educational programs. If the NPS took ownership of a site at some point in the future, maintenance staff would be required to maintain the historic structures and visitor facilities.

Land Acquisition

Land acquisition of the park sites is not required for the NPS to manage the area as a national historic park. As previously stated, the NPS could operate in partnership with the current landowners through management agreements. Legislation would provide the NPS with authorization to acquire the nationally significant park sites should the existing owners wish to donate or sell the property at some future time.

Operational and Visitor Facilities

Construction of new administrative and visitor facilities for NPS operations and management would not likely be required to support the national historic park. However, some alternations to the site circulation (e.g. trails, parking, roads, exhibits) would likely occur. The NPS could share administrative and operational facilities with partner organizations, or adaptively reuse historic structures.

FUNDING AND COSTS

NPS management of a national historical park would be funded through federal appropriations as part of the annual NPS budget.

Table 6-5: Existing National Historical Park Operations, Budget and Staffing (Fiscal Year 2010) shows the NPS operational base budgets for fiscal year 2010 of several national historic parks that could be comparable to the national historic park proposed in this alternative. While no formal estimates of operating costs have been completed for this study, these examples illustrate the potential range. Based on the size and scope of this park, and the types of services and assistance proposed, the annual cost of NPS operations for the network could be expected to be \$1 million to \$3 million. The estimated operational budget would primarily fund NPS staff, interpretive and education programs, and outreach.

Program	Annual Operating Budget (FY 2010)	Staffing Levels (2010)
Nez Perce NHP (ID, MT)	\$2.7 million	25 FTE
Rosie the Riveter/WWII Home Front NHP (CA)	\$1.3 million	8 FTE
Tumacacori NHP (AZ)	\$1.3 million	17 FTE

Management Alternatives Considered but Dismissed

Two other alternative approaches to preservation and interpretation of significant sites were initially considered: a national heritage area encompassing the major agricultural valleys of California and Arizona, and a national historic trail that would connect the major communities with sites significant to Cesar Chavez and the farm labor movement. These alternatives were dismissed from further consideration because the areas do not fully meet NPS criteria for national heritage area or national historic trail designation.

National Heritage Area

A national heritage area is an area in which residents, businesses and local governments jointly conserve special landscapes and their heritage. The NPS is a partner and advisor, leaving decision-making authority in the hands of local people and organizations. No land is owned or managed by the NPS.

An alternative was considered in which Congress would establish a national heritage area that would encompass the major agricultural valleys of California and Arizona, such as the San Joaquin, Salinas, Coachella, Imperial and Gila valleys. The national heritage area would focus on sites and stories associated with the life of Cesar Chavez and the farm labor movement. The NPS would provide a range of technical assistance and matching funds that would be available to heritage area partners for 10 to 15 years. Preservation and interpretation would be accomplished through partnerships among federal, state, and local governments and private nonprofit organizations.

An area generally must meet certain criteria for the NPS to recommend designation as a national heritage area. In addition to criteria that address resource quality and visitor opportunities, the area needs to:

- demonstrate local involvement in heritage area planning, including development of a conceptual financial plan that provides for management of the heritage area;
- identify a management entity that is able to plan for and implement the heritage area;
- identify a heritage area boundary that is supported by the public; and
- demonstrate commitment from governmental and private organizations to work in partnership to develop the heritage area.

While the agricultural valleys of California and Arizona may offer the resource preservation and visitor opportunities appropriate for a national heritage area, there is currently not sufficient local initiative or public support for a national heritage area related to Cesar Chavez and the farm labor movement. Therefore the NPS is no longer considering this management alternative.

National Historic Trail Connecting Major Significant Sites

The 1966 Delano to Sacramento march route is proposed as a national historic trail in alternative C. Numerous other suggestions were made during the public scoping period to create small interpretive trails in various communities with significant farm labor movement sites and to establish a national trail or tour route that would connect significant sites throughout California and Arizona.

These interpretive and connecting trails do not meet the criteria for the various NPS-managed trail designations – national historic trails, national scenic trails, and national recreation trails. However, these trail concepts could be implemented as part of one of the other action alternatives as tools for interpreting Cesar Chavez and the farm labor movement and promoting tourism and community engagement in this history.