

Chapter 3

The Alternatives



Introduction

ORGANIZATION OF THE CHAPTER

This chapter begins with a short overview of the development of the alternatives followed by a discussion of the elements that would be the same in all of the alternatives. Then park areas are presented; these describe desired conditions that could be achieved over the next 20 years for various areas of the park. A discussion of user capacity follows before each alternative is discussed in detail. This discussion is followed by a short discussion of alternatives and actions considered but dismissed and the environmentally preferable alternative. Finally, information regarding the alternatives is presented in table form: table 7 presents the alternatives as they apply to various park sites; table 8 presents the role of the National Park Service in each of the alternatives; and table 9 summarizes the key impacts of implementing the alternatives.

BACKGROUND FOR DEVELOPMENT OF THE ALTERNATIVES

Rosie the Riveter/World War II Home Front National Historical Park is one of the newest units of the national park system. The national historical park is a partnership between public and private entities and the National Park Service to preserve and interpret the historic sites and structures in Richmond, California, as a means to tell the stories and events of the American World War II home front. It is also a collaborative effort among local, regional, and national partners in order to connect visitors to sites and stories across the country to tell the national story. These partnerships continue to evolve.

The development of this national historical park is guided by the congressional legislation establishing the park. The park (see appendix B) will be managed through cooperative agreements and the collaborative efforts of public and private entities, including the National Park Service.

Developing a vision for the future of Rosie the Riveter/World War II Home Front National Historical Park is the primary role of this general management plan. Chapter 3 lays out three possible alternatives that articulate potential visions for the national historical park.

In developing the alternatives, the planning team recognized that Congress and the president created Rosie the Riveter/World War II Home Front National Historical Park in Richmond, California, because of the quantity and significance of the historic sites and structures owned by private and public partners within the City

Discord

African Americans in Wartime

As the war continued and the supply of workers dwindled, the government and war industries extended their recruiting efforts into rural areas, including the predominantly black areas of the south. To attract laborers that could not afford to travel to industrial centers, companies paid the way for new workers and provided training for them.

"They were wanting people to work over there. They were begging for people to work. And all these hard jobs, they were glad to see blacks coming out, because that's what they were counting on, for all these hard jobs. You would hear about hiring in this city or hiring at this time, and people would go. ...But, there was white people coming out, looking for blacks to go. And they would pay your way."



-- Frank Stevenson,
Factory Worker,
Ford Assembly Plant,
Richmond, CA

Housing was in short supply for many of these transplanted workers. Some African Americans had more difficulty finding housing than whites; many found refuge in all night theaters during non-working hours. After completing a 10-hour shift, workers often ordered take-out food from a local restaurant, paid 25 to 35 cents to watch movies before falling asleep, and then waking up in enough time for the next shift.

of Richmond. These unique and nationally important resources can help visitors comprehend the breadth and complexity of the national stories, issues, and experiences that affected all Americans during World War II.

Rosie the Riveter/World War II Home Front National Historical Park provides a place in the national park system where visitors can explore social and community issues and events that emerged on the American home front during the 1940s. These include the following topics:

- ◆ Creation of a defense industry, almost from scratch, using partnerships involving industry, government, and the labor unions to recruit, train, house, and assist workers from across the country
- ◆ Unprecedented recruitment, migration, and resettlement of workers
- ◆ Large numbers of women and minorities gaining access to relatively high-paying jobs in industrial plants for the first time
- ◆ Women juggling shift jobs and family responsibilities
- ◆ First comprehensive program of health care and services for workers and families
- ◆ U.S. government intervention to open jobs to African Americans and other minority groups and the unprecedented integration of the workforce
- ◆ Provision of 24-hour services, including shopping, recreation, housing, and child care for the massive influxes of workers and families
- ◆ Readjustment to the dramatic decline of defense industry jobs as World War II came to a close and servicemen began returning home to reclaim civilian jobs
- ◆ Aftermath of these social and community changes once World War II was won

Every American household, community, and industry was impacted by the war as never before and never since. The influence of World War II on American lives is one of the richest, most dramatic, and yet understated chapters in the nation's history.

In developing a reasonable range of alternatives, information from a variety of sources, meetings, and workshops was synthesized and integrated. In 2000, a meeting was held with local community members and partners to interpret and discuss the direction

given by the national historical park's enabling legislation. This workshop was followed by an analysis of the park's important historic sites, structures, stories, and values. During 2002 and 2003, numerous planning workshops and meetings were held with local and regional residents and partners to further define the park's significance, primary interpretive themes, and potential alternative visions. The park staff hosted many formal and informal meetings to learn about the public interests, ideas, and concerns. These public meetings included workshops, open houses, and discussions; additional meetings were held with the managers or owners of each park site. The outcomes of the public meetings and consultations led to the development of the following alternatives.

Alternative A, the no-action alternative, is presented along with two action alternatives, B and C. Each presents a different vision for preserving and managing cultural resources, providing for visitor use, and developing facilities at the national historical park. Together, the three alternatives (A, B, and C) provide a reasonable range of options that explore the future of Rosie the Riveter/World War II Home Front National Historical Park and reflect the discussions recorded at public meetings, workshops, and with potential cooperating partners.

The alternatives focus on *what* resource conditions and visitor uses and experiences should be at the national historical park rather than on details of *how* these conditions and uses/experiences should be achieved. Thus, the alternatives do not include many details of how the plan will be implemented.

In addition to the no-action alternative (alternative A), two other visions that are referred to as action alternatives are explored. The action alternatives are built from ideas and concerns expressed at the public meetings and workshops. These ideas were explored with community groups, local and regional leaders, and potential cooperating partner(s) at each park site. Each action alternative describes the desired conditions of the national historical park at the end of the planning horizon—about 20 years from now.

• Alternative A

Alternative A is the no-action alternative; the term “no-action” means that there would be no changes to the current direction of park management. This alternative describes the current conditions and trends. It provides a baseline for comparison by which to evaluate the direction and impacts that might occur if either of the action alternatives were implemented. In the no-action alternative, visitors would continue to use self-guiding tools or join National Park Service-led guided tours to see World War II historic sites and structures in Richmond. Each park site would continue to be adapted to accommodate contemporary uses. The National Park Service would continue to gather home front stories and operate a small self-service visitor orientation center at Richmond City Hall.

• Alternative B

The vision for alternative B is to provide visitors with opportunities to explore Richmond’s World War II-era historic sites and structures in order to experience the scale, diversity, and complexity of the American home front story. In this alternative, the National Park Service would work with cooperating partners to provide visitors places to stop and experience historic sites and structures that are preserved and interpreted. Where possible a portion of the interiors would be made accessible with artifacts, exhibits, and programs to connect visitors to buildings stories as well as to the larger park themes. The World War II Home Front Visitor/Education Center, located at the Ford Assembly Building, would interpret the national home front effort and orient the visitor to Richmond’s World War II-era sites and stories.

• Alternative C

In alternative C, the vision for the national historical park would be to provide visitors with opportunities to explore the World War II Home Front Visitor/Education Center to learn about the impacts and legacy of the American World War II home front. In this alternative, the visitor/education center would be the focal point of the park with the maximum amount of resources and interpretation centered at this location. Located at the Ford Assembly Building, the visitor/education center would present a diversity of stories from communities across America and would provide in-depth educational and research opportunities to advance the understanding of this vital chapter in American history. The National Park Service would work with cooperating partners in Richmond to retain significant resources as a backdrop to the visitor/education center. Tools would be available at the visitor/education center for visitors who want a self-guiding experience around Richmond to see World War II home front sites and structures. Each park site would continue to be adapted to accommodate contemporary uses.

Discord

Discord among Workers



Welders, 1943

In addition to facing discrimination from employers, African Americans and minority workers had to deal with intolerance.

“Certain people didn’t want to work with certain ones, and it was always a discussion because people were from all over the world... Someone [would] say, ‘Well, she don’t want to work by me and I don’t want to work by her.’ I try to ask questions, ‘Why are we here? If we go to work angry we might make a mistake building the ships, and what we’re here for is to try to make things comfortable on the home front so that our soldiers will come home safe.’ ”



--Mary Peace Head,
Welder,
Kaiser Shipyards,
Richmond, CA

Elements Common to All of the Alternatives

Although each alternative presents a different vision for the future of Rosie the Riveter/World War II Home Front National Historical Park, they share some common elements. These elements evolved from the national historical park's enabling legislation, existing local and regional plans, existing agreements, and governmental commitments.

COOPERATING PARTNERS

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working collaboratively to preserve historic World War II-era places and resources that convey America's home front stories.

Cooperating partners are an essential element in the future of the national historical park. These partners include citizens, communities, and private, governmental, and nonprofit entities that—through agreements and shared common goals—work to achieve the mission of the national historical park. The National Park Service would continue to facilitate existing partnerships and develop new partnerships to provide for mutual benefit among participants and to achieve the park's legislated mandates.

The current cooperating partners include the following entities.

- **City of Richmond, California**

The City of Richmond (with its Port of Richmond) owns and manages the greatest share of designated park sites, buildings and structures. The City of Richmond owns and manages the Rosie the Riveter Memorial, Fire Station 67A, the craneway of the Ford Assembly Building, and other city parks along the waterfront. The City of Richmond through the Port of Richmond, owns the six historic buildings and the five graving basins/dry docks and surrounding acreage that make up the National Register of Historic Places, Shipyard No. 3 historic district.

- **Rosie the Riveter Trust**

The Rosie the Riveter Trust is the friends group and cooperating association of Rosie the Riveter/World War II Home Front National Historical Park. The Rosie the Riveter Trust is working to help support the preservation and rehabilitation of the historic resources of the national historical park in addition to supporting oral history collection, interpretive services, and park programs.

- **Contra Costa County**

Contra Costa County owns and manages the Maritime and Ruth C. Powers child development centers.

- **Richmond Museum Association (SS *Red Oak Victory*)**

The Richmond Museum Association is a nonprofit organization that owns and operates the SS *Red Oak Victory* and also promotes and encourages the study and research of Richmond's history. The association works to disseminate knowledge of the city's history; collect, preserve and display historical materials and artifacts of significance to Richmond; and mark, preserve, and maintain places of historical interest.

The Richmond Museum Association is working to preserve and restore the SS *Red Oak Victory* as an operational vessel. The SS *Red Oak Victory*, a National Memorial Ship, is being developed into a maritime museum focused on wartime contributions of the residents and workers of the City of Richmond, California, and the shipbuilding ingenuity of Henry J. Kaiser.

- **Owner of the Ford Assembly Building**

Orton Development, Inc. is the owner of the Ford Assembly Building and adjacent oil house, with the exception of the craneway. The craneway of the building, over the waters of the San Francisco Bay, is owned by the City of Richmond and leased to Orton Development, Inc.

Orton Development and the National Park Service are working together to interpret the building's history and to potentially locate a visitor/education

center in a portion of the craneway of the Ford Assembly Building.

• Owner of Kaiser Permanente Field Hospital

The Kaiser Permanente Field Hospital is owned by the Masjid Al-Noor, a regional non-profit religious organization. While the current owners plan to use the building for many purposes, including as a place of worship, they are potential cooperating partners with the National Park Service to interpret the historic use of the building as the second tier of health care for shipyard workers during the war. With assistance from the National Park Service, the Masjid Al-Noor could consider setting aside a small area in the front of the building to provide for visitor access and the placement of interpretive media.

• Council of Industries

Members of the Council of Industries have supported the national historical park from the beginning. In 2005, they assisted with the coordination, preservation, donation, and relocation of a historic whirley crane to Shipyard No. 3.

• New Partners

The National Park Service is actively pursuing cooperating partners and continues to develop partnerships in an effort to preserve and interpret historic sites and structures that are key to relating Richmond's World War II home front stories.

CIVIC ENGAGEMENT

The collaborative nature of Rosie the Riveter/World War II Home Front National Historical Park requires a commitment to building and sustaining relationships with individuals, neighbors, cooperating partners, and other communities of interest.

The National Park Service will provide opportunities for individuals and groups to tell their own stories at park sites and will encourage the telling of home front stories throughout the greater Richmond community and across America. The goal of these activities is to nurture stewardship of the multilayered World War II home front experience and legacy and to facilitate conversations that lead to a shared understanding of the full meaning and contemporary relevance of the World War II home front.

ACCESSIBILITY FOR PERSONS WITH DISABILITIES

Cooperating partners are encouraged to take reasonable steps to make programs, services, and historic facilities accessible to and usable by all people, including those with disabilities. To the

Discord Management

Typically, white men were placed in management positions. Class and division of labor separated managers from the lower echelons of the workforce. Construction supervisors were frequently unaware of the racial strife that was taking place among the laborers.

"I can't recall any racism, per se, activity. During the war, god, we had all sorts of nationalities: blacks, whites, yellows, and what have you, and I really can't recall any real problems. Everybody mingled together very well."

--James McCloud,
Field Construction
Superintendent,
Shipyard Number 2,
Kaiser Shipyards,
Richmond, CA



D-day prayer by shipbuilders in Richmond, CA



Shipyard workers in Richmond, CA

highest degree reasonable, people with disabilities should be able to participate in the same programs and activities that are available to everyone else. Special, separate, or alternative facilities, programs, or services should be provided only when no reasonable alternative exists. All federal facilities and facilities receiving federal funding must comply with the Architectural Barriers Act Accessibility Standards (ABAAS, March 8, 2006).

OPPORTUNITIES FOR LEARNING

The park's enabling legislation recognized that it is unrealistic to tell the full American World War II home front story without links to sites throughout the United States. The legislation that established the national historical park stated that the park "shall include a program that allows for distance learning and linkages to other representative sites across the country." The purpose of the distance learning is to educate and interpret "to the public as to the significance of the site and the World War II home front." Using evolving Internet and other digital technology, the national historical park will be linked to World War II home front sites throughout the United States; the park will be able to both receive and disseminate programming related to the American World War II home front.

PARK MUSEUM COLLECTION AND ARCHIVES

• Oral Histories

The national historical park's enabling legislation directs the National Park Service to "conduct and maintain oral histories that relate to the World War II home front theme. . ." In all of the alternatives, the National Park Service continues to collect and preserve all forms of personal home-front histories for their historic and interpretive value as well as for their use by staff, visitors, researchers and scholars, and interested members of the public.

• Museum Collection Plan

The park's legislation authorizes the National Park Service to "acquire and provide for the curation of historical artifacts that relate to the park." The National Park Service will complete a museum collection plan that reflects the vision and scope of

the selected alternative. The museum collection plan will guide management, curation, and public access to historic artifacts and archives. All artifacts and archives will be acquired, accessioned and cataloged, preserved, protected, and made available for access and use according to National Park Service standards and guidelines.

The Pacific West Region Museum Collection

Curatorial Facility Plan, which was approved by the Regional Director in May 2006, identified that a curatorial facility for Rosie the Riveter/World War II Home Front National Historical Park would include a four-park consolidated museum and research facility. The three additional parks included in this plan are the Eugene O'Neill National Historic Site, John Muir National Historic Site, and Port Chicago Naval Magazine National Memorial, all of which are in Contra Costa County. Each action alternative includes an approach to realizing this mandated consolidation.

TECHNICAL ASSISTANCE

National Park Service is authorized to provide technical assistance regarding the preservation and interpretation of historic properties that support the stories of Rosie the Riveter and the World War II home front. The National Park Service will continue to do so under all the alternatives.

DESIGNATED WATERFRONT PARK SITES

In all of the alternatives, the National Park Service staff will pursue opportunities to enter into cooperative agreements for interpretation and to provide technical assistance and support for the open spaces that are listed in the enabling legislation. These open space park sites include the following:

• Rosie the Riveter Memorial at Marina Bay Park

The Rosie the Riveter Memorial is located midway along the string of waterfront parks and is on land that was the former Kaiser Shipyard No. 2 (now part of Marina Bay Park). The park and memorial are owned, maintained, and managed by the City of Richmond. The memorial, dedicated on October 14,

2000, is a 400-foot-long landscape sculpture that symbolizes the framework of a Liberty Ship. The memorial honors American women's labor during World War II. A timeline of World War II history and quotes from women's firsthand experiences are incised into the concrete walkway of the memorial, while photographs and text panels incorporated into the sculpture provide an overview of the home front effort, women's contributions, the role of labor, and the shipbuilding process. The Rosie the Riveter Memorial is one of the stops on a self-guiding auto tour. In addition, visitors are provided with picnicking opportunities and views of the Richmond Marina and San Francisco Bay.

