Managing the Rock

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1 **Executive Summary**

Alcatraz Island is located 1.5 miles north of San Francisco, California in the San Francisco Bay. Alcatraz offers tourists a chance to see the first lighthouse and the first fort built on the west coast of the United States, the infamous state penitentiary, and remnants of the 19-month occupation of the island by Native Americans. Since the prison’s closure in 1963, Alcatraz has also become a sanctuary for seabirds such as cormorants and pigeon guillemots, and for water birds such as snowy egrets and black-crowned night herons (National Park Service, 2010). Although Alcatraz Island is geographically small, it has been affected by numerous significant historical events. This landmark has enormous potential as one of California’s premier heritage sites.

**Significance**

In 1933 Alcatraz was acquired by the Department of Justice and in 1934 it was transformed into a maximum-security United States Penitentiary Federal Prison (Saunders). This maximum-security prison was to be the toughest, most strictly run prison in the United States. Wardens from the Federal Bureau of Prisons were polled and asked to select their most incorrigible inmates for shipment to Alcatraz (Saunders). This heritage is evident in the structures on the island. For the next twenty-nine years, Alcatraz would house the nation's most infamous and deadly criminals and gangsters, including Al "Scarface" Capone, George "Machine Gun" Kelly, and Doc Barker (Saunders). On November 20, 1969, Alcatraz Island became the focal point of the fight for justice and self-determination for Native Americans of all tribes when 79 Native Americans arrived on Alcatraz to begin what would be a 19-month occupation of the island.

**Management Plan**

The primary aims of this management plan are to:

- Identify and preserve Native American heritage on Alcatraz Island
- Educate tourists about the island’s significance as a Native American heritage site
- Signal to the Native American community that their heritage is valued by their government and the American people

**Management Objectives**

*Objective #1:* Reevaluate and manage the island taking into consideration its significance as a Native American heritage site.

*Objective #2:* Call attention to and preserve the remaining tangible Native American heritage on the island.

*Objective #3:* Educate visitors to the island about the Native American heritage on the island through storytelling, reenactments, and island activities.

*Objective #4:* Develop a Native American community center on the island.

*Objective #5:* Build a Native American museum on the island.

*Objective #6:* Excavate the island for remnants of pre-contact Native American artifacts without disturbing the environment.

*Objective #7:* Increase the island’s accessibility to the public.
2 INTRODUCTION

Introduction

Our management plan is designed to be folded into current management policies. The overall goal is to foreground the Native American heritage on the island, instead of marginalizing it.

Aims of the Management Plan

The National Park Service’s website states that its goal is “to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations” (National Park Service, 2010). The National Park Service Division of Interpretation focuses on the most significant period of history, which in the case of Alcatraz Island they have defined as the period during which it was used as a Federal Penitentiary. This focus is evident from the way the island itself is currently set up to display the heritage from Alcatraz’s time as a military fortress and State Penitentiary. The aim of our management plan is to establish guidelines and practices to rectify this situation.

Evaluation and Monitoring

The National Park Service currently manages Alcatraz Island. Our proposed additions to the way this heritage site is currently represented would require consulting with Native Americans, who would participate in and guide the site’s management.
3 BACKGROUND

3.1 HISTORY & DESCRIPTION OF THE SITE

Alcatraz is a small island located in the San Francisco Bay Area of Northern California. Until the arrival of the Europeans it was a barren rocky outcrop with no soil, which supported a flourishing population of seabirds but little else. According to oral traditions, it was used by local Natives as a place to gather eggs, and as a place of banishment. Since European occupation, the island has been used in a variety of ways. After California became a State in 1850, the US government began to build various structures on the island, beginning with a lighthouse, completed in 1854, then a fort, completed in 1859, which was replaced with a military prison in 1912, which in turn became a maximum-security federal penitentiary in 1934. In 1963 the penitentiary was closed and the island became federal surplus land. In 1972 it became part of the National Park System.

3.1.1 Geographic Location

Alcatraz Island is located near the entrance of San Francisco Bay, north of San Francisco and southeast of Marin County. Its geographic coordinates are 37.826463, -122.422886 (Google Maps). The island is an outcrop of Franciscan terrain that "...is characterized by greywacke turbidite deposits containing fossils indicating that the sediments were deposited between 130 and 140 million years ago (Early Cretaceous)" (Elder, 2001).
Towards the end of the last glacial period, about 18,000 years ago, sea levels around the world were much lower than they are today. At this time, Alcatraz Island was a hill at the entrance to a valley. As the ice melted, the Pacific Ocean rose and the valley filled with seawater to become San Francisco Bay, while the hill became an island, whose highest point today is about 121 feet above sea level.

3.1.2 Landscape and Setting

3.2 History

According to the National Park Service, Native Americans have lived in the San Francisco Bay area for over 10,000 years, however the earliest archaeological remains found so far date back only to 150 AD. The two native groups that inhabited the area when the Spanish arrived in the late 18th Century were the Miwok and the Ohlone. The Miwok lived to the North of the Golden Gate, while the Ohlone lived to the South and the East (National Park Service).
Very little is known about Alcatraz from the pre-contact period. According to Dr. Troy Johnston, “Based on oral history it appears that Alcatraz was used as a place of isolation or ostracization for tribal members who had violated a tribal law or taboo, as a camping spot, [and as] an area for gathering foods, especially bird eggs and sea-life” (Johnston). Post-contact, “Alcatraz was utilized also as a hiding place for many Indians attempting to escape from the California Mission system” (Johnston). The Spanish naval officer Juan Manuel de Ayala made the first survey of the island in 1775. He called it "La Isla de los Alcatraces," which in the Spanish of the time meant “Island of the Pelicans” (The California State Military Museum).

As part of the Treaty of Guadalupe Hidalgo at the end of the Mexican-American war in 1848, the US government took possession of California from Mexico. In the same year, gold was discovered in California, and the gold rush began. The number of ships arriving in San Francisco increased greatly, and the government recognized the need for lighthouses. The Alcatraz lighthouse was the first to be established on the west coast of the United States, and began operating on June 1st, 1854. However it was damaged during the 1906 earthquake, and a new lighthouse replaced it at a different location on the island in 1909, where it has remained to this day. The tower is octagonal in cross-section and stands 84 feet tall, placing the light approximately 200 feet above sea level. It was automated in 1963. The original lighthouse keeper’s quarters were burned down during the 1969-1971 Native American occupation (US Coast Guard).
As well as building lighthouses around the Bay Area, the US government also began to establish forts to protect its recently acquired territory, which became a state in 1850. Alcatraz Island, which is in the middle of the entrance to the harbor, was thought to be in the perfect defensive position: any vessel that entered the harbor had to pass within a mile of the island, which was well within the range of the shore batteries of that era.

