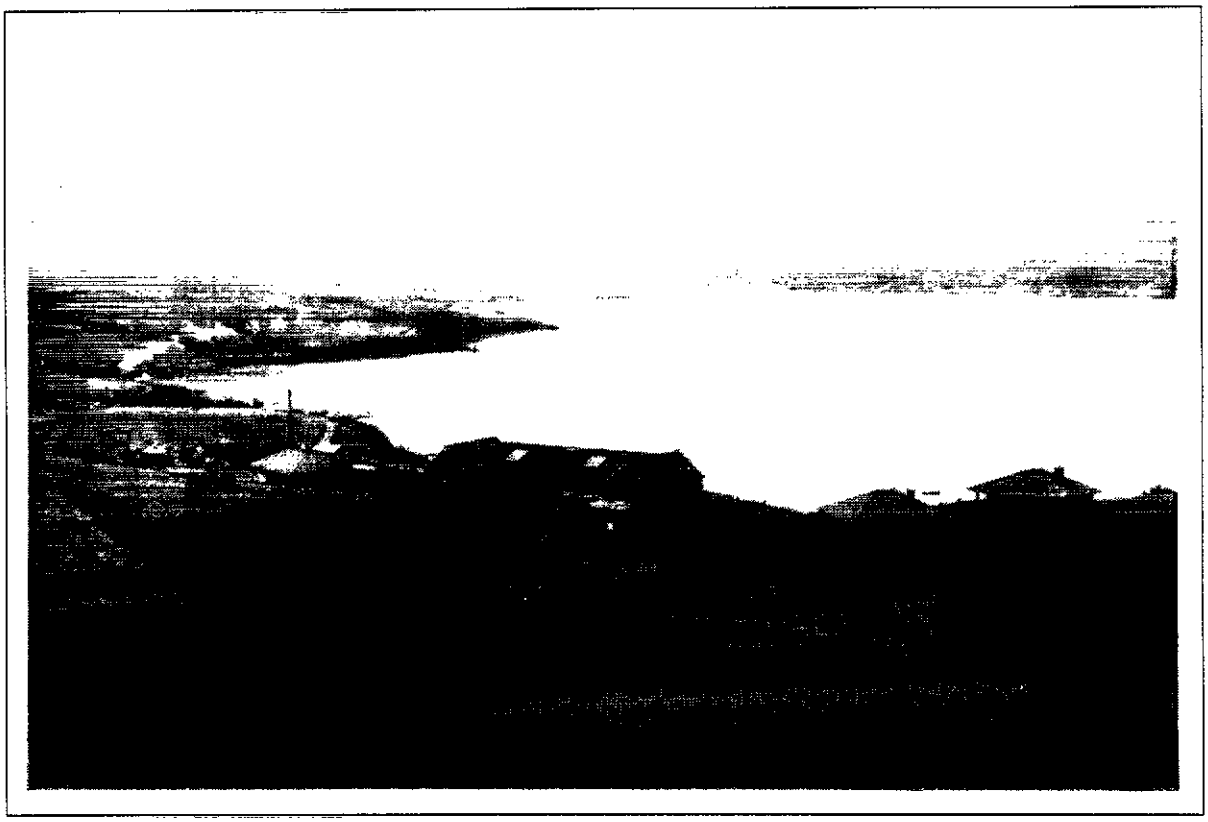
UNIT 213

MARCONI CONFERENCE CENTER STATE HISTORIC PARK

GENERAL PLAN

October 1992

MARCONI CONFERENCE CENTER STATE HISTORIC PARK



Preliminary General Plan

April 1992

State of California
Pete Wilson, Governor

The Resources Agency
Douglas P. Wheeler, Secretary for Resources

Department of Parks and Recreation
Donald W. Murphy, Director

MARCONI CONFERENCE CENTER
STATE HISTORIC PARK

Note: *The Park and Recreation* Commission approved this Preliminary General Plan in OCT 1992.
A Final General Plan was printed dated OCT 1992.

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I. EXECUTIVE SUMMARY

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Background

The 62-acre Marconi Conference Center State Historic Park (hereafter referred to as Marconi) in West Marin County is located along Tomales Bay near the community of Marshall (Figure I–1). The Marconi location provides dramatic views to the Bay and the inland hills which slope up from the Bay.

The ancient coast Miwok established tribal villages close to the Marconi site on the edge of Tomales Bay because the marine food sources such as clams, mussels, fish, crabs, and waterfowl were abundant. In the early 1800s, this area was granted to early California settlers.

In 1912, the American Marconi Wireless Telegraph Company (hereafter referred to as the American Marconi Company) purchased 1,125 acres for construction of a high power trans-Pacific radio station. Marconi's 62 acres encompass the station building area, including the original hotel. The station consisted of five historic buildings, including the hotel used by the station staff and visitors; two cottages, one for the chief and one for the assistant engineer; the powerhouse, an industrial building; and the operations building, the receiving station and office. These buildings are historically significant and are on the National Register of Historic Places.

The station ceased operation in 1939, and the property was subsequently sold in 1947. In 1964, the 62-acre site was purchased by the Synanon Foundation, then a Santa Monica-based drug rehabilitation organization which owned the property until it was purchased by the San Francisco Foundation in 1980. The San Francisco Foundation transferred the property to the California State Parks

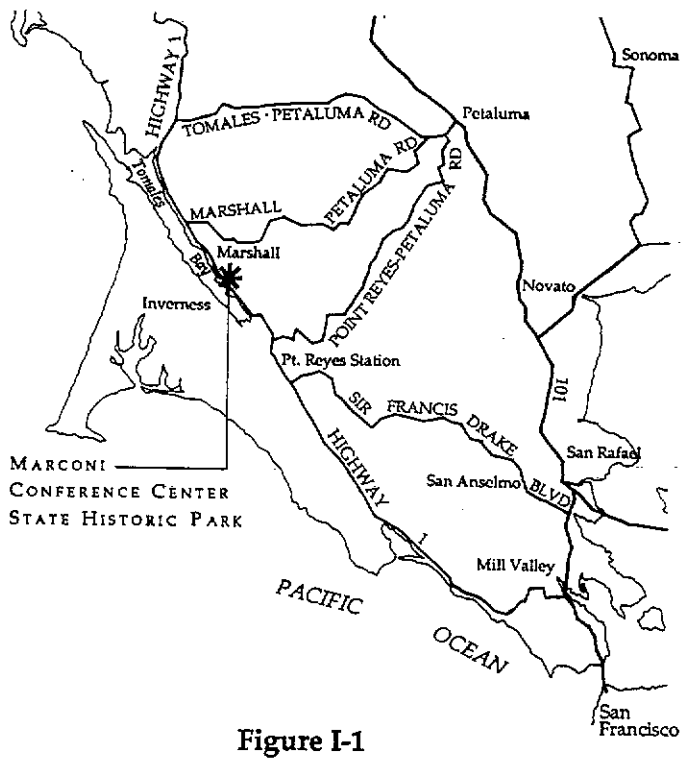

Figure I-1

Location of Marconi Conference Center
State Historic Park in West Marin County

Foundation in 1984, which in turn transferred the property in 1989 to the California Department of Parks and Recreation.

Recognizing the historic significance of the Marconi site, the State Park and Recreation Commission classified the park unit as a State Historic Park in February 1991.

The purposes of Marconi are to:

- Promote small and medium size conferences in a rural setting.
- Preserve and restore the historic buildings and site.
- Interpret the history associated with the Marconi period.
- Preserve the unique natural resources of the site.

The General Plan provides guidelines for management of the unit's historic and natural resources, and development of the conference center.

General Plan

The Executive Summary covers the key recommendations of the General Plan's seven elements: resources, interpretive, operations, concessions, land use, facilities, and environmental impact.

Resource Element

The following resource management directives are intended to restore, protect, and perpetuate natural and cultural resources, and to provide direction for future development efforts.

Natural Resource Directives

Seismicity:

- In the siting and design of permanent structures detailed site investigations and soil testing shall be required.

Trail Development:

- New trail construction shall minimize impacts on natural, cultural, and scenic resources.

Vegetation Management - for each Resource Management Zone (RMZ) (see Resource Element page 26 for definition of RMZ):

- Grassland RMZ:
  In order to maintain grasslands, the spread of Monterey Pine from adjacent plantations shall be prevented, and scattered eucalyptus trees in the grasslands shall be removed.
- Shoreline RMZ:
  The department shall prevent non-native tree species from spreading further into scrub communities.
- Forest RMZ:
  The department shall prepare a forest management plan that addresses: 1) current stand conditions, 2) current site conditions, 3) visitor and building safety, 4) desired stand conditions, and 5) recommendations for achieving desired results.
- Conference Facility RMZ:
  Landscaping in developed areas should consist of species indigenous to plant communities found in the unit.
  Non-native species shall be species that are easily contained by normal landscape maintenance, and will not substantially naturalize and spread into other areas of the unit.
- Marconi Historic RMZ (Primary Historic Zone):
  An open vista shall be maintained on the front facades of the historic complex. The pine forest shall be retained in the primary historic zone, in its now naturalized state. The pond area may be retained.

Sensitive Plants:

- If sensitive plants are found in Marconi, they shall be protected and managed for their perpetuation.

Prescribed Fire:
- Use of prescribed fire will be used for vegetation management in the unit.

Fire Suppression and Prevention:
- A wildfire management plan that addresses wildfire prevention, pre-suppression, and suppression shall be developed by the department, in cooperation with the responsible local fire control agencies.

Wildlife Management:
- Scrub, grassland, and forest habitats for native wildlife populations shall be managed to avoid significant imbalances caused by human use.
- Threatened and endangered wildlife species in the unit shall be protected and managed for their perpetuation.

Cultural Resources

Euroamerican Structures and Sites:
- The department shall maintain the historic and architectural integrity of the historic structures.
- In adapting the historic buildings to alternative uses, all alterations will be made in accordance with the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings, and the State Historic Building Code.
- A historic structure report shall be prepared for the hotel prior to any major renovations or alteration of that structure.
- The department shall strive to retain and preserve the original historic fabric, particularly character-defining features, wherever possible.
- The department shall not alter or damage those sections of original County Route 56 which remain on the property.
- The department shall maintain the historical integrity of the tower pads and support structures and study the feasibility of recreating a working historic tower.

Interpretive Element

The primary interpretive objective is to instill in visitors the center's unique spirit and sense of place as an area and facility for creative thought and communication, with an awareness of the site's historical significance and natural resources.

Primary Theme
The primary interpretive theme is the history of wireless communications. Four interrelated subthemes will also be developed. The common thread of these subthemes is Guglielmo Marconi as inventor, builder, and businessman. The subthemes include: the life of Guglielmo Marconi, the wireless telegraph and communications, Station KET/NWO (the Marconi-Bolinas Stations), and Marconi's engineering and architecture: A landmark of Tomales Bay.

Secondary Themes
Recommended secondary themes include: life of the coast Miwok, the history of the Rancho Nicasio Spanish land grant, the evolution of transportation systems to the area, description of the Tomales Bay environment, including flora and fauna and geology, Synanon, and the role of different foundations and organizations that were instrumental in acquiring the property for public use.

Operations Element

The primary objective of the Operations Element is to address the conference center issues at Marconi. Maintaining and improving conference facilities and services are the foundation to making Marconi economically viable, and to accomplishing resource goals.

Marconi is managed by the Marconi Conference Center Operating Corporation, a non-profit corporation, whose seven member Board of Directors serve staggered four-year

terms, and are appointed by the Director of the Department of Parks and Recreation. The department entered into a twenty-five year operating agreement with this corporation in January 1990.

The meetings industry market is growing, with an emphasis on training and communication. There are very few facilities in Northern California that offer amenities and services in the economic range of Marconi.

Occupancy at Marconi increased by 44% in its second year of operation, and is projected to increase by 59% in the current operating year. An average occupancy of 90% may be expected when Marconi is fully developed.

A conference center is a specialized hospitality operation that is dedicated to facilitating small- to medium-size meetings. Ideally, a conference center consists of four components: lodging accommodations, meeting facilities with technical support services, food and beverage services, and recreation opportunities. Marconi meets these criteria.

Development of the conference facilities should include:

- Increasing the number of lodging accommodations.
- Increasing the number of meeting and breakout rooms with maximum flexibility to accommodate advances in communication technology.
- Incorporating state-of-the-art telecommunications and computer systems.
- Developing a food service facility that will provide maximum flexibility for cafeteria style service, banquets, and small private dining rooms.
- Creating an extensive recreation program that expands the lines of communication between conferees.
- Incorporating the latest technology in all maintenance systems.
- Using energy and resource conservation, and recycling programs.

Marconi currently has a staff of 15 full-time and 14 part-time employees (including employees of the food service operation, which is a sub-concession). Presently, there are 40 guest rooms, with a capacity of 96 conferees. When Marconi is fully developed, it is expected that there will be 92 guest rooms with a capacity of about 190 resident conferees and 56 non-resident conferees. There will be a staff of 54 full-time employees, 10 of which will be housed on-site.

Concessions Element

The concession recommendation is as follows:

- Sale of food and beverages by the operating corporation will be permitted.

Land Use Element

The land uses for the center are based on a carrying capacity of 200 overnight users including staff and 100 day users, for a maximum daily total of 300 users. These figures were originally established by the Marin County Board of Supervisors, and supported by comments from people who attended the four General Plan public meetings.

Plan Concepts and Recommendations
Expand conference facilities and opportunities, and enhance the conferee experience:

- The historic buildings will be rehabilitated for conference use. The hotel will be used for conference, interpretive, and administrative functions.
- All new conference facilities will be built adjacent/near existing structures, and on previously affected/developed areas outside the primary historic zone.
- In order to encourage pedestrian circulation and minimize vehicle use, a primary

trail with secondary trails will be developed to conveniently connect the conference facilities.
- Paved roads will be limited to the primary road and required service roads. All other roads will be unpaved or eliminated.

Provide recreation facilities throughout Marconi:

- Multi-purpose fields and recreation areas for team-oriented games and activities will be developed near housing units.
- A perimeter loop trail will be developed for conferees and public to enjoy the natural and cultural resources of the center and area.
- Exercise rooms will be developed within the housing complexes.

Preserve the character and natural beauty of the Marconi site and its surrounding rural landscape:

- The Primary Historic Zone designation of the historic core of the center will preserve the historic integrity of the Marconi- built buildings and facilities.
- Concentrate development, primarily in the conference core, in order to maximize and preserve natural open space of grassland, forest, and coastal scrub.
- All new facilities shall be sited and designed to minimize impacts on public views from Highway 1 and across Tomales Bay.

Facilities Element

The proposed facilities for the conference center include: rehabilitated historic buildings, new buildings, existing and new housing, support structures and upgraded utility systems, recreation amenities, and upgraded and new circulation, according to a development phasing plan.

Recommendations:

Historic Structures/Facilities:
- The Marconi Hotel will be rehabilitated and used for administration, services, a lounge, small meeting groups, and interpretive displays.
- The cottages will be rehabilitated and used for small meeting groups.
- The operations building will be rehabilitated and used for mid-size meeting groups.
- The powerhouse building will be rehabilitated and used for mid-size meeting groups.

New Structures/Facilities:
- A conference building, for large meeting groups up to 300, is to be located immediately southeast of the existing housing complex (Shore Units).
- A dining/kitchen building that can accommodate a maximum 300 people is to be developed south of the powerhouse building.
- A new housing complex including a lounge and exercise building and parking will be developed on the "Shed" site.

Existing and New Housing/Facilities:
- All existing temporary buildings and trailers will be removed according to the phasing plan.
- The overnight capacity of the existing housing complex will be reduced in order to make rooms more spacious.
- The Shore Unit administration office will be retrofitted to a lounge and exercise building.
- Outdoor meeting spaces will be developed throughout the center for small groups to informally gather.

Support Structures and Facilities:
- Staff residences will be developed to the north of the water treatment facility.

- A new water treatment facility will be developed.
- A new maintenance yard and sewer treatment plant will be developed south-east of the new housing complex. If feasible, plan to use an off-site sewer treatment facility, with a proposed adjacent development.

Recreation:

- A multi-purpose field/open space and recreation building will be developed on the sewage overflow tank site after the sewage facility has been relocated.
- A perimeter loop trail will be developed for conferees and the public to enjoy the resources of Marconi and the surrounding area.
- Two exercise buildings, one in each housing complex, a volleyball court, near each housing complex, and other appropriate team sport activities, in suitable locations near the housing complexes will be developed.

Circulation:

- The primary road will be developed on the existing road alignment.
- The interior road within the conference core will be eliminated and converted to a conference trail. The conference trail will connect most buildings and facilities.
- Secondary trails off the primary trail will be developed to complete pedestrian access to all conference facilities.

Proposed Development Phasing

The priorities for development phasing consider resource management, interpretation, operations, concessions, and existing site factors.

Total build-out estimated costs are $15.7 to $19.4 million in current dollars (1992).

II. INTRODUCTION

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Unit Location and Use

Marconi is located in Marin County, on the east shore of Tomales Bay, about 65 miles north of San Francisco (Figure II-1).

Marconi is operated year-round as a conference facility with a current overnight capacity of 96 people. Government, education, and non-profit groups are the primary users of the conference center.

The operating entity has been established as a non-profit corporation for the purpose of overseeing the operation, maintenance, and development of the center for the state. The governing board of directors consists of seven members appointed by the Director of the Department of Parks and Recreation.

Purpose of Plan

The General Plan provides guidelines for the long-term management and development of Marconi and meets the legal requirements of Public Resources Code Section 5002.2.

The plan summarizes the available information about the conference center, and documents the planning process and the data used

Figure II-1

Regional Location of Marconi Conference Center
State Historic Park

in making interpretive directives, land use decisions, and management recommendations. The plan is not meant to provide detailed plans for its development, resource management, or park operation and maintenance, but rather to establish guidelines for development of Marconi.

Discussions about land outside state ownership have been included in this document for planning purposes only. The discussions were prepared for long-range planning purposes only, and do not imply a land acquisition commitment.

General Plan Outline

The plan is made up of the following elements which reflect the department's responsibility to achieve its goals:

- The **Resource Element** evaluates the natural and cultural resources of the unit. It sets management directives for protection, restoration, and use of these resources.
- The **Interpretive Element** proposes programs and facilities for public information and interpretation of the park's natural and cultural resource values.
- The **Operations Element** describes specific operation and maintenance requirements and guidelines unique to the unit.
- The **Concessions Element** summarizes opportunities to provide appropriate goods or services to the public through concessions.
- The **Land Use Element** describes current land uses and relevant planning issues. It determines proposed land uses consistent with the resources and unit classification, and outlines land use goals, objectives, and recommendations.
- The **Facilities Element** describes current facilities, proposed development to enhance conference center, and establishes a development phasing plan.
- The **Environmental Impact Element** serves as the Environmental Impact Report (EIR) required by the California Environmental Quality Act (CEQA). It assesses environmental effects, and proposes mitigation measures and alternatives.

Planning Process

The General Plan process began in July 1990, with a start-up meeting of the entire planning team. During this initial period, the team gathered information on the center, developing an information base on the cultural and natural resources of the area, the character of the nearby communities and people who live in them, the constraints of the land and of the law, and projections of future changes.

An active mailing list of more than 200 was developed based on special interest groups and organizations, the Marshall community, local, state, and federal agencies, and local newspapers, including the Point Reyes Light, Coastal Post, Marin Independent Journal, and the Santa Rosa Press Democrat.

Public Involvement

The planning team held public meetings at four important stages of the plan's evolution.

- *September 6, 1990 - Meeting #1 - Issue Identification.*
  In addition to people identifying issues and concerns with the center, highlights of the draft Resource Element were presented. A use survey was distributed to everyone present at the meeting.

- *December 12, 1990 - Meeting #2 - Land Use Alternatives.*
  A series of different "single" plan alternatives were presented and discussed.

- *March 14, 1991 - Meeting #3 - Single Plan Presentation.*
  The first preliminary single plan was presented to and discussed with the public.

- *October 30, 1991 - Meeting #4 - Final Single Plan Presentation.*
  The final land use plan was presented for public review and comment.

Newsletter updates were mailed to keep those on the mailing list informed of the planning process, proposals, and scheduling.

Final action on approval of the General Plan will be taken by the State Park and Recreation Commission in public hearing, after completion of the environmental review process.

Plan Implementation

Implementation of major development projects of the general plan will require state permit approval. The public is allowed to review and comment during the permit review process.

III. RESOURCE ELEMENT

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Purpose

The Resource Element sets forth long-range management objectives for the natural, cultural, and scenic resources, and identifies specific actions required to achieve these objectives. The Resource Element for Marconi identifies the unit's resources, their sensitivities, physical constraints they may impose, and establishes guidelines for acceptable levels of use and development. The Resource Element is prepared in compliance with Section 5002.2 of the Public Resources Code and Title 14, Chapter 1, Section 4332, of the California Code of Regulations.

