

CHAPTER THREE: ALTERNATIVES FOR MANAGEMENT

Chapter Overview

The NPS solicited a wide range of stakeholder ideas and recommendations for creating a public park at the Fort King site. Drawing from this body of input, four potential management alternatives were identified. Each alternative proposes a unique combination of visitor experience, management, development, and

funding goals that preserve the site and interpret its historic resources.

One No Action and three action alternatives are described in this chapter. A summary and comparison of the fundamental differences between the alternatives appears at the end of the chapter.

Alternative A: No Action Alternative

Management Strategy

The No Action alternative (Figure 5) represents existing conditions at the Fort King site and serves as a base-line measurement for comparing the three action alternatives. New programs, activities, or site development beyond the existing conditions are not considered in the No Action alternative. A more detailed description of existing site conditions is presented in Chapter Four, Affected Environment.

For the purposes of this study, the following conditions and trends are presumed to continue.

Visitor Experience

Public access to the fort site would be difficult and opportunity for meaningful interpretation programs very limited.

The DAR monument site and surrounding landscape would remain open for public visitation. A small wayside exhibit describing the monument and its relationship to Fort King would remain in place. The monument tract would be maintained by the City of Ocala for the DAR and public access to the remainder of the Fort King site would be allowed by appointment only.

Site Development

Additional visitor service infrastructure would not be provided in the No Action alternative. The existing home structure on the McCall tract would continue to serve as the residence for an on-site caretaker or a storage facility.

Resource Preservation and Protection Strategy

The primary purpose of the Fort King site would be to preserve and protect archeological resources from unauthorized excavation. Poor visibility from SE Fort King Street and limited pedestrian access would continue to discourage casual visitors from entering the site. Resources would be monitored and protected by City and County authorities.

Park Boundary

For the purposes of this study, the existing boundary of the contiguous 3 tracts is the minimum park boundary. No additional private property would be acquired.

Cost Estimate

A cost estimate is not provided for the No Action alternative because future development is not proposed.

Partnerships and Cost Sharing Opportunities

The No Action alternative assumes the City of Ocala, Marion County, and DAR would continue to share development and operating costs in an arrangement agreeable to all three parties. Technical assistance from the NPS could be provided through provisions in the National Historic Landmark program as federal funds allow.

Development Phasing

A phasing strategy is not provided for the No Action alternative because future development is not proposed.

National Park Service

Fort King National Historic Landmark, Ocala, Florida
Draft Special Resource Study and Environmental Impact Statement



Figure 5. Alternative A - No Action Alternative

Alternative B

Management Strategy

Alternative B reduces the amount of land disturbed by visitor service infrastructure to preserve as many archeological resources in situ as possible. The alternative embraces a modest, yet easily sustainable development scenario that minimizes capital expenditures and lowers long term operational costs.

Potential Visitor Experience

The historic significance of Fort King would be communicated to visitors primarily through self-guided interpretive trails, wayside exhibits, and brochures. The park would not have a permanent on-site staff. Guided tours and live interpretation programs for school groups and special events would be provided by volunteers on a case by case basis. Volunteer interpreters would be required to have formal training or be subject matter experts. Off-site interpretation or outreach programming for local schools or other groups would be low.

The following interpretive themes would be addressed in this alternative:

- Role of Fort King during the Seminole War
- Osceola and Seminole resistance to removal from Florida
- Archeology of the site
- Natural resources

Potential Planning and Site Development

It is assumed for the purposes of this study that future site development would include the following recommendations:

- The existing residence structure and grounds would be maintained but not renovated or expanded.
- The existing driveway entrance would be widened and paved to accommodate two-way vehicle traffic. Parking for 15 vehicles would be provided near the existing residential complex.
- Outdoor interpretation and visitor service amenities would include paved and unpaved loop walking trails and trail-side interpretive panels. The Fort's historic location would be marked by a wayside exhibit. Other visitor service infrastructure may include information kiosks, park benches, directional signage, water fountains, and picnic tables.

As an aid for comparing the action alternatives, a hypothetical schematic design for Alternative B is shown in Figure 6.

Resource Preservation and Protection Strategy

The site's existing wooded landscape would remain predominantly unchanged. Pedestrian trails would be cleared of vegetation and lightly graded. Trees and other woody vegetation immediately surrounding the fort location would be thinned or removed for interpretive purposes. Non-contributing structures would be removed or adaptively reused.