In 1853, the year before the lighthouse entered into service, US army engineers began constructing a fort on Alcatraz. They blasted the sandstone rock of the island to create sheer walls, behind which a total of 111 smooth-bore cannons were eventually placed in a defensive circle around the perimeter of the island. A citadel was built on top of the rock near the original lighthouse, and in December 1859, Captain Joseph Stewart took command of the island with 86 men of Company H, Third US Artillery (National Park Service).
The American Civil War broke out in 1861, and the commander of the US Army department of the Pacific was Colonel Albert Sidney Johnston. Johnston was from Kentucky, a Confederate state. Nevertheless, he did his duty, ensuring that San Francisco’s defenses were secure from attack by Confederate forces before resigning his commission and leaving for the south. (He died at the battle of Shiloh in 1862.) By the end of April 1861, there were about 350 Union soldiers manning Alcatraz (The California State Military Museum).

In the end there was no Confederate attack on San Francisco. The only time that the guns on Alcatraz were fired in anger was as a warning to an unidentified warship that sailed alone into the harbor during the Civil War, in October 1863. The first shot was a blank charge, but when this was ignored, a single round was fired across the bow of the ship. The ship replied with a 21 gun salute. When the smoke cleared, a British ensign became visible, and so the commander of Alcatraz, Captain William Winder, responded in kind. The ship was actually H.M.S. Sutlej, the flagship of Admiral John Kingcome, Commander in Chief of the British Navy in the Pacific. Kingcome was less than impressed with his welcome, but many in the Union considered that Great Britain supported the Confederate cause, and so Winder received only a mild reprimand for his actions (National Park Service, The California State Military Museum).
By the end of the Civil War, smooth-bore cannons were already obsolete, as the technique of rifling the interior of gun barrels had greatly improved both the range and accuracy of artillery (Melton & Pawl). The last time the cannons at Alcatraz were fired was during the mourning ceremony for President Abraham Lincoln in 1865. With the advent of powerful modern ship-borne guns, the Alcatraz citadel was a sitting duck rather than an impregnable fortress.

After the war, the US government made a final attempt to improve the island’s defenses against modern guns. Army engineer Major George Mendell’s "Plan of 1870" involved importing large quantities of soil from Angel Island that could be used to create earth embankments between the cannons. Only the initial excavations were completed before the plan was abandoned, but the soil was used to create small gardens around the officers’ quarters, which can still be seen on Alcatraz today. (Prior to this Alcatraz was essentially a barren rock, so the addition of this soil has greatly increased the island’s biodiversity.) The old guns were slowly removed from Alcatraz, the last in 1900 (Martini).
Although Alcatraz Island was largely a failure as a fortress, it began to be used as a military prison immediately after the fort was completed at the end of 1859, when 11 of Captain Stewart’s men were incarcerated in the basement of the guardhouse. The commanders of the garrisons at Fort Point and the Presidio soon realized that Alcatraz Island would be a convenient place to send their most recalcitrant offenders, and according to the National Park Service, “In 1861, Alcatraz was officially designated the military prison for the Department of the Pacific” (National Park Service).

During the Civil War, Alcatraz was used as a prison for Confederate sympathizers and prisoners of war. One such instance occurred in March 1863, when a group of Confederate conspirators had secretly smuggled weapons and ammunition aboard their schooner, the J.M. Chapman, and were preparing to sail from the harbor so they could begin raiding the coast. Unfortunately for the plotters, shortly before they were about to set sail the boat’s captain revealed their plans at a tavern in San Francisco, and Union soldiers arrested 15 men who were hiding on the boat. The three ringleaders were detained in the basement of the guardhouse on Alcatraz. Although they were convicted of treason, and sentenced to 10 years imprisonment on Alcatraz, they were eventually given a pardon by President Lincoln. The guardhouse was soon proved to be incapable of housing all the prisoners, and a temporary wooden prison was built in 1863, which was replaced later on by a more permanent structure called Lower Prison. In the late 1800’s there were around 100 men imprisoned at Alcatraz at any given time (National Park Service).

It was at this time that the first Native Americans were imprisoned here. Two Modocs, Broncho and Sloluck, were imprisoned on Alcatraz for five years for their part in the 1873 Modoc rebellion led by Captain Jack. In 1895, 19 members of the Hopi tribe were imprisoned for seven months for refusing to allow the forced removal of their children to government-run boarding schools. According to the National Park Service, "The Hopis were released after they pledged to 'cease interference with the plans of the government for the civilization and education of its Indian wards,' although they continued their resistance of government policies after returning to Arizona" (National Park Service).
The next big influx of prisoners occurred during the Spanish-American War, and by 1900 the prison population had reached 441. After the 1906 San Francisco earthquake, 176 prisoners were evacuated to Alcatraz for nine days. At this point it was obvious that the primary function of Alcatraz was as a military prison, and the US Army renamed the island as "Pacific Branch, U.S. Military Prison, Alcatraz Island" in 1907. In 1909 Major Reuben Turner was put in charge of renovating the prison facilities. According to the National Park Service, the Army tore down the citadel and replaced it with a huge prison complex that contained “a total of 600 cells, a kitchen, dining hall, hospital, recreation yard, and administrative offices… It was the largest reinforced concrete building in the world when completed in 1912” (National Park Service).
Unfortunately, San Francisco Bay area residents strongly disapproved of having a giant military prison in the middle of their beautiful harbor, and so the government trained the prisoners in gardening techniques in an attempt to beautify the island. Prisoners planted clover, bluegrass, roses, sweet peas, lilies, nasturtiums, poppies, as well as trees and shrubs. Eventually, because of the cost of transporting supplies to the island (including water, because Alcatraz has no natural water supply) the Army decided that it was too expensive to maintain the prison, and in 1933 turned it over to the Federal Bureau of Prisons (National Park Service).

At this time the FBP was looking for a “concentration” prison for its most dangerous and violent prisoners, and the massive prison complex on Alcatraz appeared to be the ideal solution. Accordingly, from 1934 Alcatraz served as a maximum security federal penitentiary, during which time it housed some of the country’s most notorious criminals, including the gangster Al Capone. Much has been written about this period, and even now the National Park Service appears to devote most of its resources on the island to representing the federal penitentiary era. For these reasons, “Alcatraz” is synonymous in the minds of most visitors with the federal penitentiary.
Like the US Army, the Federal Bureau of Prisons discovered that, because of transportation costs, it was extremely expensive to maintain the prison on Alcatraz. As a result, US Attorney General Robert Kennedy decided to close the prison in 1963, and Alcatraz was declared surplus federal property (National Park Service).

The most recent significant historic events on Alcatraz Island were the series of occupations by Native Americans. The first occurred on March 9, 1964, when five Sioux Indians led by Richard McKenzie occupied Alcatraz for four hours, demanding that the government build a cultural center and an Indian university (Johnston). They invoked the 1868 Treaty of Fort Laramie that enabled Sioux Indians to take possession of surplus federal land. This brief protest inspired a group of Native students led by a Mohawk called Richard Oakes to attempt to occupy the island on November 9, 1969. Unfortunately the boats they had chartered failed to arrive, and so they had to content themselves with a ride on a Canadian schooner, the Monte Cristo, around the island. However, Richard Oakes and a few other young Native men dived from the boat and attempted to swim to shore. Joe Bill, an Alaska native, was the only one who succeeded in reaching the island, while the others had to be rescued from the freezing water (*Alcatraz is not an Island*, 2005). Some of the group returned the same night, and the following morning Oakes announced to a group of government officials and the press the “Alcatraz Proclamation”, which included the memorable lines, “…it would be fitting and symbolic that ships from all over the world, entering the Golden Gate, would first see Indian land, and thus be reminded of the true history of this nation. This tiny island would
be a symbol of the great lands once ruled by free and noble Indians” (Alcatraz is not an Island). The Natives were then removed by U.S. Federal Marshals.