Unit Identification

Marconi is a 62-acre unit located in Marin County, on the east side of Tomales Bay, approximately 65 miles north of San Francisco, and about 2 miles south of the town of Marshall (see Photo III-1). Access is from Highway 1. The land lies in the Coastline Province, which includes the coastal strip and adjacent uplands. The native vegetation is a mix of coastal scrub and grassland. The Marconi grounds have been heavily landscaped with Monterey pine and other exotic trees. The nearest State Park System unit is Tomales Bay State Park. The major use locations of Tomales Bay State Park are directly across the bay from Marconi.

Resource Summary

Natural Resources

Topography
Marconi is in the California Coast Range geomorphic province. Marconi lies at the foot of moderately steep coastal hills of western Marin County, which follow the trace of the San Andreas fault. The general vicinity of the park is characterized by a series of moderately sloping spur ridges running southwesterly to Tomales Bay, alternating with parallel southwest-trending intermittent and perennial streams.

The unit lies on two benches that slope southwesterly toward the bay. Elevations range between near sea level and 270 feet above sea level. The northwest and southeast property lines roughly parallel stream courses. Slopes vary from nearly level in developed areas to steep on the slopes above the shoreline, along the stream courses, and between the benches.

Meteorology
Northwestern California has a Mediterranean climate, with cool, wet winters and hot, dry summers. A dominating weather factor is the semipermanent high pressure area of the north Pacific Ocean. This pressure center moves northward in summer, holding storm tracks well to the north. As a result, northwestern California receives little or no

Photo III-1

View of the Marconi Conference Center, looking east across Tomales Bay.

precipitation during that period. The regional climate is modified along the eastern shore of Tomales Bay by steady ocean winds.

No specific weather data is available for Marconi. Annual precipitation is between the 29 inches received at Point Reyes Station to the south, and the 26 inches received at Dillon Beach to the north. Inverness Ridge appears to cause a "rain shadow" effect, as the town of Inverness, on the western shore of the bay, averages 37 inches per year, and Bear Valley, at the southern end of Tomales Bay, receives almost 49 inches per year. The shift in vegetation from the forests of the Point Reyes Peninsula to the grasslands of the eastern shore of Tomales Bay reflects the eastward decline in precipitation. Mean annual temperatures for the area range between 54 and 58 degrees Fahrenheit.

Air quality is high in the area for two reasons: lack of industrial air pollution sources, and steady offshore breezes, generally from the northwest.

Geology

Marconi overlooks Tomales Bay from Bolinas ridge on the Marin Peninsula. The Marin Peninsula is the southernmost extension of the Mendocino Range unit of the Coast Ranges geomorphic province.

The structure of the area is dominated by the seismically active San Andreas fault zone. In Marin County, the San Andreas fault follows a remarkably straight course, and occupies a well-defined linear fault valley from Bolinas to Tomales Bay. Tomales Bay is a portion of the San Andreas fault valley drowned by rising sea waters following the Pleistocene glacial epoch.

In the locale of Marconi, the San Andreas fault zone separates Upper Jurassic-Upper Cretaceous (136 to 65 million years old) Franciscan assemblage marine sedimentary and volcanic rocks on the east from Cretaceous (90 to 80 million years old) granitic rocks of the Point Reyes Peninsula on the west.

The rocks exposed in the project area are comprised solely of undifferentiated Franciscan assemblage rocks. The rocks exposed are predominantly a melange of massive to disrupted and sheared sandstone, with characteristically lesser amounts of mudstone, shale, red chert, altered volcanic rock (greenstone), and serpentine. The Franciscan assemblage represents a succession of rocks formed in deep oceanic water and subsequently elevated to their present position by tectonic activity along the eastern edge of the Pacific Ocean. This process involved the eastward thrusting of oceanic crust beneath the continental crust, and "scraping off" materials of the Franciscan assemblage. Sometime during mid-Cenozoic time (25 to 30 million years ago), subduction of oceanic crust beneath the continent ceased, and was replaced by right-lateral, strike-slip movement along the ancestral San Andreas fault.

Marconi is located in an active seismic area. The San Andreas fault is associated historically with several large and many small earthquakes. The Tomales Bay segment of the San Andreas fault has been seismically relatively quiet since the tremendous 1906 Richter magnitude 8.3 earthquake. However, a great deal of earth movement accompanied by earthquakes has taken place along the San Andreas fault in the past, and there is no reason to expect any future change in seismic activity.

Several springs on the ridge top east of the conference center rise along short, discontinuous fault traces that cut across the project area, and a number of small faults can be seen in state highway road cuts along the western boundary of the project area.

A single translational/rotational-type earth failure exists in the area now occupied by the sewage treatment plant on the bluff above

State Highway 1. Although there is no evidence of recent movement and the failure area appears relatively stable, new failures are very often reactivations of old failure surfaces. The age and driving force of movement of the failure are unknown, but may be associated with either past seismic or highway construction activity.

The presence of an active fault and several small potentially active faults in the area, springs rising along the potentially active faults, an old earth failure, and near vertical road cuts in sheared bedrock all indicate that slope instability, lurch cracking, vibration damage, uplift, and ground rupture are potential seismic hazards throughout the area.

The magnitude and effect of ground shaking from earthquakes in the region are difficult to predict with certainty. However, given the proximity of the San Andreas fault zone and the presence in the immediate Marconi area of several fault traces very likely associated with the San Andreas fault, the area can expect to be subject to a maximum Richter magnitude 8.3 earthquake.

Hydrology

The hydrologic characteristics of Marconi are limited. No surface waters other than ephemeral streams exist in the unit. The only stream course within the boundaries is found on the southeastern edge of the unit. It flows only in response to rainstorms.

The unit derives a majority of its water supply from a well located on a knoll above the existing dining facility. Also, a portion of its limited water supply had come from springs located on the Barboni property, about one-half mile upslope of the unit's northeast corner boundary. The spring water is not currently being used because facility improvements are needed to bring the system into compliance with current health department standards.

A natural seep occurs just upslope from the pond near the powerhouse building.

Natural surface drainage of the unit has been altered by road construction and grading for facility development.

Soils

Marconi is located in California Soil Region II, which includes the coastal border to the central and northern Coast Ranges, coastal terraces, and the uplands slightly inland. The more common soils are prairie-like, with dark color, high organic content, and low pH. Livestock grazing and recreation are the primary land uses for the soil types in the region. The soils of the western shore of Tomales Bay are derived from bedrock materials: sandstone, shale, chert, and serpentinite.

The Marin County Soil Survey (USDA Soil Conservation Service 1986) identifies six soil mapping units in the unit. Four are comprised of the Felton Variant-Soulajule complex, with different degree of slope categories. The other two are Xerothents; one is fill material along the shoreline, and the other is rock outcrops fronting the shoreline.

The Felton Variant soil is deep and well drained. It formed in material derived from shale or sandstone. Typically, the surface layer is brown loam about 23 inches thick. The upper 11 inches of the subsoil is yellowish brown clay loam, and the lower 13 inches is strong brown clay. Depth to bedrock averages 47 inches, and ranges from 40 to 60 inches or more.

Permeability of the Felton Variant soil is moderately slow. Available water capacity is moderate to very high. Effective rooting depth is 40 to 60 inches or more. Runoff is medium, and the hazard of water erosion is high, except for gentle slopes.

The Soulajule soil is moderately deep and well drained. It formed in material derived from sandstone or shale. Typically, the surface layer

is reddish brown clay loam, about 17 inches thick. Bedrock depth averages 28 inches, ranging from 20 to 40 inches.

Permeability of the Soulajule soil is slow. Available water capacity is low to moderate. Effective rooting depth is 20 to 40 inches. Runoff is medium, and the hazard of water erosion is high, except for gentle slopes.

Information on soils constraints for recreation and development in the area has been prepared by the USDA Soil Conservation Service (SCS). Conditions at a specific site may vary somewhat because of variation in soil series. The constraints are generalized and consist of three categories: slight, moderate, and severe. Limitations are minor, and only normal precautions for development are required on soils with slight constraints. On soils with moderate constraints, site-specific investigation by professionals and special planning, design, or maintenance is needed to overcome or minimize limitations. Soil properties or site features which severely constrain development require special design and planning, higher construction costs, and possibly increased maintenance.

The Felton Variant and Soulajule soil series have moderate to severe limitations for camping areas, picnic areas, and paths and trails, due to slope and erodibility. Building site development has severe constraints for all areas greater than 15% slope, and mostly severe constraints for areas less than 15% slope.

Constraints for septic tank absorption fields for both soils are severe due to slow percolation. Sewage is treated by a wastewater treatment plant located in the unit. Treated wastewater is piped to drainage fields in the grassland near the southeastern portion of the property.

Plant Life

The plant life at Marconi has both remnant natural plant communities and extensive areas of non-native vegetation that were established beginning with Euroamerican settlement, and concluding with the period of Synanon ownership of the property in the 1960s and 1970s.

Natural plant communities include northern coyote brush scrub and California bay. Non-native grasslands cover areas formerly occupied by native coastal terrace prairies. The remainder of the unit consists of stands of Monterey pine (Pinus radiata) of various ages, and of landscape plantings around the various building complexes.

The northern scrub is composed of low shrubs dominated by coyote brush (Baccharis pilularis), occurring with scattered grassy openings. In the project, this community includes bush monkey flower (Mimulus aurantiacus), sage (Artemisia suksdorfii), poison oak (Toxicodendron diversilobum), elderberry (Sambucus sp.), and toyon (Heteromeles arbutifolia).

The non-native grasslands are dominated by wild oats (Avena fatua) and soft chess (Bromus mollis). Native bunch grasses were replaced by European annual grasses as a result of cattle grazing and prolonged drought during the Euroamerican settlement period. Occasional stands of native bunch grasses, purple needle grass (Stipa pulchra) and blue wild rye (Elymus glaucus) are located on the hilltops near the water tank and the historic antenna footings. Other introduced grass species include annuals such as ripgut brome (Bromus diandrus) and Italian rye grass (Lolium multiflorum), and perennials such as velvet grass (Holcus linatus). Common forbs include filaree (Erodium sp.) and blue-eyed grass (Sisyrinchium bellum).

Two small areas in the northernmost drainage are covered by California bay forest, a plant community dominated by dense, wind-pruned groups of bay-laurel (Umbellularia californica), growing with toyon, elderberry, poison oak, live-oak (Quercus agrifolia), and blackberry (Rubus vitifolia).

The areas planted in non-native tree species are composed of nearly pure stands of Monterey pine. The largest and oldest of the pine stands appears to have been planted sometime after construction of the Marconi buildings in 1913-14. This stand is found upslope from the historic buildings, and below the upper service road. Other individual trees near the historic zone probably also date from this period. The large stand of young pine found above the upper service road was planted in the late 1960s during development of the property by the Synanon group. Much of the current landscaping dates from this period.

The Monterey pines are successfully regenerating themselves; large numbers of younger trees are found under the canopy of the old stand. Pines are also encroaching into the grassland areas on the northern edge of the unit.

In addition to the European grasses, other non-native species have become established in the unit. Most noteworthy are the following: french broom, pampas grass, teasel, anise, and poison hemlock. All of these species are invasive and difficult to control. French broom is the most widespread; it is heavily concentrated along roadsides, in the coastal scrub community, and in the younger pine stand.

No rare, threatened, or endangered species have been identified at Marconi. The California Natural Diversity Data Base (NDDB) lists 18 sensitive plant species for northwestern Marin, and the unit contains habitat for many of these. Two species of larkspur (Delphinium bakeri and Delphinium luteum), both state listed rare plants, are found close by, in the vicinity of the town of Tomales.

Animal Life

Development of the site since establishment of the historic Marconi buildings has significantly altered the structure and composition of wildlife habitat. Photographs taken in 1914 show the site and surrounding lands nearly devoid of woody vegetation, probably a result of heavy cattle grazing. Development of native scrub communities, establishment of pine forest, and invasion of disturbed areas by french broom have created more cover, forage, and nesting habitat for certain species of wildlife.

According to the California Wildlife Habitat Relationships System of classification, the Marconi property contains three wildlife habitat types: closed-cone pine forest, coastal scrub, and annual grassland. The small patches of California bay are too small to be delineated as habitat different from coastal scrub. These habitat types closely follow plant community occurrence, but include other structural features such as height and density of vegetation.

Most of the terrestrial species occurring in the project tend to use more than one of the habitat types to satisfy roosting, foraging, and nesting requirements, but some can be identified with a particular habitat. Bird species occurring in the unit include the house finch, mourning dove, wrentit, California quail, Brewer's blackbird, western bluebird, and red-tailed hawk. Red-tailed hawks are commonly seen circling above the grasslands upslope of the unit, and they make occasional use of the tallest pines for roosting. The great horned owl and western gray squirrel are residents of the old pine stand behind the hotel. The black-tailed hare, brush rabbit, and mule deer tend to be most abundant in the coastal scrub, but are found throughout the project. Mule deer make heavy use of the flat protected area near the wastewater treatment plant for resting and foraging. Other species representative of the grasslands surrounding the project include the western meadowlark, California vole, California ground squirrel, pocket gopher, western fence lizard, and gray fox.

Because Marconi lies above the shores of Tomales Bay, good opportunities to observe

migratory waterfowl and shorebirds are available. The great blue heron and great egret nest along Tomales Bay, and are occasionally seen from the unit.

No threatened or endangered species are known to exist at Marconi; however, 18 sensitive animal species are listed by NDDB for northwestern Marin County. The California clapper rail, a federally listed endangered species, nests along the eastern shore of Tomales Bay.

Ecology
Marconi was originally native scrub and grassland. The small remnant portions of these communities within the unit boundaries are not large enough to manage as viable ecologic units, especially with regard to larger mammals and natural processes such as fire. Managing for these elements would require land activities incompatible with the objectives of surrounding private lands. In addition, the site has been significantly altered by establishment Monterey pine, by invasion of other non-native species, and by development of industrial and residential facilities.

Important natural communities remain, however, and the well-developed planted forests constitute important natural resource components of the unit. The forests offer a transition from the largely non-native and manipulated environment surrounding existing buildings to the near natural scrub and grassland communities. The grassland areas on the edge of the unit act as a similar transition from the non-native forest to the expansive grasslands upslope of the property.

Cultural Resources

Native American Sites
There are no recorded Native American sites on the property. The closest prehistoric site appears to be MRN-213. The site has been plotted in two locations, one within the boundaries of Marconi. However, a map entitled "Indian Village Sites," plotted on a 1918 U.S.G.S. Point Reyes 15' Quadrangle by Jesse Peter, shows the site located just south of the property. A 1984 field reconnaissance by Holman & Associates confirmed this location.

Euroamerican Structures and Sites
All of the historic structures at the unit were constructed by the American Marconi Company in 1913-14. There are five historic buildings: two cottages, the operations building, a large residence hotel, and the powerhouse. There are also three associated sites: the remnants of a concrete tennis court, the anchors and concrete footings for one of the antenna, and an historic road. This existing complex represents all of the permanent buildings originally constructed on the site for operation of the first transoceanic wireless communication system.

The Marconi buildings described above are listed on the National Register of Historic Places, and are recognized at a national level of significance.

The hotel, cottages, and powerhouse are sited on a prominent knoll rising over the bay. The imposing, two-story hotel with its wide veranda is the centerpiece of the complex, flanked on the northwest by the two single-story, bungalow-like residences and to the north of the powerhouse. The operations building, similar in architectural style to the other buildings, is located to the northwest of the complex, at a distance of one-fifth of a mile. It is now separated from the other historic structures by buildings of later construction, and dense vegetation.

The Marconi buildings were designed and constructed by J.G. White, a New York engineering company. They are all unreinforced concrete structures with red vitrified tile roofs, in a style which might be described as Mediterranean Revival with Craftsman allusions. Steel, concrete, and tile materials were selected to ensure "....minimum charge for maintenance" and "maximum fire protection."

Photo III-2

Four of five historic Euroamerican structures at Marconi Conference Center. View looking south to Tomales Bay.

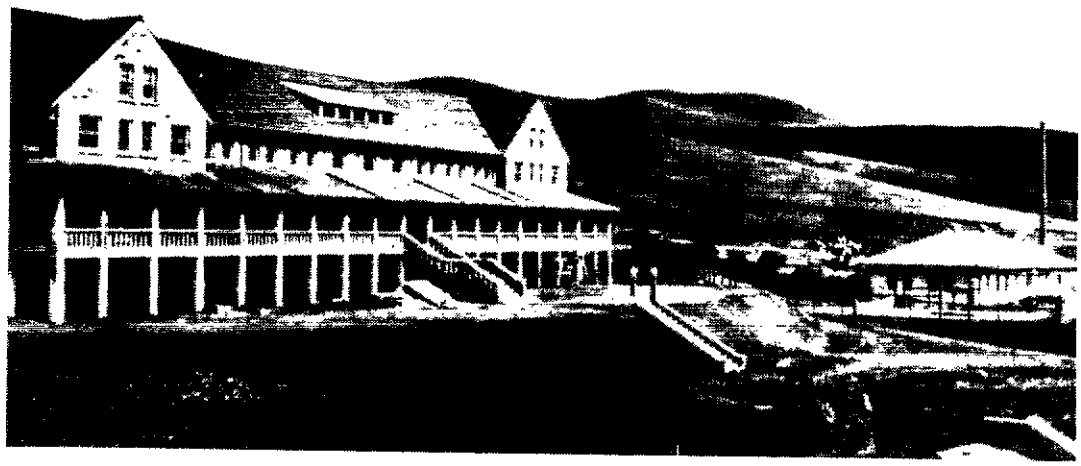


Photo III-3

The Marconi Hotel and Powerhouse. The historic tennis court is located between the two buildings.

Mediterranean stylistic elements include the extensive use of tile, the arcaded verandas, the symmetrical treatment of the fenestration, and the formal approach to the hotel.

The Craftsman style, popular at the time of construction, accounts for incorporation of non-Mediterranean elements. This influence is particularly evident in the hotel. On the exterior, it can be seen in the decorative treatment of the eaves, the use of dormers (unusual in Mediterranean buildings), and employment of multi-panel upper sash lights in the fenestration. The Craftsman influence predominates in the interior of the hotel, with its restrained, rectilinear millwork, natural wood finishes and, five cross-panel doors with transoms. It is also seen in the flow of indoor/outdoor space created by use of extensive fenestration and french doors leading out onto the arcaded veranda. Notable are the two massive first floor masonry fireplaces, with their rustic, half-log mantels (see Photo III-4).

Early interior photographs show the rooms furnished with Craftsman furniture and ornamentation. All of the structures retain a high level of exterior integrity. The interior of the hotel, although altered by Synanon, retains a significant amount of original fabric of a character-defining quality.

Photo III-4

First floor fireplace in the Marconi Hotel.

In addition to the surviving historic buildings, the American Marconi Company constructed several small wooden cottages to the west of the large concrete buildings, in the area between the county road and the railroad right-of-way. These served as housing for married employees and their families. The structures were removed from the property at an unknown date.

On the hill east of the old receiving station is a concrete pad or footing which held aloft one of the radio antennas. The pad held the mast, and the mast was supported by guy wires attached to four concrete footings. These structures are historically significant because they are the only evidence on the property of the one mile of antenna that extended eastward from this station.

One of the amenities at the station was a tennis court for use by employees and their families. The concrete floor of this historic recreational facility remains, although the net, poles, and fencing are gone. It lies south of the hotel and north of the powerhouse. It is cracked and partially overgrown with vegetation.

Portions of the original County Route 56, which ran along the east side of Tomales Bay, are present on the property. A section of it runs in front of the hotel, and is still used as an access road on the grounds. The hotel entrance was oriented to the road. The road is

significant because it was part of a 52-mile Marin County road which connected the San Francisco Bay region and Sonoma County.

There was no landscape vegetation at Marconi at the time of construction. The building site consisted of heavily grazed grassland, with no evidence of trees or shrubs, native or ornamental. During the American Marconi Company or RCA ownership, Monterey pines were planted to the east of the Marconi structures. This appears to have been the only form of planned landscaping introduced at the site. The area around the buildings appears to have been allowed to naturalize with a minimum of interference. This is consistent with other Marconi facilities, which also lack a planned landscape. Ornamental plantings date from the Synanon period. The vines now covering the hotel veranda were never a part of the historic setting, and appear to be the result of neglect.