Archeological resources would be monitored and protected. Archeological investigations would be conducted before any new construction activity within the park boundary. New archeological research studies could be conducted at the site by qualified archeologists/researchers only with permission of the park management authority. Research studies beyond what is necessary to place visitor infrastructure on the site would not be funded with park operational funds.

Existing trees, shrubs, groundcovers, and wildlife would be maintained at levels appropriate for safe use by the public. Fire, police, and emergency medical services would be provided by city and/or county agencies. Invasive exotic species would be controlled only when they threaten park resources, visitor safety, adjacent property, or other community values.

Park Boundary

The boundary would enclose the 37 acres currently designated as a National Historic Landmark. No additional property would be acquired.

Cost Estimate

Estimates of the development and long term operating costs associated with Alternative B are shown in Figure 7. In general, costs were developed using NPS conceptual-type (Class "C") estimates for Fiscal Year 2005. Development costs include allowances for design, project supervision, installation/construction, and contingencies. Annual Costs include estimates for maintenance, minor repairs, utilities, and staffing.

Development Phasing

A 20 year phasing program would be developed and implemented. Figure 7 shows a hypothetical phasing plan for comparison purposes. A breakdown of estimated costs by phase is also provided.

National Park Service

Fort King National Historic Landmark, Ocala, Florida
Draft Special Resource Study and Environmental Impact Statement