![Richard Oakes](image)

Figure 10. Richard Oakes. Courtesy Cesar Chavez Student Center, San Francisco State University

However, in the early morning of November 20, 1969 they were back once again, and this time the occupation lasted for almost 19 months. During the occupation, the Indians again made demands for a Native American university, a cultural center and a museum on the island, but these demands were never met. Indeed, when interviewed for Jon Plutte’s documentary video “We Hold the Rock”, Brad Patterson, Special Assistant to Richard Nixon in 1969 said, “The government was never going... to build a university on Alcatraz, or give them 300,000 dollars for a cultural center on Alcatraz Island, or even give them title to Alcatraz. These were never our objectives” (We Hold the Rock).

Initially the occupation received considerable popular support. Celebrities such as Jane Fonda, Marlon Brando and Jonathan Winters visited the Indians, and supporters on the mainland ensured that supplies were delivered regularly, despite the US Coast Guard’s attempts to blockade the island. Meanwhile the US Government, mindful of public sentiment, bided its time. The first blow to the occupation was when Richard and Annie Oakes’ daughter Yvonne fell to her death from a stairwell in the warden’s house on January 3, 1970. The Oakes were devastated and returned to the mainland. The government then began to exert more pressure by cutting off the electricity supply and incoming phone calls to the island. Without Oakes’ leadership, frustration and dissent among the occupiers grew. Meanwhile the American public gradually lost interest. On June 1, 1971, four of the island’s historical buildings, including the warden’s house,
burned down under mysterious circumstances. US Federal Marshals finally ended the occupation on June 10, 1971 when they removed the last remaining protestors, who by this time numbered only 15 (Johnston).

Figure 11. Ruins of the Warden’s House Courtesy UC Berkeley 136e Digital Documentation and Representation of Cultural Heritage class (2011).

In 1972, Alcatraz Island was incorporated into the Golden Gate Recreation Area, and is currently administered by the National Park Service.

3.3 MODERN (CURRENT) CONTEXT
3.3.1 Legal Status

All the national parks, including GOGA, are under the jurisdiction of the Parks, Forest, and Public Property Code of Federal Regulations. The link to the code is provided on the NPS website. The purpose of the code is to outline “proper use, management, government, and protection of persons, property, and natural and cultural resources within areas under the jurisdiction of the National Park Service”. Also the regulations aim at conserving “scenery, natural and historic objects, and wildlife” in a way that they can be enjoyed by the public, and preserved for the enjoyment of future generations (U.S. Department of Interior: NPS, 2011). The code of regulations addresses such important issues as applicability of the code, penalties for violation, regulation of information gathering, public use (including camping, food storage, private property regulation, pet policy, smoking, etc), vehicle and traffic safety, commercial and private operations, waste disposal, mineral management, employment and concessionaire regulations, leasing park property, wildlife regulations, recreation fees, and other management aspects (US Department of Interior, National Park Service, 2011).
3.3.2 Ownership and Responsibility

Alcatraz Island currently serves as a visitor attraction and is managed by the National Park Service, one of eight bureaus run by the Department of the Interior, a Cabinet-level agency of the US Government (US Department of Interior, National Park Service, 2011). It is part of the NPS Golden Gate National Recreation Area (GOGA), which is part of the Central California Coast International Biosphere Reserve. The Biosphere Reserve is designated by UNESCO to promote education and help preserve “sensitive habitats of international significance” (National Park Service, 2010). Alcatraz is a public good and a federal property, and the NPS is holding the Alcatraz Park in trust for the public. The only way to access the island is by a ferry, which is dispatched by Alcatraz Cruises, the only official government concessionaire for the Alcatraz tours. Thus, the island is fully controlled and managed by the federal government.

3.3.3 Present Day Political, Social, and Economic Context

No local population resides permanently on the island. The hours during which Alcatraz is open vary and depend on the season, but generally the ferries start departing for the island at 9:00 AM. The evening cruises are usually combined with a stop at Angel Island (National Park Service, 2009). During the day the island is populated with visitors, guides, and NPS employees who manage the park at the on-site level. The political impact of Alcatraz is indirect in the sense that it is not its own town with its own government; it is run strictly by NPS and GGRNA. The tour of the island provides the visitors with a particular representation of American history of the island. NPS interprets the history of Alcatraz to reflect primarily the era when the island served as a federal penitentiary. The political implication is the visitors’ perception of the island stems mostly from a single perspective, which dominates other viewpoints of the history of the island. Thus, the Native American history and the history of Alcatraz as a military fort are neglected. As a part of federal property Alcatraz operates mainly on government funding. The visitors pay a $26 fee to access Alcatraz. That fee includes a ferry ride to the island and the cell house audio tour. Individuals, groups, foundations, and associations can also donate to the NPS. This revenue is considered to be donations to the United States under the Internal Revenue Code (National Park Service). Donors can contribute funds to the NPS in general or directly to the Alcatraz Island (US Department of Interior).

3.3.4 Condition of the Site

Careful observation reveals that the island’s condition varies in different locations. The guardhouse and the cell house are in a good condition. Inside, some rooms have been renovated to eliminate signs of decay altogether. These rooms are adapted as exhibits for the general public. In the cell house many facilities are made to look like they are currently in use by inmates. Such facilities include the shower room and some of the cells, where the visitors can see bedding, magazines and personal items, which could belong to the prisoners. However, even in the most conserved buildings of Alcatraz, there are signs of degeneration in rooms and corridors, as well as the outer walls, which have not been extensively renovated. Some of the signs include peeled plaster, moss growth, and chipped concrete blocks. Some parts of the guardhouse and the cell house are closed off to the public. Other buildings, such as the electrical repair shop, the warehouse, the
morgue, the power plant, the new industries building, the model industries building, and
the lighthouse do not exhibit extensive signs of decay on the outside, but the entrance is
closed off to the general public. The parade ground is closed off seasonally. Close to the
parade ground are the rubble piles, which are also inaccessible to the public. The officers’
club and the warden’s house are in practically in ruins, with disintegrating walls as the
only part of the construction present. These decayed structures are fenced off from the
pathways. The pathways between the buildings are maintained and the visitors can safely
use them.

3.3.5 Current Protection and Conservation

Currently measures are being taken in order to preserve the natural aspects of the
island and the historical manmade structures. The information about these efforts is
included in this report in the sections about the Economics and the Environmental Impact
of the Alcatraz Island. This report will address the increase in the budget of Alcatraz
Island during the 2004-2008 period, including an allocation of funds to restore and
renovate the island and improve the visitor experience. Furthermore, the report will
address the efforts by organizations, such as PRBO Conservation Science and the U.S.
Geological Survey, who have strived to conserve the bird population and the geological
integrity of the island. This report will also discuss the activity of organizations such as
the Lutsko Associates, the Olmsted Center, the Golden Gate National Parks Conservancy,
and the Garden Conservancy, and the measures that have been taken to preserve and tend
to the Gardens of Alcatraz.