In addition to the historic Marconi buildings, there are several buildings constructed by Synanon between 1964 and 1980. These include four complexes of shed-style residence rooms, an A-frame house (see Photo III-6, page 20), two corrugated metal flat-roofed buildings of medium-size, a large (31,000-square-foot) corrugated metal warehouse building (see Photo III-7, page 20), and three medium-size metal hill unit buildings.

None of these structures are architecturally or historically significant. The metal structures are in poor condition.

It should be noted that Synanon started as a drug rehabilitation center, then became an "alternative lifestyle," and religious cult that occurred in the 1960s, a period of significant cultural and political upheaval. The period of the 1960s has only recently begun to receive scholarly study and evaluation. As yet, only contemporary, polemical literature exists on Synanon and similar organizations of the period. As one of the largest, longest-lived, and, certainly, most economically successful of such movements, it should be recognized at some point in the future, that Synanon will be the subject of scholarly interest and research. Records pertaining to the period of Synanon occupancy should be retained by the department, and/or placed in an appropriate public repository.

Native American Ethnography and History
Marconi lies in the ethnographic territory of the Coast Miwok who occupied portions of

Photo III-5

Hillside Unit-temporary dining/ kitchen facility.

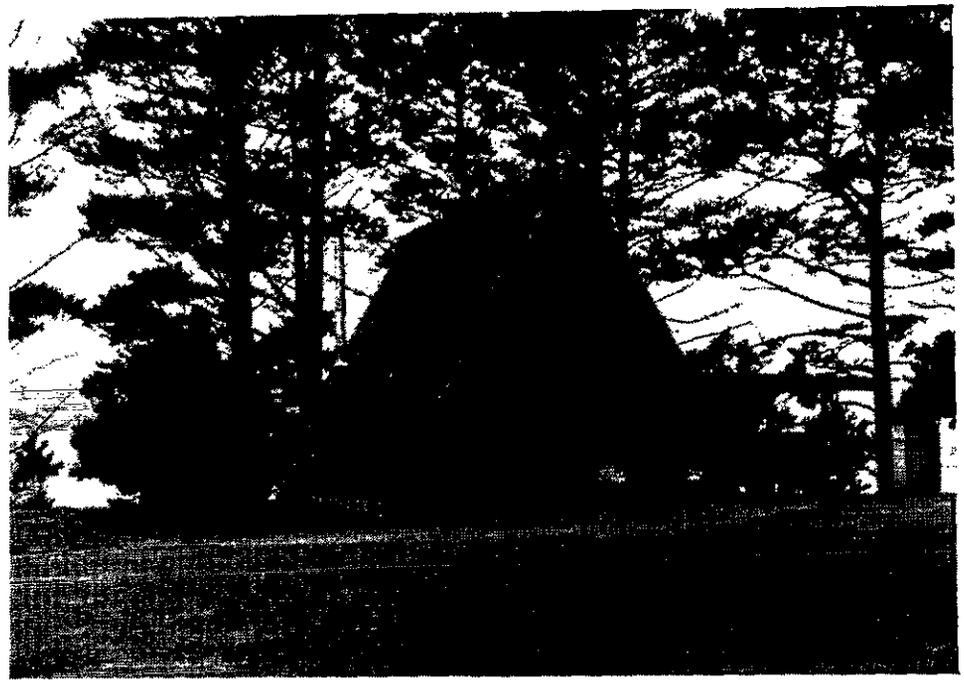


Photo III-6

The "A" frame housing unit.

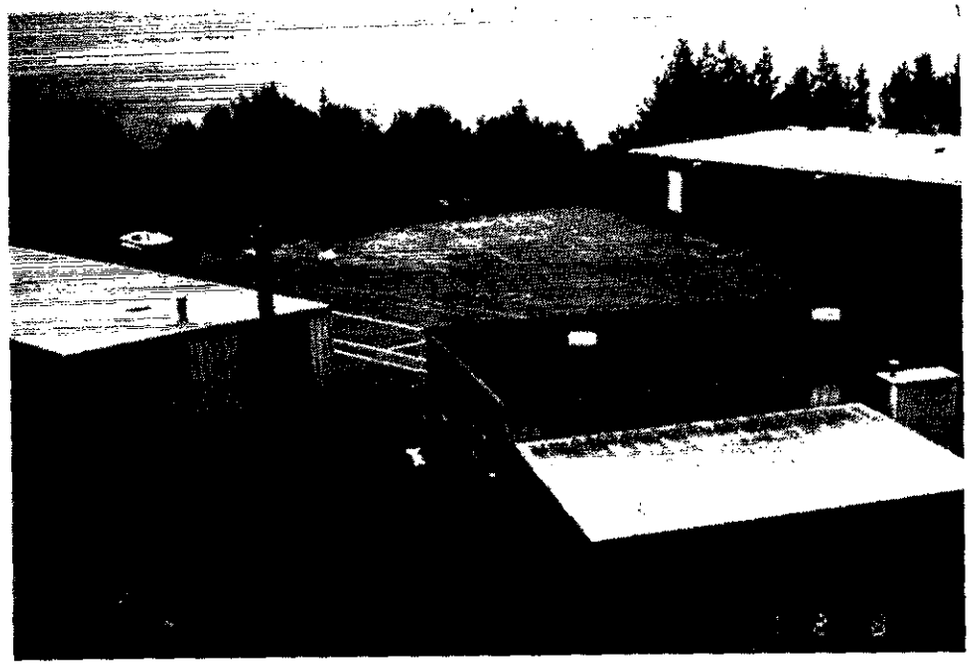


Photo III-7

The "Shed" area: the large metal structure and two associated structures.

Marin and a portion of Sonoma county. Miwok is one of the California Penutian languages, which was spoken by several contiguous and two discrete groups. Coast Miwok and Lake Miwok were comparatively close linguistically. The closest tribal village was ec-a kulum, located on the eastern shore of Tomales Bay, about two miles south of the town of Marshall. Aboriginal populations of the Coast Miwok were estimated at 1,500 persons by Kroeber, and at 2,000 by Cook.

Marine resources (clams, mussels, fish, crabs, and waterfowl) were relatively abundant, and appear to have influenced a preference for living in the bay districts near shores, lagoons, and sloughs. In summer, hunting game and gathering vegetable foods were activities carried on further inland. Deer, elk, and small game such as rabbits, wood rats, and land birds were common food sources. Acorn and buckeye nuts were storable staples, and prepared as mush and cake or bread.

In the late nineteenth and early twentieth centuries, surviving members of the Tamallos Indian tribe lived at Fishomens (later Marconi), in dwellings that rested on pilings over the tide waters. They collected clams along the shore, which they sold for 50 cents to $1.00 a gunny-sack full, until fish and game laws outlawed taking clams for commercial purposes. Without any means of support, only a few Tamallos remained at Marshall, and worked as fishermen or at local ranch houses.

Euroamerican History

Until 1817, the Coast Miwok effectively prevented European settlement along the northern Spanish frontier of the Marin Peninsula. However, by 1817, the growing Russian presence to the north and the desire to recruit new converts motivated the Franciscans to move across San Francisco Bay, and establish Mission San Rafael. The mission lands claimed by the friars included most of the Marin peninsula, with the exception of Point Reyes. Military authority on the northern frontier was represented by Mariano Vallejo, who established his ranch and fort in the north bay.

With secularization of the missions in 1835, the neophytes of San Rafael were granted a large inland tract of land known as Rancho Nicasio, which extended westward to the eastern edge of Tomales Bay. However, in 1837, Vallejo concluded that the natives were "...not as a rule making good use of their liberty..." He "collected" their land, promising to redistribute it "when circumstances were more favorable." In 1843, such favorable circumstances having failed to materialize, Governor Micheltoreno divided the natives' grant among Mexican and Anglo claimants. Ten leagues of land (7,598 acres) along Tomales Bay, including the land now occupied by Marconi, were granted to William Reynolds and Daniel Frink, early California settlers.

Following American acquisition of California, the natives' claim to Rancho Nicasio was rejected by the Land Commission, which upheld the 1844 grant to Reynolds and Frink. From this time until the Marconi purchase, the land was in agricultural use under a succession of owners.

In 1912-13 the American Marconi Company purchased 1,125 acres for construction of a high power transpacific radio station. The station at Marshall was one of four "duplex" stations designed to transmit transoceanic radio signals extending from Carnarvon, Wales to Iwaki, Japan. This first commercial transoceanic radio service was a realization of Marconi's dream to place a "wireless girdle 'round the earth," and brought to a culmination what many historians of science and technology consider the first phase in development of radio communication.

Much has been written about Marconi's role in the history of radio. Only the major events relevant to development of the American Marconi Company, and more specifically, the long-distance transmission facilities at

Marshall and Bolinas, will be summarized here. In 1896, the 24-year-old Guglielmo Marconi demonstrated to the British government the feasibility of using electromagnetic waves to transmit telegraphic messages. From this first successful demonstration, over a distance of 1 3/4 miles, Marconi consistently extended the distance over which messages could be transmitted. Marconi's pivotal achievement in early development of radio is succinctly described by Professor Hugh Aitken:

"...he was at the culmination of the process whereby a major scientific advance was translated into practical use. Scientific theorem had already been translated into apparatus...[which] could be used for tests and demonstrations ...Marconi carried it one step further. He translated laboratory hardware into a technological system that could serve practical needs."

In Aitken's view, although many of Marconi's contemporaries were experimenting with the waves discovered by physicist Heinrich Hertz in 1887, Marconi's genius was in foreseeing the practical potential of radio transmission, and beginning the process of commercial and military radio development.

The process of commercial development began the same year as Marconi's successful demonstration, when he applied for, and received, a British patent on his methods, equipment, and circuits; the first radio patent ever issued. In 1897, he established the Wireless Telegraphic and Signaling Company of England. This was followed in 1899 by his entry into the American market, with the formation of the American Marconi Company.

The principal commercial application of Marconi's wireless telegraphy, an application which dominated radio development through World War I, was in ship-to-ship and ship-to-shore communication; an application which was immediately recognized as significantly increasing safety in marine transportation. In 1906, the first international conference on marine telegraphy was held, with thirty-eight countries participating. By 1910, the U.S. Congress required radio equipment on all passenger vessels, a requirement extended to cargo vessels in 1912. In 1912, it was a Marconi wireless that relayed to the world the news of the Titanic disaster, and which brought the Carpathia to the aid of the survivors.

Between 1900-1914, the American Marconi Company pursued two major goals: expansion of its commercial market, and achievement of transoceanic transmissions.

The first goal was achieved through a series of successful patent suits against Marconi's American competitors. As an outcome of these suits, the Marconi company "merged" with United Wireless in 1912, acquiring 70 land stations and more than 500 marine installations. This constituted establishment of a virtual monopoly over North American wireless communication.

The second goal, increased range in radio transmissions, was pursued through the development of larger, multiple-wire antennas, and generation of higher power. Between 1901 and 1913, Marconi carried out experiments which not only significantly increased transmission distance, but also enhanced reliability and continuity in trans-oceanic communication. Less than a year after his historic transmission of the letter "S" from Poldhu, England to St. Johns, Newfoundland, Marconi transmitted his first complete trans-Atlantic message. Experiments were carried out at two high-power stations, one at Glace Bay, Nova Scotia, and one at South Wellfleet on Cape Cod. By 1907, a Glace Bay-Clifden, England circuit was in regular commercial operation. The success of these trans-oceanic experiments led the American and British Marconi companies to project an ambitious plan to establish a world-wide high-power communications system that would link Europe, the U.S., and the Far East.

The high-power stations were to be located in Wales, in the U.S. (in New York, New Jersey, California, and the Hawaiian territory), and in Japan. From these stations, transmissions could be relayed to Central and South America, the Philippines, and New Zealand. Beginning in 1912, engineering plans and specifications were prepared, sites purchased, and construction begun.

The stations were all similar in design, and appear to have been based on the prototype developed at Wellfleet. At least two, the California and Hawaii stations, and probably all the U.S. stations, were designed and constructed by J.G. White, a New York engineering firm. All were "duplex" stations, that is, geographically separated complexes, one for transmitting, and one for receiving. The geographic separation was necessitated because the noise of transmission obstructed clear reception.

Each complex consisted of two basic types of structures: those necessary for radio operations, and those constructed to house staff. At Marshall, the industrial facilities included the powerhouse which contained the boiler, the transformers and storage batteries, and a workshop; the operations building, which housed the receiving and printing equipment, as well as the station's administrative offices; and the 270-foot-high aerials.

The housing facilities consisted of two cottages, one for the chief and one for the assistant engineer, a large residence hotel for staff and visitors, and several wooden cottages for married workmen and their families. In addition to its thirty-five rooms, ten complete with private baths, the hotel boasted such comforts as a library, a billiard and card room, a lounge, and a dining room. A concrete tennis court, situated with a spectacular view of the bay, completed the list of domestic amenities. According to Wireless World, the Marconi Company newspaper, such amenities were provided because the company wished "... to build up a staff which was contented and loyal." They were also a matter of practicality. The high-power transmission facilities were located in relatively remote sites.

Transmissions were very noisy, and the high power required represented some real dangers from electrical discharges. At the turn of the century, Marshall was accessible only by narrow-gauge railroad, and its "sister" station at Bolinas was only reached over rough back-country roads.

The new stations operated only briefly under Marconi ownership. When America entered into World War I in 1917, the stations were taken over by the U.S. Navy. Following the termination of hostilities, stations were returned to civilian commercial operation. However, the experience of the war and the recognition of the strategic importance of radio communication led almost immediately to government action to secure American control over radio communication. The government also wished to prevent a consolidation of British control in the wireless field. Accordingly, in 1920, the Radio Corporation of America (RCA) was formed, and bought the holdings of the American Marconi Company, including the stations at Marshall and Bolinas.

In 1922, RCA sold the majority of undeveloped land at the Marshall site to rancher David Steele, retaining only 62.7 acres, including the station buildings. A new station on Point Reyes was constructed in 1929 which largely supplanted the activities of the Marshall receiving station (although not the Bolinas station). However, RCA continued to hold title to the site until 1947, when it was sold to J.E. Davis. In 1955, title was transferred to Richard Dinely who sold it almost immediately to Dr. Carlos Fernandes, a prominent Oakland physician. For the next nine years, Fernandes' elderly mother resided at the property, which her son used as a weekend retreat.

In 1964, Fernandes sold the property to the Synanon Foundation, then a Santa Monica

based drug rehabilitation organization. Shortly after its acquisition, the Marconi property became the "world headquarters" of Synanon, which acquired other nearby ranch properties. In the late 1960s, Synanon began to de-emphasize its rehabilitation programs, and became a self-declared "alternative lifestyle community." At its height, it had about 1700 members, a large number of whom lived at the Marshall property. In 1975, Synanon underwent another transformation, declaring itself a "church."

Whether as a rehabilitation center, alternate lifestyle movement, or a religious "cult," Synanon appears to have exerted considerable control over the personal lives of its members, and, in its later phases, amassed a large cache of weapons. In 1979, in a series of Pulitzer Prize-winning articles, the local newspaper, The Point Reyes Light, began an expose which probed into Synanon's finances, internal practices, and abuses in the local community. In 1979, the state launched a special investigation into Synanon's affairs. In 1980, Charles Dedrich, long-time leader of the organization, was convicted of conspiracy to commit murder. In the same year, the San Francisco Foundation purchased the Marconi property from Synanon.

In 1984, the San Francisco Foundation transferred the property to the California State Parks Foundation, which in turn transferred the property in 1989, to the State of California to be developed as a conference center.

During Synanon's occupation of the property, several buildings were constructed. These include a series of contemporary coastal shed-style residences located to the north of the main Marconi complex, and several flat-roof, corrugated metal and fiberglass structures to the east and south of the historic complex.

Esthetic Resources

Excellent vistas of the Point Reyes Peninsula, much of Tomales Bay, and the expansive grasslands of western Marin County are available from ridge tops in the unit. In addition to the viewpoints offered by the grassland areas, they serve as important landscape view transitions from the artificial environments to the natural appearing grasslands surrounding the unit.

The architecturally unified Marconi building complex is both historically and esthetically significant. The Mediterranean styling of the buildings is ideally suited to the California landscape, and is set off by both the dramatic siting on a knoll overlooking Tomales Bay and by the dense growth of Monterey pine rising above and behind it to the east.

The veranda of the hotel and the old tennis court site provide scenic vistas to the west.

Negative esthetic on-site features include overhead utility lines, the metal-sided, Synanon-era buildings, mobile homes along the eastern property boundary, and the well building structure at the top of the knoll, where the radio transmission tower was located.

Resource Policy Formation

Classification

Marconi was acquired by the State of California in 1989. The original acquisition includes the 62.7 acres which were retained by RCA after it acquired the holdings of the American Marconi Company in 1920. This acreage includes all of the original wireless receiving station buildings, and the remains of an antenna pad and footing.

The conference center was classified and named, Marconi Conference Center State Historic Park, by the State Park and Recreation Commission February 8, 1991. Classification establishes management and public use direction and affords protection under the California Public Resources Code Section 5019.50.

The directives in this Resource Element are designed to assist the department in achieving the goals outlined in the Public Resources Code definition of state historic park. The Public Resources Code Section 5019.59 defines a state historic park as follows:

5019.59. Historical units, to be named appropriately and individually, consist of areas established primarily to preserve objects of historical, archaeological, and scientific interest, and archaeological sites and places commemorating important persons or historic events. Such areas should be of sufficient size, where possible, to encompass a significant portion of the landscape associated with the historical objects. The only facilities that may be provided are those required for the safety, comfort, and enjoyment of the visitors, such as access, parking, water, sanitation, interpretation, and picnicking. Upon approval by the commission, lands outside the primary historic zones may be selected or acquired, developed, and operated to provide camping facilities within appropriate historical units. Upon approval by the State Park and Recreation Commission, an area outside the primary historic zone may be designated as a recreation zone to provide limited recreational opportunities that will supplement the public's enjoyment of the unit. Certain agricultural, mercantile, or other commercial activities may be permitted if those activities are a part of the history of the individual unit and any developments retain or restore historical authenticity. Historical units shall be named to perpetuate the primary historical theme of the individual units.
(Added by Stats. 1978, Ch. 615.)

There are no subclassifications as defined in the Public Resources Code section 5019.50 et seq. which are appropriate to this unit.

Declaration of Purpose

The Declaration of Purpose defines the purpose of the unit, and the broadest goals of management. A Declaration of Purpose is required by the Public Resources Code, Section 5002.2(b) "setting forth specific long-range management objectives.... consistent with the unit's classification."

The Declaration of Purpose for Marconi shall be as follows:

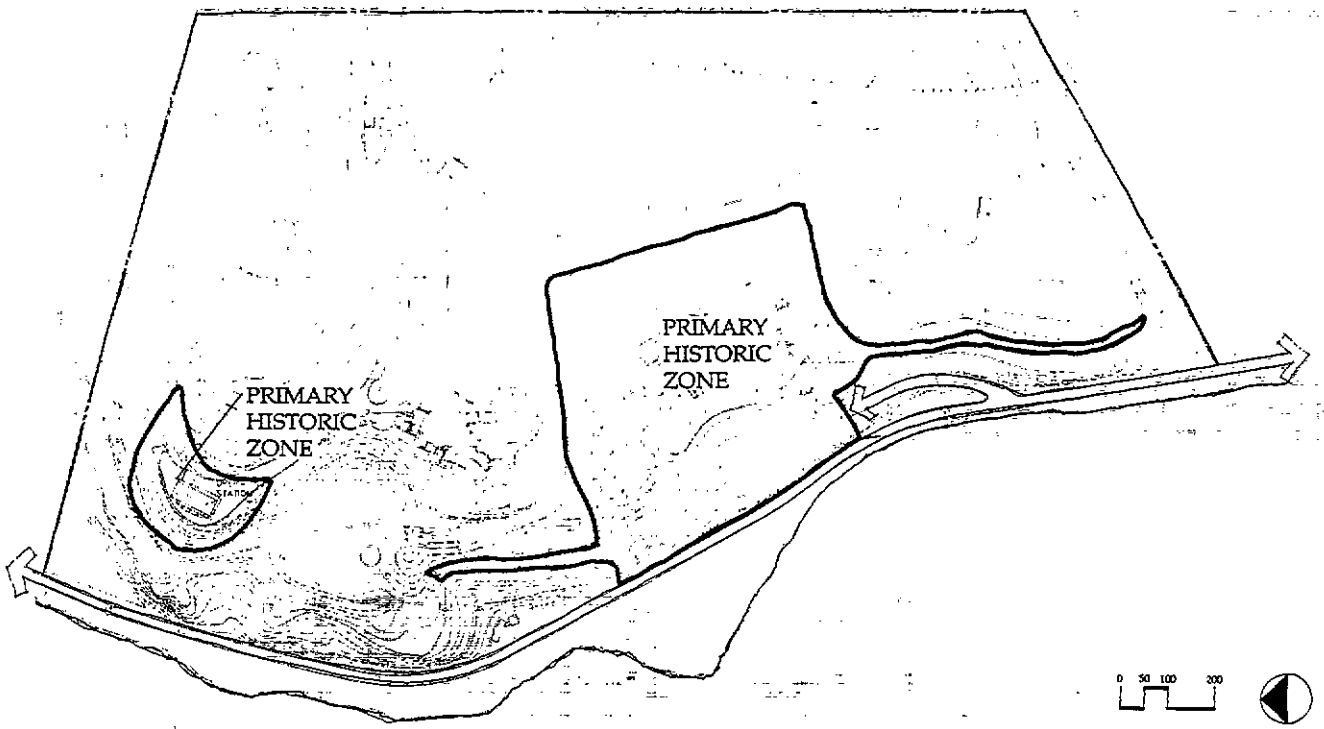
The purpose of Marconi is to make available to the people for their edification and enjoyment, and to preserve for future generations, the outstanding historic features associated with the development of modern communication technology, the surrounding landscape and natural values, and to make conference facilities available to the people for their use, and enjoyment. The department shall define and execute a program of management to perpetuate the unit's declared values, and provide recreational facilities and historical interpretation that makes these values available in a manner consistent with their perpetuation.