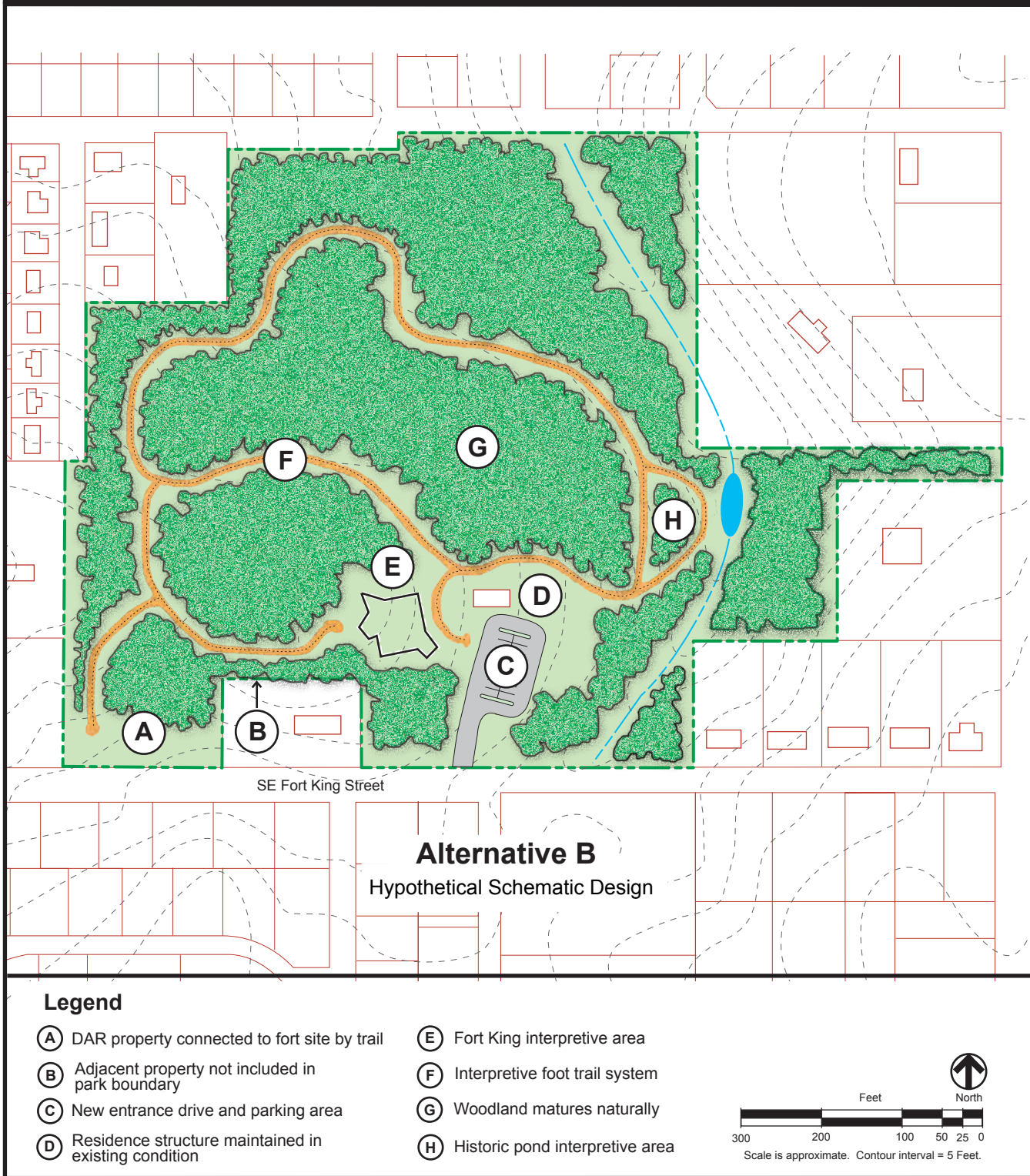
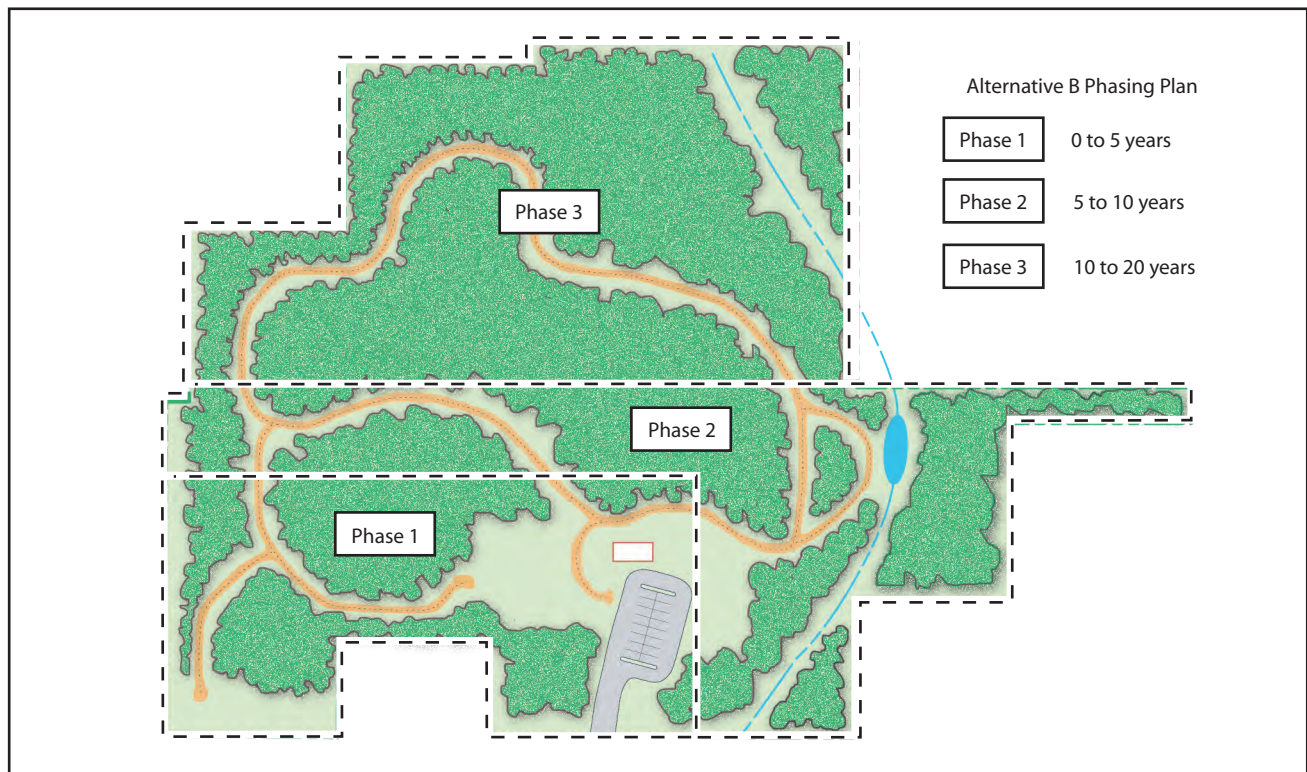


Figure 6. Hypothetical Schematic Design for Alternative B



Alternative B - Total Costs

Park Development or other Action	Infrastructure Cost @ 100% Implementaiton	Annual Operating Cost*
Pre-development archeological research and park planning	\$50,000 to \$75,000	n/a
Cultural resources research, planning, and design	\$50,000 to \$75,000	n/a
Visitor service and administrative infrastructure	\$100,000 to \$125,000	\$30,000 to \$50,000
Staffing and other annual operating costs	n/a	n/a
Property acquisition	n/a	n/a
Total	\$200,000 to \$275,000	\$30,000 to \$50,000