3.3.6 Buildings (Including Visitor and Management Facilities)

Upon arrival on the island, the public first has access to the dock, where the
watchtower and the sally port are located. Behind the dock is the guardhouse, which
contains a bookstore, approximately four rooms of exhibits, and a theater where the
visitors can watch a documentary film about the island. The electrical repair shop is
located near the guardhouse. The officers’ club, the warehouse, and the power plant are
further along the northern part of the island. The modern industrial building is
situated at
the northeast apex of the island. The new industry building is located on the northeast
part of the island, more toward the center. At the center of Alcatraz stands the cell house
and the recreation yard. In this facility, visitors can walk along the rows of cells; visit
different blocks, the cafeteria room, the library and the showers. They can also opt to take
an audio tour of the cell house, which guides them through the building and informs them
about the history of Alcatraz. The warden’s house and the lighthouse are located on the
southern part of the island. Slightly northeast of the lighthouse, visitors can access the
gardens. The parade grounds, which is an open area, and piles of rubble are located on
the southern apex of the island. There are pathways along the guardhouse and the cell
house, which visitors can use to access the buildings. The slope supporting the pathway
closest to the cell house is adorned with the officer row gardens. The Agave trail runs
along the southwest perimeter of the island, and is closed off seasonally. The gardens are
located on the southwest part of the island. There are some pathways for visitors along
the patches, where plants grow.

3.3.7 Tourism and Visitor Profiles
The Alcatraz experience is targeted at the general public, rather than specific groups. However, there are certain accommodations for groups with special needs. Some parts of the island aid tourists with limited mobility. Most pathways are wheelchair-accessible, and there are ramps to access the guardhouse. However, some structures such as the cell house are not wheelchair accessible. Also the guardhouse contains narrow corridors that may be difficult for people with limited mobility to move through. Another group with special needs is the international community. People from many diverse countries visit the island. Thus, the Alcatraz management offers the cell house guided audio tour in English, Spanish, German, French, Italian, Japanese, Dutch, Mandarin, Portuguese and Korean (National Park Service). Alcatraz does not have age-specific programs. More information about tourism on Alcatraz is provided in the “Appraisal” part of this report.

3.3.8 Current Points of Interpretation

As stated earlier, the primary perspective of interpretation of Alcatraz is that of its histories as a federal penitentiary. A report by National Parks Conservation Association in August 2010 claimed that the federal prison era is the most documented one, and the official record contains significant gaps in history, such as 1963 to the present. Thus, the cultural interpretation of Alcatraz only as a former federal prison limits the scope of the representation of the island. Other aspects of its history, such as the Native American presence, are barely represented. There are only selected exhibits devoted to the Native American presence on Alcatraz. One of those exhibits is located in an entrance corridor to the Guardhouse. The corridor is extremely narrow, and visitors tend to pass it without stopping. There is also a mini-theater that shows a short video documentary about the occupation called “We Hold the Rock”, however it is hard to find and many visitors miss it. Other parts of the island where there is evidence of the Native occupation are closed off to the public. Furthermore, the exhibits of the island and the tour do not address the early Native American history of the island prior to the US government use of Alcatraz. The official tour of Alcatraz does contain some exhibits devoted to the history of the island during the military fort era. However, this part of the history is not represented as extensively as the prison era.

3.4 Key Players, Interest Groups, and Process of Consultation

3.4.1 People Working on the Site

Currently, only the NPS park rangers as well as contracted companies who are performing renovations work on-site. No population lives on the island. Persons from the Alcatraz Garden Project and others volunteer on Alcatraz Island.

3.4.2 Scientific Interest Groups

At the moment, there are no archaeological surveys in process. Most research offsite (such as research about the Military Fort and Federal Penitentiary Era) has been taken off-site. Amanda Williford is a current Curator and Reference Archivist for NPS. Alan Leventhal, at San Jose State University, has "worked with the Muwekma Ohlone Tribe of the San Francisco Bay Region as a tribal ethnohistorian and archaeologist" for 30 years (Leventhal). The only research that is in progress is a Landscape Survey by the U.S. Geological Survey and PRBO Conservation Science (which is also involved in Bird Monitoring & Management). Also, there is an Alcatraz Garden Project that maintains the gardens that were created in the mid-1800’s.
3.4.3 **Decision Makers**

On the national level, Alcatraz Island is managed by the National Park Service (U.S. Department of the Interior). At the regional level, Alcatraz Island is managed by the Golden Gate National Recreation Area. Currently, Frank Dean is the General Superintendent of Golden Gate National Recreation Area. Alcatraz Island must also follow regulations set forth by National Historic Landmarks Program.

3.4.4 **Supporting Groups**

Outside of the NPS, there are groups that try to help keep our national parks accessible such as The National Parks Conservation Association (NPCA), which is “an independent, nonpartisan voice working to address major threats facing the National Park System” (NPCA) PRBO Conservation Science studies the seabirds on Alcatraz Island.

3.4.5 **Sponsors**

- Golden Gate National Parks Conservancy (The Gardens of Alcatraz)
- Federal Bureau of Prisons (Inmates perform maintenance work)
- The Friends of Civil War Alcatraz (docents of Civil War history)
- American Reinvestment and Recovery Act (solar panels to be installed on the island)
- Save American’s Treasures (Garden restoration)
- Alcatraz Cruises

3.4.6 **Academic Partners**

- Golden Gate National Parks Conservancy Native Plant Nurseries
- American Youth Hostels
- Bay Area Discovery Museum
- Headlands Institute
- YMCA Point Bonita Outdoor & Conference Center San Francisco
- Exploratorium

3.4.7 **Local Communities**

Local communities include the people of San Francisco, especially those at Pier 39, as well as the San Francisco Bay area. They come to the island to be entertained and to learn about the history of Alcatraz Island and the Bay Area.

3.4.8 **Visitors**

- Local/National/International Tourists – Every group is unique, not all the people from any one nation or area are going to have the same expectations, perspectives and/or backgrounds.
- Public/private school groups (San Francisco, Bay Area, and other areas perhaps national/international [dependent on the school and their resources]) Parts of the NPS website are geared toward education.

3.4.9 **International Bodies**

- Currently, the US National Park Service is working on developing Sister Park Relationships with national parks all over the world. For example, John Muir National Historic Park is partnered with the John Muir House in the United Kingdom. Though John Muir National Historic Park is part of the GGNRA, no international park is partnered with Alcatraz Island.
- UNESCO: The World Heritage Convention is the most widely accepted international conservation treaty.
- In addition, there are the following stakeholders:
3.4.10 Recreationists
- Recreationists who use the area for marathons, hiking, and other outdoor activities.