Primary Historic Zone

The Primary Historic Zone (hereafter referred to as PHZ) is the area or areas in a historic unit that encompass those objects of historic and/or archeological significance for which the unit was classified. The boundaries of the PHZ (Figure III-1, page 26) are drawn to include a significant portion of the landscape associated with the historical objects, and to preserve the historical and visual integrity of the site.

Two geographically separate PHZs have been designated for Marconi. The first zone encompasses the central Marconi building complex, including the cottages (Pinecrest, Bay View), hotel, powerhouse, and tennis court site. It is bounded on the west along the 60-foot contour line to include surviving portions of the historic County Route 56/Coast Highway, and to the east along the 140-foot contour line to include the heavily vegetated hillside at the rear of the complex, which serves to preserve the historic setting and viewshed.

PRIMARY HISTORIC ZONE
Figure III-1



The second zone encompasses the operating station.

Development in the PHZ is specifically limited by Public Resources Code Section 5019.59 to facilities required for access, parking, water, sanitation, and interpretation.

Zone of Primary Interest

The Zone of Primary Interest is a declaration of the department's concerns for any environmental changes outside the unit that could seriously jeopardize or degrade State Park System values.

At Marconi, the department is concerned about any development or land use outside the unit that would adversely affect park values and purposes in the unit. This applies to viewsheds from and in the unit where activities and development may be obvious or conspicuous to visitors who are in the unit.

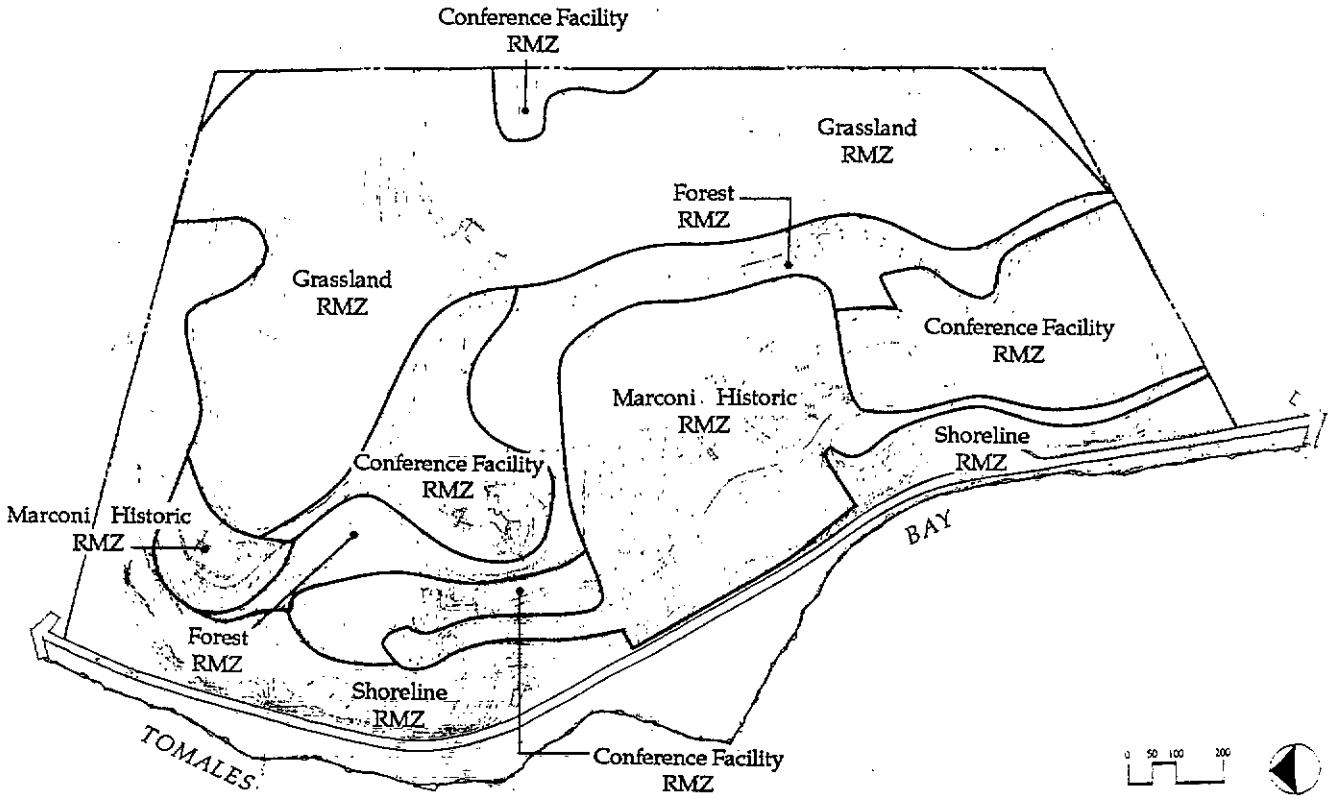
Resource Management Zones

To facilitate resource management objectives, and to provide a logical basis for development of the unit, the unit has been subdivided into areas called resource management zones (hereafter referred to as RMZs). The unit RMZs are delineated on Figure III-2 (see page 27). Each RMZ represents an area with similar resource management objectives. The RMZ designation does not necessarily preclude land use alternatives for the unit. Individual RMZs are detailed below, and are accompanied by a list of management objectives. The directives that follow are designed to meet these stated objectives, as well as other State Park System goals.

Resource Management Directives

Management of State Park System resources is governed by provisions of the Public Resources Code, the California Code of

RESOURCE MANAGEMENT
Figure III-2



Resource Management Zone	Natural and Cultural Resource Values	Resource Management Objectives
Marconi Historic RMZ- see Primary Historic Zone Map.	Includes historic buildings, and oldest forest	Managed as a Primary Historic Zone with additional consideration for historic vegetation.
Shoreline RMZ- Primary coastal scrub areas between facilities and State Highway 1.	Coastal scrub, viewshed.	Protect scenic values and allow natural processes to occur when compatible with these values. Prevent invasion by woody non-native tree species.
Conference Facility RMZ- All developed areas outside of Primary Historic Zone.	Landscaping, roads, and buildings.	Recreation area management.
Forest RMZ- Forest stands outside of Primary Historic Zone.	Stands of planted Monterey Pine.	Maintain healthy forest condition and structure. Maintain balance between windscreen benefits and retention of scenic views.
Grassland RMZ- Grassland areas outside of Primary Historic Zone.	Remnant native grasses and perennial forbs. Viewpoints available.	Maintain openness, and prevent invasion by woody non-native tree species.

Regulations, policies adopted by the State Park and Recreation Commission, and the Resource Management Directives adopted by the director. These are applied system-wide, and are intended to control activities that affect State Park System resources and values. The following are the specific directives that pertain to the natural and cultural resources:

Natural Resource Directives

Seismicity

The active trace of the San Andreas fault runs up Tomales Bay. Movement recorded in the San Andreas fault zone, and evidence of smaller earthquakes, indicate that the area will continue to be subject to earthquake shaking. Approximately 500 feet on either side of the San Andreas fault has been designated by the California Division of Mines and Geology as a Special Studies Zone (SSZ). For certain development projects in the SSZ, geologic investigations must demonstrate that proposed project sites are not threatened by surface displacement from future faulting. The fault is capable of generating a magnitude 8.3 earthquake. Continued seismicity, ground rupture, and violent shaking are to be expected.

Directive:

A geologist shall be consulted on the siting and design of permanent structures, and detailed site investigations and soil testing shall be required before construction of all major public facilities. A geologic report shall be filed with the State Geologist before construction in the Special Studies Zone, defined by the California Division of Mines and Geology.

Trail Development

Hiking trails are the primary means for visitors to experience open space areas of the unit. For this reason, they are a critical component of any development plan. They also may cause significant environmental impact by affecting the landscape, views, altering surface drainage, aggravating slope instability, and damaging vegetation. In addition, they may bring visitors to areas with sensitive plant and/or wildlife populations.

Directive:

New trail construction shall minimize effects on natural, cultural, and scenic resources. Trails specified in the General Plan shall be located in a manner that consider the full range of environmental impacts on unit resources. All existing trails not a part of the General Plan shall be abandoned and restored to natural contours and conditions.

Vegetation Management

A central goal of natural area management in the State Park System is to restore, protect, and maintain native ecosystems and indigenous flora and fauna. However, because of the cultural emphasis of departmental objectives in this state historic park, the small size of the unit, and the degree of disturbance to the native vegetation, full ecological restoration of the unit's native vegetation is not a viable management goal. Nevertheless, maintaining existing values, preventing further deterioration, and providing limited ecological restoration requires specific management guidelines for each plant community. Removal and control of pampas grass, eucalyptus, and French broom will be given high management priority throughout the unit. Vegetation management guidelines for each resource management zone (RMZ) are outlined below:

1) Grassland RMZ:
Although the grassland plant community has a strong non-native species component, it still contains important indigenous species. A site will be developed within the Grassland RMZ for a pilot perennial grass restoration project.

Directive:

In order to maintain the existence of grasslands in the unit, the spread of Monterey pine from adjacent plantations shall be prevented, and scattered eucalyptus plantings in the grassland shall be removed.

2) Shoreline RMZ:

This area is composed of coastal scrub and California Bay vegetation. These communities have a heavy non-native component, but are more stable than the grassland areas. Tree invasion is occurring in local pockets, but does not require treatment for the foreseeable future.

Directive:

The department shall prevent non-native tree species, especially Monterey pine and eucalyptus, from spreading further into scrub communities.

3) Forest RMZ:

Although these forests are artificial, they provide recreational amenities and wildlife habitat. These plantations have specific characteristics that require long-term maintenance.

Directive:

The department shall prepare a forest management plan that addresses:

- current stand condition: size, density, regeneration patterns, and presence of pests and pathogens;
- current site conditions, including wind patterns, soils, viewsheds, and wildlife use;
- visitor and building safety;
- desired stand composition and structure, including establishment and maintenance of filtered views to Tomales Bay from the edge of the bluff; and
- recommendations for achieving desired conditions.

4) Conference Facility RMZ:

Invasive non-native species can detract from the natural appearance of the unit, escape into the wild, and displace native species.

Directive:

Landscaping in developed areas should consist of species indigenous to plant communities found in the unit. Non-native species, used in the historic zone and/or for interpretive reasons, shall be species that are easily contained in developed areas by normal landscape maintenance, and will not substantially naturalize and spread into other areas of the unit.

5) Marconi Historic RMZ (PHZ):

In maintaining the integrity and authenticity of historic properties, the department recognizes the importance of retaining and restoring the historic relationship among buildings, landscape features, and open space.

The site, including the planted Monterey pine, was allowed to naturalize over the years, with no formal landscaped vegetation introduced prior to the 1960s. Since no formal historic landscape plan existed for the site, it is not necessary to eradicate all evidence of later plantings in the interest of historic authenticity, but some vegetation needs to be controlled in the interest of preserving the buildings.

The historic building complex forms a crescent in which the structures were intended to architecturally and visually relate to one another. Some ornamental and naturalized vegetation around the buildings is now obscuring the relationship among the structures.

The goal of management in the PHZ will be to retain the informal, naturalized appearance of the area in a manner which retains the visual and architectural relationship among the buildings.

Directive:

An open vista shall be maintained on the front facades of the historic complex. The central area between the buildings and historic County Route 56 shall be retained as an open, natural-appearing area of low vegetation. Any new landscaping shall follow the directive outlined for the Conference Facility RMZ. Existing Deodar cedar in front of the hotel building shall be removed. The dense row of Monterey pine which now obscure the front facades of the cottages shall be removed to secure open vistas on the structures.

The Monterey pine forest to the east and north of the historic complex is the only landscape element intentionally introduced into the site during the period of Marconi and RCA ownership. The forest serves as a backdrop that separates and defines the historic zone as distinct from areas of later development.

Directive:

A Monterey pine forest shall be retained in the PHZ. The forested portion of the Marconi historic RMZ shall be included in the forest management plan called for in the forest RMZ vegetation management directive. Until this plan is approved, removal of individual trees shall be subject to the department's Tree Safety Program.

The seepage to the northwest of the powerhouse was transformed during the 1960s or 1970s into a pond area, with introduced vegetation.

Directive:

The pond area may be retained, subject to the provision for removal of pampas grass. If retained, it should be made clear to visitors that this landscaped area was introduced subsequent to the Marconi/RCA occupancy.

Sensitive Plants

Sensitive plants can be inadvertently destroyed by facility development, maintenance programs, visitor use, or other activities, especially when the exact population locations, habitat requirements, and tolerances are not known.

Sensitive plants include species listed as rare, threatened, or endangered by the U.S. Fish and Wildlife Service, the California Department of Fish and Game, and the California Native Plant Society (CNPS). Species listed by CNPS on its lists 1A and 1B meet the criteria for state listing, and must be treated as listed under the California Environmental Quality Act. No sensitive plant species are known in this unit.

Directive:

If sensitive plants are found in Marconi, they shall be protected and managed for their perpetuation in accordance with state law (PRC, Division 2, Ch. 10, Section 1900). Management plans will be developed for all sensitive plant species found in the unit. All populations found shall be mapped.

Prior to any site-specific development, heavy use activities, or other vegetation-disturbing activities, additional surveys for sensitive plants shall be made during the flowering season in the areas that will be affected.

Prescribed Fire

Use of prescribed fire will be necessary to protect the grasslands in the unit from encroachment by woody vegetation. The role of natural fires in the area is not fully documented; however, it is likely that the area was subject to periodic Native American-caused fires in the pre-settlement era. Lightening ignitions are rare. Control of exotics such as French broom will also be accomplished by using prescribed fire.

Directive:

Use of prescribed fire should be a component of vegetation management in the unit. If prescribed fire is deemed necessary, a prescribed fire management plan that details an ongoing program of prescribed fire shall be prepared for the Grasslands and Shoreline RMZs. It should be consistent with RMZ objectives.

Fire Suppression and Prevention

Wildfire can be a threat to human life and property, and can also severely damage State Park System resources. Because conventional fire control activities often cause longer-lasting damage to resources than does fire itself, development of standards and procedures applicable to this unit is necessary.

Directive:

A wildfire management plan that addresses wildfire prevention, pre-suppression, and suppression shall be developed by the department, in cooperation with the responsible local fire control agencies. This plan shall include prevention measures; criteria, standards, and location of fire access roads and fire protection facilities; visitor evacuation routes; and acceptable fire suppression procedures.

The plan shall be consistent with primary unit resource values and unit objectives. Department standards require a minimum disturbance of soil, and primary emphasis on avoiding esthetic impacts in the location, construction, and maintenance of fire roads and fuelbreaks. Suppression methods shall be those that cause the least resource damage commensurate with effective control.

Wildlife Management

Animal life is an important part of natural ecosystems, and adds interest and variety to the park experience. Marconi encompasses valuable wildlife habitat used by many species. If it is necessary to regulate animal populations, methods that are based on principles of ecosystem management, consistent with the general policies of the department, and that avoid disturbance to other natural values of the unit, are available. A major objective of the department is protection and perpetuation of native wildlife species and their habitats. Other objectives are protection of sensitive species, maintenance of a natural balance of wildlife, populations, and protection of visitors recreational experiences.

Directive:

The department shall manage scrub, grassland, and forest habitats for natural wildlife populations, and shall avoid significant imbalances caused by human influences.

Sensitive Wildlife

Sensitive wildlife species are those species that are federal-and state- listed, candidate species, and species of special concern. No sensitive species are known in the unit. Many sensitive species are known in western Marin County, some of which could become established in the unit in the future.

Directive:

Threatened and endangered wildlife species in the unit shall be a high management priority, and these species shall be protected and managed for their perpetuation in accordance with state and federal law.

Specific management programs shall be developed when appropriate for sensitive wildlife species. Necessary and suitable habitat, where it exists, shall be perpetuated. Programs or projects undertaken shall be planned and designed so animal life requiring special management consideration will not be adversely affected.

When encountered, distribution of sensitive species should be monitored in the unit. Observations of these species, active nest sites, and other important habitat resources for these species should be documented on unit base maps.

Cultural Resource Policies

The department's management of cultural resources is governed by Public Resources Code sections 5019.59, 5019.74, 5024(a), 5097.9-99, and Resource Management Directives 1832.1-4.

Archeological Resources

Marconi has been surveyed for archeological resources. There are no known prehistoric sites within the boundaries, although the remains of several historical resources are present. The department recognizes the importance of archeological and historic research in protection and interpretation of cultural resources at Marconi.

Directive:

The department shall survey all future acquisitions for archeological and historic resources, and provide for protection of identified cultural values.

Euroamerican Structures and Sites

The complex of buildings constructed by the American Marconi Company at Marshall, California, in 1913-14 are historically significant structures associated with the history of American industrial development and 20th-century communications. They are listed on the National Register of Historic Places at the national level of significance.

Directive:

The department shall strive to maintain the historic and architectural integrity of Marconi structures. The department shall not modify the exterior appearance of the structures, and shall make every effort to retain original character-defining features of the interiors in a manner consistent with the Secretary of the Interior's Standards. Compatible materials, consistent with the style and character of the structures, should be used in maintenance and repair.

Adaptive reuse of the historic buildings is compatible with preservation of the structures and retention of their historic integrity.

Directive:

In adapting the historic buildings to alternative uses, all alterations will be made in accordance with the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings, and the State Historic Building Code, and shall employ the highest professional standards and preservation technologies.

The department shall review all proposed additions, alterations, and/or changes to the historic structures, and shall seek to minimize all adverse effects, consistent with the requirements of Public Resources Code Section 5024.5 and with the review procedures adopted by the department for implementation of the above section.

The department recognizes that preservation planning, including careful research and documentation, is the basis of all authentic historic restoration and sensitive adaptive reuse of historic properties.

Directive:

A historic structure report (HSR) shall be prepared for the hotel prior to any major renovations or alteration of that structure.

The department recognizes that in managing historically significant

properties, retention of original historic fabric and materials is preferable to their replacement and/or facsimile reproduction.

Directive:

The department shall strive to retain and conserve historic fabric, particularly for character-defining features, wherever possible.

In maintaining the integrity and authenticity of historic properties, the department recognizes the importance of retaining or restoring historic settings and landscapes. At Marconi, essential elements of the historic setting include historic landscape elements, remains of County Route 56, the tennis court site and the antenna tower pad.

Directive:

The department shall not damage those sections of original County Route 56, which remain on the property. Vegetation management procedures shall be developed to discourage growth along those portions of the route that are still visible and accessible.

The department shall maintain the integrity of the tennis court site, avoiding construction or landscaping which would obscure the site. An assessment shall be made of its potential for reuse as a recreational facility or other compatible use. Replacement materials should be compatible in appearance and scale to the original court.

The department shall maintain the historical integrity of the tower pad and support structures. Recent debris shall be removed from the site and the road encircling it. Interpretive materials shall be developed to explain the significance of this resource to the visiting public.

The concrete stair which descends from the hotel to the historic county road shall be retained and restored. The wooden shed-roof structure adjacent to the stair, constructed to house the sewer system pumping station, shall be removed and relocated outside the PHZ or screened at such time as the present sewage system is upgraded or replaced.

Recreation Resource Policy

Compatible Recreation Activities

The natural resources of Marconi provide for quality scenic and upland-related recreation. It is a primary mission of the department to provide the public with recreational opportunities in a manner consistent with perpetuation of these resources and the declared purpose of the unit.