Alternative B - Phased Costs

Phases	Infrastructure Cost by Phase	Annual Operating Cost*
Phase I (years 0 to 5)	\$125,000 to \$150,000	\$20,000 to \$25,000
Phase II (years 5 to 10)	\$50,000 to \$75,000	\$30,000 to \$40,000
Phase III (years 10 to 20)	\$25,000 to \$50,000	\$40,000 to \$50,000
Total	\$200,000 to \$275,000	

* Estimated cost per year at 100% implementation of scheduled improvements

Figure 7. Cost Tables and Phasing Plan for Alternative B

Alternative C

Management Strategy

Alternative C would explore a combination of archeological and historic themes. Existing site infrastructure would be used to quickly and efficiently provide initial public access and interpretive services. Alternative C takes a boot strap approach to park development that builds upon a modest initial investment that can be expanded over time as additional funding and resources are secured. The success of Alternative C hinges on strong local leadership, a shared entrepreneurial spirit among partners, an active cadre of volunteers, sustained political support from local and tribal governments, and sufficient funding for a small, but meaningful, start-up operation.

Potential Visitor Experience

It is assumed for the purposes of this study that visitors would be able to participate in a wider range of interpretation programs in Alternative C than Alternatives A and B. While self-guided interpretation experiences would still predominate, scheduled programs would occur during periods of high visitation. Additional and more complex historical themes would be explored at the park. Off-site interpretation, school outreach programming, and on-site special programs would be possible. Day-to-day park operations would be managed by a small on-site professional staff. Community volunteers would be trained by park staff to provide interpretive and outreach program activities. Interpretive program information would be developed in consultation with local and regional subject matter experts and culturally associated groups and individuals.

The following interpretive themes would be addressed in this alternative:

- Themes addressed in Alternative B plus...
- Human migration and settlement of central Florida
- Development of territorial Florida and the City of Ocala
- Ethnic homelands
- Military institutions and activities of the Seminole War

Potential Planning and Site Development

A park master plan would be prepared for the site by a qualified professional consultant. In consultation with local governments and park stakeholders, the master plan would establish standards and provide guidance about future site development and phasing. It is

assumed for the purposes of this study that future site development would include the following recommendations:

- The existing residence structure would be renovated and expanded to include a small classroom/multi-purpose meeting space, visitor contact area, exhibit area, outdoor interpretive program staging area and administrative office space.
- The existing driveway would be replaced by a two-way paved vehicle and pedestrian entranceway. A new paved parking lot would accommodate up to 15 vehicles near the contact station. An additional 55 space parking area would be constructed in the rear of the property as visitation increases over time.
- Outdoor interpretation infrastructure would include paved and unpaved loop walking trails, trail-side interpretive panels, and active or demonstration archeological research sites. An outline or footprint of (one of two) the fort's historic stockade(s) would be marked at the fort's historic location. Other visitor service infrastructure may include information kiosks, park benches, directional signage, water fountains, and picnic tables.

As an aid for comparing the action alternatives, a hypothetical schematic design for Alternative C is shown in Figure 8.

Resource Preservation and Protection Strategy

The park master plan would establish the overarching resource preservation goals for the site. It is assumed for the purposes of this study that future resource protection strategies would include the following recommendations:

- Most new visitor service development would occur in disturbed areas near the existing residence and near the rear of the property.
- Non-contributing structures would be removed or adaptively reused as appropriate.
- A 100-foot diameter area immediately surrounding the fort's historic location would be cleared of trees and other large woody vegetation and historic structure footprint(s) appropriately identified and interpreted upon the landscape.
- Removal of some existing vegetation and light grading would occur in localized areas to install paved surfaces and wayside exhibits.

- Archeological resources would be monitored and protected by local law enforcement agencies. Archeological investigations would be conducted at an appropriate level prior to all construction activity. Archeological research for other research purposes could be conducted as funds allow. Recovered artifacts would be documented and stored at an appropriate off-site facility. Although the potential for uncovering human remains or funerary objects associated with American Indian cultures is considered low, any remains or objects that might be discovered would be treated in accordance with applicable State and Federal laws and policies.
- Existing trees, shrubs, groundcovers, and wildlife would be maintained at levels appropriate for safe use by the public with the assistance of paid staff and volunteers. Invasive exotic species would be controlled if they threaten park resources, visitor safety, adjacent property, or other community values.