• Shimada Peace Memorial Park

Located along the shoreline and forming the eastern end of the national historical park, this 3-acre peace park commemorates friendship between the City of Richmond and its sister city, Shimada, in Shizuoka prefecture, Honshu, Japan. The City of Richmond owns and maintains the Shimada Peace Memorial Park.

This peace park is the entry point off the Bay Trail into the national historical park. The peace park could provide opportunities to orient the Bay Trail user to the stories and opportunities within Rosie the Riveter/World War II Home Front National Historical Park.

• Barbara and Jay Vincent Park

Located on the breakwater in front of Marina Bay, the City of Richmond owns and maintains the Barbara and Jay Vincent Park. The park is on land that once included a portion of Kaiser Shipyard No. 2. This 6-acre park is home to the Liberty Ship Monument that interprets the World War II experiences of shipyard workers. Visitors to this park site are provided with excellent views of all the original locations of Kaiser's World War II shipyards and the Ford Assembly Building, picnicking opportunities, and views of the city of San Francisco, the San Francisco Bay, and the Santa Fe Channel. Visitors along the Bay Trail or touring the park using the self-guiding auto tour can explore the scenery and interpretive waysides while enjoying a place for relaxation and recreation.

• Lucretia W. Edwards Park

The City of Richmond owns, maintains, and manages this small, 2-acre park in honor of Lucretia W. Edwards, a local champion of open space in Richmond, California. The park provides visitors with access to the Richmond Inner Harbor. The interpretive waysides describe other World War II shipyards that were located throughout the San Francisco Bay area. The park is connected to other sites of the national historical park by the San Francisco Bay Trail.

Discord

Italian Americans

Following the attack on Pearl Harbor, fear gripped the nation. The ensuing declaration of war by the United States against the axis powers, our own "enemy aliens" (German Americans, Italian Americans, and Japanese Americans) became a home front obsession. Thousands of Italian Americans in Northern California, including 80% of the local fishing fleet, had to relocate out of zones declared sensitive by the military. Richmond, California, home to four Kaiser shipyards, Standard Oil, and the Navy fueling station was one of those prohibited zones.

"[my parents] had to be moved from [their home], they were afraid that [my parents] were going to blow up Standard Oil ...we were backdoor neighbors. ...[my parents] moved about eight miles up by Alvarado Park area. There was a family there, they had about an acre and a half of land, they told my mother and father to buy a trailer, not a mobile trailer, you know one of these fifteen-sixteen foot trailers that you could tow behind your car... So we lived in the backyard of these people for, oh, I don't know ... a few months or so. Then [we] bought a house not too far away, a two-story house on McBryde Avenue and that's where I lived for the rest of the war."

--Jimmy Rampoldi,
born Richmond, CA
1921

• **Sheridan Observation Point Park**

The Sheridan Observation Point Park consists of a 0.5-acre plot of land along the east side of the entrance to the Santa Fe Channel and immediately adjacent to the west side of the Ford Assembly Building. Owned and maintained by the City of Richmond, the park affords astounding views of historic buildings in Shipyard No. 3, the shipping activities on the Santa Fe Channel, the city of San Francisco, and the San Francisco Bay.

• **San Francisco Bay Trail**

As a unifying public corridor for access, interpretation, and public art, the San Francisco Bay Trail weaves along the edge of the national historical park sites that are on the Richmond waterfront. The City of Richmond maintains more miles of the planned 400-mile network of bicycling and walking paths than any other city in the Bay Area. The trail will connect the shoreline of all nine Bay Area counties and cross the region's major toll bridges. In 2004 the cooperating partners dedicated eight new interpretive markers along the portion of the trail in the national historical park; these markers tell the story of World War II home front at numerous historic sites. The Bay Trail will continue to draw recreational visitors to Rosie the Riveter/World War II Home Front National Historical Park.

RECREATIONAL BOATERS

As the number of recreational boaters in the San Francisco Bay area continues to increase, these boaters seek new opportunities and attractions that are accessible by water. At the national historical park, there are opportunities for boaters to experience a historic shipyard and other World War II historic structures and sites along the Richmond waterfront. Since boating facilities are currently provided by two marinas adjacent to park sites, it is not unreasonable to expect boaters to be among future park visitors.

A cooperative public-private effort could be developed to identify and provide land/water access, as well as day-use and overnight facilities and services for recreational boaters.

PORT OF RICHMOND AND THE INDUSTRIAL SCENE OF THE SANTA FE CHANNEL

The Rosie the Riveter/World War II Home Front National Historical Park General Management Plan recognizes the importance of the regional and local port goals and objectives for industrial and shipping activities in Richmond, California. The continued operations of the industrial port and shipping activities are an integral part of each alternative. The industrial landscape of the port and the properties surrounding the Santa Fe Channel are important to the historic setting and provide scale in telling Richmond's World War II home front stories.

RICHMOND FIRE STATION 67A

Richmond Fire Station 67A, located at 1131 Cutting Boulevard, was built by the City of Richmond to serve the Richmond Kaiser Shipyards. The historic structure has been modernized and is currently in use by the Richmond Fire Department. Although identified in the park's legislation as a site that could be interpreted, improved, rehabilitated, or acquired, the fire station is an active and necessary facility in the City of Richmond. It is recommended that the site be interpreted, as is, without interrupting its public safety functions. If the fire station becomes obsolete for public safety purposes, it could be re-evaluated for its World War II-era role and its potential value for interpretation.

DESIGNATION OF ADDITIONAL PARK SITES IN RICHMOND, CALIFORNIA

Section 3(g)(3) of the enabling legislation for Rosie the Riveter/World War II Home Front National Historical Park directed that "the general management plan shall include a determination of whether there are additional representative sites in Richmond that should be added to the park. . . ." NPS *Management Policies* 2006 §2.3.1.1 requires that potential modifications to the external boundaries of a park—if any—and the reasons for the proposed changes be included in the general management plan. In 2004, a survey funded by the National Park Service was conducted to identify potential World War II-era sites in Richmond, California. In this

survey, *Mapping Richmond's World War II Home Front*, author Donna Graves concluded that dozens of buildings and sites survive in Richmond that could contribute to the home front story. Funding was not available to assess the historic fabric, integrity, and detailed history of these buildings and sites. The national historical park is a partnership park where historic sites and structures listed in the park legislation are owned and managed by public and private entities other than the National Park Service. The legislation provides the opportunity for the National Park Service to support this partnership by providing technical assistance to these property owners in the areas of both historic preservation and telling the home front stories. Any future additions to the park boundary would continue to be in ownership by nonfederal entities. Therefore, instead of a determination, the general management plan provides the following guidelines for bringing nonfederal historic properties into the national historical park. This approach will provide for greater flexibility to embrace future opportunities.

The general management plan recommends that if there are willing property owners who desire to include their historic properties as participating partners in the national historic park, then the historic site(s) and structure(s) would be evaluated for inclusion in the park as follows:

A proposed historic property must

- (a) be determined eligible for listing in the National Register of Historic Places by the California State Historic Preservation Officer;
- (b) have a direct connection to World War II home front themes in Richmond, California; and
- (c) relate to the national historical park's purpose, significance, and interpretive themes.

Meeting these conditions would allow the historic property to be included in the park pursuant to criteria for such determinations as outlined in *National Park Service Management Policies*, 2006.

A NATIONAL THEME STUDY

In 2004, the National Historic Landmarks program in Washington, DC, completed World War II and the American Home Front: National Historic Landmark Theme Study to satisfy Section 4 of the park's enabling legislation. The study established six topics under which properties could be considered as national landmarks as well as the period of significance for the association. The topics include production, manpower, politics and government, civil rights, morale and propaganda, and home defense during World War II. The period of significance begins in 1939, marking the year war broke out in Europe, and ends in 1945, the year World War II ended. Properties associated with

Discord

Japanese Americans

Tom Oishi was born in Richmond, California where his family operated a carnation nursery. He received training to become a welder and was employed at the Kaiser Shipyards in 1940. When the war broke out, the government banned workers of Japanese descent from working in the shipyards. The government moved Oishi's family to a war relocation center in Utah.

"And then another thing about camp was, it's a camp. ...And here comes a wind storm, it's a dust storm. We have dust there. There's no trees or nothing. They got tractors and everything. They took away all the vegetation, see. So, we had dust storms. In the fall, we went in. For two months or something, dust storms came. ...And the only way you could get away from this dust storm is in the lavatory. ...Moisture in the restroom would ease the dust storm. That's the only way we were able to get relief."



--Tom Oishi,
Welder,
Kaiser
Shipyards,
Richmond,
CA

In 1945, after his release from the Topaz War Relocation Center, Oishi was drafted by the army and served at P.O.W. camps in Virginia and California.

Japanese Americans during World War II were not included in the home front study because they have been covered in depth by another National Park Service effort.

The study lists existing National Historic Landmarks that are associated with the World War II home front under one or more of the required criteria. Not every criterion has an associated landmark listing. The study lists National Register of Historic Places properties with home front associations. The study also includes a list of existing National Historic Landmarks that could be reevaluated to include the World War II home front association. The study acknowledges the list is far from complete

and that many other places of national significance may survive. It is the intent of the National Park Service to work with these properties in order to link them, where possible, to Richmond’s home front story.

Park Areas

INTRODUCTION

In order to understand the alternatives, it is important to remember that each alternative is made up of three elements: those elements identified as common to all the alternatives, park areas, and elements specific to each alternative. The descriptions associated with park areas (table 2) identify desired future conditions of historic resources and visitor opportunities at individual park sites.

As a result of this planning effort, five potential park areas were identified for Rosie the Riveter/World War II Home Front National Historical Park: a Water Front Open Space Area, an Industrial/Port Landscape Area, a Historic Backdrop Area, a Historic Engagement Area, and an Exhibits/Education Area. Each area is defined by slightly different resource conditions, visitor experiences, and potential facilities that could be found in that particular area.

In formulating each action alternative (B and C), these park areas were placed in different configurations on a map of the park according to the overall vision for each of the alternatives. An alternative with a greater overall emphasis on visitor interaction with the historic resources would have more Historic Engagement Areas identified as part

of that alternative—more areas would be managed for the desired characteristics described for that park area.

Since these potential areas were developed through this planning effort, they apply only to the two action alternatives that also were developed through this planning effort; the park area descriptions do not apply to the no-action (current condition) alternative.

DESCRIPTION OF PARK AREAS

Table 2 contains explanations of the five park areas that have been developed for Rosie the Riveter/World War II Home Front National Historical Park. These park areas articulate the desired conditions that the cooperating partners, including the National Park Service, would strive to accomplish over the life of the general management plan. The park area descriptions include a future vision for the area, cultural resource conditions, type(s) of visitor experiences, and type(s) of facilities that would be appropriate in that area. In alternatives B and C, the park areas are applied to the properties named in the park’s legislation in different configurations to support each alternative’s vision.

Table 2. Description of Park Areas for Rosie the Riveter/World War II Home Front National Historical Park

<p>NOTE: <i>These park area descriptions are desired conditions for the various areas or sites within Rosie the Riveter/World War II Home Front National Historical Park. Since Rosie the Riveter/World War II Home Front National Historical Park is a partnership park, achieving these future conditions will require coordination and agreements between cooperating partners and owners of the historic sites and structures throughout the life of this plan. Not all of these park areas apply to the two action alternatives.</i></p>	
Water Front Open Space Area	
VISION FOR THIS PARK AREA	Public open spaces of the park are used to interpret Richmond's World War II home front while providing for recreational opportunities, scenic viewing, and memorials.
RESOURCE CONDITION	The openness of the landscape provides opportunities for scenic views of existing World War II historic sites and structures as well as for visualizing the location of World War II-era resources that have been removed but can still be interpreted.
VISITOR EXPERIENCE/ OPPORTUNITIES	Through guided and self-guiding interpretive opportunities, visitors learn about Richmond's World War II home front and the importance of Richmond's Inner Harbor. The open spaces provide for recreational opportunities such as picnicking, bicycling, birding, seeing historic structures and memorials, viewing San Francisco Bay and the city of San Francisco, reading interpretive panels, and sunbathing, as well as for contemplation, relaxation, and neighborhood park activities.
FACILITIES	Facilities include benches, walkways, picnic tables, interpretive markers, viewing platforms, maintained grassy areas, restrooms, water fountains, and parking areas.
Industrial/Port Landscape Area	
VISION FOR THIS PARK AREA	The industrial landscape is used to interpret the Richmond World War II home front, while modern industrial port activities continue.
RESOURCE CONDITION	The industrial setting of Richmond's World War II home front is maintained through the preservation of the exterior features of World War II-era historic structures listed in the park's enabling legislation. Many of the historic structures that contribute to the World War II-era scene can be viewed from within and outside the park, providing a historic backdrop for the industrial waterfront. The interior spaces of historic structures are adapted to accommodate contemporary commercial or industrial uses.
VISITOR EXPERIENCE/ OPPORTUNITIES	Visitors are able to see the industrial landscape (including current port operations) from a secure area. The port and industrial sites provide a sense of scale for visitors to understand the size of the World War II shipyard operations. Cooperating partners provide guided and self-guiding visitor opportunities within a designated area.
FACILITIES	Visitor facilities are developed that support interpretation, visitor safety and port security; enhance historic or scenic views; or are necessary to provide controlled and guided access through a site.

Historic Backdrop Area	
VISION FOR THIS PARK AREA	Park sites and structures retain their World War II home front-era exterior appearance. Visitors might not have access to the historic resources other than to see them and learn about them from locations outside the sites and structures. The interiors of historic structures are used for contemporary purposes.
RESOURCE CONDITION	Historic characteristics of structures' exterior and landscape features retain their World War II-era appearance. Interior spaces of historic structures are adapted to accommodate various contemporary uses.
VISITOR EXPERIENCE/ OPPORTUNITIES	Generally, visitors do not have direct access to the sites and structures that are in this park area. The historic features provide scale and contribute to the historic landscapes that are interpreted from outside the area.
FACILITIES	Visitor facilities are located outside the park area and might include interpretive markers, signs, benches, and viewpoints.
Historic Engagement Area	
VISION FOR THIS PARK AREA	All or portions of the historic sites and structures reflect their World War II-era appearance and use. These sites and structures provide visitors with a sense of what life in Richmond (and by extension, throughout the United States) was like during World War II.
RESOURCE CONDITION	Much of the interior, exterior, and immediate setting of the historic sites and structures reflect Richmond's World War II home front era.
VISITOR EXPERIENCE/ OPPORTUNITIES	Visitors are engaged in a historic World War II home front historic setting. They have opportunities for guided and self-guiding tours. A variety of hands-on activities make historic sites come alive and involve visitors in activities of the past. Visitors experience many sights, sounds, and activities that reflect the World War II time period.
FACILITIES	Visitor facilities blend into the historic fabric of the World War II-era sites and structures. Facilities support the visitor experience while maintaining World War II-era features and characteristics.
Exhibits/Education Area	
VISION FOR THIS PARK AREA	The historic sites, structures, or landscapes are adaptively used for interpretation, exhibits, education, and visitor information and orientation, while reflecting some of their World War II-era characteristics.
RESOURCE CONDITION	Selected historic characteristics of the exteriors of Richmond's World War II-era structures are maintained. The interior spaces might be adapted to accommodate interpretive activities, museum exhibits, curatorial needs, administrative offices, visitor services, and other contemporary park-related activities and programs.
VISITOR EXPERIENCE/ OPPORTUNITIES	Visitors have a variety of learning opportunities that accommodate a wide range of interests and age groups. Examples include, but are not limited to, the following: interactive exhibits, films, interpretive activities, formal educational courses, and seminars.
FACILITIES	Facilities are provided that support visitor access and participation in the interpretive and educational programs. In addition, visitor-oriented services, such as food services, retail outlets, and touring services could be provided to complement park programming.

User Capacity

INTRODUCTION

General management plans are required to include identification of and implementation commitments for user capacities for all areas of the park. The National Park Service defines user capacity as the type and level of visitor use that can be accommodated while sustaining the quality of park resources and visitor opportunities consistent with the purposes of the park. It is not necessarily a set of numbers or limits, but rather it is a process that involves establishing desired conditions, monitoring, evaluating, and taking actions (managing visitor use) to ensure that park values are protected.

The premise behind this approach to user capacity is that with any use of park resources comes some level of impact that must be accepted. At Rosie the Riveter/World War II National Historical Park, it is the goal of the National Park Service working with cooperating partners to preserve the historic resources that are important to telling the stories of the World War II home front.