Directive:

Recreational activities which are permitted shall be those which are based on the enjoyment of the unit's prime resource values and those related to operation of the conference center.

IV. INTERPRETIVE ELEMENT

IV. INTERPRETIVE ELEMENT

Interpretive Considerations

Technological Influences

The primary considerations for the interpretive program at Marconi are: the site was part of a network of communication facilities in the new era of human ability to relay messages and ideas quickly, and visitors and conferees are surrounded by the historic setting and spirit of the Marconi communications period.

Visitor Expectations

From any direction, a trip to Marconi involves a scenic, rural landscape. On arrival, the visitor and conferee will experience a commanding view of the front facade of the historic hotel and the pine forest background. The forest environment of the conference center provides an extreme contrast to the grasslands of the surrounding areas.

Interpretive Periods

From an interpretive perspective, the site is secondary to the concept of communication. The site's facilities are the only visible tie to the historical feat of telecommunicating, via a wireless system, across the Pacific Ocean.

A "flow of history" approach will be used in the interpretive program to emphasize the desires and successes of humanity to advance communication technology. Though time should be presented as a continuum to include Native American and Euroamerican periods and their uses of the site, the primary interpretive period should emphasize the last years of the nineteenth and early twentieth centuries. The continuum should include the fading role of communication on the property until its use for a different type of communications. The following distinct periods will be made evident to the visitor:

- 1874 to 1901 - Guglielmo Marconi and the beginnings of wireless communications;
- 1901 to 1913 - early trans-oceanic wireless communications;
- 1914 to 1939 - wireless communications at Marshall;
- 1920 to 1947 - RCA ownership;
- 1947 to 1964 - a transition period under various owners;
- 1964 to 1980 - Synanon ownership;
- 1980 to present to future - ownership by the State Parks Foundation and the California Department of Parks and Recreation, the role of communications and the conference center.

Educational Objectives

Although the facility will be open to the general public, visitors to the conference center will be primarily conferees. The overall educational objective is to instill in the conferee a sense of creative thought and a place for communication.

The experience of being at Marconi owes much to the spirit of the place. Being at the Marconi facilities today carries on a tradition that began with the individualism, innovation, and entrepreneurial spirit of Guglielmo Marconi. In educating the visitor about Marconi and his accomplishments, the department will be responsible for developing interpretive facilities to convey the following objectives:

1. To provide, to the conferee and visitor, an awareness and appreciation of the significance and the technology of the historic communication facilities, and the realization that wireless technology was a predecessor to the radio.

2. To develop an understanding of the history and accomplishments of the Marconi Wireless Telegraph Company Limited (Marconi Limited) and the American Marconi Company.

Interpretive Themes

Primary Theme

The History of Wireless Communications
Four inter-related subthemes will be developed from the primary theme. The common factors of these subthemes are the accomplishments of Guglielmo Marconi as inventor, builder, and businessman, as evidenced through the historic Marconi property.

Subthemes

Guglielmo Marconi
Develop information about the genius of Guglielmo Marconi as a self-directed man: Marconi's heritage; early experiments leading to the discovery of wireless technology; formation and company objectives of Marconi Limited and American Marconi Company; building a world-wide, multi-national business; and sale of the American Marconi Company to RCA.

The Wireless Telegraph & Communications/Scale and Distance
Define the wireless telegraph as it related to previous communications technology; early short-distance successes of Marconi stations; the first transatlantic tests and the site requirements of scale, openness, and remoteness for permanent station facilities; the technical workings of sending and receiving stations; and historic events related to wireless communications.

Station KET/NWO: The Marconi-Bolinas Stations
Present the history of the Marconi Wireless Receiving Station in Marshall and with its counterpart, the Bolinas Transmitting Station, Station KET (NWO during World War I); the role of KET with Kahuka/Koko Head Stations in Hawaii (KIE) in the first trans-Pacific wireless communications, and eventual linkage with Japan; and eventual closure for a newer station on the Point Reyes, now located in the Point Reyes National Seashore.

Marconi's Engineering and Architecture: A Landmark of Tomales Bay
Present the history of the first west coast communications facility constructed in 1913/14 with a site spanning more than 1,125 acres for the mile-long receiving antenna (seven 270-foot-high steel towers); the hotel, powerhouse, cottages, and operations building engineered by J.G. White; and the physical design relationship to Marconi buildings in Hawaii.

Secondary Themes

The Coast Miwok
Interpret life at the edge of Tomales Bay, and the bay's marine resources as sustenance. "Fishomens," a group of dwellings constructed on pilings over the tide waters, and home to the last surviving members of the Tamallos Indian tribe.

Rancho Nicasio/Cattle Ranching
Present the history involving the breakup of the Rancho Nicasio land grants to William Reynolds and Daniel Frink, early California settlers, with subsequent ranching activities.

Getting to Marconi
Present the evolution of transportation systems connecting coastal villages, including: boat access to nearby shores of the Bolinas Lagoon; the North Pacific Railroad (1875-1933), a narrow-gauge railroad that, at one time, was the only way to access Marconi; County Route 56, the forerunner of the coast highway, with remnants still evident on the site; and Highway 1, the Pacific Coast Highway.

Regional Context/The Native Landscape
Explain the Tomales Bay environs, its formation, and the names of regional features visible from Marconi. Other topics include: the San Andreas Fault; native plant associations; and avian-vegetation relationships.

Synanon
Interpret the use of Marconi as the world headquarters for the Santa Monica-based drug rehabilitation organization. The role of "alternative lifestyle communities" in the 1960s and 1970s, and notoriety created when the lines between "lifestyle" and "cult" became blurred.

Public/Private Partnerships
Explain the role of the San Francisco Foundation, the Marin Community Foundation (Buck Trust), and the California State Parks Foundation in obtaining the site for public use.

Interpretive Facilities

The present use of the historic facilities as a conference center is especially fitting since visitors are there to carry on the tradition of communicating. To meet the educational objectives of the interpretive program, interpretive facilities will focus on educating visitors on the site's historic spirit. Except for restoration of the buildings and landscape in the historic area, this will be accomplished primarily through self-guided tours, although department and/or conference center staff could be available for special interpretive tours.

Interpretive facilities include:

Historic Landscape: Much of the ambience of the historic core of the site is created by the forest. The forest will be maintained and complemented with plantings on the front side of the hotel. In addition, the ornamental pond developed during the Synanon era will be maintained.

Native Landscape: In areas where native vegetation predominates, natural successional processes will be allowed to dominate. For example, a contained area of native bunchgrass will be planted at the historic tower area.

Conferee/Visitor Orientation Package: On arrival, conferees and other visitors may receive an orientation package which will include a map of the site's regional setting, the historic communication's facilities, the unit's trails, a brief history of Guglielmo Marconi, and an explanation of early wireless technology.

Interpretive Center: Located in the Marconi Hotel, the former dining room and kitchen area will be renovated for visitor use. Archival interpretive materials may be available for public viewing.

Library/Writing and Guest Room: Recreate a library/writing room and guest room on the second floor for conferee use. Copies of historic papers may be available in the library for conferee reading.

Interpretive Loop Trail: A one-mile-long perimeter trail will be developed that will offer panoramic vistas and interpretive information. The tour along the trail will be described through an interpretive guide, available through the visitor center, specifically designed to cover the primary and secondary themes established for the unit. The guide will be keyed to overlooks with benches strategically positioned along the trail.

Tower Overlooks: Two overlook areas will be developed as destination points for conferees and visitors. One overlook will be located at the on-site historic tower location, which includes footing remains. The other overlook will be at the high point of the knoll, immediately east of the footings. The interpretive information will explain the scale and size of the tower structures, and also orient the visitor to the regional setting. The feasibility of recreating a working historic tower may be studied.

County Route 56: A portion of the original historic road grade exists on site. It will be used as part of the loop trail (see Photo IV-2, page 38).

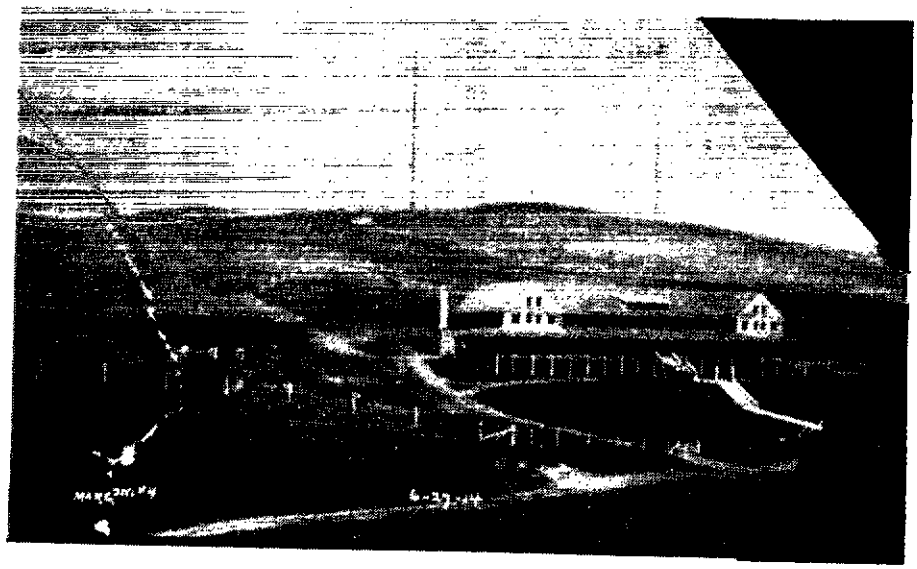


Photo IV-1

Marconi Wireless Trans-Pacific Antenna on hill.

Photo IV-2

Original historic road below the Marconi Operations Building.

Visitor Activities

Trails: The loop trail will be available to both conferees and other park visitors. A self-guided interpretation pamphlet will be available through the visitor center.

Special Events: Open-houses and other special event days for the public and school groups may be scheduled.

Interpretive Associations

The primary support organization associated with Marconi is the Marconi Conference Center Operating Corporation.

Special organizations that are specifically involved with electronic communications and may also have an interest in Marconi include:

- Antique Wireless Association
- Foothill Electronics Museum, Los Altos

Other groups and organizations that may have an interest in Marconi include, but are not limited to:

- Jack Mason Museum, Inverness
- Marin Audubon Society
- Marin Conservation League
- Marin County Historical Society
- Marin Heritage
- Marin Wildlife Association
- Novato Historic Museum
- California Native Plant Society, Marin Chapter
- Sierra Club

Interpretive Collections

Interpretive collections could include:

- A Smithsonian Institute collection of historic Marconi telecommunication equipment, papers, artifacts, etc.
- Photographic exhibits of the site during earlier years, including both the Marshall and Bolinas stations.
- Marketing literature, press releases, advertising, and other historic information about the various business associations in which Marconi was involved, and the Marshall/Bolinas stations.
- Technical exhibits on all pertinent historic data.
- Copies of selected papers from such sources as the Haradan Pratt Collection, Bancroft Library, U.C. Berkeley, and the Smithsonian Institute.

Interpretive Priorities

Interpretive priorities, derived from the Declaration of Purpose and the educational objectives, are as follows:

1. Develop an interpretive collections management plan to:

- Conduct and record oral histories with Mrs. Gioia Marconi Braga and individuals in the region who were involved with the Marshall/Bolinas stations.
- Research potential interpretive linkages with existing facilities at Bolinas and the Point Reyes National Seashore.
- Initiate a photographic collection plan.
- Prepare exhibit plans for the interpretive center.
- Prepare and publish orientation packages and other ancillary interpretive materials.

2. Identify secure archival storage for photographs and other collected information.

3. Design and construct the interpretive loop trail and tower overlooks.

4. Study the feasibility of restoring an historic tower for active telecommunication use.

5. Design and install exhibits, media, and other related items at the Marconi Hotel Interpretive Center.

V. OPERATIONS ELEMENT

V. OPERATIONS ELEMENT

The Operations Element:

- Reviews the concept of conference centers.
- Illustrates the various types of conference centers.
- Profiles some representative conference centers.
- Provides an overview of the growth of the meetings industry.
- Identifies the determinants of demand for conference facilities.
- Addresses market segments appropriate for Marconi.
- Makes recommendations for conference facilities.
- Discusses current Marconi operations.
- Proposes staffing requirements.
- Estimates revenues and expenditures.

The primary focus of the Operations Element is on the conference center. Maintaining and improving an attractive and effective meeting complex is the foundation for supporting the long-term goals of Marconi.

Success for Marconi must be measured both in terms of being economically feasible and in maximizing the use of Marconi by providing a sanctuary for learning, communications, preservation and interpretation of the Marconi historic and natural resources.

The Conference Center Concept

A conference center is a specialized hospitality operation dedicated to facilitating and supporting small to medium size meetings (averaging between 15 and 300 people). The entire focus of the operation of a conference center, from design of the facilities, providing support services, and training of staff, is geared exclusively to accommodating conferences. A conference center concentrates solely on providing an environment for productive meetings, while hotels and resorts treat meetings as one facet of their overall operations.

Historically, conference demand has been serviced primarily by typical hospitality facilities such as hotels, motels, resorts, and clubs. However, with an increased emphasis on communication and training, meeting planners have found that these types of institutions frequently can have major distractions associated with serving multiple types of clientele simultaneously. Meeting facilities are sometimes poorly designed, support services inadequate, and personnel are not trained to address needs specifically related to meetings.

In the 1960's, conference centers became a natural outgrowth of the age of specialization as organizations and corporations increased their efforts to maximize productivity in meetings and training. Today, there are approximately 150 conference centers in the United States accommodating an ever-growing meetings industry.

The majority of these centers are on the East Coast. Only 46 conference centers serve Northern California.

Types of Conference Centers

Conference centers are divided into the following categories, each with specific target markets and facility characteristics:

1. **Not-for-Profit**

   The market for these centers are usually governmental agencies, non-profit associations, educational organizations, religious institutions, social and fraternal organizations, and mid- and lower-level management from the corporate sector. Moderately-sized lodging accommodations, limited food service, wide variety of meeting facilities, technical support services, and limited recreational facilities (usually outdoors). Usually located in rural areas and have a moderate- to low-rate structure. (See Table V-1.)

2. **University**

Mid-level staff usually affiliated with educational or scientific programs (except in summer when available to other organizations). Small, basic lodging accommodations, very limited food service, large number of meeting rooms with wide variety of technical support services (depending on the University), auditorium and basic recreational facilities (frequently not adjacent to conference facilities). Usually located on campus. Moderate- to low-rate structure. (See Table V-1.)

3. **Non-Residential**

Wide range, but normally mid- and lower-level staff are the target market for these centers. Basic meeting facilities with basic technical support services, no lodging accommodations, limited food service, moderate technical support services, and no recreational facilities. Usually located in urban settings. Moderate-rate structure.

4. **Executive**

Upper-level management market. Large, upscale lodging accommodations, upscale food service, sophisticated recreational facilities, and state-of-the-art meeting facilities with a high level of technical support services. Usually located in the suburbs of large metropolitan areas. High rate structure. (See Table V-2.)

5. **Resort**

Mid- and upper-level management market with a high occupancy capacity. Large, upscale lodging accommodations, multiple food service facilities, including banquet rooms and ballrooms, extensive outdoor and indoor recreational amenities, limited meeting facilities, and support services. Usually located in traditional resort destinations. High rate structure. (See Table V-2.)

6. **Corporate**

Mid- and lower-level staff of owner corporation. Moderate-size rooms, limited food service, extensive training and meeting facilities, auditoriums, specialized conference rooms, technical support services, and moderate to extensive recreational opportunities.

Profiles of Various Representative Conference Centers

The following profiles are examples of conference centers that are situated in public recreation areas. (See Table V-3.)

Asilomar

Asilomar, which is also part of the California State Park system, is located on the tip of California's scenic Monterey Peninsula. The 105-acre site includes pine forest and dunes, and the adjacent Asilomar State Beach which adjoins the famed Pebble Beach. The facility has been operated since the late 1950s by a nonprofit operating corporation under a concessionaire agreement with the State.

The lodging capacity is 313 guest rooms with 700 beds. All rooms have private baths. The guest units are scattered throughout the grounds. Asilomar is operated on the American Plan. The quoted flat rate includes lodging, three meals a day and use of assigned conference space for the entire length of stay.

The largest meeting space is a multi-use auditorium with a seating capacity of 850, theater style. A smaller sloping auditorium can hold a maximum of 450 and three other meeting facilities have capacities of up to 100. All of these rooms have full audio-visual capabilities. There are, in addition, some 38 other meeting rooms with capacities ranging

Table V-1
CHARACTERISTICS OF NOT-FOR-PROFIT/EDUCATIONAL CENTERS

Facility/Location	Total Meeting Space (Sq. Ft.)	Largest Meeting Space (Sq. Ft.)	Number Of Meeting Rooms	Max. Seating Capacity (Theatre-Style) (# People)	Number Guest Rooms	Room Rates	Ratio: Largest Meeting Space /Guest Rooms	Ratio: Maximum Capacity(#people) /Guest Rooms	Guest Rooms/ Total Number of Meeting Rooms
Arden Conference Center, NY			15	125	103	$140-$240		1	7
Asilomar CC, CA			43	850	313	$41-$114		3	7
Battelle Seattle CC, WA			6	110	37			3	6
Bethany Coll. Leadership Ctr, VW			8	120	40			3	5
Center for Financial Studies, CT		2,992	11	148	64		47	2	6
Dana Ctr for Cont. Education, OH			19	450	213			2	11
David S. Gregg Educ. CC, PA			12	250	50			5	4
Dow Conference Center, MI			10	250	36			7	4
Evergreen CC & R, GA	40,000	9,450	27	800	250	$100-$120	38	3	9
Factory Mutual Center, IL		1,720	24	120	138		12	1	6
George William College, WI			30	600	700	$40-$105		1	23
James L. Allen Center, IL			5	110	100			1	20
MIT Endicott House, MA			6	80	40			2	7
Neb. Ctr. for Cont. Educ., NE			14	550	97			6	7
New England Ctr for Cont. Educ.,NH			9	200	115			2	13
Rutgers Univ. Cont. Ed. Ctr.,NJ			7	100	36			3	5
Sponsors Hall, Univ. of VA, VA			13	140	58			2	4
Sugarloaf/Greenfield CC, PA			15	150	50			3	3
The Ctr. for Exec. Education,MA		2,360	14	200	130		18	2	9
The Fogelman Executive Ctr, TN		3,116	15	400	51		61	8	3
The Univ. Of MD, Ctr. of Adult Ed.			20	750	105			7	5
UCLA Lake Arrowhead, CA	7,134	1,500	11	200	186	$87	8	1	17
Univ. of Illinois, Allerton House, IL			7	120	40			3	6
Univ. of MI Schl. of Bus. Exec., MI			8	95	96			1	12
Univ. of Wisconsin Extension CC, WI			34	300	147			2	4
Whispering CC, Univ. of RI, RI			3	100	18			6	6

Table V-2
CHARACTERISTICS OF RESORT, EXECUTIVE, AND ANCILLARY MEETING FACILITIES

Facility/Location	Total Meeting Space (Sq. Ft.)	Largest Meeting Space (Sq. Ft.)	Number Of Meeting Rooms	Max. Seating Capacity (Theatre-Style) (# People)	Number Guest Rooms	Room Rates	Ratio: Largest Meeting Space /Guest Rooms	Ratio: Maximum Capacity(#people) /Guest Rooms	Guest Rooms/ Total Number of Meeting Rooms
Arrowwood Resort, NY	23,700	7,154	36	500	274	$279	26	2	8
Beaver Run Resort, CO	30,000	7,200	12	600	580		12	1	48
Cal-Neva Lodge, NV	3,700	2,500	6	400	200	$69-$300			33
Copper Mountain, CO	8,700	4,000	13	200	418		10	0	32
Granlibakken CC, CA	12,400	5,400	14	540	120	$55-$313			9
Hamilton Park Exec. CC, NJ	21,663	4,664	30	300	219				7
Harrison CC, CT	13,700	3,000	27	200	163	$197-$272	18	1	6
Harrison CC, NY	18,100	2,850	29	225	204	$199-$219	14	1	7
Harrison Conference, IL	9,536	2,540	11	200	84	$169-$229	30	2	8
Hyatt Lake Tahoe, NV	14,000	7,900	7	1,000	461	$115-$145			66
Keystone CC, CO	13,500	5,700	15	515					0
North Tahoe CC, CA	16,000	4,800	8	500	0				0
Northstar at Tahoe, CA	16,000	3,700	8	250	225	$93-250			28
Palm-Aire Spa, FL	15,000	2,928	16	400	0				0
Peachtree Executive CC	12,586	5,400	24	125	258				11
Resort at Squaw Creek, CA	33,000	9,500	24	950	360		26	3	15
Scanticon Princeton, NJ	18,532	4,956	37	330	274		18	1	7
Sheraton R & CC, CO	25,000	6,500	16	525	300		22	2	19
Silver Creek Resort, CO	21,000	10,000	20	250	300		33	1	15
Snowbird CC, UT		7,800	14	860	532		15	2	38
Snowmass CC, CO	16,000	11,300	6	1,050					0
Tahoe Biltmore, NV	5,900	5,900	2	500	95	$75			48
Tamarron Resort, CO	13,000	4,200	17	400	350		12	1	21
The CC at Eagle Lodge, PA	14,300	2,940	32	300	117	$269	25	3	4
The Chateau,NV	4,500	4,500	1	300	0				0
The Conference Center, PA	75,878	2,940	27	200	117		25	2	4
The Kingsmill R & CC, VA	13,840	4,000	9	390	300		13	1	33
The Woodlands Executive, TX		4,125	30	400	0				0
Village Hall, CO	16,000	10,207	8	820					0