Park Boundary

For the purposes of this study, the existing boundary of the contiguous 3 tracts is recommended as the minimum park boundary. It is also recommended that the managing authorities acquire additional interest in one adjacent private property near the fort archeological site (on a willing seller-willing buyer basis without the exercise of eminent domain).

Cost Estimate

Estimates of the development and long term operating costs associated with Alternative C are shown in Figure 9. In general, costs were developed using NPS conceptual-type (Class "C") estimates for Fiscal Year 2005. Development costs include allowances for design, project supervision, installation/construction, and contingencies. Annual Costs include estimates for maintenance, minor repairs, utilities, and staffing.

Development Phasing

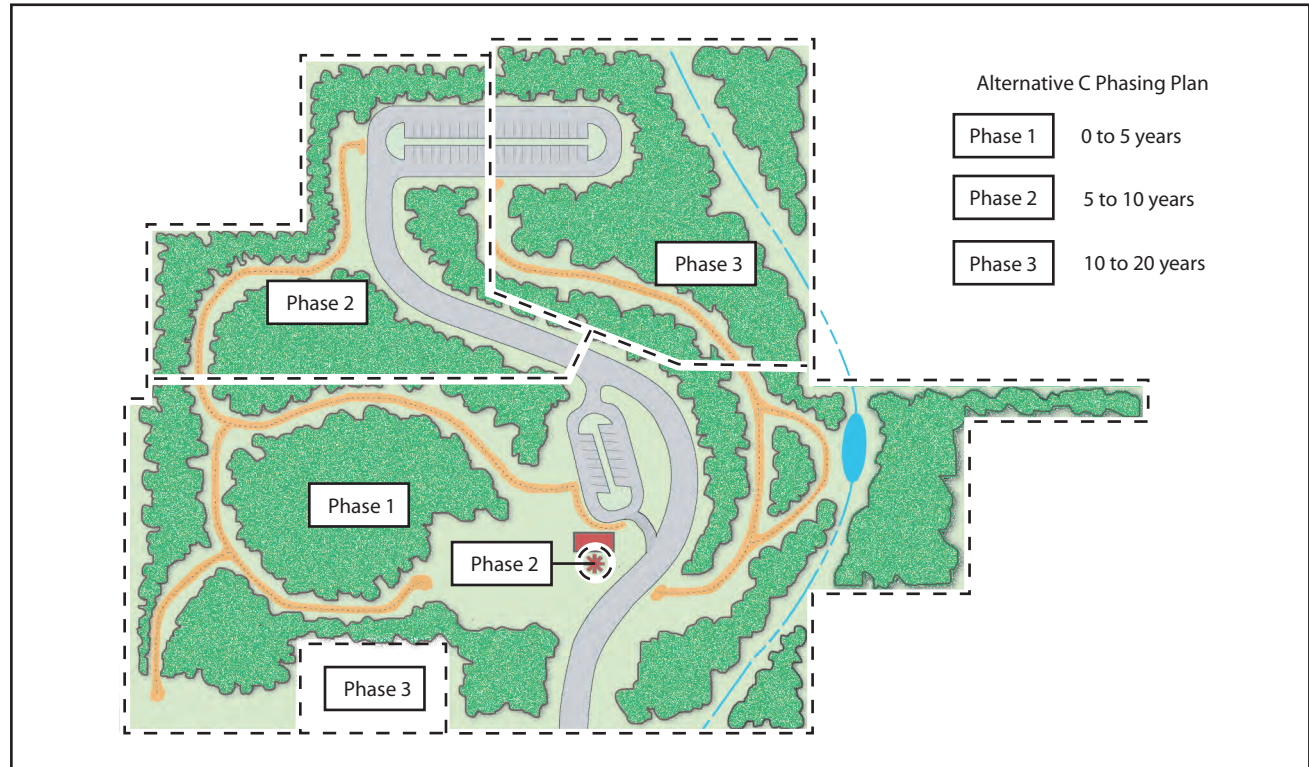
A 20 year phasing program would be developed and implemented. Figure 9 shows a hypothetical phasing plan. Basic visitor service facilities would be provided at first and improved over time. When possible, existing facilities would be renovated and expanded as funding is acquired.