3.4.11 Native Americans
- Indians of All Tribes (who occupied the island 1969-71)
- Ohlone Tribe
- Miwok Tribe
- National Native Americans; those who have no claims to this particular land but share the same perspective on property, compensation, and retribution.
- Native Americans, though small in numbers, compose a group very much invested in Alcatraz’s cultural heritage. As with all American land, it once belonged to the indigenous tribes and Mother Nature alone. So it was not surprising that when the prison closed down and the island was not in use, the Muwekma Ohlone tribe and others called for its return. Indeed, according to Strange and Loo:

> Though supportive of events like the thirtieth anniversary celebration and proud of what Alcatraz has come to mean for aboriginal peoples around the world, Cambra argues that Alcatraz is, fundamentally and above all else, an island. It is a part of Ohlone territory, and not a symbol, either of America’s prison past or the power of pan-Indianism. (Strange, 2001)

- Native Americans voices have been heard multiple times, but they have not yet accomplished their goal; as long as NPS legally holds the island “in trust,” Native Americans cannot appropriate the island for their own use.

3.4.12 Descendants
These include the descendants of prisoners and the Federal Penitentiary employees from Alcatraz Island.

3.4.13 Local Business
This includes all hotels, shops, restaurants, and tour companies who transport tourists that have a tie to Alcatraz Island and the services it provides. Stakeholders can come from a multitude of perspectives: Economic, Environmental, Tourist, Community, Education, Preservation (of Cultural Heritage), etc. (Scheffler, 2009). Yet we can cluster the local people of San Francisco, for example, into all the aforementioned categories, though it can be said that they have a greater stake in the Community and Economic aspects. International/national tourists are short-term visitors, yet they can easily affect the economy, community, and the environment of Alcatraz and its surrounding area.

3.4.14 Process of consultation
It is important to understand that Alcatraz Island is technically public land but managed by the United States Federal agency: National Park Service. They hold the land “in trust” for the people, safeguarding it for future generations use and enjoyment. Any American can hold a stake in Alcatraz Island, since it’s their public land. But in reality, all decisions and actions are carried out by NPS and GGNRA, which can include or exclude input from all other stakeholders at their discretion.

4 Appraisal

4.1 Significance of the Place

4.1.1 Values
<table>
<thead>
<tr>
<th>Values</th>
<th>Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restitutive</td>
<td>• Central point of Native American activism—a movement that still has not achieved its goals</td>
</tr>
<tr>
<td>Cultural</td>
<td>• Glimpse into life in and around the island as a site of Native American Activism</td>
</tr>
<tr>
<td></td>
<td>• Glimpse into life in and around the island as a Military Fortress</td>
</tr>
<tr>
<td></td>
<td>• Glimpse into life in and around the island as a Federal Penitentiary</td>
</tr>
<tr>
<td>Economic</td>
<td>• Tourism</td>
</tr>
<tr>
<td></td>
<td>• Money for preservation</td>
</tr>
<tr>
<td>Environmental</td>
<td>• Unique geological formation</td>
</tr>
<tr>
<td></td>
<td>• Unique birds</td>
</tr>
<tr>
<td></td>
<td>• Unique plants brought to the island and cultivated for decades</td>
</tr>
<tr>
<td>Historical</td>
<td>• Oral history about pre-contact era</td>
</tr>
<tr>
<td></td>
<td>• Safe haven from Spanish Missionary System</td>
</tr>
<tr>
<td></td>
<td>• Military fortress</td>
</tr>
<tr>
<td></td>
<td>• Federal penitentiary</td>
</tr>
<tr>
<td></td>
<td>• Native American occupations (the most notable being from 1969 to 1971)</td>
</tr>
<tr>
<td>Social</td>
<td>• Social significance and implications of the Native American occupation</td>
</tr>
<tr>
<td></td>
<td>• Look into social life of prisoners, prison guards, and their families during the island’s time as a federal penitentiary</td>
</tr>
<tr>
<td>Spiritual</td>
<td>• Native American spiritual/religious ties to the land</td>
</tr>
<tr>
<td></td>
<td>• Chance to discuss the freedom and justice desired by the Native Americans</td>
</tr>
<tr>
<td>Symbolic</td>
<td>• Symbol of a free and proud Native American people</td>
</tr>
<tr>
<td></td>
<td>• Symbol that Native American heritage is valued</td>
</tr>
</tbody>
</table>

4.2 MANAGEMENT ASSESSMENT

4.2.1 Threats to the Site
<table>
<thead>
<tr>
<th>Type</th>
<th>Threats to the Site</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental</td>
<td>• The salt water and high winds are slowly eroding the soil and degrading the remaining structure. Signs of the Native American Occupation of 1969-71 are also disappearing.</td>
</tr>
<tr>
<td>Financial</td>
<td>• While the island’s economic status is favourable, as a National Park it is vulnerable to being manipulated through the federal budget (This applies to Constraints as well).</td>
</tr>
<tr>
<td>Symbolic</td>
<td>• Because the NPS is concentrating on the history with the most documentation and tangible heritage (Military Fort and Federal Penitentiary), they risk de-emphasising the presence of Native American</td>
</tr>
</tbody>
</table>

### 4.2.2 Constraints

<table>
<thead>
<tr>
<th>Type</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>• Island only accessible by Alcatraz Cruises ferries.</td>
</tr>
<tr>
<td>Environmental</td>
<td>• The measures taken to avoid disturbing the wildlife on the island make excavation, renovation, and building very difficult</td>
</tr>
<tr>
<td>Financial</td>
<td>• While the island’s economic status is favourable, as a National Park it is vulnerable to being manipulated through the federal budget</td>
</tr>
<tr>
<td>Size</td>
<td>• The Island’s small size restricts the possibility for building, renovating, or excavating (especially when combined with the environmental constraints)</td>
</tr>
<tr>
<td>Operational</td>
<td>• Current management has set up a strong system to emphasize the island’s time as a federal penitentiary while marginalizing its Native American heritage</td>
</tr>
</tbody>
</table>

### 4.2.3 Opportunities

<table>
<thead>
<tr>
<th>Type</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental</td>
<td>• Unique flora and fauna</td>
</tr>
<tr>
<td>Financial</td>
<td>• Island has and can generate revenue as a tourist site</td>
</tr>
<tr>
<td>Symbolic</td>
<td>• Island is symbolic of Native American activism&lt;br&gt;• Could act as a symbol that the government values Native American heritage</td>
</tr>
</tbody>
</table>

### 4.3 Management Aim and Objectives

#### 4.3.1 Management Aim
The Nation Park Service’s website states that its goal is “to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations” (National Park Service, 2010). There is little information about Native Americans on the island itself therefore the National Park Service Division of Interpretation focuses on the most significant period of history, which in this case is the period when the island was used as a federal penitentiary. This focus is clear from the fact that the island itself is currently set up to display the heritage from Alcatraz’s time as a military fortress and state penitentiary.

While the National Park Service’s website does give some insight into the mistreatment of Native Americans on the island and the great importance of the site as the gathering point for “Indians of All Tribes” during the occupation from 1969-1971, unfortunately this aspect of its history is largely ignored on the island itself. The aim of our management plan is to establish guidelines and practices to rectify this situation.