Instead of solely tracking and controlling user numbers, the National Park Service and its cooperating partners could manage the levels, types, behaviors, and patterns of visitor use and other public uses as needed to maintain the condition of the resources and quality of the visitor experience. The suggested monitoring component of the user capacity process helps test the effectiveness of management actions and provides a basis for informed adaptive management of visitor use.

DECISION-MAKING PROCESS

The user capacity decision-making process can be summarized by the following major planning and management steps:

1. Establish desired conditions for resources, visitor experiences, and types/levels of development.
2. Identify indicators and standards to measure success at achieving desired conditions.
3. Monitor conditions in relation to indicators and standards.
4. Take appropriate management action to maintain or rehabilitate conditions.

The foundation for user capacity decision making is in this general management plan's qualitative descriptions of desired resource conditions, visitor experience opportunities, and general levels of development and management.

America's Promise New Opportunities for Women and Minorities



The idea of America's promise includes new opportunities for all classes of citizens. The role women played during wartime afforded them increased self-confidence and independence that was an unforeseen by-product of the demands their country placed on them.

"With the group of women that I worked with to start with, I felt that this was sort of a whole new field for some of them, and they were beginning to know that they could be respected citizens of this country. You could almost see some of these women blossom. They had jobs that were meaningful and they felt needed. ...I do think that the shipyard days gave women a whole new outlook on life: that I am an individual and I am important, and I can earn my own living. And I think that was a big thing that happened during the war."

--Patricia Buls,
Junior Engineer,
Kaiser Shipyards,
Richmond, CA



Women working on B-17 bomber 1942

The general management plan also includes the identification of potential indicators that could be monitored as needed in the future to help identify if desired conditions are not being met due to unacceptable impacts from public use. An indicator is a measurable variable that can be used to track changes in conditions related to human activity, so that progress towards desired conditions can be assessed. In the future, when the park selects an indicator to monitor, a corresponding standard will be identified. A standard is the management decision about the minimum acceptable condition for an indicator. In addition, this plan suggests a general range of actions that may be taken, as needed, to avoid and minimize unacceptable impacts from public use.

The last steps of user capacity decision making, which continue indefinitely, are monitoring the park's indicators and standards and, when needed, taking management actions to minimize impacts.

The suggested strategy of addressing user capacity at Rosie the Riveter/World War II Home Front National Historical Park is a tiered approach that would keep a general eye on use levels and patterns while focusing more specific monitoring and management on areas where action is most likely needed to achieve desired conditions.

• Constraints

In addition to defining desired conditions and related indicators and standards, there are certain constraints on visitor use levels, activities, and patterns that are inherent in managing cultural resources at the national historical park because of their size and past industrial uses. These facilities/resources have finite space to accommodate visitors and also have potential hazardous areas, requiring a high degree of control on visitor access and freedom. For instance, the SS *Red Oak Victory* is a historic ship in the process of rehabilitation, with small spaces, uneven surfaces, narrow stairs, and other constraints that require visitors to be guided throughout their visit to ensure safety. These types of constraints are found primarily at historic Shipyard No. 3 and throughout the historic buildings and structures in addition to the SS *Red Oak Victory*.

• Potential Indicators

Table 3 outlines possible resource and visitor experience concerns that might result from public use (both parkwide and by sites within the park) and the associated indicators that may be monitored, as needed, to assess those impacts. Also, a general range of potential management actions is identified for each indicator.

Table 3. Concerns, Indicators, and Possible Management Actions

Concerns	Indicators	Possible Management Action
Parkwide		
Parking in undesignated locations	Number of cars parked in undesignated locations	Increase no-parking signs; encourage non-vehicular access to the park via trails, water access, and shuttles; increase enforcement of no-parking areas; increase parking opportunities in alternate locations (if appropriate); etc.
Conflicts between commercial/industrial traffic and visitor traffic	Number of complaints regarding traffic conflicts between different user types or Percent of time (or number of incidences) that commercial/industrial traffic is delayed due to visitor traffic, or level of service of roadways or number of accidents related to traffic conflicts between different user types	Encourage non-vehicular access to the park via trails, water access, and shuttles; change visitor access points and associated traffic patterns; work with commercial/industrial stakeholders along the road corridor to retime or redistribute commercial/industrial traffic patterns; etc.
Water Front Park Area		
Trampling of vegetation	Total area denuded of vegetation	Increase education to visitors to stay on designated pathways, limit access to certain areas with fencing or other barriers, use more resilient vegetation; etc.
Graffiti on interpretive panels	Number of incidences of graffiti per month/year on interpretive panels	Educate visitors about the damage and cost of graffiti, increase enforcement, change interpretive panels to designs that minimize incidences and/or replacement costs, etc.
Conflicts between different user groups on trails or in open space areas	Number of complaints regarding user conflicts on trails or number of accidents between user groups on trails	Educate visitors on trail etiquette, educate visitors to redistribute use to off-peak days or times of day, restrict certain uses on trails or in open-space areas, make some trails for single-use only, etc.

Concerns	Indicators	Possible Management Action
Historic Engagement Area		
Damage to exhibits	Number of incidences of damage to exhibits per month/year	Educate visitors on the damage and cost of depreciative behavior and vandalism, reduce contact between visitors and exhibits with barriers and signs, increase enforcement, change exhibit designs to minimize incidences and/or replacement costs, etc.
Crowding inside historic sites that leads to obstructed views of exhibits and programs	Percent of time that exhibits or program opportunities are inaccessible to visitors or Number of complaints related to crowding and/or inability to see exhibits/programs	Education to encourage visitors to visit on off-peak times during the week or day, direct visitors to alternate locations in the park, instituting a reservation/permit system to redistribute and/or limit use, retiming or redistributing exhibits and/or program opportunities, etc.
Waiting time to gain access to major attractions or programs	Number of minutes needed to access major attraction or programs	Education to encourage visitors to visit on off-peak times during the week or day, directing visitors to alternate locations in the park, instituting a reservation/permit system to redistribute and/or limit use, etc.
Intrusive human-created sounds that interfere with educational opportunities	Number of complaints related to intrusive human-caused sounds or Proportion of time that human-caused sounds are above a certain decibel level	Education on keeping sounds levels low, group size limits, redistribution of large groups and/or organized groups to off-peak times, etc.
Exhibits/Education Area		
Damage to exhibits	Number of incidences of damage to exhibits per month/year	Education on the damage and cost of depreciative behavior, reduction in contact between visitors and exhibits with barriers and signs, increased enforcement, changes to exhibit designs to minimize incidences and/or replacement costs, etc.
Industrial/Port Landscape Area		
User capacity indicators are not applicable because visitor use would be restricted or highly controlled via guided tours.		
Historic Backdrop Area		
User capacity indicators are not applicable because visitor use would be restricted.		

Alternative A: "No Action"

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working collaboratively with the National Park Service to preserve historic World War II resources and tell America's home front stories.

The collaborative nature of the park requires a commitment to building and sustaining relationships with individuals, neighbors, cooperating partners, and other communities of interest. Partners include citizens, communities, and private, governmental, and nonprofit entities that—through agreements and shared common goals—work together to achieve the mission of the national historical park.

Under the no-action alternative, current park management would continue and the National Park Service would continue to facilitate and develop partnerships to provide for mutual benefit among participants and to achieve the park's legislated mandates.

The National Park Service would provide opportunities for individuals and groups to tell their own stories at park sites and would encourage the telling of home front stories throughout the greater Richmond community and across America. The goal of these activities is to nurture stewardship of the multilayered World War II home front experience and legacy and to facilitate conversations that lead to a shared understanding of the full meaning and contemporary relevance of the World War II home front.

CURRENT MANAGEMENT DIRECTION – ALTERNATIVE A

The national historical park offers self-guiding opportunities for visitors to view surviving fabric of Richmond's World War II sites and structures. Visitors have access to a small home front exhibit at Richmond City Hall. The map on page 72, entitled Alternative A, displays the existing conditions as described below.

VISITOR EXPERIENCE IN ALTERNATIVE A

Visitors, using self-guiding brochures or on National Park Service guided tours, see the exteriors of some of Richmond's World War II historic sites and structures.

Visitors start their tour at a small self-service visitor orientation center located in Richmond City Hall South. Exhibits help

America's Promise A Nation Benefits

During wartime, our nation's potential as a world manufacturing leader was realized in part because of the inclusion of women and minorities in skilled labor positions and positions of authority.

"Much of the job involved consulting with the men on how to build those things from the blueprints we drew. Eventually, I was promoted to the position of Assistant to the Manager of the Tool Design Department. I never made much of it all until business, government, and schools made a big deal and fuss over the potential in competent workers. All I knew is that I did love it. What's the difference where I'm a woman or a man if I'm doing a man's job?"

In spite of our nation's circumstances, it was one of the most interesting parts of my life, showing me things I never knew existed. It taught me that if there's something you think you should do, then do it. How did the war change my life? You couldn't even go into it, but it did give me a better value of life."



-- Frieda Loretta Calvano,
Draftsman,
Sperry Gyroscope
Company,
Brooklyn, N.Y

introduce visitors to Richmond's World War II resources. In addition, visitors can get orientation information from the park's website.

The Rosie the Riveter Memorial and numerous other open space parks along with the Bay Trail provide views of many of the major World War II historic sites located along the waterfront associated with the Kaiser shipyards. Wayside panels tell the Richmond and national home front stories.

Visitors have limited, controlled access to a portion of historic Richmond Shipyard No. 3 in order to visit the SS *Red Oak Victory* and see the whirley crane.

Visitation to the park is estimated to be low in this alternative because only a few sites and structures would be accessible and there would be limited programs available for visitors (see Chapter 4, "Table 11: Visitation Estimates"). National homefront stories are available to the public on the NPS cultural resource website (www.cr.nps.gov).

HISTORIC RESOURCE CONDITIONS IN ALTERNATIVE A

Cooperating partners who own and manage park resources are exploring opportunities to rehabilitate or retain their buildings' historic World War II-era façades and landscapes. Most of the park's historic buildings and structures are used for contemporary public and private purposes not related to Rosie the Riveter/World War II Home Front National Historical Park. National Park Service staff pursue opportunities to add historic markers and interpretive signs at designated park sites.

MANAGEMENT OF INDIVIDUAL PARK SITES IN ALTERNATIVE A

• Ford Assembly Building Visitor Experience

Visitors view the exterior of the building and, through interpretive signs, learn of its significance to Richmond's home front. Locations around the building offer views of historic Richmond Shipyard No. 3 and the SS *Red Oak Victory*, which is berthed at the south end of shipyard.

Resource Conditions

The exterior façade of the Ford Assembly Building maintains its 1940s appearance and is preserved to retain its historic qualities as required by the Federal Preservation Tax Incentives Program, while the interior is adapted to accommodate contemporary uses.

The Federal Historic Preservation Tax Incentives program is one of the nation's most successful and cost-effective community revitalization programs. The program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. The Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed in the National Register of Historic Places, and that contribute to National Register Historic Districts and certain local historic districts. Properties must be income-producing and must be rehabilitated according to standards set by the secretary of the interior.

Visitors Service and Facilities

Some of the commercial opportunities within the Ford Assembly Building may support visitor use at the site. On-site and street parking are available at this site. At some time in the future, visitors would have access to the craneway—the area over water that is owned by the City of Richmond—where they may encounter limited interpretation of the historical park.

• Richmond Shipyard No. 3 / SS *Red Oak Victory*

Visitor Experience

In the no-action alternative, visitors have limited access to Richmond Shipyard No. 3 to explore the SS *Red Oak Victory* and see the whirley crane. The majority of the shipyard is closed to public access. By seeing the contemporary industrial port operations up close, visitors are provided an opportunity to better understand the size and scale of the port's historic and contemporary use.

Panoramic views of Shipyard No. 3 and over the San Francisco Bay are available from aboard the SS *Red Oak Victory*, providing visitors with a better understanding of the layout of the historic shipyard and the importance of the land-sea connection in Richmond.

Since there is a mix of port and visitor activities in this alternative, cooperating partners continue to work with the Port of Richmond to address issues that include visitor access, safety, and changing standards of city and port security.

Resource Conditions

Richmond Shipyard No. 3 is a National Register Historic District that contains six World War II-era historic buildings (Sheet Metal Shop, General Warehouse, Machine Shop, Forge Shop, First Aid Station, and Cafeteria) and five graving basins/dry docks. (see aerial view on page 77).

In alternative A, the majority of the historic buildings and structures are used for contemporary industrial port purposes. While the exterior of the historic structures retain their World War II-era appearance, the interior spaces could be modified and adapted for contemporary purposes unrelated to the national historical park.

The Richmond Museum Association would continue to rehabilitate the SS *Red Oak Victory* to highlight its World War II historic values and provide for visitor access to the ship.

Visitor Services and Facilities

Visitor facilities include interpretive signs, on-site parking, and a controlled access route to portions of Richmond Shipyard No. 3, SS *Red Oak Victory*, and a whirley crane.

• Child Development Centers

Visitor Experience

Visitors on guided tours or with self-guiding brochures can visit the exteriors of the Maritime Child Development Center and Ruth C. Powers Child Development Center. Through interpretive brochures, or with the help of tour guides, they learn about these buildings and their contributions to World War II-era Richmond.

Resource Conditions

Although modernized for contemporary uses, the character-defining historic architectural features of the child development centers could be maintained.

Visitor Services and Facilities

Self-guiding brochures and street parking are available to park visitors.

• World War II Worker Housing

Visitor Experience

With a self-guiding brochure or on a scheduled guided tour, visitors see surviving examples of World War II-era worker housing, including Atchison Village, and learn about the housing challenges facing a wartime boomtown like Richmond.

America's Promise

Legacy

• Women and minorities who rose to the challenge posed by a nation at war elevated the opportunities for generations that would follow.

“All that I have written is as clear to me today as it was on that fateful day of the attack on Pearl Harbor. I am now the only living one of my family left from that time. I wanted to tell my daughters how it was for me back then, and to help them to know that they ‘can do’ anything they put their minds, hearts, and bodies to!”

--Susan E. Page,
Welder,
Western Pipe and Steel,
San Francisco, CA



• Vaneese Allred Barrett, supervisor of parachute manufacture at the Rocky Mountain Plant of the Reliance Manufacturing Company in Manti, Utah, 1943-1946

Resource Conditions

The surviving World War II-era worker housing is being maintained by private owners, homeowner associations, cooperatives, and the Richmond Housing Authority. The National Park Service provides limited technical assistance in historic preservation to owners of World War II-era housing in retaining the 1940s-era appearance of these houses.

Visitor Services and Facilities

Historical markers could be located at selected sites, as owners allow.

- **Kaiser Permanente Field Hospital**

Visitor Experience

Visitors with a self-guiding brochure or on a guided tour can see the former Kaiser Permanente Field Hospital from the sidewalk or street.

Resource Conditions

The facility is privately owned. The historic structure of the Kaiser Permanente Field Hospital is being adapted to accommodate contemporary uses unrelated to the park.

Visitor Services and Facilities

Self-guiding brochures and street parking are available to park visitors.

- **National Park Service Museum Collection**

Visitor Experience

Visitors have access to a portion of the park's collection through conducted tours and the park's website.

Resource Conditions

The National Park Service continues its nationwide effort to collect and maintain oral histories and associated objects, artifacts, and images relating to the World War II home front and Rosie the Riveter.

Visitor Services and Facilities

The National Park Service maintains the park museum collection at park headquarters.

- **National Park Service Headquarters**

Visitor Experience

The administrative and staff offices would continue to be open during normal business hours and visitor access would continue to be controlled.

Resource Conditions

The National Park Service headquarters is co-located with the City of Richmond offices.

Visitor Services and Facilities

Visitors receive orientation to the park at a small self-service visitor orientation center located in the Richmond City Hall South building.

ROLE OF THE NATIONAL PARK SERVICE IN ALTERNATIVE A

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working in collaboration with the National Park Service for the preservation of the historic World War II-era resources while providing for visitor access and interpretation. In working with other cooperating partners to implement alternative A over the 15- to 20-year term of this plan, the National Park Service would pursue the following actions:

- ◆ Provide self-guiding tour brochures to visitors at Richmond City Hall and at designated park sites.
- ◆ Operate a small self-service visitor orientation center at interim Richmond City Hall South.
- ◆ Provide occasional tours and programs, by appointment, that engage limited numbers of visitors and residents with Richmond's World War II home front resources.
- ◆ Provide technical assistance and support for interpretive waysides at sites and structures that represent the home front story in Richmond.
- ◆ Coordinate and encourage individuals and groups to develop World War II home front interpretive opportunities such as community and regional events, signs, and educational programs.
- ◆ Develop interpretation standards and provide technical assistance and training in telling Rosie the Riveter and World War II home front stories.
- ◆ Maintain a National Park Service website that can link to and from other websites that tell American World War II home front stories.
- ◆ Assist with studies and reports, and, when possible, provide professional/technical assistance that supports preservation of the character-defining features of World War II-era

home front sites and structures named in the park's legislation.