Table V-3
GENERAL CHARACTERISTICS OF SELECTED CONFERENCE FACILITIES
(Including Marconi Existing and Future)

Name	Yosemite National Park	Arden Conference Center	Evergreen Conference Center & Resort	Asilomar Conference Center
Location	Yosemite, CA	Harriman, NY	Stone Mountain, GA	Pacific Grove, CA
Year Established	n.a.	1950	1989	1950's
Affiliation	National Park Service	Columbia University	Georgia State Park Self-supporting	Nonprofit Corporation California State Park
Accomodations Number of Guest Rooms	Ahwanee Hotel: 123 Yosemite Lodge :284	103	250	313
Meeting Facilities Size (sqft)	3 rooms seating up to 250 up to 14,200 sq. ft.	15 rooms seating 10-125 people	27 rooms seating up to 250 up to 9,450 sqft	43 seating 10-850 up to 8,000 sqft
Months Open	October-April	Year-round	Year-round	Year Round
Services Provided	In-house	In-house	In-house	In-house
Rates	Meals & Meeting Room Costs Separate Ahwanee Hotel Single: $183; Double: $188 Yosemite Lodge: $67.25-$87.25	Corporate: Single: $240 Double: $170 University Affiliated: Single: $180 Double: $140	$100-$120 for Singles to Triples Meals included	American Plan Single: $52-$114 Double: $41-$62 Triple: $41-62
Recreational Amenities	Hiking, bicycling horseback riding	3 tennis courts, swimming pool, exercise room, boating, fishing, horseshoes, volleyball	Tennis, 27-hole golf course, riverboat, skylift to top of Stone Mountain, etc.	Beach, woods, swimming, volleyball
Type of Groups	Government agencies, corporation (many from California)	University affiliated, business	Business	Study and social Groups, professional and trade associations and family reunions
Occupancy	n.a.	68%	n.a.	95%

SOURCE: Economics Research Associate

Table V-3
GENERAL CHARACTERISTICS OF SELECTED CONFERENCE FACILITIES
(Including Marconi Existing and Future)
(Continued)

Name	UCLA Lake Arrowhead	George William College/ Lake Geneva Campus	Marconi Conference Center Current	Marconi Conference Center At Full Build-Out
Location	Lake Arrowhead, CA	Williams Bay, WI	Marshall, CA (Tomales Bay)	Marshall, CA (Tomales Bay)
Year Established	1930	1886	1986	1986
Affiliation	U.C. Regents	Educational Institute	Nonprofit Corporation Unit California State Park	Nonprofit Corporation Unit California State Park
Accomodations Number of Guest Rooms	100	Summer: 700 Winter: 490	40	90
Meeting Facilities Size (sqft)	11 rooms seating up to 200 up to 1,512 sqft	30 rooms seating up to 600	3 rooms seating 15 to 60 persons	22 rooms seating 10 to 300 persons
Months Open	September-June	Year-round	Year Round	Year Round
Services Provided	In-house	In-house	In-house	In-house
Rates	American Plan Double: $87	American Plan Private Baths: $40-$105 Shared Baths: $31.50-$75.00	American Plan: Includes Meals Single: $96 Double: $58 Triple: $45	American Plan: Includes Meals Single: $96 Double: $58 Triple: $45
Recreational Amenities	Swimming pool, Jacuzzis, tennis courts, putting greens	Lake, 18-hole golf course, game courts, ice rink, ski teams, demonstration farms	Hiking Trails Volleybal Horseshoes	Hiking Trails/Par Course Volleybal-Badminton Basketball Playing Fields - Croquet Beach Access Hot tubs/Saunas/Exer. Room
Type of Groups	University, religious, government, charity, trade associations, business	Educational, religious families, human services organizations	Government - Private Personal/Social, Environment-Religious, Education-Minority	Government - Private Personal/Social, Environment-Religious, Education-Minority
Occupancy	63%	n.a.	54%	Projected 95%

SOURCE: Economics Research Associate

from 40 to 200 which provide lounge-type furniture, fireplaces, chalk and tack boards and projection screens. A full complement of audio-visual equipment is available including overhead and carousel projectors, VCRs, monitors, and big screen TVs.

Recreational amenities include a swimming pool, forested pathways, sand dunes, and beach. The social hall with fireplace, piano, ping pong, and billiards offers a central gathering place, and also houses the registration desk and administrative offices. Asilomar also makes arrangements for golf, tennis, and fishing excursions in the local area.

Asilomar has gained a national reputation and has been extremely successful in terms of occupancy, which is 95 percent on an annual basis. It has a very established clientele, with an 85 percent return rate. Asilomar draws groups from throughout the United States and even Europe. Groups vary from intense study, to social, professional and trade associations, as well as family reunions. It is not, however, geared to corporate groups, guest rooms do not have telephones or televisions which corporate groups desire. The facility operates in practice like a hotel. It offers a very high service level, excellent food, and full catering. All services are provided in-house.

UCLA Lake Arrowhead Conference Center

Owned by the University of California Regents, UCLA's Arrowhead Conference Center has been in operation over 60 years. Open from September to June, it is an educational conference center which can offer its conference facilities to any group that is holding an educational meeting. During the summer the facility is closed to conferences and operates a family camp program.

Accommodations consist of 100 guest rooms in cottages scattered throughout the grounds. One building offers hotel-style rooms. All guest quarters have private baths.

Maximum lodging capacity is 186. The center operates on the American Plan, with a rate of $87 per person/double occupancy. Meals are served banquet style in three interconnecting dining rooms. On-site recreational amenities include an outdoor swimming pool, jacuzzis, tennis courts and a putting green.

Twelve meeting rooms with capacities ranging from 10 to 200 are available. Audio-visual equipment includes: overhead and slide projectors, VCRs, monitors, VCR projectors, various types of microphones, and easels with black and white boards.

There is a minimum group size of 15 and the average group size is 67. About 300 conferences are booked a year, with occupancy running 63 percent, excluding the summer camp. All services are provided by UCLA employees.

George Williams College/Lake Geneva Campus

The Lake Geneva Campus was originally a field campus of George Williams College. It was founded in 1886 as a summer training school for YMCA professionals, and since that time a close relationship with the YMCA movement has been maintained. It is the Midwest's foremost conference center serving the human services field and, in addition, is a resident outdoor education center. The campus has been designated a National Environmental Study Area by the National Park Service.

The 150-acre campus is located on the shore of Geneva Lake in Wisconsin. It is open year-round. About 650 persons can be accommodated during the summer and 400 in the winter. Accommodations include cabins and cottages with private or shared baths as well as housekeeping units.

The campus includes 30 meeting places with capacities of 25 to 500 auditorium style. Daily rates include three meals, linen, lodging,

meeting space and use of audio visual equipment and recreational facilities. Rates for shared bath accommodations range from $32 to $75 and private baths from $43 to $105. Food and beverage operations and all other services are handled by in house staff.

The major recreational amenities are the 18-hole golf course and Geneva Lake which offers sailing, canoeing, and lake swimming. In addition, a wide variety of recreational activities are offered including tennis, volleyball, basketball, baseball, football, lawn sports, and ice skating. There is also a children's play area and crafts center.

Yosemite National Park

Yosemite Park and Curry Company operates a variety of lodging facilities in Yosemite under contract with the National Park Service. Groups can book conferences into the Ahwahnee Hotel and the Yosemite Lodge. There is no separate all inclusive group rate; lodging, food and meeting room space are all priced individually. The Ahwahnee Hotel has 123 guest rooms with rates of $183/single occupancy and $188/double occupancy. Three meeting rooms are available, the largest of which has a capacity of 100. Two smaller rooms hold 40 to 45 persons. The Yosemite Lodge contains 224 hotel-style rooms and 60 cabins with both private and shared baths. Conferees are not booked into shared bath accommodations. Daily rates are $67 for the cabins and $87 for the lodge rooms. The lodge's meeting space can accommodate group sizes of up to 200. In addition to meeting space within the lodging facilities, groups may also use the Curry Village Pavilion from November through March. During the remainder of the year it serves as a cafeteria restaurant. The Pavilion has a capacity of 300 and also can break out into four smaller rooms, seating from 45 to 100. The rental structure which applies to all of Yosemite's meeting spaces is $125 for the larger rooms and $95 for the smaller ones.

On the order of 400 conferences are booked annually. Average group size is 100. All types of groups use the facilities from government agencies to corporations, with the majority of group business deriving from within the state. Conferences represent a very small portion of overall business, about 13 percent in the spring and fall which is the off-season for tourist activity in the park.

Arden Conference Center

Owned by Columbia University, Arden Conference Center has principally served as a site for educational meetings and exchanges. The center consists of two main facilities, Arden Homestead and Arden House. Both are located in the tranquil setting of New York's Ramapo Mountains, approximately one hour from Midtown Manhattan and the New York area airports.

Arden House was built in 1909 and opened in 1950 as a home for the prestigious domestic and foreign policy group, the American Assembly. It has housed the executive programs of Columbia Graduate School of Business and has been the site of conferences and meetings of the School of International and Public Affairs, various foundations, associations, governmental groups and other educational institutions.

Arden House can accommodate up to three separate groups simultaneously. There are 80 bedroom suites which have a full capacity of 125 guests. Other facilities include four meeting rooms, the largest of which can seat nearly 50 people; 14 additional break-out areas with lounge-type furniture and fireplaces; an amphitheater-style auditorium, which can seat 125 people; a dining room with an adjacent dining terrace; and a full range of outdoor and indoor recreational facilities, including indoor and outdoor swimming pools, tennis courts, indoor gym and exercise room.

Arden Homestead opened in 1985 and accommodates up to thirty-five people. There are 17

guest rooms with private baths. The two meeting rooms have a capacity of 12-36 people and the three break-out areas hold 6-10 people.

For both facilities, rates vary from $140-$180 for nonprofit groups to $170-$240 for private and business groups. Rates include lodging, three meals, and use of meeting facilities. Both facilities have professional conference staff which maintains a full range of audio-visual equipment and provides special assistance.

Evergreen Conference Center and Resort

Evergreen was voted as one of the top conference centers in the nation by the *Corporate Meetings Incentive Magazine* (February 1990 Edition). It opened in 1989 with the primary purpose of accommodating small to medium-sized conferences. It is located in Georgia's Stone Mountain Park, 30 miles from the Hartsfield Airport and 16 miles from Atlanta.

Regular rates are $100-$115 for single occupancy and $120-$135 for double occupancy, depending on views. There are also special rates for corporate and government groups, $89 and $85 per person, respectively. The complete meeting package covers all meals, hotel accommodations, meeting space, standard audio-visual equipment, continuous refreshment breaks, recreational activities, and entrance to the park.

Meeting facilities encompass more than 40,000 square feet of space. They include nineteen meeting rooms and break-out areas, a 120-seat amphitheater, two executive board rooms, a 9,500-square-foot ballroom, and a 14,000-square-foot exhibit hall. The largest meeting room is 3,000 square feet, with a capacity of 250 people theatre-style or 230 people banquet style. Meeting rooms all offer advanced audio-visual equipment, temperature control and sound engineering, variable lighting and orthopedically recommended upholstered seating.

The dining facility can seat 192 people and offers a wide variety of menu selections.

Recreation amenities include tennis courts, jogging trails, 27-hole golf course, outdoor and indoor swimming pools, fully equipped fitness center, and a 363-acre lake.

Overview of Meetings Market Growth

The national meetings market consists of three segments: major conventions, small association meetings, and off-site corporate meetings. This overview will concentrate only on the latter two. The following data is drawn from surveys conducted biennially by the Meetings Market and Conventions Magazine from 1981 through 1989.

The volume of meeting activity between 1981 and 1989 has demonstrated a pattern of overall growth, as shown in Table V-4. Because of periods of high inflation and recessions, attendance at events fluctuated, but the recent recovery has been very strong, as shown in Table V-5. The average sizes of both small association and corporate meetings could be accommodated at Marconi, as shown in Table V-6.

Determinants of Demand for Conference Facilities

Tables V–7 through V–11 provide an analysis of patterns and trends in the meetings market from a national perspective. They delineate criteria for selecting conference locations and specific facilities.

Table V-4
NUMBER OF CONVENTIONS AND OFF-PREMISES MEETINGS, 1981-1989

Type of Event	Number of Events					Percent Change 1981-1989	
	1981	1983	1985	1987	1989	Total	Ann. Avg.
Small Association Meetings*	125	148	185	182	187	48.9%	5.1%
Corporate Meetings	707	714	706	807	867	22.6%	2.6%

* Small association meetings are defined as special group events which draw a limited segment of overall group membership and which focus program content by geographical or substantive element.

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-5
ATTENDANCE AT CONVENTIONS AND OFF-PREMISES MEETINGS, 1981-1989
(In Thousands)

Type of Event	1981		1983		1985		1987		1989	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small Association Meetings	13,039	20%	14,417	23%	18,173	25%	16,321	22%	21,717	23%
Corporate Meetings	42,335	65%	36,820	58%	39,788	55%	47,344	64%	58,433	62%

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-6
AVERAGE ATTENDANCE FOR ASSOCIATION AND CORPORATE EVENTS, 1981-1989*

Type of Event	1981	1983	1985	1987	1989	Percent Change
Small Association Meetings	104	98	120	90	116	11.5%
Corporate Meetings	60	52	56	59	67	11.7%

* Does not include spouse attendance.

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-7
TYPES OF FACILITIES SELECTED FOR ASSOCIATION MARKET EVENTS, 1981-1989
(For Small Meetings)

Type of Accommodation	1981	1983	1985	1987	1989
Midtown Hotel or Motor Inn	56%	68%	70%	70%	61%
Resort Hotel	38	39	40	36	42
Suburban Hotel or Motor Inn	52	34	39	34	34
Airport Hotel or Motor Inn	46	24	31	29	24
University Owned Conf. Center	21	10	10	10	8
Privately Owned Conf. Center	15	11	15	11	9
Condominium Resort	6	3	4	3	3

* Adds to more than 100% due to multiple responses when more than one event held during the year.

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-8
PRINCIPAL FACTORS INFLUENCING SELECTION OF MAJOR CONVENTION AND ASSOCIATION MEETING FACILITY/HOTEL, 1981-1989

Factors	1981	1983	1985	1987	1989
Number/Size/Caliber of Meeting Rooms	63%	59%	53%	54%	60%
Quality of Food Service	58	63	57	63	65
Efficiency of Billing Procedures	44	—	—	—	—
Efficiency of Check-in/out Procedures	42	44	41	42	46
Centralized Staffing Responsibilities	38	39	36	—	—
Availability of Mtg. Support Svcs. and Equip.	30	35	33	32	39
Previous Experience in Dealing w/Facility and Staff	32	36	34	37	34
Availability of Exhibit Space	7	9	6	7	9
Number/Size/Caliber of Suites	10	8	9	9	8
Provision of Special Mtg. Svcs. (e.g., pre-reg. etc.)	10	11	6	8	8
On-site Recreational Facilities	10	10	9	8	11
Convenience to Other Modes of Transportation	21	21	18	21	23
Proximity to Shopping, Restaurants, Entertainment	12	10	9	11	14
Proximity to Airport	24	22	23	24	23
Newness of Facility	3	4	3	3	4

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-9
TYPES OF FACILITIES SELECTED FOR CORPORATE MEETINGS, 1981-1989

Type of Facilities Used	1981	1983	1985	1987	1989
Midtown Hotel or Motor Inn	54%	64%	58%	57%	64%
Suburban Hotel or Motor Inn	55	47	45	44	44
Resort Hotel	61	47	44	47	55
Airport Hotel or Motor Inn	37	24	27	28	29
Privately Owned Conf. Center	17	19	17	19	17
University Owned Conf. Center	7	5	5	7	8
Condominium Resort	15	8	9	7	9
Cruise Ship	3	2	3	4	5

* Adds to more than 100% due to multiple responses when more than one event held during the year.

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-10
PRINCIPAL FACTORS INFLUENCING SELECTION OF FACILITY/HOTEL FOR CORPORATE MEETINGS, 1981-1989

Factors	1981	1983	1985	1987	1989
Quality of Food Service	76%	77%	79%	80%	81%
Number/Size/Caliber of Meeting Rooms	70	64	64	68	75
Efficiency of Billing Procedures	49	53	52	57	56
Number/Size/Caliber of Sleeping Rooms	53	51	49	56	65
Efficiency of Check-in/out Procedures	47	54	48	51	52
Centralized Staffing Responsibilities	45	43	46	47	48
Availability of Mtg. Support Svcs. and Equip.	46	41	44	57	62
Previous Experience in Dealing with Facility and Staff	41	36	39	43	40
On-site Recreational Facilities	29	27	27	28	31
Convenience to Other Modes of Transportation	22	24	26	21	24
Proximity to Airport	23	24	24	25	24
Provision of Special Mtg. Svcs. (e.g., pre-reg. etc.)	26	18	18	22	20
Availability of Exhibit Space	15	17	16	21	19
Number/Size/Caliber of Suites	17	16	12	15	18
Proximity to Shopping, Restaurants, Entertainment	10	11	12	14	17
Newness of Facility	5	5	8	8	–

Source: The Meetings Market, 1981-1989; Economics Research Associates.

Table V-11
PRINCIPAL FACTORS INFLUENCING SELECTION OF CORPORATE MEETING DESTINATION, 1981-1989

Factors Considered Very Important	1981	1983	1985	1987	1989
Availability of hotels or other facilities	70%	66%	72%	68%	75%
Ease of transporting attendees to/from site	57	58	62	57	68
Transportation costs	50	47	50	46	55
Distance from attendees	40	40	43	44	41
Availability of recreation facilities	27	27	25	26	32
Climate	29	27	28	28	39
Glamorous or popular image location	10	9	12	12	12
Sightseeing, cultural, extracurricular attractions	10	9	10	11	15

Source: The Meeting Market, 1976-1989; Economics Research Associates.

The following tables provide data from Marconi Conference Center users. Table V–MCC-1 represents a summary of conferee surveys of existing facilities and services, and Table V-MCC-2 is a summary of a survey sent to all Marconi users to determine criteria that were most important to them in the future development of Marconi.

Table V-MCC-1
SURVEY OF EXISTING FACILITIES AND SERVICES BY CURRENT MARCONI CLIENTS

	Excellent/Good	Average/Poor
Quality of Food Service	80%	18%
Caliber of Meeting Rooms	88%	9%
Technical Support Services	18%	6%
Caliber of Lodging Rooms	82%	11%
Staff Response	85%	6%
Overall Rating	70%	16%

Note: The reason some of the above figures do not reach 100% is that some conferees did not respond.

Table V-MCC-2
IMPORTANT FACILITY CRITERIA BASED ON MARCONI CLIENT SURVEY

Add more two-bed units:	76%
Add more three-bed units:	36%
Add more suites:	37%
Add more breakout rooms:	75%
Develop outdoor meeting spaces:	71%
Increase advanced communication technology in meeting facilities:	49%
Provide conference services room: (copy machine/fax/computer/typewriter)	59%
Expand Lounge/Snack Bar/Gift Shop:	70%
Expand Hiking Trails:	90%
Expand recreation opportunities: (volleyball/basketball/badminton/ horseshoes/croquet/exercise rooms/saunas/hot tubs)	80%

Marconi surveys and national surveys both indicate that the criteria most important in a conference center are: food service, meeting facilities, technical support services, lodging accommodations, and billing procedures. In the case of Marconi users, recreation was also very high on the list of priorities. While access to metropolitan centers and costs are important to all users, they are perceived as less important than facilities and service that represent good value.