4.3.2 Management Objectives
Objective #1: Reevaluate and manage the island taking into consideration its significance as a Native American heritage site.
Objective #2: Call attention to and preserve the remaining tangible Native American heritage on the island.
Objective #3: Educate tourists to the island about the Native American heritage on the island through storytelling, reenactments, and island activities.
Objective #4: Develop a Native American community center on the island
Objective #5: Build a Native American museum on the Island
Objective #6: Excavate the island for remnants of pre-contact Native American artifacts without disturbing the environment
Objective #7: Increase the Island’s availability to the public

4.4 MANAGEMENT POLICIES
4.4.1 Protection and Conservation
Currently measures are being taken to preserve the natural aspects of the island and the historical manmade structures. The wildlife is valued enough that every year between February and September, management actions are adjusted to keep the island’s tourists from disturbing the birds as they nest and are censused. The National Park Service has also taken numerous measures to limit the number of vessels that are allowed close enough to the island to be able to disturb the wildlife. In this regard, upon arrival at the island, newcomers are informed of the three rules of the island: stay away from marked-off areas, no food or drinks (with the exception of water), and don’t chase, “shoo”, or otherwise disturb the birds.

4.5 INTERPRETIVE PLAN AND MULTIVOCALITY
4.5.1 Visitor Management
The extent of Alcatraz Island’s heritage has led to many efforts to preserve and conserve the island, its natural vegetation, wildlife and historical buildings. The island’s historical significance has been recognized by the United States Department of the Interior; the National Park Service administers Alcatraz Island as a unit of the Golden Gate National Recreation Area (GOGA) which is part of the Central California Coast International Biosphere reserve of which UNESCO has designated to promote education and preservation of the islands diverse and sensitive habitats of international significance (National Park Service). Alcatraz Island is part of the NPS Golden Gate National Recreation Area and is currently managed by the National Park Service (http://www.nps.gov/index.htm), one of eight bureaus run by the Department of the Interior, a Cabinet-level agency of the US Government (http://www.doi.gov/whoweare/index.cfm). The National Park Service has set up a rigorous Management Plan for the site’s conservation; as one of San Francisco’s main tourist attractions, Alcatraz Island has a well-developed tourism and access plan, which follows regulations to keep the site clean, maintain the flora and fauna and preserve the Islands values and history.

4.5.2 Arrival and Parking

In assessing the historical, cultural and aesthetic values of the site, the National Park Service has developed policies for tourism on the island based on the Management obligations of their Management Plan. NPS offers two ways of exploring the Alcatraz Island: by visiting it in person, and by visiting it "virtually" on the NPS Alcatraz web site: http://www.nps.gov/alca/index.htm, where one can also tune into the Alcatraz informational radio. The only way of visiting the island physically is to take the tour
offered by a single licensed tour operator, Alcatraz Cruises under the contract with the National Park Service (http://www.nps.gov/alca/index.htm). In addition to the online virtual tours and a radio station complete with information about Alcatraz, the National Park Service has thought of many other ways to share the heritage of the island.

Alcatraz’s operating hours vary throughout the season; the island is closed during Christmas Day, Thanksgiving Day and New Year’s Day. On regular operating days, the ferry rides start their departures out to the island from the San Francisco pier beginning at 9 am and continue every half hour. There is no entrance fee once at the island, the ferry cost includes the island’s entrance fee and the self guided audio tour (available in English, French, Italian, Japanese, Mandarin and Dutch).

4.5.3 Visitor Facilities and Retail

In efforts to maintain the island’s natural habitat, the National Park Service hosts special events on the island that include volunteer opportunities to remove litter, become a water bird docent on the island, and preserve the flora of the island by participating in gardening activities. There is an overnight program that the island offers to non-profit groups of no more than 35 people. This program, which costs $2,000 per group, includes 1-2 hours of work on the island including litter removal and cell house maintenance, and afterwards visitors are given a tour of the island by a park ranger. Dinner is cooked over a barbeque provided on the island and later the group retires to individual cells in D-block. Due to the high demand for this program, applicants for the overnight program have to win a lottery, and can only participate in the program once every five years.

“Parks as Classrooms” are programs organized by the National Park Service for teachers and their students as an opportunity to visit national parks like Alcatraz, and get educated about the site’s history through different activities and tours.

These opportunities for visitors to Alcatraz have helped conserve the history, heritage and natural environment of the island. The National Park Service has worked hard to maintain the natural environment of Alcatraz, and to make it accessible to anyone who wants to visit. There is a Sustainable Easy Access Transport (SEAT), an electric shuttle that runs twice an hour from the dock to the prison building and back. It can accommodate wheelchair users and is only for those with mobility or physical needs. There are also transcripts of the cell house audio tours and other interpretive materials for those who need them; in addition, all the informational videos on the island are open captioned.

4.5.4 Visitor Route

The tours on Alcatraz are mainly self-guided; there are free programs throughout the day that mainly cover the military history of the island, the escapes from the prison, the natural history on the island, and that briefly discuss the Native American Occupation. Early in the day, tours are self-guided, people are free to leave as they wish; there is a ferry that departs about every half hour back to San Francisco. When a ferry arrives, a National Park Service representative greets the visitors with a brief orientation, during which he mentions that food and smoking is only permitted on the dock (to maintain a clean environment and ensure minimal impact on the wildlife). He also provides information about any special activities for the day on the island. When visiting Alcatraz during the day, the tours are less guided and allow visitors to explore alone; visitors are free to walk around and decide which part of Alcatraz they would like to explore, whether it be the popular prison buildings, the outdoor gardens, the mini-theater
that shows the documentary about the Indian Occupation of 1969, or even the souvenir gift shop. The evening tours, on the other hand are much more regulated and guided and the evening ferry ride circles the island with live narration about the history of Alcatraz. On the evening ferry, visitors are able to see parts of the island that are closed off to the public, such as areas with graffiti from the Indian occupation of 1969. Upon arriving, evening visitors receive a guided tour from the dock to the cell house level and can participate in a number of other tours as well as activities and cell door demonstrations (http://www.nps.gov/alca/index.htm).

4.5.5 Paths

The Alcatraz Management Plan needs to be reviewed; new measures must be taken to highlight the multivocality of the site. Many paths and buildings have been closed down due to safety issues; some of the remaining Native American Occupation graffiti is not accessible and is slowly deteriorating. New efforts must be made to preserve and conserve what is left of the Native American tangible and intangible heritage on the island. Although the National Park Service has done a great job in making much of the island’s heritage accessible, the informational videos and tours available on site are marginalized and difficult to find. Most visitors pass by, without even noticing that they are even there.

4.5.6 Signage

The signage on Alcatraz Island includes warning signs that indicate where visitors can and cannot pass. Other signs give the directions to the different areas on Alcatraz, such as the cellblocks, courtyards and the lighthouse. Since visitors on Alcatraz guide are free to explore certain parts on the island with self-guided tours, these signs work to direct the visitors in the right areas and warn them where it is not safe to go.

4.6 Community

4.6.1 Incorporating Native American Values

The site’s managers should discuss the matter with historians, archaeologists and those who self-identify as Native Americans; hopefully, this will begin the process of mobilizing Native Americans within a variety of memory communities (Abram, 2007) to play an active role in heritage management. These people will be tasked with educating the site’s management and raising awareness of the site’s role as a socially and symbolically valuable part of Native American heritage.