- ◆ Collect and preserve World War II home front oral and written histories and their associated artifacts and archives.
- ◆ Continue to maintain the park museum collection at park headquarters.
- ◆ Continue to co-locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park with the offices of the City of Richmond.

ESTIMATED COSTS: ALTERNATIVE A

The estimated costs in table 4 reflect only those costs associated with the actions of the National Park Service in implementing the "no-action" alternative A. These costs do not include costs that might be incurred by cooperating partners. Costs associated with the actions of cooperating partners are not easily predictable, given the various goals, multiple nonpark-related uses, and levels of effort and commitment.

The cost figures shown here and throughout the plan are intended only to provide an estimate of the relative costs of alternatives. NPS and industry cost estimating guidelines were used to develop the costs to the extent possible, but the estimates should not be used for budgeting purposes. Most of the specifics about development and management actions will be decided in subsequent, more detailed planning and design exercises, and will consider the design of facilities, identification of detailed resource protection needs, and changing visitor expectations. Actual costs to the National Park Service will vary depending on if and when the actions are implemented, and on contributions by partners and volunteers.

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

America's Promise

Unions

- One by-product of World War II
- was the increased power of
- unions.

"They had told me before I went to Ford, that Ford wasn't hiring blacks at all. There wasn't but a few blacks there when I first went there. But then they start. UAW-CIO [United Automobile Workers Committee for Industrial Organization] come in.

Wasn't no such thing as blacks being a foreman or nothing like that. But the UAW broke up all that even before I left. They started blacks to doing any type of work that they had available that blacks could do. So before I left there, blacks was all over the place doing anything that they was qualified to do."

-- Frank Stevenson,
Factory Worker,
Ford Assembly Plant,
Richmond, CA



Double Bottom Assembly, Kaiser Cargo Inc., Richmond Shipyard No. 4, day shift

Alternative A

Current Conditions and Land Ownership of Park Sites

Rosie the Riveter / World War II Home Front National Historical Park
General Management Plan

Using self-guiding tools or participating in guided tours, visitors tour Richmond to see World War II historic sites and structures.



Table 4: Estimated Costs to the National Park Service (NPS) – Alternative A

Alternative A: No Action	
Annual Operations	
NPS Annual Operating Costs ⁽¹⁾	\$700,000
NPS Staffing Levels ⁽²⁾ (Full Time Equivalent)	6.5
Total Estimated Annual Costs	\$700,000
One Time Costs	
NPS Facility Construction (interpretive exhibits/signs) ⁽³⁾	\$200,000
Non-Facility Costs (not covered by Annual Operating Costs listed above) ⁽⁴⁾	\$0
Total Estimated One-Time Costs	\$200,000

⁽¹⁾ Annual operating costs are the total annual costs for NPS maintenance and operations associated with each alternative, including: maintenance, utilities, supplies, staff salaries and benefits, leasing, and other materials.

⁽²⁾ Total FTEs are the number of full time equivalent employees required to maintain the NPS role and operations, provide technical assistance with resource protection and in telling the park stories, and for other support. In alternative A, the current staff of this new park is shared among the four East Bay national park sites.

⁽³⁾ One-time facility costs include those for the design, construction, rehabilitations, administrative facilities, interpretive exhibits/signs, visitor and educational facilities, maintenance facilities, museum collection facilities, and other visitor support facilities.

⁽⁴⁾ One-time non-facility costs include actions for the preservation of cultural or natural resources not related to facilities, the development of visitor use tools not related to facilities, and other park management activities.

Alternative B: Explore Richmond to Understand the National Home Front Story (The NPS Preferred Alternative)

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working collaboratively with the National Park Service to preserve historic World War II resources and tell America's home front stories.

The collaborative nature of Rosie the Riveter/World War II Home Front National Historical Park requires a commitment to building and sustaining relationships with individuals, neighbors, cooperating partners, and other communities of interest.

This section describes the vision of how the park could evolve if alternative B were implemented. Implementation of this vision would take the commitment and coordination of many cooperating partners. These partners include citizens, communities, and private, governmental, and nonprofit entities that—through agreements and shared common goals—work together to achieve the mission of the national historical park. The National Park Service would continue to facilitate and develop these partnerships to provide for mutual benefit among participants and to achieve the park's legislated mandates.

The National Park Service would provide opportunities for individuals and groups to tell their own stories at park sites and would encourage the telling of home front stories throughout the greater Richmond community and across America. The goal of these activities is to nurture stewardship of the multilayered World War II home front experience and legacy and to facilitate conversations that lead to a shared understanding of the full meaning and contemporary relevance of the World War II home front.

VISION FOR ALTERNATIVE B

In alternative B, Rosie the Riveter/World War II Home Front National Historical Park would provide visitors with opportunities to explore Richmond's World War II-era historic sites and structures to experience the scale and diversity of the American home front story. In this alternative, visitors would

be able to view the exteriors and access some rehabilitated interiors of structures where artifacts, exhibits, and programs would connect visitors with park themes. The World War II Home Front Visitor/Education Center, located at the Ford Assembly Building, would interpret the national home front effort and orient visitors to Richmond's sites and stories.

VISITOR EXPERIENCE IN ALTERNATIVE B

In alternative B, park visitors would have opportunities throughout the City of Richmond to explore World War II home front sites, structures, and stories. The many aspects of the Richmond home front experience are representative of other World War II home front experiences from across the nation; by exploring Richmond's stories, visitors could gain an understanding and appreciation of the national World War II home front effort.

Visitors could access selected interior and exterior portions of Richmond's World War II-era historic sites and structures. These historic resources are evocative of the World War II era and would provide the opportunity for the Richmond community to tell their own home front stories and to share their city's legacy with park visitors.

In Alternative B, visitors would have access to Shipyard No. 3, the Ford Assembly Building, and the waterfront—to better understand the scope and scale of the wartime industries of Richmond. In addition, visitors would have access to many community sites related to home front life, including housing areas and child care facilities. At these sites, visitors could gain a better understanding of the social aspects of Richmond's home front.

At the visitor/education center, visitors could see, hear, and reflect on the national stories, events, and contributions of Americans who experienced the World War II years. The visitor/education center would link the Richmond sites to each other and to stories and sites throughout the United States.

Visitation to the park is estimated to be high in this alternative because many park sites would be accessible and a diversity of on-site programs would be available (see chapter 4, Table 11: Visitation Estimates).

HISTORIC RESOURCE CONDITIONS IN ALTERNATIVE B

In alternative B, many of Richmond's World War II sites and structures would be rehabilitated to reflect their historic appearance, contributing to the stories that they represent. Some portions of the historic sites and structures would be accessible to the public, even if the structures were used for contemporary purposes unrelated to the park. World War II artifacts that contribute to the historic appearance and stories of Richmond's home front would be collected and used at the appropriate park sites.

America's Promise

Wages

Even though women and minorities were paid less than white men, their salaries increased beyond what they had made before the war. Unfortunately, after the war ended, the positions that women had trained for and had worked so hard in, were given back to the returning servicemen. This knowledge and skill was lost from the workplace. However, expectations of higher wages and increased job opportunities did not fade for the women who had stepped up to the challenge of learning new skills during the war.

"We were all scheduled to work in certain departments. Mine was in the flask department (torpedo head) where tested torpedoes had to be taken apart and then cleaned, re-assembled, and then filled with air. ...My plans were to stay in Washington, even after the war was over, but my mother needed help at home as my dad fell and broke his hip, so I went home. I was offered a job, working at Wells Dairy in LeMars, a week after I got home. It is still going strong and is now known as the ice cream capital of the world. I couldn't believe that I was starting out at \$0.40 an hour when I was getting \$1.87 at Keyport, Washington.

--Jean Dreckman,
Torpedo Head Assembly,
US Naval Torpedo
Station, Keyport, WA

VISIONS FOR INDIVIDUAL PARK SITES IN ALTERNATIVE B

In addition to the elements described under the heading “Elements Common to All Alternatives,” near the beginning of this chapter, the following narrative describes the future vision for each individual park site and resource. Because Rosie the Riveter/World War II Home Front National Historical Park is a partnership park, implementation of these visions will take the commitment and coordination of many park partners. The map on page 83, entitled Alternative B, displays the park areas as described below.

• Ford Assembly Building

In alternative B, two park areas have been identified for the Ford Assembly Building. The characteristics of these desired future park areas are described in table 2. The World War II Home Front Visitor/Education Center and the walkway along the building’s waterfront would be in the Exhibit Education Area, where visitors would receive information, interpretation, and orientation to Richmond’s home front stories. The remainder of the site and associated structures would be in the Historic Backdrop Area, where the exteriors would help visitors understand the size, scale, and historic characteristics of Richmond’s home front.

Visitor Experience

The World War II Home Front Visitor /Education Center, located in the waterfront portion of the Ford Assembly Building that is referred to as the craneway, would be the gateway for visitors to Rosie the Riveter/World War II Home Front National Historical Park. At the visitor/education center, visitors could 1) be introduced to the park purpose, themes, and the opportunities to explore the Richmond World War II home front; 2) view exhibits, artifacts, and documented histories that link the historic sites of Richmond with each other and with home front stories and sites throughout the nation; 3) explore the World War II stories and activities that the Ford Assembly Building represents; 4) learn from community members about Richmond’s World War II home front stories and experiences; and 5) use evolving Internet and digital technology to explore World War II home front sites throughout the United States.

Visitors to the Ford Assembly Building could explore the World War II stories that are represented in this structure. Walking along the outside of the building to experience its length, viewing the historic architecture, and experiencing the spatial relationships of this site in comparison to Shipyard No. 3 and other park sites, would help visitors understand Richmond’s wartime industrial home front. The views from the Ford Assembly Building to various park sites and communities around San Francisco Bay would provide visitors with a central overview that illustrates the importance of Richmond’s World War II home front effort.

Historic Resource Conditions

In Alternative B, the exterior of the building is preserved to retain its historic qualities as defined by the Federal Preservation Tax Incentive Program. The interior of the Ford Assembly Building is adaptively used for contemporary purposes. A portion of the interior is rehabilitated to reflect its World War II use and to highlight the architectural features of this structure designed by Albert Kahn.

Visitor Services and Facilities

The World War II Home Front Visitor/Education Center would consist of an information station, observation areas, exhibits and models, and access to the park’s oral and written history collections and artifacts. The Rosie the Riveter Trust would provide additional visitor support and retail services within the visitor/education center. Some commercial opportunities within the other parts of the Ford Assembly Building, such as food vendors and retail services, could accommodate visitors as well.

• Richmond Shipyard No. 3 / SS Red Oak Victory

In alternative B, there would be two park areas for Shipyard No. 3. The characteristics of these desired future park areas are described in table 2. The historic district along the waterfront and the SS *Red Oak Victory* would be in the Historic Engagement Area to enable visitors to experience many sights and sounds associated with World War II-era shipyard operations. The remaining area of Shipyard No. 3 would be in the Industrial/Port Landscape Area—while allowing for contemporary port activities, this area would provide visitors with a sense of size and scale represented by the open industrial landscape. Over the next 25 years, the

Historic Engagement Area could be enlarged upon reevaluation of the needs and goals of the Port of Richmond.

Visitor Experience

In alternative B, visitors could explore some of the World War II sites and structures in the historic district of Shipyard No. 3 including the two southernmost graving basins/dry docks, general warehouse, sheet metal shop, whirley crane(s), and Berth 6A, where the SS *Red Oak Victory* is docked. The remaining structures and areas of Richmond Shipyard No. 3 would continue to support contemporary port operations.

If port operations change in the future, additional areas of the historic district may become available for visitor opportunities. Future expansions could include portions of the six remaining Kaiser Shipyard buildings (including the cafeteria, the first aid station, and the machine shop) and other areas that would help visitors understand the operations and scale of a World War II shipyard.



Historic Shipyard No. 3, ca 2000. National Park Service

To better interpret Shipyard No. 3, some interiors of the historic structures could be modified to reflect their World War II uses. In addition, in alternative B, visitors could explore the historic Kaiser shipyard through models, artifacts, exhibits, demonstrations, and other interpretive programming. Park visitors to Shipyard No. 3 would have opportunities to learn from community members about Richmond's World War II home front stories and experiences.

In alternative B, the mooring of the SS *Red Oak Victory* at Berth 6A in Shipyard No. 3 would provide another means for visitors to appreciate the scale and immensity of the shipyard operations; visitors would have an opportunity to tour a surviving Victory ship that was built and launched in Richmond in 1944.

The views of Shipyard No. 3 from the SS *Red Oak Victory* would provide visitors with a comprehensive understanding of the historic shipyards layout. In addition, visitors would have views of the City of San Francisco and the San Francisco Bay. These views could help visitors understand the importance of the land and sea connection and the shipyard's relationship to the international war effort.

The cooperating partners would continue to work with the Port of Richmond to address issues that include visitor access, safety, and changing standards of port security.

Historic Resource Conditions

Richmond Shipyard No. 3 is a National Register Historic District that contains six World War II-era historic buildings (sheet metal shop, general warehouse, machine shop, forge shop, first aid station, and cafeteria), whirley crane, and five graving basins/dry docks. In alternative B, the historic shipyard and its World War II structures would provide the setting for visitors to experience and explore the fabric of a wartime shipyard: its scale, how it operated, and its role within the context of the nation's war effort. In this alternative, historic structures would be managed to retain their World War II-era appearance. Some of the interiors of historic structures would be rehabilitated and used to illustrate World War II shipyard uses. Interiors of other historic structures would continue to be used for contemporary uses by cooperating partners and port operations.

In alternative B, the SS *Red Oak Victory* would continue to be moored at Berth 6A in Shipyard No. 3. The Richmond Museum Association would continue the rehabilitation of the ship to operational condition, reflecting many of its World War II-era attributes, and would continue to provide for visitor access.

Visitor Services and Facilities

Visitor facilities that would be provided by cooperating partners would support visitor use at this site. These facilities may include on-site parking, restrooms, food service, and retail opportunities related to the visitor experience and understanding of the park interpretive themes.

• Child Development Centers

In alternative B, a small portion of the Maritime Child Development Center would be in the Historic Engagement Area to provide visitors with sights, sounds, and activities experienced by the children of war workers. The remainder of the site and structure would be in the Historic Backdrop Area to provide visitors with a visual context for exploring the issues of family life during World War II. The Ruth C. Powers Child Development Center would be in the Historic Backdrop Area, as well. The characteristics of these desired future park areas are described in table 2.

Visitor Experience

Maritime Child Development Center. In alternative B, visitors could explore a portion of the Maritime Child Development Center that reflects its 1940s use and appearance. They could learn about the social aspects of the American home front and the necessity of providing 24-hour child care for the families of the war workers. Since the Maritime Child Development Center is surrounded by World War II-era housing, the visitors would receive orientation here to the larger war worker community. In addition, visitors could explore the historic child development center through artifacts, exhibits, and other interpretive programming.

Ruth C. Powers Child Development Center. In this alternative, visitors with self-guiding brochures or participating on guided tours could visit the site of the Ruth C. Powers Child Development Center. They could learn about its role in World War II

Richmond through interpretive signs, brochures, and guides.

Historic Resource Conditions

Maritime Child Development Center. In alternative B, cooperating partners would reconstruct the Maritime Child Development Center for contemporary uses while preserving some portion of the interior to reflect the center's World War II character. The façade and landscape of the Maritime Child Development Center would be rehabilitated to a condition that reflects the center's World War II heritage.

Ruth C. Powers Child Development Center. Cooperating partners would rehabilitate the Ruth C. Powers Child Development Center for contemporary uses not related to the park. The façade and landscape of the Ruth C. Powers Child Development Center would be rehabilitated to a condition that reflects the center's World War II heritage.

Visitor Services and Facilities

Maritime Child Development Center. In alternative B, visitor facilities would include an interpretive facility, restrooms, and interpretive signs. Street parking and local bus service would be available to visitors.

Ruth C. Powers Child Development Center. Visitor facilities at this child development center would include interpretive signs. Street parking and local bus service would be available to visitors.