National Park Service

Fort King National Historic Landmark, Ocala, Florida
Draft Special Resource Study and Environmental Impact Statement



Figure 8. Hypothetical Schematic Design for Alternative C



Alternative C - Total Costs

Park Development or other Action	Infrastructure Cost @ 100% Implementation	Annual Operating Cost*
Pre-development archeological research and park planning	\$150,000 to \$200,000	n/a
Cultural resources research, planning, and design	\$75,000 to \$150,000	n/a
Visitor service and administrative infrastructure	\$1,500,000 to \$2,000,000	\$75,000 to \$100,000
Staffing and other annual operating costs	n/a	\$100,000 to \$150,000
Property acquisition	\$100,000 to \$150,000	n/a
Total	\$1,825,000 to \$2,500,000	\$175,000 to \$250,000

Alternative C - Phased Costs

Phases	Infrastructure Cost by Phase	Annual Operating Cost*
Phase I (years 0 to 5)	\$750,000 to \$1,000,000	\$75,000 to \$125,000
Phase II (years 5 to 10)	\$750,000 to \$1,000,000	\$125,000 to \$200,000
Phase III (years 10 to 20)	\$325,000 to \$500,000	\$175,000 to \$250,000
Total	\$1,825,000 to \$2,500,000	

* Estimated cost per year at 100% implementation of scheduled improvements

Figure 9. Cost Tables and Phasing Plan for Alternative C

Alternative D

Management Strategy

Alternative D highlights Fort King's strong association with nationally significant historical events and interpretive themes. The alternative takes an ambitious approach to site development. Its initial investment in cultural landscape rehabilitation and contemporary visitor service infrastructure is intended to quickly establish the name recognition and credibility necessary to attract higher profile partners and compete for private and public financing.

Potential Visitor Experience

Fort King would be managed primarily as a cultural resource. The landscape surrounding the fort location would be rehabilitated to reflect the historic spatial organization and land patterns of U.S. military occupation during the Second Seminole War.

A park master plan would document the overarching visitor experience goals for the site. It is assumed for the purposes of this study that visitors would be able to participate in a wider range of interpretation programs in Alternative D than Alternatives B and C. Guided programs would include living history demonstrations, ranger and volunteer led interpretive programs, park-in-classroom educational activities, and archeological research and demonstration programs. Most interpretation programs available at the site for school groups and special events would be provided by trained volunteers. Self-guided programs would include visitor center exhibits, multi-media exhibits (slide/video style in multi-use viewing area), and interpretive walking trails with wayside exhibits.

While self-guided interpretation experiences would predominate, many scheduled interpretive programs would occur during periods of high visitation. Additional and more complex themes would be explored in the park's interpretive programming. Off-site interpretation, school outreach programming, and on-site special programs would be possible. Day-to-day park operations would be managed by a small on-site professional staff. Community volunteers would be trained to provide interpretive and outreach program activities. Interpretive program information would be developed in consultation with local and regional subject matter experts and culturally associated groups and individuals.

The following interpretive themes would be addressed in this alternative:

- Themes addressed in Alternatives B and C plus...
- Ethnic encounters, conflicts, and colonization. Including but not limited to encounters

involving: pre and/or post contact American Indians, free and/or enslaved African Americans, Anglo-Europeans, and Anglo Americans.

- Jacksonian Democracy and related political ideas, cultures, and theories
- Expansionism and imperialism
- Immigration and emigration policies

Potential Planning and Site Development

A park master plan would be prepared for the site by a qualified professional consultant. In consultation with local governments and park stakeholders, the master plan would establish standards and provide guidance about future site development and phasing. A marketing and partnership development strategy would be included as an integral component of the master plan. It is assumed for the purposes of this study that future site development would include the following recommendations:

- An appropriately sized and designed visitor center and historic artifact preservation center would be constructed at a central location.
- Existing trees and other vegetation between the main archeological site and pond would be removed to reveal the fort's historic hill-top location, represent its defensive killing field, and protect archeological resources from further disturbance by tree roots. An appropriate vegetative ground cover would be planted in the open area to protect archeological resources and prevent soil erosion.
- A new entrance road on the site's western boundary would connect the new Visitor Center to SE Fort King Street.
- Parking for 70 vehicles.
- Paved and unpaved walking trail system with outdoor interpretive waysides.
- A maintenance supervisor will coordinate maintenance operation for the site. All other maintenance work will be contracted to outside public or private providers. No maintenance or maintenance equipment storage facilities will be placed on the site.
- A reconstructed Fort King structure will not be constructed on the site as in Alternative B.

As an aid for comparing the action alternatives, a hypothetical schematic design for Alternative D is shown in Figure 10.

Resource Preservation and Protection Strategy

A park master plan would be developed in consultation with all park stakeholders to establish future resource