4.6.2 Regional Links

Once agreement has been reached on the pivotal role that the island played in the modern Native American movement, the next overall objective is to foster a strong identity of Native Americans with their cultural heritage related to Alcatraz Island and mobilize them to play an active role in that heritage.

4.6.3 National and International Interest in the Site
Although the island is certainly saturated with historic sources of heritage, each presenting different values to be considered and (hopefully) preserved on the island, the event that is the most relevant today is the 1969-71 occupation by Native American protestors.

4.6.4 Training

Rangers are currently taught the history of the Island, and there are seasonal docents on the island tasked with teaching visitors about the wildlife on the island. Our management plan would require the rangers to be just as knowledgeable about the island’s Native American heritage.

4.6.5 Education

Our management plan would seek to educate visitors about Alcatraz Island’s significance as a Native American heritage site, and by doing so encourage visitors to consider the marginalization of Native Americans at a national level.

4.6.6 Research

The birds on the island are currently censused and researched along with the rest of the island. We propose that more research be done on the history of the site and its ties to Native Americans.

4.6.7 Tourism

Tourism is the primary reason people visit the island, and has been developed and managed for sustainability. Our management plan would seek to expand the island’s tourist demographic.

4.6.8 Site as a Destination

Due to its remote location and extremely limited access, with the exception of a relatively small number of employees and scientists, the vast majority of visitors to Alcatraz Island are tourists.
4.6.9 Constraints to Implementation

The National Park Service’s actions have made it clear that they are intent on marginalizing the Island’s Native American heritage. Their resistance would impose the greatest restraint on implementation of our plan. Beyond that, the island’s small size and unique and protected wildlife also impose restrictions on the ability to excavate or build on the site. This would force any construction to be non-invasive and severely limit the speed at which structures would be built.
5 IMPLEMENTATION

5.1 PROJECT #1: INCREASED TANGIBLE HERITAGE ON ALCATRAZ ISLAND (SHORT-TERM PLAN)

Theme
• Marginalization of Native American Heritage

Objective
• Draw attention to the Native American heritage on Alcatraz Island
• Preserve remaining tangible heritage (graffiti) on Alcatraz Island
• Educate tourists about Native American Heritage

Components
• Set up plaques around the island to help users find the graffiti and help viewers decipher what they say
• Establish a few central locations and install memorials
• Preserve the remaining graffiti
• Develop an interpretive trail as an audio tour

Partners
• Alcatraz Tours
• Native American Advisors

Potential Funding
• Federal funding
• Revenue from tourism
• Donations
5.2 STORYTELLING (SHORT-TERM PLAN)

Theme
- Telling the story of the occupation from a Native perspective
- Native traditions of storytelling
- Community
- A “taste” of life on the rez

Objective
- To honor and revitalize Native traditions of storytelling
- To provide employment for Bay Area Native Americans
- To remind visitors of the existence of Native Americans
- To teach visitors about Native American values, such as community and respect for elders
- To commemorate and honor the students who occupied the island, particularly some of the leaders such as Richard Oakes
- To teach visitors about a pivotal moment in Native American history, which led to a greatly increased awareness of the Native American presence in this country, further protests and occupations, recognition of land rights and restitution of land, legal reforms, and empowerment of Native Americans.

Components
Since storytelling is an essential component of most Native American cultures, one of our proposals is that Native Americans be employed to tell the story of the 1969-1971 occupation from a Native perspective. Visitors could arrive as usual on an Alcatraz Cruises boat, preferably early in the morning. Currently, every Thanksgiving at the end of November, local activists charter a boat from Alcatraz Cruises to take people to the sunrise “Unthanksgiving” ceremony, which commemorates the Native occupation and also the resistance of both Native people and their allies to the “Authorized Heritage Discourse” of Thanksgiving. A similar arrangement could be made for Native storytelling events.

The story of the occupation could be told around a campfire. Again, since a fire is permitted for the “Unthanksgiving” ceremony, it might also be permitted for the storytelling events. Visitors would be instructed to dress warmly, and encouraged to bring their own blankets. If cooking facilities can be arranged, traditional Indian fry bread and coffee could be provided to give visitors a “taste” of life on the reservation. However, if the NPS refused to permit this, the fry bread and coffee could be made before the boat ride, and transported in insulated containers. Once served with their traditional “rez” breakfast (or tea and bread etc. for those who are less adventurous, warm milk for the children, etc.) the visitors would sit around the campfire while the Native American storyteller told them the story of the occupation. This story could be extended to include the larger context of Native American history in the United States, events prior and subsequent to the occupation, and its meaning and consequences for Native Americans. Time permitting, the storyteller could also tell traditional tales to help visitors gain a broader understanding of Native culture, and perhaps some autobiographical stories that would help visitors to understand what it means to be a Native American living in the United States today. There could also be a blessing and purification ceremony with smudging, which might give visitors further insights into Native American worldviews. The contents and delivery of the story and ceremony would largely be left to the discretion of the storyteller. Afterwards the visitors would be free to visit the rest of the island.

**Partners**

Alcatraz Cruises would be the main partner in this project, as they are the sole tour operator licensed by the NPS to serve Alcatraz. Other partners would be the NPS, who would be in charge of the selection process for the storytellers, the storytellers themselves, and agencies through which suitable storytellers could be found. These latter would include local universities, and organizations that serve the Bay Area Native population such as Friendship House.

**Potential Funding**

The budget for this proposal would be modest and the time required to implement it would be minimal, as it would take advantage of existing facilities – i.e. the Alcatraz Cruises service and a suitable location on the island. Funding for the storytelling would be factored into the cost of tickets issued by Alcatraz Cruises for these events.
5.3 **REENACTMENT OF THE LANDING (SHORT-TERM PLAN)**

**Theme**
- Recognizing the importance of the Native American activism on Alcatraz Island
- Conducting collaborative research with the Native American community

**Objective**
- This interpretive reenactment project will work as a way to better understand the Native American heritage on Alcatraz Island.
- The collaborative project will focus on the theme of the occupation, which will integrate many different Native American groups who will be able to take part in the projects production.

**Components**

The "This Land is My Land" attraction will begin with the ferry ride. The ferry will leave every year on November 20th, just like the actual day of the occupation in '69. Aboard the ferry, there will be trained actors who will explain the story they have learned from the collaborative research and memories shared and gathered by the Native Americans who helped to design this attraction. The actors playing the roles of the Native American Occupiers may be members of the local Native American Community who wish to participate in the heritage management. During the boat ride, the actors will explain what it was like to successfully disembark, what challenges they faced and what they brought with them. Props, food and costumes may be placed on the boat to further enhance the visual representation of the reenactment of the actual departure in 1969. Once arriving at the island, the audience will hear on loudspeakers what Glenn Dodson, the Alcatraz caretaker, said on that morning forty-two years ago: "Mayday! Mayday! The Indians have landed!" (Fortier, 2005)

As Fortier tells the story:

The island's caretaker, Glenn Dodson (who said he was one-eighth Indian), advised the group that they were trespassing and then directed them to the island's most comfortable housing, a frame house that was once the warden's residence. There they set up their headquarters and celebrated a successful landing with a victory powwow and ceremonial singing. (2005)

The audience, just like the Native American group that landed forty-two years ago will be taken near the warden’s house by another actor playing the role of Glenn Dodson, who will also follow the part he learned from the Native Americans, based on their memory communities. The same actors from the boat ride who play the part of the Native American occupiers will invite the audience to join a celebration and powwow on the island, similar to the actual one held that same evening forty-two years earlier. At the celebration headquarters the actors will narrate the different memories of the occupiers, engage in conversations with the audience, explain what it was like living on the island and offer them foods they ate during their occupation. The audience will be able to participate in the ceremonial singing and ask any questions they may have. During this time the actors will explain how:

The Coast Guard set up another blockade around the island to prevent supplies and people from getting through...late that afternoon, a GSA regional administrator, lawyers representing the Indian occupiers and a
Department of the Interior representative arrived. The government gave them 24 hours to leave, but the occupiers didn't budge" (Fortier, 2005).