• World War II Worker Housing and the Home Front Community

In alternative B, the sites and structures that contribute to World War II worker housing and home front community would be included in the Historic Backdrop Area, allowing for contemporary use yet providing visitors with a visual setting to better understand the community life of a war worker.

Visitor Experience

In alternative B, visitors could learn about the World War II home front housing in the context of the home front community. Visitors would have the opportunity, within easy walking distance of the Maritime Child Development Center, to walk a home front neighborhood; the Maritime Child Development Center would serve as the gateway to the war worker community and provide orientation and programming information. Beginning at this location, visitors could learn about the housing challenges and different types of war worker housing before exploring the historic sites in the surrounding neighborhood and commercial district. Guided and self-guiding tours and interpretive signs would allow visitors to learn what life might have been like for a wartime worker in Richmond, and other parts of the country.

America Today *The Home Front Legacy*



Today's society benefits from many social and industrial innovations made during World War II. The prepaid health care plans and the efficiency and speed at which our industrial products are made were forged during wartime. Some innovations made weaponry more efficient.

"My wartime work was with Magnolia Petroleum Company in Dallas, Texas. The company later became a part of Exxon-Mobil Corporation. I worked in the Podbielniak Laboratory project to take the lead out of gasoline to reduce the downtime of military portable generators, vehicles, and other gasoline-powered equipment. As a "Rosie," I was chosen for this work because I had studied chemistry at the University of Texas. My title was that of laboratory technician."

--Rosemary Jarvis Wilkes,
Laboratory Technician,
Magnolia Petroleum
Company,
Dallas, Texas



A laboratory assistant at a tin smelter performs analysis to determine the amounts of pure metal remaining in slags from the furnaces

Visitor opportunities could expand in the future to include other aspects of life in World War II-era Richmond. If cooperating partners and entrepreneurs embrace this vision, World War II-era movie houses, dance halls, and retail shops could be developed to enhance the visitor experience.

Historic Resource Conditions

Sites and structures within this area would reflect their World War II-era appearance while accommodating contemporary uses.

Visitor Services and Facilities

In alternative B, a small orientation center would be located in the Maritime Child Development Center and self-guiding brochures would be available there. Interpretive signs would be located at some of the historic sites and structures. Street parking and local bus service would be available to visitors.

• Kaiser Permanente Field Hospital

The historic Kaiser Permanente Field Hospital is privately owned and is being adapted for contemporary use unrelated to the park.

In alternative B, it is envisioned that a small portion of the World War II-era structure would be in the Historic Engagement Area while the remainder of the site would be in the Historic Backdrop Area. The Historic Engagement Area would involve visitors with the work of health care providers and the health care issues of war workers during World War II. The Historic Backdrop Area would provide a visual 1940s-era backdrop for telling the story.

Visitor Experience

The vision in alternative B is for park visitors to explore a portion of the former Kaiser Permanente Field Hospital to learn about the three-tier Kaiser health system, why Kaiser decided to provide health care to shipyard workers, and how that program evolved to influence contemporary health care programs.

Historic Resource Conditions

In alternative B, a small portion of the World War II structure's interior would be rehabilitated to reflect its 1940s appearance while continuing to accommodate contemporary uses. The façade and landscape could be rehabilitated to reflect its World War II-era heritage.

Visitor Services and Facilities

Facilities that support visitor uses at this park site could include a small interpretive facility and signs. Street parking and local bus service would be available to visitors.

• National Park Service Museum Collections

Visitor Experience

In alternative B, visitors would have the opportunity to learn, through access to oral and written histories and programs evolving from them, about Rosie the Riveter and the American World War II home front directly from individuals who experienced those years. Many artifacts (and their reproductions) would be incorporated into the historic scenes of selected park sites as a means to help visitors understand their World War II use and context.

Historic Resource Conditions

The National Park Service would collect and preserve oral and written home front histories as identified in the legislation. In this alternative, the National Park Service also would collect and preserve objects, artifacts, documents, and images that are directly related to the interpretive themes and park sites and that could be used to create and preserve the historic setting in Richmond, California. The park museum collection would be acquired, accessioned and cataloged, preserved, protected, and made available for use and interpretation according to NPS standards and guidelines.

The park museum collection would be protected and preserved while allowing for visitor access and interpretation. Making use of various technologies and reproductions of authentic items would allow the collection to support and enhance visitor experience and understanding of the World War II home front.

Visitor Services and Facilities

In alternative B, the National Park Service would locate and maintain a permanent curatorial facility in Richmond that consolidates the museum collections of four national park sites: Rosie the Riveter/World War II Home Front National Historical Park, Eugene O'Neill National Historic Site, John Muir National Historic Site, and Port Chicago Naval Magazine National Memorial.

Visitors would have controlled access to these museum collections and to the digital museum accessed through the park's website.

• National Park Service Headquarters

In alternative B, the National Park Service administrative office for Rosie the Riveter/World War II Home Front National Historical Park would be located in one of the historic structures in Richmond, California. It would provide space for administration, technical assistance services, stewardship activities, and civic engagement.

ROLE OF THE NATIONAL PARK SERVICE IN ALTERNATIVE B

Rosie the Riveter/World War II Home Front National Historical Park depends on its many partners working in collaboration for the preservation of the historic World War II resources while providing for visitor access and interpretation. In working with other cooperating partners to implement the vision of alternative B over the 15- to 20-year term of this plan, the National Park Service would pursue the following actions:

- ◆ Establish and operate the World War II Home Front Visitor/Education Center in the Ford Assembly Building that provides the context to link Richmond sites with each other and with home front stories and sites throughout the nation.
- ◆ Develop interpretive exhibits for the World War II Home Front Visitor/Education Center.
- ◆ Provide visitors with orientation to park resources and interpretive themes at the World War II Home Front Visitor/Education Center.
- ◆ Develop and coordinate visitor programs at the World War II Home Front Visitor/Education Center that provide opportunities for Richmond communities to tell their home front stories.
- ◆ Provide regularly scheduled walking and bus tours that originate at the World War II Home Front Visitor/Education Center and at other sites in Richmond.
- ◆ Provide self-guiding tour brochures to visitors at Richmond City Hall and at designated park sites.
- ◆ Provide technical assistance and support for interpretive waysides at sites and structures that represent the home front story in Richmond.
- ◆ Coordinate and encourage individuals and groups to develop World War II home front interpretive opportunities such as community and regional events, signs, and educational programs.
- ◆ Develop interpretation standards and provide technical assistance and training in telling Rosie the Riveter and World War II home front stories.

America Today Advances in Technology

- ◆ Prefabrication that promoted speed in shipbuilding has helped to advance efficiency in today's manufacturing industries.

"The hulls of the ships were built in our shipyards, and the deckhouses were built separately in the Pre-Fab yard and hauled over by cranes and put in place onto nearly completed hulls. ...It was a wonderful engineering feat that speed-ed up the whole process.

Bringing the almost completed deckhouses over from the Pre-Fab yard was impressive, and scary to those like me who didn't know much about the process. Picture it if you can: an almost completed hull sitting on the ways, and a pre-constructed deckhouse, a huge steel fabrication, held in the air by cranes and brought from one yard to another. The deckhouse is held suspended above the hull and slowly, gently, lowered into place."

-- Elaine Lolos Lackey,
Burner,
Kaiser Shipyards,
Richmond, CA



Whirley Crane, Kaiser Shipyard #3, used to move pre-fabricated ship pieces

- ◆ Provide technical assistance, in collaboration with cooperating partners, in the planning and development of a vision for the preservation of a World War II worker community historic area.
- ◆ Work with other cooperating partners to interpret the known home front resources – Maritime Child Development Center, Nystrom Village, Atchison Village, Fire Station 67A, and Richmond Field Hospital – as part of a home front community.
- ◆ In addition to maintaining a website, develop and manage interpretive and educational programs for electronic access from across the nation using new technologies that include, but are not limited to, web-based access to the park’s themes and stories, connections to other World War II home front sites from park sites in Richmond, California, and a digital Rosie the Riveter/World War II Home Front museum.
- ◆ Provide studies, reports, and professional/technical assistance that contribute to the preservation of the character-defining features of the World War II-era home front sites and structures named in the park’s legislation and the landscapes in the vicinity of these sites and structures; agreements could be established between owners/cooperating partners for the National Park Service to assist with providing access for visitors and creating exhibits that interpret the sites’ connections to the home front themes.
- ◆ Collect and preserve World War II home front oral and written histories and their associated artifacts and archives; as feasible, allow visitors to connect to stories and artifacts at park sites that support interpretive themes.
- ◆ Collect and preserve objects, artifacts, documents, and images that directly relate to the park’s interpretive themes and that can be used in exhibits at the park’s sites to interpret the national home front story.
- ◆ Locate and maintain a curatorial and research facility in a World War II-era historic structure in Richmond, California, that allows for the consolidation of the museum collections of four East Bay national park sites: Rosie the Riveter/World War II Home Front National Historical Park, Eugene O’Neill National Historic Site, John Muir National Historic Site, and Port Chicago Naval Magazine National Memorial.

- ◆ Locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park at a World War II-era historic structure in Richmond, California.

• ESTIMATED COSTS: ALTERNATIVE B

The estimated costs in table 5 reflect only those costs associated with the actions of the National Park Service in implementing the vision for alternative B. These costs do not include costs that might be incurred by cooperating partners. Costs associated with the actions of cooperating partners are not easily predictable, given the various goals, multiple non-park related uses, and levels of effort and commitment.

The cost figures shown here and throughout the plan are intended only to provide an estimate of the relative costs of alternatives. NPS and industry cost estimating guidelines were used to develop the costs to the extent possible, but the estimates should not be used for budgeting purposes. Most of the specifics about development and management actions will be decided in subsequent, more detailed planning and design exercises, and will consider the design of facilities, identification of detailed resource protection needs, and changing visitor expectations. Actual costs to the National Park Service will vary depending on if and when the actions are implemented, and on contributions by partners and volunteers.

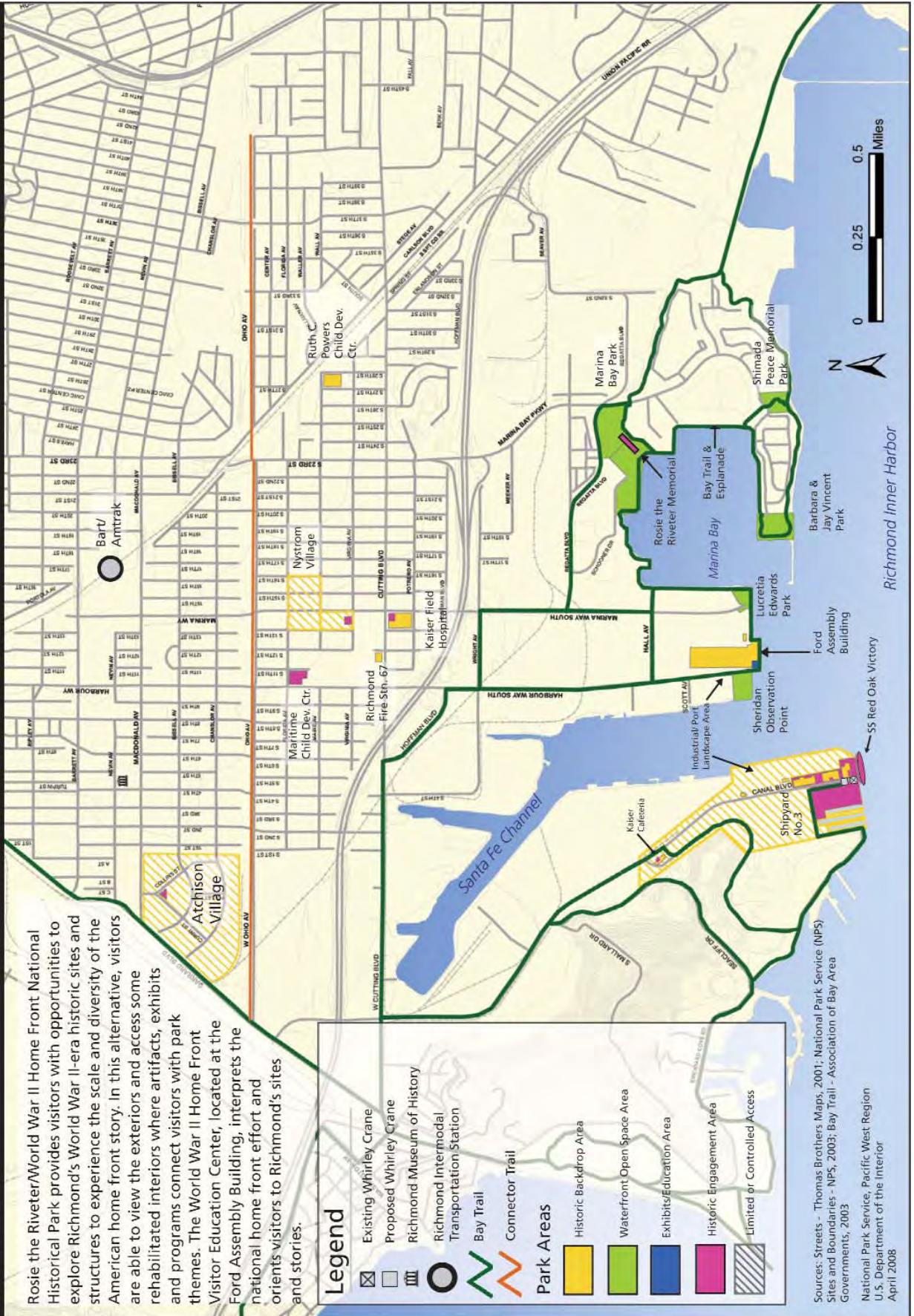
The implementation of the approved plan, no matter which alternative, will depend on future NPS funding levels and Servicewide priorities, and on partnership funds, time, and effort. The approval of a general management plan does not guarantee that funding and staffing needed to implement the plan will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

Alternative B

Park Areas

Rosie the Riveter / World War II Home Front National Historical Park General Management Plan

Rosie the Riveter/World War II Home Front National Historical Park provides visitors with opportunities to explore Richmond's World War II-era historic sites and structures to experience the scale and diversity of the American home front story. In this alternative, visitors are able to view the exteriors and access some rehabilitated interiors where artifacts, exhibits and programs connect visitors with park themes. The World War II Home Front Visitor Education Center, located at the Ford Assembly Building, interprets the national home front effort and orients visitors to Richmond's sites and stories.



Sources: Streets - Thomas Brothers Maps, 2001; National Park Service (NPS) Sites and Boundaries - NPS, 2003; Bay Trail - Association of Bay Area Governments, 2003
National Park Service, Pacific West Region
U.S. Department of the Interior
April 2008

Table 5: Estimated Costs to the National Park Service (NPS) – Alternative B

Alternative B: NPS Preferred Alternative	
Annual Operations	
NPS Annual Operating Costs ⁽¹⁾	\$2,500,000
NPS Curatorial Facility Lease	\$50,000
NPS Staffing Levels ⁽²⁾ (Full Time Equivalent) (This represents an increase in staffing for a larger role in providing park interpretation and technical support in historic preservation.)	26.25
Total Estimated Annual Costs	\$2,550,000
One Time Costs	
NPS Facility Construction – Visitor Center – wayfinding, interpretive exhibits/signs at individual park sites, interior construction and furnishings of curatorial facility and administrative office ⁽³⁾	\$7,000,000 \$900,000
Non-Facility Costs – acquisition and preservation of museum collections – web-based World War II home front stories and links ⁽⁴⁾	\$1,100,000
Total Estimated One-Time Costs	\$9,000,000
There are no NPS deferred maintenance costs since the National Park Service does not currently own any park assets.	

⁽¹⁾ Annual operating costs are the total annual costs for NPS maintenance and operations associated with each alternative, including: maintenance, utilities, supplies, staff salaries and benefits, leasing, and other materials.

⁽²⁾ Total number of full time equivalent (FTE) employees required to maintain the NPS role and operations, provide technical assistance with resource protection and in telling park stories, and for other support. Alternative B requires staffing at many of the individual park sites to provide interpretive services and visitor access as well as staffing the visitor/education center. This alternative also requires planning and technical assistance staff to support the owners of historic properties with historic preservation and interpretation. This figure includes a temporary team of potentially 5 people, who would work to collect, interview, process, and make available oral histories relating to the WWII Home Front. The museum collection staff would support the needs of the four East Bay national park sites.