Marconi Market Orientation, Pricing, Occupancy

Marconi marketing efforts are primarily directed at not-for-profit associations, government agencies, and mid-level corporate meetings. Its size, location, and pricing are appropriate for use by these types of organizations. Limited amenities and recreational opportunities do not make it attractive to upper-level corporate management. Prices at Marconi are about half the cost of resort or corporate conference centers and hotels. Marconi's target market area includes all of Northern California including: Lake Tahoe, Gold Country, Sacramento Metropolitan Area, North Coast, Monterey Peninsula, San Jose Metropolitan Area, and San Francisco Metropolitan Bay Area.

Within this geographic area there are 46 other conference centers:

Corporate: 9

(1 of which is open summer only)
These centers range in size from 50 to 225 conferee capacity and have a moderate- to high-rate structure. Total capacity of all corporate centers is 560.

University: 11

(9 of which are open summer only)
These centers range in size from 60 to 4,000 conferee capacity and have a moderate- to low-rate structure. Total capacity of all university centers is 15,530 in the summer and 600 the balance of the year.

Non-Residential: 8

These centers range in size from 50 to 600 conferee capacity and are equally divided in the low- and moderate- to high-rate structure. Total capacity of all non-residential centers is 1,995.

Not-For-Profit: 18

(1 of which is open summer only)
These centers range in size from 26 to 710 conferee capacity and have low- to extraordinarily low-rate structure. All except three of these centers (including Asilomar) are primitive, many with only tents, many with no heat or electricity, and many with only dormitory accommodations. Fifteen of these centers are available only to non-profit organizations. The primitive conference centers do not meet the criteria to be classified as conference centers but are included because this is the manner in which they market themselves. Total capacity of all not-for-profit centers is 2,174.

All conference centers in Northern California have a combined occupancy capacity of 20,259 in the summer time and 5,211 the balance of the year. Of these 5,211 spaces, 3,451 either do not provide lodging or have restrictions on what organizations can use their facilities. This leaves a total of 1,760 spaces available. Almost one-third of these (560) have a high to moderate rate structure.

The need for a conference center with the facilities and rate structure that Marconi offers is evident from the increase in occupancy since its inception, in spite of the current state of the economy (see Table V-MCC-3). Marconi can be expected to perform well given its pricing, facilities, and location. One reason for this is the lack of comparable centers in Northern California and the fact that demand for low-cost conference centers in attractive environments tends to remain high even during

recessionary times. While economic slowdowns tend to cause some organizations to forego conferences due to tighter budgets, they also tend to push previously price-insensitive groups into becoming more price conscious, thereby effectively creating a new market for conference centers such as Marconi.

Table V-MCC-3
GROWTH OF MARCONI CONFERENCE CENTER
(FIRST 3 YEARS)

	1990	1991	Projected 1992
Conference	71	192	291
Participants	6,311	10,359	17,555
Increase in Occupancy	44%	59%	86%

Marconi has provided meeting facilities for a wide constituency (see Table V-MCC-4).

Table V-MCC-5 provides information on Marconi rates as well as current and future lodging accommodations configurations.

Marconi's occupancy rate is projected to average 95% once all facilities have been restored and/or developed. State-of-the-art communications support technology, well designed meeting facilities, modern lodging accommodations, a variety of recreational amenities, a spectacular setting, a professionally trained staff, and competitive pricing assure a high level of demand.

Recommendations for Conference Facilities

Marconi and the Department of Parks and Recreation conducted a survey of comparable rural conference centers and a survey of current users of Marconi to supplement planning criteria of future development of facilities. Current Marconi clients identified specific criteria that were of concern (Tables V–MCC–1 and V–MCC–2) while Table V–MCC–6 identifies facilities, services and occupancy and revenue data of similar centers nationally.

Table V-MCC-4
MARCONI CONSTITUENCY, 1990-1991
(As Percent of Total Constituency)

Type	1990	1991	1992
Governmental Agencies (State and Federal)	15.8%	19.0%	8.0%
Governmental Agencies (County)	3.3	4.0	0.0
Governmental Agencies (City)	3.3	2.0	2.0
Personal/Social	13.6	11.0	19.0
Environmental	2.7	2.0	2.0
Religious	11.4	10.0	15.0
Educational	21.7	30.5	35.0
Private	25.5	20.0	19.0
Minority	2.7	1.5	0.0
TOTALS	100.0	100.0	100.0

Table V-MCC-5
MARCONI RATE AND ROOM DISTRIBUTION (CURRENT AND FUTURE)

	Existing Number of Rooms					Phase 1			Phase 2			Phase 3		
Bed Type	No. of Rooms	No. of Persons Per Room	Total No. of Persons	Rates Per Person	Rates Per Night	No. of Rooms	No. of Persons Per Room	Total No. of Persons	No. of Rooms	No. of Persons Per Room	Total No. of Persons	No. of Rooms	No. of Persons Per Room	Total No. of Persons
Triple	14	3	42	$45	$135	16	3	48	18	3	54	6	3	18
Two Twins	17	2	34	$58	$116	31	2	62	46	2	92	74	2	148
Queen	6	2	12	$58	$116	6	2	12	6	2	12	8	2	16
Queen + Twin	2	3	6	$45	$135	2	3	6	2	3	6	--	--	--
Suite (Queen)	1	2	2	$72	$144	2	2	4	2	2	4	4	2	8
TOTAL	40	--	96			57	--	132	74	--	168	92	--	190

Source: Marconi Conference Center.

Table V-MCC-6
SURVEY OF SMALL- AND MEDIUM-SIZE RURAL CONFERENCE CENTERS

Size of Property	Percent of Respondents	
Less than 20 acres	50%	
20 to 50 acres	7%	
50 to 100 acres	14%	
More than 100 acres	29%	
Capacity of Facilities	Average	
Max. overnight guests (incl. staff living on-site)	99	
Maximum day users (incl. staff living on-site)	145	
Guest Accommodations	Average No.	Average Rate
Single Rooms	31	$143
Double Rooms	39	$121
Triple Room	41	$68
Hotel Style (Single Bldg.)	36%	
Condominium Style (Bldg. groups)	29%	
Combinations Hotel/Condominium	7%	
Occupancy	Average	
Average Percentage of Occupancy	55%	
Average Size of Conference	39	
Average Length of Conference	5	
Average Number of Non-residents per Conf.	17	
Facilities	Average	
Number of Meeting Rooms	7	
Number of Break-out Rooms	6	
Computer Compatibility		
Teleconferencing Capability		
Lounge Rooms		
Food Service	Average	
Cafeteria Style	7%	
Buffet Style	57%	
Table Service	57%	
Combination of above	57%	
Single Dining Room	50%	
Number of Private Dining Rooms	2%	

Table V-MCC-6
(Continued)

Recreational Services	Percent of Respondents
Swimming Pool	50%
Jacuzzi	36%
Gym	43%
Weight Room	57%
Racquet Ball Court	14%
Tennis Court	64%
Badminton Court	29%
Volleyball Court	71%
Horseshoe Pits	50%
Basketball Court	50%
Softball Diamond	29%
Jogging Trail	64%
Exercise Course	29%
Ping Pong	71%
Billiards/Pool	64%
Meditation Room	14%

Staffing	Average
Number of staff in each department	4
Administration	2
Conference Planning	2
Marketing	8
Housekeeping	3
Grounds	4
Maintenance	13
Dining Facility	6
Snack/Beverage Services	

Revenue	Average
Percent of Revenue from Lodging	47%
Percent of Revenue from Food Service	42%
Percent of Revenue from Conference Facilities	19%

Operations Expenditures	Average
Percent of Revenue for Administration	32%
Percent of Revenue for Housekeeping	9%
Percent of Revenue for Food Service	33%
Percent of Revenue for Maintenance	32%
Percent of Revenue for Grounds	1%
Percent of Revenue for Marketing	17%
Percent of Revenue for Conference Services	8%

To adequately serve the needs of its target market, Marconi will:

- Expand its lodging capacity with accommodations being primarily for double occupancy. Each housing complex will include housekeeping and storage facilities.

- Expand meeting facilities with meeting rooms in seven different buildings with 3 large rooms with a capacity of 100 or more, 7 medium-size rooms with a capacity of 40 to 50, and 18 small rooms with capacities of 10 to 15 which can be used as break-out rooms or small meeting rooms. In addition there will be 12 lounges and studies that can be used for meeting purposes. The large- and medium-size rooms will be designed with service pantries, storage, and both interior and exterior pre-function areas.

- Provide a food service facility that will give maximum flexibility for cafeteria style service, banquets, and small private dining rooms.

- Create multiple and varied sizes of outdoor meeting areas to allow conferees to experience a unique experience.

- Develop state-of-the-art audio/visual systems. Design meeting facilities with the flexibility to incorporate new telecommunications technology, including full computer compatibility in all meeting rooms.

- Incorporate the newest technology and energy conservation into the maintenance systems.

- Provide for minimal ground maintenance to reduce operation expense.

Existing Operations and Management Structure

Marconi commenced operations in January, 1990. The conference center and SHP is under the management of the Marconi Conference Center Operating Corporation, a not-for-profit corporation. The seven members of the Board of Directors serve four-year terms on a rotational basis and are appointed by, and serve at the pleasure of, the Director of Parks and Recreation.

The Marconi Board of Directors is responsible for:

- Establishment of operational procedure
- Management of finances
- Long-term planning
- Capital improvements
- Hiring and overseeing general manager

The General Manager under the direction of the Board is responsible for:

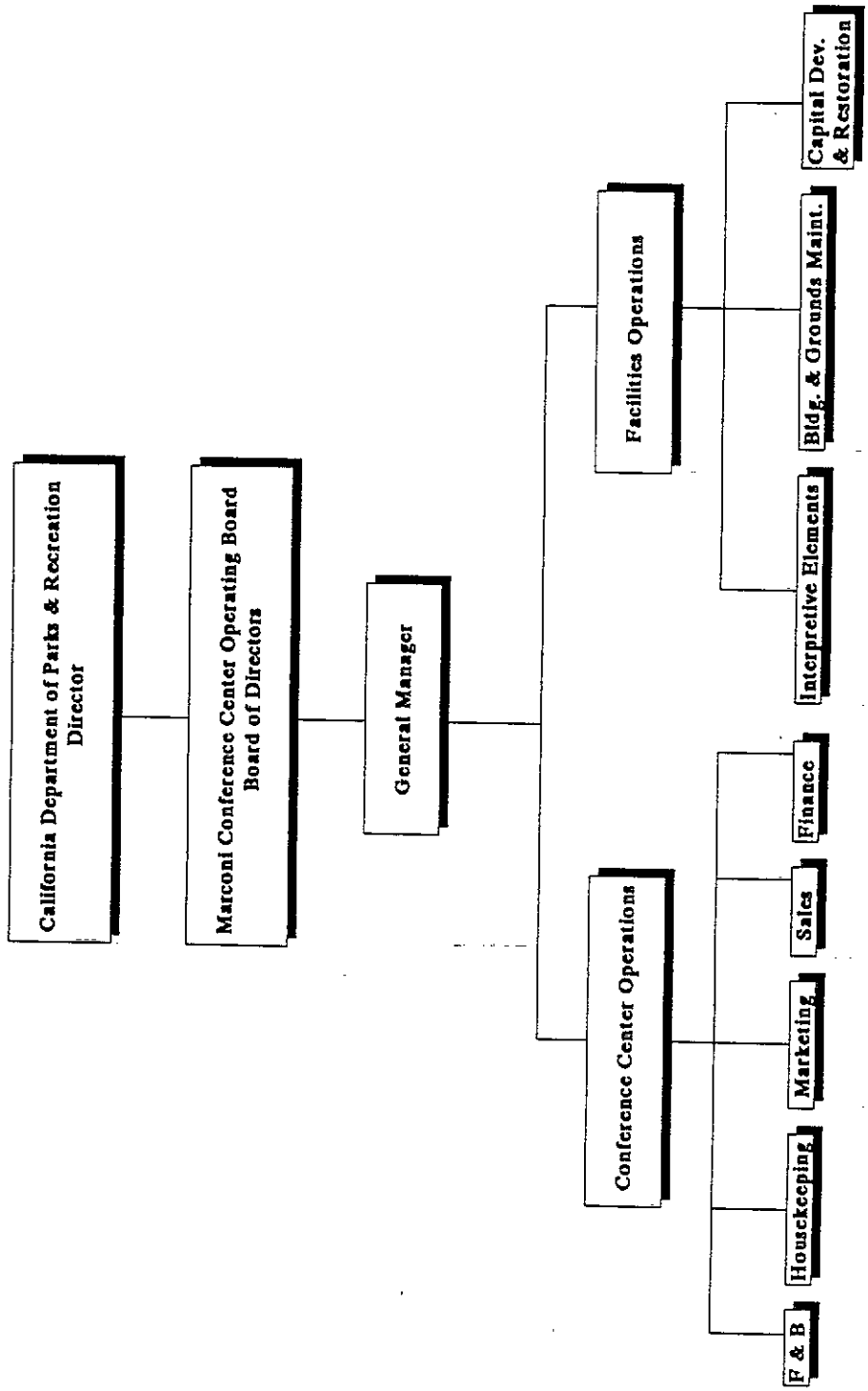
- Conference operations
  - Sales
  - Marketing
  - Housekeeping
  - Food and beverage services
  - Maintenance (buildings and grounds)
  - Finance
- Planning
- Development funding
- Implementation of capital development
- Historical interpretation

At the present time the food and beverage services are provided by a sub-concessionaire.

Figure V-1 is Marconi's management structure.

Figure V-1

MARCONI CONFERENCE CENTER MANAGEMENT STRUCTURE



Staff Requirements, Current and Future

Currently, Marconi consists of 40 lodging accommodations with a capacity of 96 persons, 3 meeting rooms, and a food service facility. The current staff consists of 15 full-time and 14 part-time employees:

- General manager
- Conference coordinator
- Marketing director
- Secretary
- Sales clerks
  - 2 full-time
  - 1 part-time
- Housekeeper
- Room cleaners (2)
- Maintenance supervisor
- Groundsmen (2)

Food service operations are provided by a sub-concessionaire with a staff of:

- Food service manager
- Cooks
  - 2 full-time
  - 1 part-time
- Prep cooks (2 part-time)
- Servers (3 part-time)
- Buspersons (3 part-time)
- Dishwashers (3 part-time)
- Janitor (1 part-time)

In addition, the center contracts out for some services such as laundry, sewer and water maintenance, and brush clearing/trail construction.

It is anticipated that at the completion of development, Phase 3 (see Facilities Element, page 112), the staffing requirements will be 54 full-time employees:

- General manager
- Conference coordinator
- Marketing director
- Conference clerk
- Conference technical support
- Sales clerks (3)
- Secretary
- Bookkeeper
- Housekeeper
- Room cleaners (12)
- Laundry operators (2)
- Maintenance supervisor
- Groundsmen (6)
- Food service manager
- Cooks (3)
- Prep cooks (3)
- Baker
- Servers (6)
- Buspersons (4)
- Dishwashers (3)
- Janitor

It is anticipated that department, conference center staff, and/or volunteer docents would provide the required staffing for historic interpretation (museum and walking tours).

Revenues and Expenditures

The following Table V-MCC-7 demonstrates current operating revenues and expenditures, projected operating revenues and expenditures with increased occupancy of existing facilities, and projected operating revenues and expenditures when the center is fully developed. Currently, Marconi receives supplemental operations funding from the Department of Parks and Recreation.

When Marconi is fully developed it is anticipated that it will generate adequate revenues to operate and maintain the conference center and SHP and to return revenue to the department.

The projected revenues and expenditures are comparable to national industry standards, with the exception of Asilomar, which generates revenue almost double its expenditures.

Funding for capital development and restoration of the historic buildings will be secured from department appropriations (one historic building is already funded) and also

from a development funding program that has recently been initiated by the Marconi Board of Directors which will concentrate on grants from foundations and corporations and contributions from individuals.

Table V-MCC-7
MARCONI REVENUES AND EXPENDITURES (CURRENT AND FUTURE)
(In Current Dollars)

	Base Nov. 1992	1994	Percent Growth	2025	Percent Growth
Percent Occupancy	57%	90%	–	90%	–
Number of Rooms	40	40	0%	90	125%
Maximum Capacity	96	96	0%	190	98%
REVENUES					
Conference	$ 910,800	$1,438,105	58%	$2,846,250	213%
Transient	2,400	3,789	58%	7,500	213%
Facility Fees	108,000	170,526	58%	337,500	213%
Conference Services	30,000	47,368	58%	93,750	213%
Other	10,800	17,053	58%	33,750	213%
Total Revenue	$1,062,000	$1,676,841	58%	$3,318,750	213%
OPERATING EXPENSES					
Staff Expenses	$ 444,000	$ 462,063	4%	$581,913	31%
Operating Supplies	174,000	222,632	28%	440,625	153%
Food Service	288,000	454,737	58%	900,000	213%
Maintenance/Replacements	150,000	150,000	0%	296,875	98%
Marketing/Sales	48,000	48,000	0%	48,000	0%
Administration	60,000	60,000	0%	60,000	0%
Total Expenses	$1,164,000	$1,397,432	20%	$2,327,413	100%
OPERATING GAIN/(LOSS)	($102,000)	$279,409	374%	$991,337	1,072%

Note: All data reflects annual totals unless otherwise indicated.

VI. CONCESSIONS ELEMENT

VI. CONCESSIONS ELEMENT

This Concessions Element consists of an evaluation of visitor sources and revenues, and appropriate concession policies and guidelines consistent with classification of Marconi.

The Marconi Conference Center Operating Board is currently under agreement by the state to operate the Marconi property as a conference center. The board responsibilities are discussed in the Operations Element (see page 41).

Definition

A concession is defined as authority to permit specific use of State Park System lands and/or facilities for a specified period of time. The intent of the grant is to provide the public with goods, services, or facilities that the department cannot provide as conveniently or efficiently, or to permit a second party to make limited use of State Park System lands for its own purposes, when such uses are not incompatible with the unit classification.

Purpose

The purpose of entering into concession contracts is for provisions of products, facilities, programs, and management and visitor services that will provide for enhancement of visitor use and enjoyment, as well as visitor safety and convenience. Such concessions should not create added financial burden on the state, and, wherever possible, shall either reduce costs or generate revenues that aid in maintaining and expanding the State Park System. In carrying out this policy, the department must observe and adhere to the provisions of the Public Resources Code that forbid commercial exploitation of resources in units of the State Park System, and that limit the kinds of improvements and activities that are allowed in certain types of units.

Compatibility with Unit Classification

Concession developments, programs, or services must be compatible with a unit's classification and general plan provisions. Marconi is classified as a SHP. Department policy limits the size, variety, and type of permitted concessions. All concessions proposed at Marconi, in addition to the primary conference activity, should be interpretive in nature, and in keeping with the theme and interpretive periods.

Concession Policy

The policy of the department is to cultivate and encourage ethnic and racial minority-owned/operated businesses as concessionaires in the State Park System.

It is the policy of the department that concessions shall provide facilities, products, programs, or services at prices competitive with similar businesses outside State Park System units.

Concession Recommendation

Under department policy, concession recommendations for Marconi will be for the sale of food and beverages. The concession potential during the first phase of development is considered limited.

Concession Feasibility

For any new concessions which may be proposed, a feasibility analysis shall be conducted by the Department's Office of Concessions, with reviews by Resource Protection Division, Office of Interpretive Services, Development Division, Office of Field Services, Acquisition Division, and Planning Division. Final approval would be given by the department's director.

VII. LAND USE ELEMENT

VII. LAND USE ELEMENT

The Land Use Element identifies the conceptual land uses in the unit. The land uses take into account the regional context, existing uses, local plans and policies, and the physical factors of the site. In addition, information from public meetings, local government meetings, meetings with special interest groups, surveys, operational, cultural, and recreational needs, and resource management directives contributed to the formulation of this element.

Regional Context

Marconi fronts Highway One, and overlooks Tomales Bay and the Point Reyes National Seashore to the west.

Community development occurs primarily along the Tomales Bay shoreline and Highway One. The development areas consist of residences, restaurants, boat yards and marinas, and recreational areas.

Marconi is surrounded by agricultural lands used primarily for dairies and livestock grazing. The agricultural structures are scattered, and consist of ranchers' residences, workers' housing, and other buildings associated with agricultural operations.

Ownership and Agreements

The property boundaries are shown on Figure VII-1, page 66. The western property line is at the eastern edge of State Highway One right-of-way, along Tomales Bay.

Marconi includes two springs (see Hydrology section in RE, page 13) located about 1/2 mile east of the property (on the Barboni property). Access to these springs is by easement and right-of-way.

The park unit has five water use agreements and one property lease agreement.