After the ceremony, the powwow and the narrations, the audience will then be taken to a scene that reenacts the moment when "the group's leader Richard Oakes phoned in a message to the San Francisco Department of the Interior office" (Fortier, 2005). Here the audience will be able to witness the actor reenact Richard Oakes' brave statement:

We invite the United States to acknowledge the justice of our claim. The choice now lies with the leaders of the American government - to use violence upon us as before to remove us from our Great Spirit's land, or to institute a real change in its dealing with the American Indian. We do not fear your threat to charge us with crimes on our land. We and all other oppressed peoples would welcome spectacle of proof before the world of your title by genocide. Nevertheless, we seek peace. (Fortier, 2005)

After the phone call, the actor playing Richard Oakes' role will discuss the demands made by the Native American people, demands which the government agreed to discuss but later rejected. The actor will then guide the audience to one of the sites where Native American graffiti still remain from the actual occupation.

In the last scene, the audience will be taken back to the Indian headquarters, an area set up where the actors playing the Natives American occupiers would narrate how, during the occupation, the group was organized, when they elected a council, set up a school and gave every member a job on the island. In this scene the audience will also be able to actively engage in the types of arts and crafts made during the occupation like the older adults who "taught traditional native arts and crafts such as bead and leather work, woodcarving, costume decoration, sculpture, dance and music" (Fortier, 2005). This area may display actual Native American art and jewelry made by the local Indian communities and the audience will be able to make traditional Native American crafts following the actors’ instructions.

At this time, the actors will discuss how during the last months of the occupation, the living conditions on the island deteriorated, and how the government cut off the electricity and water supplies. The pressure of the government became very intense and the occupiers soon lost public support after various incidents were reported that described the Native Americans as violent and their occupation as dangerous. The nineteen month and nine day occupation ended on June 11, 1971 when "a large force of federal marshals, GSA Special Forces, Coast Guard and FBI agents removed the final 15 people - six men, four women and five children - from Alcatraz" (Fortier, 2005). The audience will finally be approached by actors dressed as federal marshals who will escort them back to the ferry with all of their belongings and take them back to the pier in San Francisco

**Partners**
- Native American Community

**Potential Funding**
- Federal funding
- Donations
- Tourist revenue
5.4 **Picture Scavenger Hunt (Short-Term Plan)**

**Theme**
- Native American presence on the island.

**Objective**
- Increase awareness about the Native American history of Alcatraz.
- Stimulate research on the topic of the Native American history of the island.
- Incite the visitors’ active participation in interpreting the history of Alcatraz.
- Expand and diversify the representation of Alcatraz on the internet.

**Components**
- The visitors will listen to an informative talk about the Native American history of Alcatraz.
- The persons giving the talk will pass out brochures outlining the major subjects of Native American history.
- Alcatraz employees will pass out cameras to participating visitors.
- The visitors will walk around the island and take pictures, pertaining to each of the subjects outlined. They can take as many pictures as they like.
- After the visitors return the cameras, the Alcatraz employees will compile the pictures and post them on a website.

**Partners**
- Scholars, who would conduct research about the history and help outline the subjects of the talk.
- Native Americans, who would provide input and the content of Native American history of the island.

**Potential Funding**
- Federal funding
- Revenue from tourism
- Donations
5.5 A PLAY OF MULTIPLE VOICES (SHORT TO MEDIUM-TERM PLAN)

**Theme**
- Strengthen the connections within the community of Alcatraz stakeholders.
- Increase Native American awareness.

**Objective**
- Create an educational work that portrays a conversation of acceptance, tolerance and inspires critical thinking.
- Establish ties among the communities involved with Alcatraz Island and its history.
- Increase awareness of Native American links to Alcatraz Island

**Components**
- Create survey
- Receive input from visitors who visit Alcatraz Island on-site and virtually online (NPS website)
- Maintain online survey
- Compile data from survey; make sure that we have responses from all the stakeholders and key players of Alcatraz Island.
- Reach out to survey participants for further help in developing the play.
- Write the play
- Critique the play
- Perform the play

**Partners**
- Golden Gate National Recreation Area
- Native American community
- Anyone interested in submitting ideas

**Potential Funding**
- Federal Funding
- Sponsors
- Volunteers
5.6 **COMMUNITY CENTER (LONG-TERM PLAN)**

For the Alcatraz Occupiers of 1969, this community center was a dream; now it must become a reality.

**Theme**
- Marginalization of Native American Heritage
- Symbolic Value of Alcatraz Island

**Objective**
- To preserve and celebrate Native American heritage, keeping it available for anyone to appreciate, whether they be of Native American descent or not.
- Capture the attention of average visitors and educate them about the island’s importance as a Native American Heritage site.

**Components**
- Developing a community collaboration to respect and include the island’s various memory communities
- These collaborative and interpretive projects could involve theatre performances, arts and crafts, narrations, festivities and gatherings created and managed by the Native Americans themselves with the help of the National Park Service.
- Invest time and resources into building and maintaining this community center and increasing the presence of the Native American heritage on the island

**Partners**
- The Native American community

**Potential Funding**
- Federal funding
- Donations
5.7 **Native American Heritage Museum (Long-Term Plan)**

Although the Native Americans occupied Alcatraz for nineteen months, their proposal was rejected and their projects fell through. Today, only a small amount of Native American Heritage is displayed on the island, not nearly enough to satisfy those who occupied the island forty-two years ago, and not nearly enough to capture the attention of visitors passing by. It fails to accurately represent all those Native Americans who fought for their rights and asked for recognition from the rest of the world.

**Theme**
- Marginalization of Native American Heritage
- Symbolic Value of Alcatraz Island

**Objective**
- Fulfill demands of Native American occupiers
- Signal to Native Americans their values and their heritage are respected
- Preserve, collect, and display Native American heritage

**Components**
- Receive Native American input
- Build or renovate a structure to use as a location
- Start non-invasive, non-disruptive excavation of the island
- Collect tangible heritage after being processed in the museum
- Advertise the museum off the island and draw attention to it on the island

**Partners**
- Alcatraz Island

**Potential Funding**
- Federal funding
- Revenue from tourism
- Donations
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