⁽³⁾ One-time facility costs include those for the design, construction, rehabilitation, administrative facilities, interpretive exhibits/signs, visitor and educational facilities, maintenance facilities, museum collection facilities, and other visitor support facilities.

⁽⁴⁾ One-time non-facility costs include actions for the preservation of cultural or natural resources not related to facilities, the development of visitor use tools not related to facilities, and other park management activities. Examples include: developing interpretive programs using new technologies and, collecting and preserving artifacts that can be used in park exhibits.

Alternative C: The Home Front Visitor/Education Center Tells The National Home Front Story

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working collaboratively to preserve historic World War II resources and tell America's home front stories.

The collaborative nature of Rosie the Riveter/World War II Home Front National Historical Park requires a commitment to building and sustaining relationships with individuals, neighbors, cooperating partners, and other communities of interest.

This section describes the vision of how the park could evolve if alternative C were implemented. Implementation of this vision would take the commitment and coordination of many cooperating partners. These partners include citizens, communities, and private, governmental, and nonprofit entities that—through agreements and shared common goals—work together to achieve the mission of the national historical park. The National Park Service would continue to facilitate and develop these partnerships to provide for mutual benefit among participants and to achieve the park's legislated mandates.

The National Park Service would provide opportunities for individuals and groups to tell their own stories at park sites and would encourage the telling of home front stories throughout the greater Richmond community and across America. The goal of these activities is to nurture stewardship of the multilayered World War II home front experience and legacy and to facilitate conversations that lead to a shared understanding of the full meaning and contemporary relevance of the World War II home front.

VISION FOR ALTERNATIVE C

In alternative C, the World War II Home Front Visitor/Education Center and the SS *Red Oak Victory*, both located at and adjacent

America Today

Advances in Health Care

Kaiser offered many incentives to attract and maintain its workforce in the highly competitive labor market of World War II. The nation's first large-scale prepaid health care program began with Kaiser's Permanente Health Plan.

Dr. Sidney Garfield, MD, in conjunction with Harold Hatch, an engineer turned insurance agent, established the foundation for Permanente Medicine, a prepaid health care plan to serve workers constructing the Los Angeles Aqueduct in the 1930s. The hallmark of this plan was preventive medicine, aimed at preventing disease rather than curing it, keeping workers healthier and therefore more productive. Industrialist Henry J. Kaiser was intrigued with the potential for healthcare coverage of a large number of employees and hired Dr. Sidney Garfield to create a plan for 6,500 workers and their families at the Grand Coulee Dam project in Washington State.

In 1941 Garfield had a new challenge to provide healthcare for the 30,000 workers in Kaiser's Richmond, California shipbuilding industry. Kaiser obtained special permission from President Franklin D. Roosevelt to release Garfield from active military duty to organize a prepaid group practice system. The healthcare plan burgeoned to 90,000 employees and then dropped to 13,000 after the war ended. Both Kaiser and Garfield wanted the plan to continue, and on October 1, 1945, the Permanente Health Plan officially opened to the public.

to the Ford Assembly Building, would serve as the primary focus of the park. The other park sites would serve as a community backdrop; their historic appearance would be preserved while they provide for contemporary uses. The visitor/education center would present a diversity of stories from different communities across America and provide in-depth educational and research opportunities to advance the understanding of this chapter of American history. Using self-guiding brochures and other opportunities, visitors could view Richmond's World War II home front sites and structures.

VISITOR EXPERIENCE IN ALTERNATIVE C

In alternative C, the visitor would be directed to the Richmond waterfront where the World War II Home Front Visitor/Education Center, the SS *Red Oak Victory*, and the views of Shipyard No. 3 would provide a historic setting in which to learn about the American World War II home front stories. At the visitor/education center, visitors could explore in-depth World War II home front stories and events from communities all across America. Collaboration between the National Park Service and other partners, including educational and cultural institutions, would provide visitors with an array of interpretive exhibits, demonstrations of home-front life, models of wartime production, and opportunities for formal educational and seminar programs.

In alternative C, the World War II Home Front Visitor/Education Center also would provide visitors with access to primary source material about the American World War II home front, both at the center itself and through coordinated links with resources at institutions throughout the country. Also in this alternative, a coordinated national research program would be developed to expand knowledge and understanding of the American World War II home front.

With the SS *Red Oak Victory* located at Sheridan Point Observation Park adjacent to the visitor/education center at the Ford Assembly Building, park visitors would be able to explore a wartime ship that was produced in one of Kaiser's shipyards. The views from the SS *Red Oak Victory* and the World War II Home Front Visitor/Education

Center would provide visitors with a sense of the size and scope of the war effort.

As with alternative A, visitors would have the opportunity for self-guiding tours to view the exteriors of preserved World War II structures and sites throughout Richmond.

Visitation to the park is estimated to be moderate in this alternative because while a diversity of educational and interpretive programs would be available, they would be located at Sheridan Observation Point and the Ford Assembly Building. Other sites and structures would have limited access and no on-site programs (see chapter 4, Table 11: Visitation Estimates).

HISTORIC RESOURCE CONDITIONS IN ALTERNATIVE C

In alternative C, the façades of World War II structures would reflect their historic characteristics while the interiors provide for contemporary uses. The primary focus of this alternative would be the World War II Visitor/Education Center. The emphasis would be in the collection, preservation, and public access to World War II home front artifacts and other primary source materials that would provide visitors and scholars with in-depth knowledge about the American World War II home front.

VISIONS FOR INDIVIDUAL PARK SITES IN ALTERNATIVE C

In addition to the management actions described under the heading "Elements Common to All Alternatives" (described near the beginning of this chapter), the following narrative describes the future vision for each individual park site and associated resources in alternative C. Because Rosie the Riveter/World War II Home Front National Historical Park is a partnership park, implementation of these visions will take the commitment and coordination of many park partners. The map on page 93, entitled Alternative C, displays the park areas as described below.

• Ford Assembly Building / SS Red Oak Victory

In alternative C, two park areas have been identified for different portions of the Ford Assembly Building. The characteristics of these desired future park areas are described in table 2. The World War II Home Front Visitor/Education Center and the walkway along the building's waterfront would be in the Exhibit Education Area, where visitors would have many and varied opportunities to explore the home front stories of Richmond and the nation. The remainder of the site and structures would be in the Historic Backdrop Area, where the exteriors would help visitors understand the size and scale of Richmond's wartime industries.

The SS *Red Oak Victory* would be in the Historic Engagement Area, where visitors can become engaged in the activities associated with shipbuilding and the role of Victory and Liberty ships during World War II.

Visitor Experience

The World War II Home Front Visitor/Education Center, located in the waterfront portion of the Ford Assembly Building referred to as the craneway, would be the primary destination for visitors to Rosie the Riveter/World War II Home Front National Historical Park. Visitors to the center would be surrounded by historic resources of Richmond's World War II home front, including the historic Ford Assembly Building, SS *Red Oak Victory* moored at the adjacent Sheridan Observation Point Park, views across the Santa Fe Channel to the historic structures of Shipyard No. 3, and views of Richmond's inner harbor. The concentration of these historic structures and views would provide a setting that supports the in-depth exploration of the stories and events of America's home front at the visitor/education center.

The World War II Home Front Visitor/Education Center would provide visitors with the opportunity to 1) learn about the park purpose and themes, and to explore, in-depth, the national World War II home front stories and events from communities all across America; 2) view exhibits, artifacts, and documented histories of the American home front; 3) through demonstrations and models learn about wartime production; 4) participate in formal educational and seminar programs sponsored by partners representing other cultural and educational institutions from throughout the country; 5) research primary source materials about the American home front; 6) participate in research programs that further expand the knowledge and understanding of the American World War II home front.

Using evolving Internet and digital technology, visitors to the visitor/education center and to its web-based extension could learn about World War II home front sites throughout the United

America Today

Advances in Health Care

Under the Kaiser Plan, workers paid a nominal amount by today's standards for their medical care from their weekly paychecks.

"I really felt that I benefit(ed), from the opportunity to get my health cares taken care of for 25¢. I think it was 25¢ a week or maybe two weeks. It was good health care. We went to the Kaiser hospital in Oakland when we needed to have a doctor. When my job at the shipyard stopped, we went on an independent contract with Kaiser, independent coverage."

--Patricia Buls,
Junior Engineer,
Kaiser Shipyards,
Richmond, CA

Kaiser also had mobile healthcare units on the job site.

"If you had a cold or wasn't feeling good, Kaiser had something like a paramedic truck that they picked you up in. If you didn't feel well, they would put you to bed for that day. What I liked about them so well is they, when a woman found that she was pregnant, instead of dismissing you from your job, they would find lighter work, like office work and things. I always speak very graciously and proud of Kaiser. They've done a wonderful job with us."

--Mary Peace Head,
Welder,
Kaiser Shipyards,
Richmond, CA

States and could explore uplinks of selected interpretive and educational programs originating at the park.

Historic Resource Conditions

In alternative C, the exterior of the Ford Assembly Building would be preserved to retain its historic qualities as defined by the Federal Preservation Tax Incentive Program. The interior of the Ford Assembly Building would be adaptively used for contemporary purposes. A portion of the interior would be rehabilitated to reflect its World War II use and to highlight the architectural features of this structure designed by Albert Kahn.

The SS *Red Oak Victory* would be moored adjacent to the visitor/education center. The Richmond Museum Association would continue to rehabilitate the ship to its operational condition reflecting many of its World War II-era attributes and would continue to provide for visitor access.

The views of the historic structures in Shipyard No. 3 from the SS *Red Oak Victory* and the visitor/education center would contribute to the historic World War II home front setting.

Visitor Services and Facilities

In alternative C, the World War II Home Front Visitor/Education Center would provide comprehensive interpretive and educational opportunities to explore and research American World War II home front stories. The visitor/education center would use both interior and exterior spaces of the Ford Assembly Building, including coordinated access to the SS *Red Oak Victory*.

In alternative C, the Rosie the Riveter Trust would provide visitor support and retail services within the visitor/education center. Some commercial opportunities within the Ford Assembly Building, such as food vendors and retail services, could accommodate visitors as well.

Cooperating partners would develop the permanent infrastructure to support the SS *Red Oak Victory* mooring and operations. Visitor parking would be provided on-site and along the street.

• Richmond Shipyard No. 3

In alternative C, Shipyard No. 3 would be in the Industrial/Port Landscape Area. While visitors would have access to this area only during scheduled guided tours, observing contemporary port activities from a safe distance would provide them with a sense of size and scale represented by the open industrial landscape. The characteristics of the Industrial/Port Landscape Area are described in table 2.

Visitor Experience

In this alternative, the World War II sites and structures of the Richmond Shipyard No. 3 would provide the historic backdrop for interpreting the Kaiser shipyard and home front stories. Periodic guided tours of the shipyard would be offered but visitors also could view and learn about the former Kaiser shipyard from the World War II Home Front Visitor/Education Center at the Ford Assembly Building and from designated viewing areas located outside Richmond Shipyard No. 3 and along the Bay Trail.

Historic Resource Conditions

Richmond Shipyard No. 3 is a National Register Historic District that contains six World War II historic buildings (sheet metal shop, general warehouse, machine shop, forge shop, first aid station, and cafeteria), whirley crane, and five graving basins/dry docks.

The preservation of the façades of the historic shipyard buildings would provide visitors with distant views of the historic district and help them to understand the scale and impact that Kaiser and his shipyards had during Richmond's World War II home front effort. The historic district would include the World War II sites and structures that illustrate the shipyard's historic operations; these would be interpreted off-site. While the historic structures and their features would continue to retain their World War II-era appearance, the interior spaces of the structures would be used for contemporary port uses and would be closed to park visitors.

Visitor Services and Facilities

In alternative C, visitor facilities would include viewing areas with parking and interpretive signs; all visitor facilities would be located outside the

boundaries of Richmond Shipyard No. 3.

• Child Development Centers

In alternative C, the Maritime and Ruth C. Powers child development centers would be in the Historic Backdrop Area. In this alternative, visitors would not have access to the interiors of these buildings, but the structures would provide visitors with a visual context for exploring the issues of family life during World War II.

Visitor Experience

In alternative C, both the Maritime and the Ruth C. Powers child development centers would share the same visitor experience goals. Park visitors with self-guiding brochures or those participating in guided tours would visit the exterior of both child development centers. Through interpretive signs, brochures, and guide books, visitors would learn about the aspects of the World War II home front that are represented by the two child development centers, including the social aspects of the American home front and the necessity of providing 24-hour child care for families of war workers.

Historic Resource Conditions

Cooperating partners would rehabilitate the Maritime and Ruth C. Powers child development centers in order to provide for contemporary uses. The façades and landscaping of both centers would be maintained in a condition that reflects their World War II heritage.

Visitor Services and Facilities

In alternative C, park visitors would have access to interpretive signs at both child development centers where they would learn about the World War II home front stories and events related to the child development centers.

Interpretive signs would be incorporated so as not to disrupt the contemporary uses occurring at the child development centers. Street parking and local bus service would be available for visitors.

• World War II Worker Housing

In alternative C, the identified World War II worker housing, including Atchison Village, would be in the Historic Backdrop Area, allowing for contemporary use, yet providing visitors with a visual setting of 1940s Richmond.

Visitor Experience

Park visitors with self-guiding brochures or those participating in guided tours would visit examples of war worker housing to learn about major social impacts resulting from the boom and bust story of wartime Richmond.

America Today

Women in Pants

The new work roles that women took on during wartime and the challenge of finding rationed nylons changed the acceptable dress code for women.

"...Women worked actually doing men's work in the shipyards. Also, some of the other firms hired them in industry like operators for Standard Oil and so on. Still in office work, you wouldn't think of wearing slacks. We wore suits and tailored dresses, heels, and hose. They would wear out and you couldn't really get anymore. Then we'd have to paint our legs, and that was such a mess because, you know, every morning you'd have to put your leg up on a stool and get this stuff, pour it in your hands, rub it all over your legs, be careful not to get it on your clothes until it dried, and then wash your hands, you know. ...Some gals were so careful that they'd even had a special pencil. They'd draw a line up the back of their legs and make it look as if it was a seam, because we never, never wore slacks in the office. But, out of the war I think came, afterwards... a lot of women had worn slacks in their work, in the industrial type of work, and it just affected the styles of people. They wore them to church and even weddings. Pant suits, you see them all over."

--Lucille Ziessenhenne,
War Manpower
Commission,
Richmond, CA

Historic Resource Conditions

The surviving World War II-era worker housing would continue to be maintained by private owners, homeowner associations, cooperatives, and the Richmond Housing Authority. The National Park Service would provide limited technical assistance in historic preservation to owners of World War II-era housing in retaining the 1940s-era appearance of these houses.

Visitor Services and Facilities

Historical markers could be located at selected sites, as owners allow.

• Kaiser Permanente Field Hospital

The historic Kaiser Permanente Field Hospital is privately owned and is being adapted for contemporary use unrelated to the park. In alternative C, the Kaiser Permanente Field Hospital would be in the Historic Backdrop Area, providing a visual 1940s-era backdrop for telling the story of war worker health care.

Visitor Experience

In alternative C, park visitors with self-guiding brochures or those participating in guided tours would visit the exterior of the Kaiser Permanente Field Hospital. Through interpretive signs, brochures, and guide books, visitors would learn about the three-tier Kaiser health system, why Kaiser decided to provide health care to shipyard workers, and how that program evolved to contemporary health care programs.

Historic Resource Conditions

The façade and landscape would be rehabilitated to reflect their World War II-era heritage.

Visitor Services and Facilities

In alternative C, visitor facilities would include interpretive signs and street parking.

• National Park Service Museum Collections***Visitor Experience***

In alternative C, visitors would have the opportunity to learn about Rosie the Riveter and the American World War II home front through oral and written histories collected directly from the individuals who experienced the war years and through associated artifacts. In addition, the park museum collection

would include primary source material of the American World War II home front that contributes to the programming and research available through the visitor/education center. Visitor could access the park collection through the digital museum and other educational programming available through the park's website.

Historic Resource Conditions

The National Park Service would collect and preserve oral and written home front histories as identified in the legislation. In this alternative, the National Park Service also would collect and link to primary source material of the American World War II home front. The park museum collections would be acquired, accessioned and cataloged, preserved, protected, and made available for use and interpretation according to NPS standards and guidelines.

The park museum collection would be protected and preserved while allowing for visitor access and interpretation. By using various technologies the collection would support and enhance visitor understanding of the American World War II home front.

Visitor Services and Facilities

The National Park Service could locate and maintain a permanent curatorial facility at the World War II Home Front Visitor/Education Center through a lease arrangement with the owner. Visitors could have access to this collection and, through Internet links, to collections at other cultural and educational institutions throughout the United States.

This facility could support the collections of four national park sites: Rosie the Riveter/World War II Home Front National Historical Park, Eugene O'Neill National Historic Site, John Muir National Historic Site, and Port Chicago Naval Magazine National Memorial.

• National Park Service Headquarters

The National Park Service administrative office for Rosie the Riveter/World War II Home Front National Historical Park could be located in the World War II Home Front Visitor/Education Center through a lease arrangement with the owner. It could provide space for NPS administration,

technical assistance services, stewardship activities, and civic engagement.

ROLE OF THE NATIONAL PARK SERVICE IN ALTERNATIVE C

Rosie the Riveter/World War II Home Front National Historical Park is a partnership park that includes many public and private entities working in collaboration for the preservation of the historic World War II resources while providing for visitor access and interpretation. In working with other cooperating partners to implement the vision of alternative C over the 15- to 20-year term of this plan, the National Park Service would pursue the following actions:

- ◆ Establish and operate the World War II Home Front Visitor/Education Center in the Ford Assembly Building that would be the primary destination for visitors to Rosie the Riveter/World War II Home Front National Historical Park.
- ◆ Develop interpretive exhibits for the World War II Home Front Visitor/Education Center.
- ◆ Provide visitors with orientation to park resources and interpretive themes, as well as opportunities for in-depth exploration of Rosie the Riveter and the American World War II home front at the World War II Home Front Visitor/Education Center.
- ◆ Develop and coordinate visitor programs at the World War II Home Front Visitor/Education Center that provide opportunities for Richmond communities to tell their home front stories.
- ◆ Develop and coordinate visitor programs at the World War II Home Front Visitor/Education Center that link to cultural and educational institutions throughout the nation that tell other World War II home front stories.
- ◆ Provide visitor programming at the World War II Home Front Visitor/Education Center that includes interpretive, educational, and research opportunities to expand the knowledge and understanding of the American World War II home front.
- ◆ Provide self-guiding tour brochures to visitors at Richmond City Hall and at designated park sites.
- ◆ Provide technical assistance and support for interpretive waysides at sites and structures that represent the home front story in Richmond.
- ◆ Coordinate and encourage individuals and groups to develop World War II home front interpretive opportunities such as community and regional events, signs, and educational programs.
- ◆ Develop interpretation standards and provide technical assistance and training in telling Rosie the Riveter and World War II home front stories.

America Today

Childcare

Industry was slow to associate the need for childcare with working women. However, given the increasingly competitive climate for workers, Kaiser recognized that providing childcare would help to maintain profit and meet war production deadlines. The childcare centers that Kaiser built in Richmond, California, and Portland, Oregon, represent an important landmark in American social history.

Construction and operation of the childcare centers were funded through the United States Maritime Commission, established 24-hour childcare centers. At the end of the war, these centers, along with 3,100 other federal- and state-funded centers serving from 600,000 to 1.6 million children, were closed. California is the only state where publicly funded centers continued after the war.

Your children and what to do with them

As important as it is to build ships, and as urgently as women are needed to help build them, no part of the war production program justifies the neglect of small children. However, excellent provisions have been made for the proper care of children whose mothers want to work in the shipyards.

So, if you have small children, and you also want to do your part helping build ships, you may be assured that you can get the right kind of care for them. The important thing to remember is to make the arrangements BEFORE you start to work, or even before you start training for your job.

Here's what to do. First, talk over your problems with the Child Care Counsellor. The telephone number is BRoadway 8411. This service is provided by the Children's Department of the Multnomah County Public Welfare Commission. The women you will talk to here are experts, and



page nineteen

Handbook for New Women Shipyard Workers produced by Portland, Oregon, Public Schools, 1943

- ◆ In addition to maintaining a website, develop and manage interpretive and educational programs for electronic access from across the nation using new technologies that include, but are not limited to, web-based access to the park's themes and stories, connections to other World War II home front sites, and a digital Rosie the Riveter/World War II Home Front museum.
- ◆ Assist with studies and reports, and, when possible, provide professional/technical expertise that supports preservation of the character-defining features of World War II home front sites and structures named in the park's legislation.
- ◆ Collect and preserve World War II home front oral and written histories and their associated artifacts and archives.
- ◆ Collect and preserve objects, artifacts, documents, and images that directly relate to the American World War II home front and can be used to support interpretation at the World War II Home Front Visitor/Education Center.
- ◆ Locate and maintain curatorial and research facilities for the four East Bay national park sites at the World War II Home Front Visitor/Education Center.
- ◆ Locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park at the World War II Home Front Visitor/Education Center in Richmond, California through a lease arrangement with the owner.

ESTIMATED COSTS: ALTERNATIVE C

The estimated costs in table 6 reflect only those costs associated with the actions of the National Park Service in implementing the vision for alternative C. These costs do not include costs that might be incurred by cooperating partners. Costs associated with the actions of cooperating partners are not easily predictable, given the various goals, multiple nonpark-related uses, and levels of effort and commitment.

The cost figures shown here and throughout the plan are intended only to provide an estimate of the relative costs of alternatives. NPS and industry cost estimating guidelines were used to develop the costs to the extent possible, but the estimates should not be used for budgeting purposes. Most of the specifics about development and management actions will be decided in subsequent, more detailed planning and design exercises, and will consider the design of facilities, identification of detailed resource protection needs, and changing visitor expectations. Actual costs to the National Park Service will vary depending on if and when the actions are implemented, and on contributions by partners and volunteers.

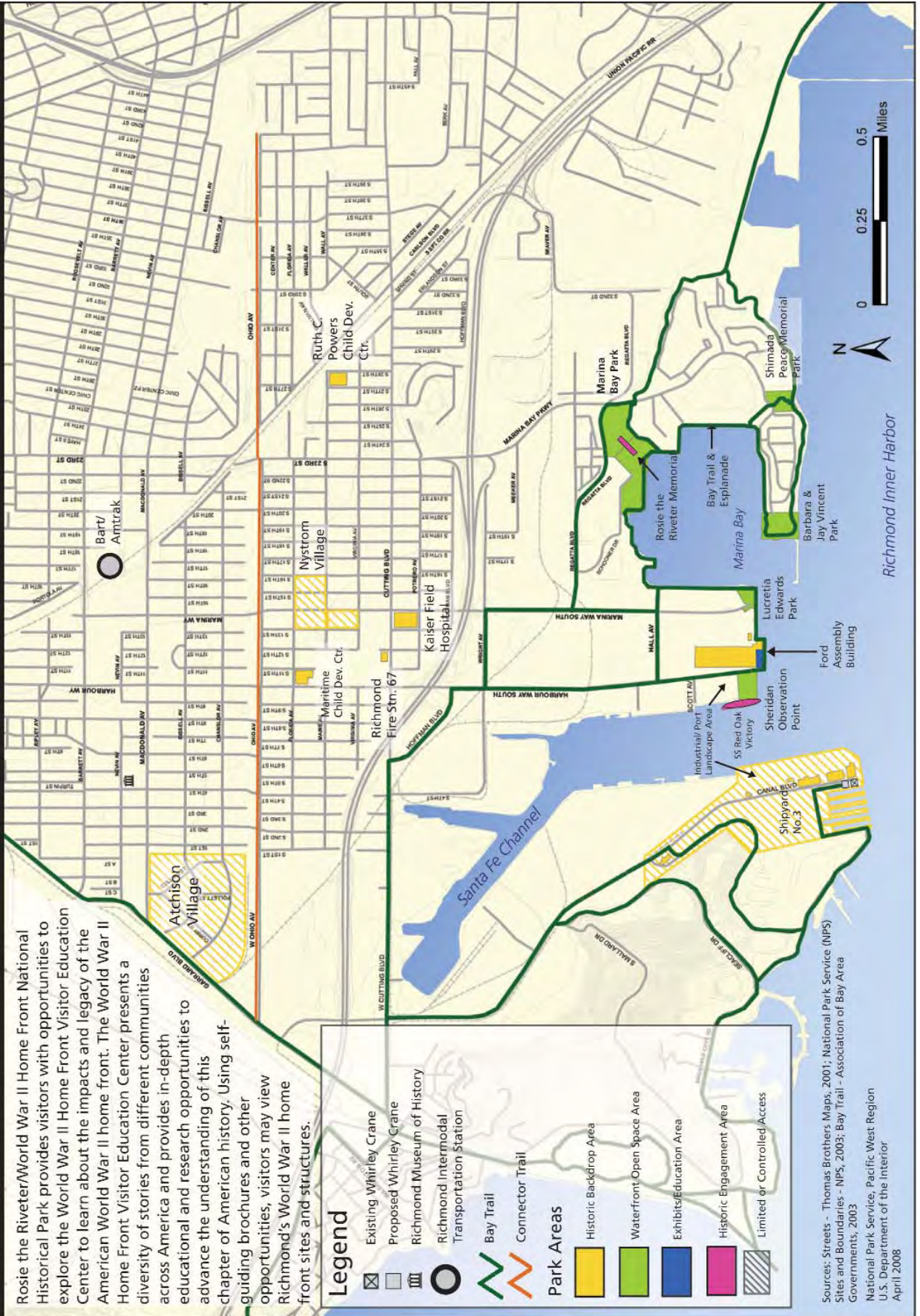
The implementation of NPS role, no matter which alternative, will depend on future NPS funding levels and Servicewide priorities, and on partnership funds, time, and effort. The approval of a general management plan does not guarantee that funding and staffing needed to implement the plan will be forthcoming.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

Alternative C

Park Areas

Rosie the Riveter / World War II Home Front National Historical Park General Management Plan

Rosie the Riveter/World War II Home Front National Historical Park provides visitors with opportunities to explore the World War II Home Front Visitor Education Center to learn about the impacts and legacy of the American World War II home front. The World War II Home Front Visitor Education Center presents a diversity of stories from different communities across America and provides in-depth educational and research opportunities to advance the understanding of this chapter of American history. Using self-guiding brochures and other opportunities, visitors may view Richmond's World War II home front sites and structures.



Sources: Streets - Thomas Brothers Maps, 2001; National Park Service (NPS) Sites and Boundaries - NPS, 2003; Bay Trail - Association of Bay Area Governments, 2003
National Park Service, Pacific West Region
U.S. Department of the Interior
April 2008

Table 6: Estimated Costs to the National Park Service (NPS) – Alternative C

Alternative C	
Annual Operations	
NPS Annual Operating Costs ⁽¹⁾	\$2,300,000
NPS Curatorial Facility Lease	\$60,000
NPS Staffing Levels ⁽²⁾ (Full Time Equivalent) (This represents an increase in staffing for a larger role in visitor center operations, education and curation.)	21.5
Total Estimated Annual Costs	\$2,360,000
One Time Costs	
NPS Facility Construction – Visitor/Education Center – wayfinding, interior construction and furnishings of curatorial facility and administrative office ⁽³⁾	\$9,200,000 \$200,000
Non-Facility Costs – acquisition and preservation of museum collections – web-based World War II home front stories and links ⁽⁴⁾	\$1,200,000
Total Estimated One-Time Costs	\$10,600,000
There are no NPS deferred maintenance costs since the National Park Service does not currently own any park assets.	

⁽¹⁾ Annual operating costs are the total annual costs for NPS maintenance and operations associated with each alternative, including: maintenance, utilities, supplies, staff salaries and benefits, leasing, and other materials.

⁽²⁾ Total number of full time equivalent (FTE) employees required to maintain the NPS role and operations, provide technical assistance with resource protection and in telling park stories, and for other support. In Alternative C the visitor/education center and SS *Red Oak Victory* would serve as the primary focus of the park. This alternative requires staffing at the visitor/education center while only a few field interpreters would be required. Planning and technical assistance to owners of historic properties is required by the level of effort is reduced from alternative B. This figure includes a temporary team of potentially 5 people, who would work to collect, interview, process, and make available oral histories relating to the WWII Home Front. The museum collection staff would support the needs of the four East Bay national park sites.

⁽³⁾ One-time facility costs include those for the design, construction, rehabilitations, administrative facilities, interpretive exhibits/signs, visitor and educational facilities, maintenance facilities, museum collection facilities, and other visitor support facilities.

⁽⁴⁾ One-time non-facility costs include actions for the preservation of cultural or natural resources not related to facilities, the development of visitor use tools not related to facilities, and other park management activities. Examples include: developing interpretive programs using new technologies and, collecting and preserving artifacts that can be used in park exhibits.

Alternatives and Actions Considered but Dismissed

Early in the development of the alternatives, an alternative D was developed. The concept for alternative D was to expose the visitor to a Richmond World War II home front setting that is preserved through adaptive use of the historic structures and settings. This would be accomplished by providing a high density of contemporary activities relating to commerce, culture, arts, education, and community services.

To allow the public to explore the four proposed alternatives for the general management plan, the planning team prepared and distributed a newsletter that described each alternative. Then the National Park Service hosted five public workshops in the San Francisco Bay Area that provided the public with an opportunity to discuss and give feedback to the planning team regarding their likes and dislikes of each alternative.

Feedback from the public involvement activities affirmed that alternatives A, B, and C provided an appropriate range of future park visions. As alternative D was explored, it became evident that it entailed actions that were outside of the park purpose and beyond the ability of the National Park Service to enact. Therefore it was dismissed from further consideration in the plan.

Environmentally Preferable Alternative

The environmentally preferable alternative is defined by the Council on Environmental Quality as “the alternative that will promote the nation’s environmental policy as expressed in the National Environmental Policy Act [Section 101 (b)].” Section 101 (b) defines the environmentally preferable alternative through the application of the six criteria listed below. Generally, the environmentally preferable alternative is the alternative that causes the least damage to the biological and physical environment and that best protects, preserves, and enhances historic, cultural, and natural resources. Each criterion is presented below, followed by a discussion of how well the proposed alternatives meet that criterion.

Richmond, California *The Home Front Today*



Diane Holmes, 2006

“My family has been in Richmond for 62 years. My parents and three older brothers came from Louisiana. My dad came first to find work, and then sent for my mother and three brothers. The war was still on at that time. My mother often would tell me the story of how she boarded the train with three boys-eight, six and four-with everything they were going to bring with them. She said the trains were so packed with people migrating from the South....What bothers me is when history is lost, you don’t pass it on. Then you don’t know the struggles that went on for you to have what you have or be where you are. So you have to pass on the history. One of the things I don’t want to happen in Richmond is for the history to be lost. I have a big concern about maintaining our history, even in the buildings. You have to leave a significant amount behind so people can understand how it evolved.”

The National Park Service does not own the park sites and historic structures of Rosie the Riveter/World War II Home Front National Historical Park and therefore has limited ability to affect the environment. The National Park Service role is to support interpretation and education, provide technical assistance, and collaborate with other public and private partners in preserving historic resources and providing for visitor services.

Rosie the Riveter/World War II Home Front National Historical Park is a park consisting primarily of cultural resources. The alternatives in the general management plan describe actions that influence the protection and preservation of the historic and cultural resources. The park has few natural resources since it consists of historic resources within the built environment of the City of Richmond, California.

1. Fulfilling the responsibilities of each generation as trustees of the environment for succeeding generations. Under alternative A, the no-action alternative, the cooperating partners, including the National Park Service, would continue to provide minimal support services for visitors, but the level of services would be less than under either action alternative. Alternatives B and C would enhance the National Park Service's ability to meet this criterion by allowing greater levels of service, increased levels of technical support for rehabilitation of historic structures, improved curatorial capability, and expanded potential for new visitor experiences. While both action alternatives would provide these additional services, alternative B would provide a greater level of on-site visitor access and service.

2. Ensuring for all generations safe, healthful, productive, and aesthetically and culturally pleasing surroundings. Under alternative A, the no-action alternative, the national historical park would strive to provide safe, healthful, productive, and aesthetically pleasing surroundings for its visitors in areas that are the focus of the national historical park. Alternatives B and C would take steps to improve the safety and aesthetics in more areas of the park as new sites and opportunities are developed. Alternative B has the potential to

provide greater opportunities for aesthetically pleasing surroundings because of a greater emphasis in retaining the historic appearance of more park sites and structures than provided for in alternatives A and C.

3. Attaining the widest range of beneficial uses of the environment without degradation, risk of health or safety, or other undesirable and unintended consequences. While the no-action alternative would continue to provide minimal uses, alternatives B and C would improve the park's ability to meet this criterion. By providing support for more rehabilitation efforts, allowing for greater use of historic resources, and providing expanded opportunities for visitor experiences, alternatives B and C would provide more choices and a more accessible program. Of the two action alternatives, alternative B has the potential to meet the criterion throughout a greater area of the park than alternative C.

4. Preserving important historic, cultural, and natural aspects of our national heritage and maintaining, wherever possible, an environment that supports diversity and variety of individual choice. Under the no-action alternative, alternative A, the National Park Service would continue to maintain a support role to the other cooperating partners in the preservation of the park resources. Both action alternatives would allow for expansion of the National Park Service role in providing technical assistance to cooperating partners for preservation of important historic and cultural resources and in interpretation of park resources. Alternative B allows for a greater National Park Service role by providing additional support personnel for historic preservation.

5. Achieving a balance between population and resource use that will permit high standards of living and a wide sharing of life's amenities. The cooperating partners strive to achieve a balance between population and resource use at Rosie the Riveter/World War II Home Front National Historical Park. Under the no-action alternative, the park would continue to meet this criterion. Both action

alternatives would meet this criterion by improving visitor services with new interpretation, greater potential for rehabilitation, and overall improved visitor services. Because of the greater level of preservation and access to a majority of park areas, alternative B meets this criterion better than alternative A or C.

6. Enhancing the quality of renewable resources and approaching the maximum attainable recycling of depletable resources. Under the no-action alternative, there is limited opportunity to enhance sustainability of the park sites. Under the action alternatives, there would be greater opportunity to provide the technical expertise in historic building rehabilitation that could effect greater conservation of resources. Alternative B would have a slightly greater potential than alternative C for enhancing resource conservation in the park due to the greater level of preservation and anticipated community involvement.

Based on the analysis provided in the environmental assessment and the discussion above, alternative B is the environmentally preferable alternative. Although all of the alternatives meet the above criteria to some degree, alternative B surpasses the other alternatives in fulfilling expectations outlined by the Council on Environmental Quality. Although alternatives A and C meet all of the criteria to some level, they do not fulfill them to the level that alternative B does.

Richmond, California

The Home Front Today



Ed Paasch, 2006

"My great-grandfather was the fire captain in Point Richmond, and worked at the first fire station in Richmond. Several members of my family worked for the fire department. My uncle worked in the shipyards. When they saw how good of a welder he was, they put him in charge of teaching the girls how to weld. And that's what he did during the war.... Now, I live in Atchison Village; I've been there since 1990. Most people don't even have a clue that Atchison Village is related to the Kaiser Shipyards. In fact, a lot of the people that move in don't really know much about that history. Any way that the history can be told would be good. A lot of our youngsters have no idea about this city's history and what the Kaiser Shipyards did during the war. They were putting out two or three ships a week. My mom and dad talk about it from time to time. It was truly amazing what they did during the war with a handful of men and a bunch of women."

Summary Tables

The following three tables summarize the alternatives. Table 7 presents the alternatives as they apply to various park sites, table 8 presents the role of the National Park Service in each of the alternatives, and table 9 summarizes the key impacts of implementing the alternatives. For a complete understanding of each alternative, see the discussion of the individual alternatives elsewhere in this chapter.

Table 7: Summary of the Alternatives by Park Site

	ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Vision	Using self-guiding tools or participating in guided tours, visitors would tour Richmond to see World War II historic sites and structures.	<p>Visitors would have opportunities to explore Richmond's World War II-era historic sites and structures to experience the scale and diversity of the American home front story. Visitors are able to view the exteriors and access some rehabilitated interiors where artifacts, exhibits, and programs connect visitors with park themes.</p> <p>The World War II Home Front Visitor/Education Center, located at the Ford Assembly Building, interprets the national home front effort and orients visitors to Richmond's sites and stories.</p>	<p>Visitors would have opportunities to explore the World War II Home Front Visitor/Education Center to learn about the impacts and legacy of the American World War II home front.</p> <p>The World War II Home Front Visitor/Education Center presents a diversity of stories from different communities across America and provides in-depth educational and research opportunities to advance the understanding of this chapter of American history.</p> <p>Using self-guiding brochures and other opportunities, visitors may view Richmond's World War II home front sites and structures.</p>
Ford Assembly Building	Visitors would learn about the home front story through brochures and interpretive signs.	Visitors would be introduced to park interpretive themes and oriented to Richmond's historic sites, structures and stories at the World War II Home Front Visitor/Education Center.	At the World War II Home Front Visitor/Education Center, visitors could explore a diversity of World War II home front stories from different communities across America and are provided with in-depth educational and research opportunities to advance the understanding of this chapter of American history.
	The exterior facade of the Ford Assembly Building maintains its 1940s appearance while the interior is adapted to accommodate contemporary uses.	Same as Alternative A.	Same as Alternative A.

	ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Shipyard No. 3	Visitors would have access to explore the <i>SS Red Oak Victory</i> . The majority of the historic district of Richmond Shipyard No. 3 would be closed to the public and used for industrial port purposes.	Visitors would explore the interior and exteriors of a number of the World War II sites and structures in the historic district of Shipyard No. 3. A larger portion of the historic district would be open for park visitors under controlled conditions. The balance of Shipyard No. 3 would be used for industrial port purposes.	Visitors would have no access, other than through periodically scheduled guided tours, to the historic district of Shipyard No. 3. Instead, the shipyard would serve as a backdrop to be viewed from the Ford Assembly Building area and the San Francisco Bay Trail.
	The exteriors of the historic structures would retain their World War II-era appearance.	The exteriors of the historic structures would retain their World War II-era appearance. Selected interiors would be rehabilitated to reflect their World War II-era uses.	Same as alternative A.
<i>SS Red Oak Victory</i>	Visitors would be provided controlled access to Berth 6A in Shipyard No. 3 in order to tour the <i>SS Red Oak Victory</i> .	Visitors would have greater access to tour the <i>SS Red Oak Victory</i> at Berth 6A in addition to exploring other World War II-era sites and structures in the historic district of Shipyard No. 3.	Visitors would have access to tour the <i>SS Red Oak Victory</i> at Sheridan Observation Point Park, adjacent to the World War II Home Front Visitor/Education Center, located at the Ford Assembly Building.
Child Development Center	Visitors on guided tours or with self-guiding brochures would visit the exteriors of the centers.	In addition to alternative A, visitors would explore a portion of the Maritime Child Development Center that reflects its 1940s use and appearance. The Maritime CDC also would serve as an orientation center for the exploration of the larger war worker community that surrounds it.	Same as Alternative A.
World War II Worker Housing	With a self-guiding brochure or on a scheduled guided tour, visitors would see remaining examples of the exterior of World War II worker housing sites.	Guided and self-guiding tours and interpretive signs would enable visitors to explore sites and structures near the Maritime Child Development Center, allowing them to learn what life might have been like for a wartime worker in Richmond.	Same as Alternative A.

	ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Kaiser- Permanente Field Hospital	Visitors with a self-guiding brochure or on a guided tour would be able to see the exterior of the former Kaiser Permanente Field Hospital.	In addition to alternative A, visitors would explore a selected small portion of the Kaiser Permanente Field Hospital that reflects its 1940s use and appearance.	Same as alternative A.
National Park Service Museum Collection	Visitors would have access to a portion of the park's collection through conducted tours and the park's website.	In addition to alternative A, many of the artifacts (and reproductions) in the collection would be incorporated into the historic scenes of selected park sites to help visitors understand their World War II use.	Visitors would have access to oral and written histories and associated artifacts. The park museum collection would include primary source material of the American World War II home front. Visitor could access the park collection through the digital museum and other educational programming available through the park's website.
National Park Service Headquarters	The headquarters would be co-located with the City of Richmond offices. The offices would be open during normal business hours and visitor access would be controlled.	The headquarters would be located in one of the historic structures in Richmond.	The headquarters would be located in World War II Home Front Visitor/Education Center.
ESTIMATED COSTS TO THE NATIONAL PARK SERVICE (NPS)			
	ALTERNATIVE A (see page 74 for details)	ALTERNATIVE B (see page 85 for details)	ALTERNATIVE C (see page 95 for details)
NPS Annual Operations Total Estimated Annual Costs	\$700,000	\$2,550,000	\$2,360,000
NPS Staffing Levels Full time Equivalent	6.5	26.25	21.5
NPS One Time Facility Costs	\$200,000	\$7,900,000	\$9,400,000
NPS One Time Non-facilities Costs	\$0	\$1,100,000	\$1,200,000
Deferred Maintenance	There are no NPS deferred maintenance costs since the National Park Service does not currently own any park assets.		

Table 8: Summary of the Role of the National Park Service in the Alternatives

ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Provide self-guiding tour brochures to visitors at Richmond City Hall and at designated park sites.	Same as alternative A.	Same as alternative A.
Operate a small self-service visitor orientation center at Richmond City Hall.	Establish and operate the approximately 5,000- to 10,000-square-foot World War II Home Front Visitor/ Education Center in the Ford Assembly Building that provides the context to link Richmond sites with each other and with home front stories and sites throughout the nation.	Establish and operate the approximately 7,000- to 12,000-square-foot World War II Home Front Visitor/Education Center in the Ford Assembly Building that is the primary destination for visitors to Rosie the Riveter/World War II Home Front National Historical Park.
	Develop interpretive exhibits for the World War II Home Front Visitor/Education Center.	Same as alternative B.
	Provide visitors with orientation to park resources and interpretive themes at the World War II Home Front Visitor/Education Center.	In addition to alternative B, provide visitors to World War II Home Front Visitor/Education Center with opportunities for in-depth exploration of Rosie the Riveter and the American World War II home front.
	Develop and coordinate visitor programs at the World War II Home Front Visitor/Education Center that provide opportunities for Richmond communities to tell their home front stories.	Same as alternative B.
Provide occasional tours and programs, by appointment, that engage limited numbers of visitors and residents with Richmond's World War II home front resources.	Provide regularly scheduled walking and bus tours that originate at the World War II Home Front Visitor/Education Center and at other sites in Richmond.	In addition to alternative B, provide visitor programming at the World War II Home Front Visitor/Education Center that includes interpretive, educational, and research opportunities to expand the knowledge and understanding of the American World War II home front.

ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Provide technical assistance and support for interpretive waysides at sites and structures that represent the home front story in Richmond.	Same as alternative A.	Same as alternative A.
Coordinate and encourage individuals and groups to develop World War II home front interpretive opportunities such as community and regional events, signs, and educational programs.	Same as alternative A.	Same as alternative A.
Develop interpretation standards and provide technical assistance and training in telling Rosie the Riveter and World War II home front stories.	Same as alternative A.	Same as alternative A.
Maintain a National Park Service website that can link to and from other websites that tell national World War II home front stories.	In addition to alternative A, develop and manage interpretive and educational programs for electronic access from across the nation using new technologies that include, but are not limited to, web-based access to the park's themes and stories, connections to other World War II home front sites from park sites in Richmond, California, and a digital Rosie the Riveter/World War II Home Front museum.	Develop and coordinate visitor programs at the World War II Home Front Visitor/Education Center that link to cultural and educational institutions throughout the nation that tell other World War II home front stories.
Assist with studies and reports, and, when possible, provide professional/technical expertise that supports preservation and interpretation of the exteriors of World War II-era home front sites and structures named in the park's legislation.	Provide studies, reports, and professional/technical expertise that contribute to the preservation of the interiors and exteriors of the World War II-era home front sites and structures named in the park's legislation and the landscapes in the vicinity of these sites and structures. Agreements could be established between owners/cooperating partners for the National Park Service to assist with providing access for visitors and creating exhibits that interpret the sites' connections to the home front themes.	Same as alternative A.

ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
<p>Collect and preserve World War II home front oral and written histories and their associated artifacts and archives.</p>	<p>Collect and preserve World War II home front oral and written histories and their associated artifacts and archives. As feasible, allow visitors to connect to stories and artifacts at park sites that support interpretive themes.</p>	<p>Same as alternative A.</p>
	<p>Collect and preserve objects, artifacts, documents, and images that directly relate to the park's interpretive themes and that can be used in exhibits at the park's sites to interpret the home front story in Richmond, California.</p>	<p>Collect and preserve objects, artifacts, documents, and images that directly relate to the American World War II home front and can be used to support interpretation at the World War II Home Front Visitor/Education Center.</p>
<p>Continue to maintain the park museum collection at park headquarters.</p>	<p>Locate and maintain a curatorial and research facility in a World War II-era historic structure in Richmond, California, that allows for the consolidation of the collections of four East Bay national park sites in Richmond: Rosie the Riveter/World War II Home Front National Historical Park, Eugene O'Neill National Historic Site, John Muir National Historic Site, and Port Chicago Naval Magazine National Memorial.</p>	<p>Locate and maintain curatorial and research facilities for the four East Bay national park sites at the World War II Home Front Visitor/Education Center.</p>
<p>Continue to co-locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park with the offices of the City of Richmond.</p>	<p>Locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park at a World War II-era historic structure in Richmond, California.</p>	<p>Locate the administrative office for Rosie the Riveter/World War II Home Front National Historical Park at the World War II Home Front Visitor/Education Center in Richmond, California.</p>

Table 9: Summary of Key Impacts of Implementing the Alternatives

IMPACT TOPIC	ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Archeological Resources	Continuation of current actions would result in long-term adverse impacts of minor intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.	Actions under alternative B could result in long-term adverse impacts of minor to moderate intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.	Continuation of current actions would result in long-term adverse impacts of minor intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.
Historic Structures	Continuation of current actions would result in adverse, long-term and moderate to major intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.	Actions under alternative B could result in long-term, minor to moderate, beneficial impacts. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be beneficial.	Actions under alternative C could result in adverse, long-term impacts of moderate intensity. Implementation of alternative C would be expected to contribute only minimally to the adverse, long-term and minor to moderate cumulative impact.
Cultural Landscape	Continuation of current actions would result in adverse, long-term impacts of minor intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.	Actions under alternative B would result in beneficial, long-term impacts of minor to moderate intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be beneficial.	Actions under alternative C could result in beneficial, long-term impacts of minor intensity. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.
Museum Collections	Overall, actions under alternative A would result in adverse, long-term impacts of minor to moderate intensity; although the park would work toward meeting professional and National Park Service standards for managing its collections. The overall cumulative impacts would be adverse; however this alternative would not contribute adverse impacts to the cumulative impact.	Overall, actions under alternative B would have beneficial long-term and minor to moderate intensity. The overall cumulative impacts would be adverse; however this alternative would not contribute adverse impacts to the cumulative impact.	Overall, actions under alternative C would have beneficial, long-term impacts of moderate intensity. The overall cumulative impacts would be adverse; however this alternative would not contribute adverse impacts to the cumulative impact.

IMPACT TOPIC	ALTERNATIVE A No Action	ALTERNATIVE B Explore Richmond to Understand the National Home Front Story (Preferred Alternative)	ALTERNATIVE C The Home Front Visitor/Education Center Tells the National Home Front Story
Visitor Use and Experience	The continuation of current actions would result in long-term, minor to moderate adverse impacts on visitor use and experience. The overall cumulative impacts would be adverse; however, this alternative's contribution to these impacts would be small.	The actions under alternative B would have beneficial, long-term, moderate impacts on visitor use and experience. The overall cumulative impact would be beneficial, long term and moderate; actions in this alternative would contribute substantially to the overall cumulative impact.	Actions under alternative C would have beneficial, long-term minor impacts on visitor use and experience. The overall cumulative impact would be beneficial; however, this alternative's contribution to the cumulative impact would be small.
Social and Economic Environment	The continuation of current actions would have negligible, long-term impacts on the social and economic environment. Cumulative impacts would be beneficial; however, the actions of alternative A would provide a small contribution to the beneficial cumulative impact.	The actions under alternative B would have beneficial, long-term, minor impacts on the social and economic environment. The beneficial impacts of alternative B would provide a small contribution to the beneficial cumulative impact.	The actions under alternative C would have beneficial, long-term, minor impacts on the social and economic environment. The beneficial impacts of alternative C would provide a small contribution to the beneficial cumulative impact.
Transportation	The continuation of current actions would result in negligible, long-term impacts on transportation. The overall cumulative impact would be adverse, long term, and minor.	Actions under alternative B would have adverse, long-term, minor impacts on transportation. The overall cumulative impact would be adverse, long term, and minor to moderate.	Actions under alternative C would have adverse, long-term, minor impacts on transportation. The overall cumulative impact would be adverse, long term, and minor.