Existing Local Plans and Policies

Marin County Planning and Zoning

As designated by the Marin Countywide Plan, Marconi is part of the Coastal Recreational Corridor (CRC) area in West Marin. West Marin is characterized by agricultural lands and small villages along Tomales Bay. The CRC emphasizes protecting and expanding agricultural uses and establishing conservation zones, including the Tomales Bay shoreline. Any significant growth in the county is projected to occur in already developed urban areas. Projected land development in West Marin will be slower than the countywide projection because of land and water limitations. Weekend traffic volume is significantly higher than weekday traffic along Highway One, because of the steady growth of weekend visitors.

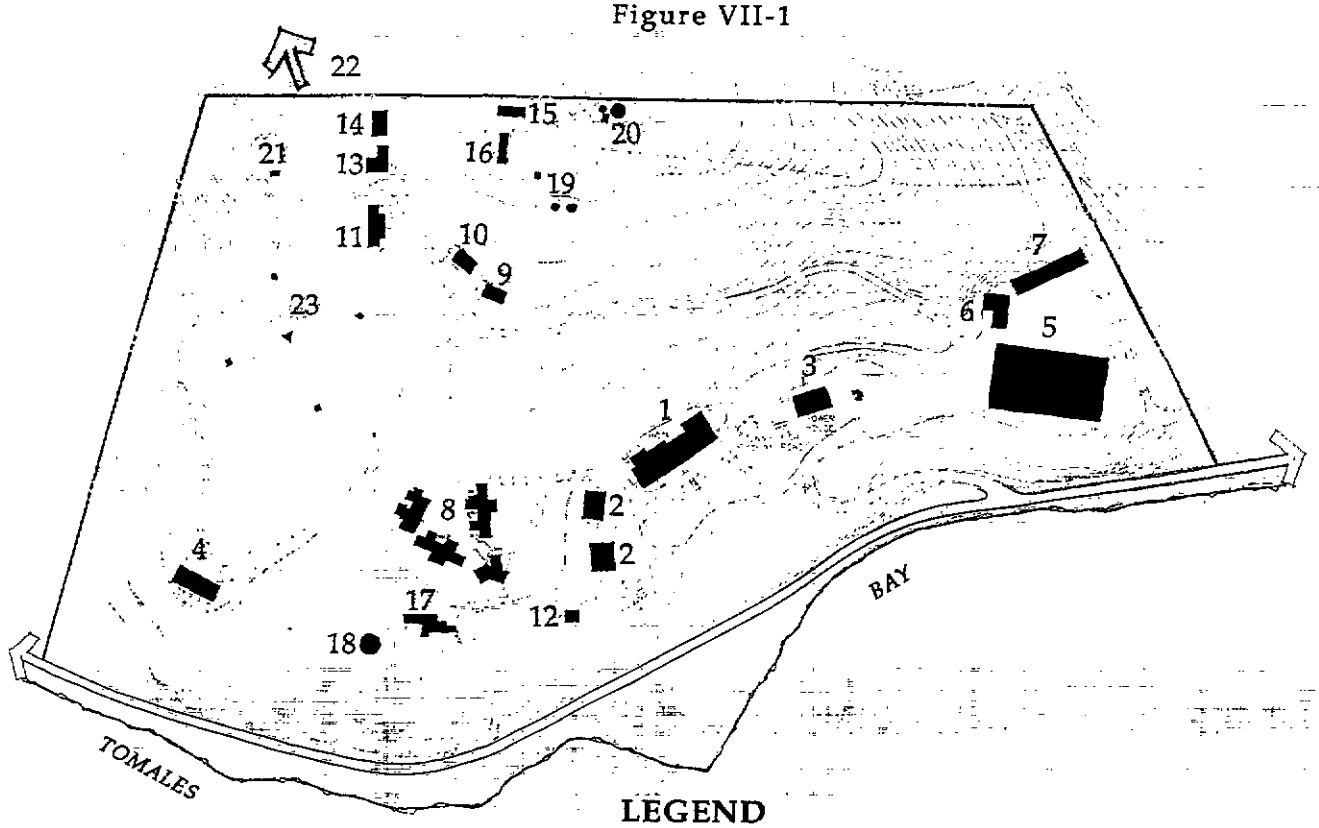
In accordance with Title 22 of the Marin County Code (Zoning Ordinance) the property is zoned coastal-residential multiple planning commercial (C-RMPC), for a mixed-use zone that permits multiple-family residential or commercial development when approved by a master plan.

A variety of residential and commercial uses are allowed under C-RMPC and the master plan process. The goal of the review process is to achieve quality design and development with minimal alteration to the natural environment.

Marin County Local Coastal Program (LCP) Unit II

The LCP is a land use plan under the California Coastal Act for Marin's coast to guide its future development, and to assure that coastal resources are properly used and protected. Marin's Unit II coastal zone is approximately 70 miles in length, and generally extends 1,000 yards inland from the

EXISTING CONDITIONS
Figure VII-1



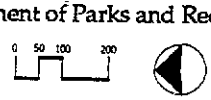
LEGEND

1. Marconi Hotel - Historic Building (Vacant)
2. Cottage Building (Two Buildings) - Historic Buildings (Vacant)
3. Powerhouse - Historic Building (Under Rehabilitation)
4. Operations Building - Historic Building (Temporary Staff Housing)
5. Shed Building (Vacant)
6. Computer Building (Vacant)
7. Annex Building (Vacant)
8. Shore Units Housing Complex (4 buildings)
9. Temporary Pine Unit (Conference Rooms)
10. Temporary Cypress Unit (Conference Rooms)
11. Temporary Dining / Kitchen Facility
12. Temporary A-Frame (Staff Housing)
13. Temporary Trailer Building (University of Hawaii)
14. Temporary Storage Barn
15. Temporary Mobile Home (Temporary Staff Housing)
16. Temporary Mobile Home
17. Wastewater Plant
18. Wastewater Storage Tanks
19. Wastewater Storage Tanks
20. Water Treatment Facilities
21. Water Well
22. Off-site Spring Water Wells
23. Antenna Footing

—·— Property Boundary

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation



mean high tide line of the sea, including Tomales Bay. In significant coastal resource areas, it extends inland to the first major ridgeline paralleling the sea, or 5 miles inland from the mean high tide line, whichever is less. The LCP Unit II is located from Olema north to the Sonoma-Marin County border. Under the California Coastal Act of 1976, the coastal plan and its implementing ordinances have been developed and adopted by Marin County, and certified by the State Coastal Commission. The California Coastal Commission is the approving body for any development permit for Marconi.

In the 1983 revised program, the Marin LCP Unit II recommendations are that Marconi be used as overnight accommodations, a restaurant, and other uses which benefit the public. The LCP specifies that any future conversion or modification of existing facilities shall meet the following development standards:

- The historic Marconi Hotel shall be preserved, renovated, and restored.
- Existing accessory buildings on the site may be retained or eliminated.
- Development shall minimize potential impacts on adjacent agricultural operations.
- Facilities shall be sited and designed to minimize impacts on public views from Highway One and public parklands across Tomales Bay.
- Adequate water supply and sewage disposal shall be demonstrated.

East Shore Community Plan

The East Shore Community Plan expands on the Marin Countywide General Plan and the Local Coastal Program by providing more detailed information about existing conditions and planning issues. The planning area extends along 8 miles of Tomales Bay, and includes Marconi.

The East Shore Community Plan identifies the pressure for changes from the San Francisco Bay Area growth including acquisition of agricultural lands for investment and development. The plan's purpose is to protect the existing quality of life and environment, and to carefully plan for moderate growth in the East Shore area.

The East Shore Community Plan establishes five major goals for protecting the community's character, while allowing moderate growth to occur. The goals are:

- Protect and enhance the local environment.
- Maintain and enhance the East Shore's uniqueness, social and economic diversity, and sense of community.
- Encourage development of a viable local economy.
- Limit development to that which can be supported by local natural resources.
- Ensure the compatibility of existing and new land and bay uses.

The East Shore Plan was developed because of two major planned developments in or near the planning area. One of these developments was Marconi. In 1985, the plan recognized that the California State Parks Foundation received approvals necessary to develop the property as a conference center. The plan endorsed conference use of the property. It also noted that the center would accommodate a maximum 200 overnight guests, and that all meals would be provided at the center.

The plan identifies the predominant existing land use. It designates the Marconi property as "Institutional/Public."

Table VII-1 indicates the existing land uses of the Planning Area:

Table VII-1
Existing Land Uses in Planning Area

Land Use	Acres	%
Agriculture	3,494	83
Residential	196	5
Commercial	78	1
Institutional	62	1
Open Space	370	10
Total	4,200	100

Natural Features

Generalized Slope
The property is characterized by relatively steep slopes (see Figure VII-2, page 69). It rises abruptly to the east from the lower elevations along Highway One. The majority of the property has a 7-percent to 25-percent or greater slope. The 0-percent to 7-percent areas are isolated, with the largest one being in the southern portion of the property. These relatively flat areas occur primarily between the 75-foot and 100-foot elevation lines, creating a "flat" ledge just above the highway.

Wind and View Corridors
The prevailing winds are from the northwest. Figure VII-3, page 70, shows the general wind patterns at the site. The ridges are relatively windy, while the flatter portion of site is sheltered from the wind.

The view corridors are also shown on Figure VII-3. Primarily, the lower view corridors are mid-range to the Bay, and west to the Point Reyes National Seashore. The upper view corridors are long-range panoramic views to Tomales Bay and the inland hills. It is worth noting that many locations on the site provide dramatic views (Photo VII-1).

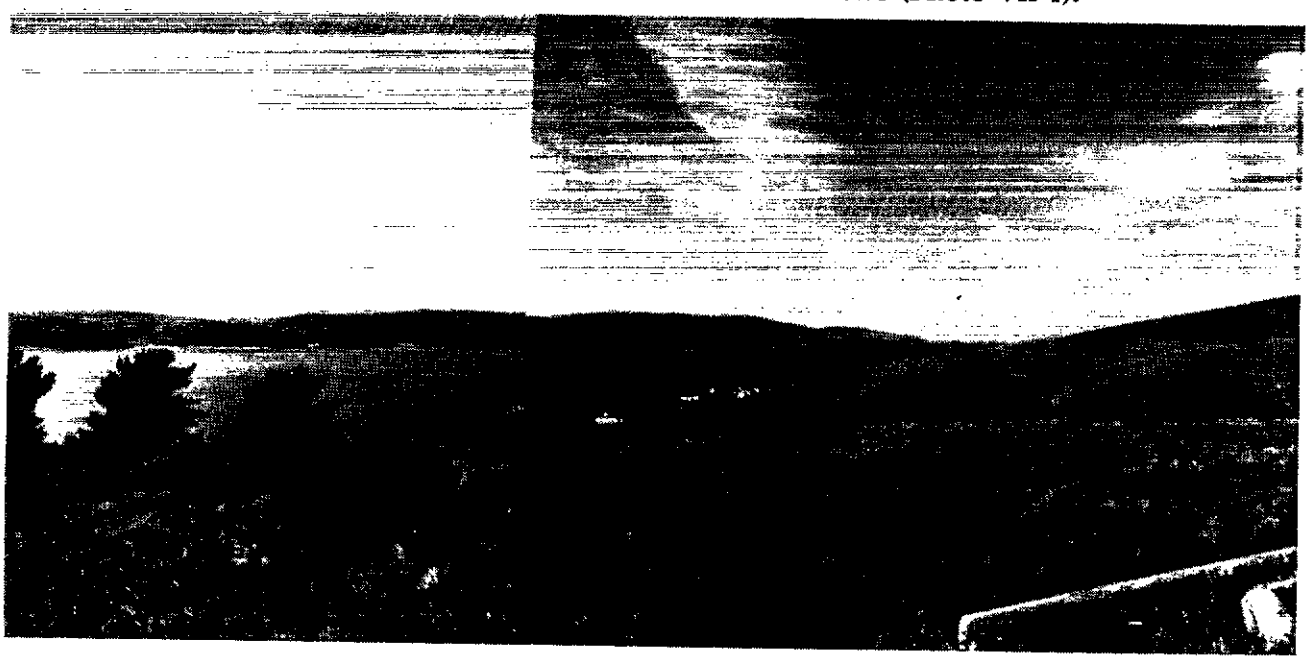
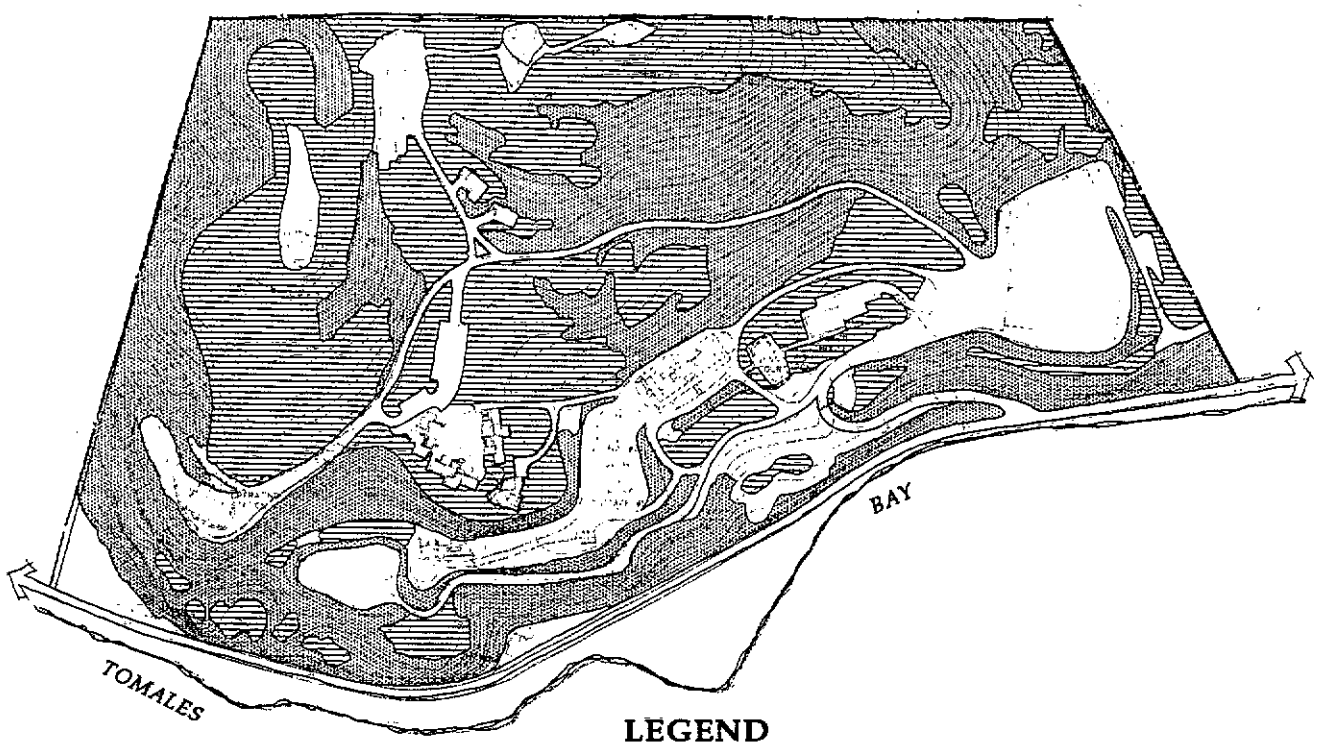


Photo VII-1

View from Marconi looking northwest across Tomales Bay.

GENERALIZED SLOPES
Figure VII-2



LEGEND

0-7% Generalized Slope

7-25% Generalized Slope

25% + Generalized Slope

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

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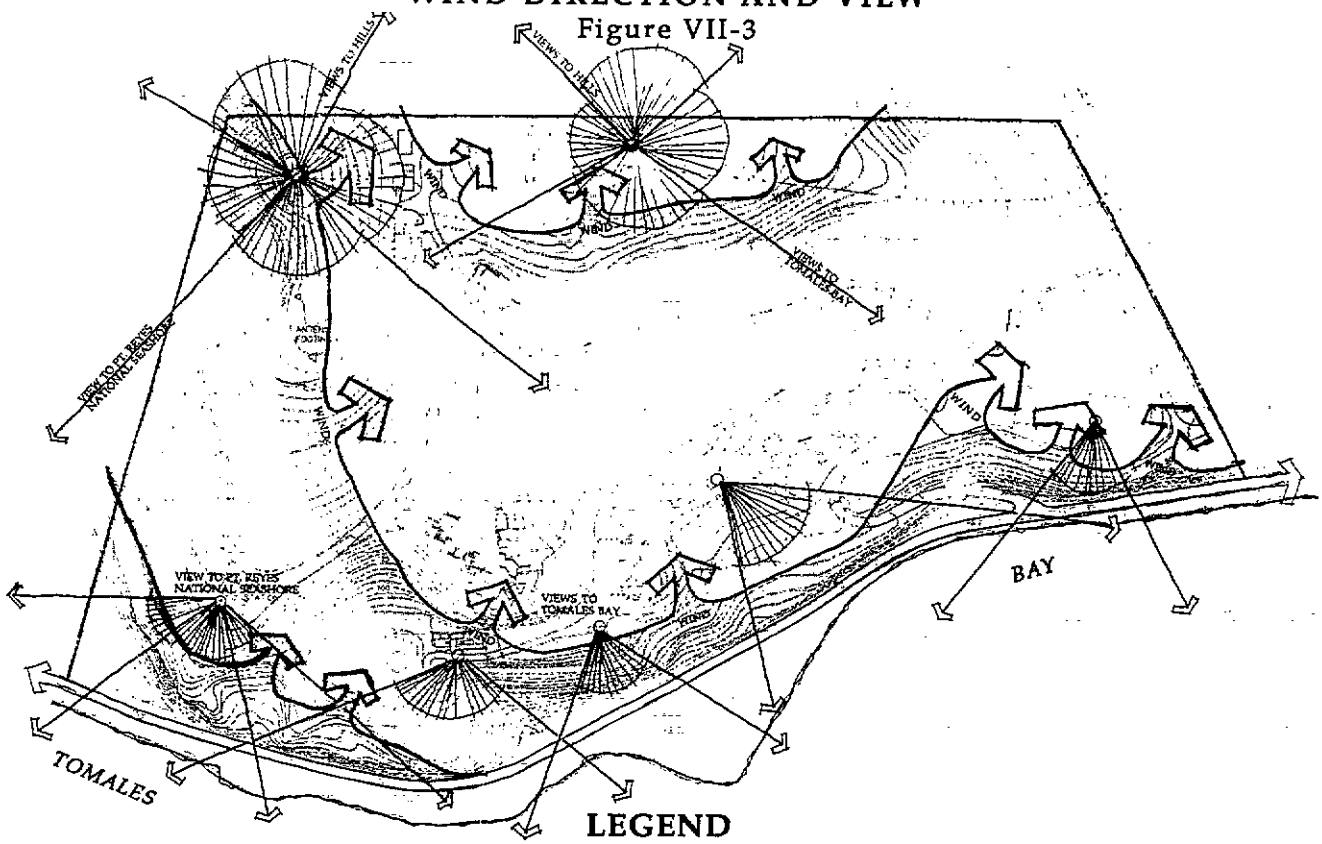
0 50 100 200

WIND DIRECTION AND VIEW

Figure VII-3



PRELIMINARY GENERAL PLAN
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State of California
Department of Parks and Recreation

0 50 100 200

Vegetation
The Monterey pine forest provides shelter from the prevailing winds and also screens much of Marconi from Highway One and the local community.

Figure VII-4, page 72, shows the grassland areas on the northern and eastern knolls. These grasslands are similar to the vegetation of the upland hills. The western and northern boundaries of the site are primarily covered with coastal scrub.

Circulation and Traffic

Public Access
Public access to Marconi is off Highway One, as shown on Figure VII-5, page 73. This is the main access point to the property. Primary service roads include Marshall-Petaluma Road, which connects to Highway 1 to the north of Marconi, and Point Reyes Petaluma Road and Sir Francis Drake Boulevard, which connect to Highway 1 to the south.

Vehicular Circulation
The road system consists of a loop road in the historic core area which runs in front of the hotel, behind the cottages and the powerhouse (see Figure VII-5). The main road continues up the hill above these buildings to provide access to the main parking lot at the Shore Units. Secondary roads provide access to the hillside units and the water storage facility on the top of the eastern knoll of the site, to the operations building at the northwestern portion of the site, and to the sewer treatment plant located to the northwest of the cottages.

There are two parking areas on the site. One lot is located adjacent to the Shore Units complex. This lot has 65 parking spaces including 2 handicap spaces. The other lot is located adjacent to the shed area. This lot is not marked, and the paved area is extensive (see Figure VII-5).

Pedestrian Circulation
Currently, there is a limited trail system throughout the site.

Traffic
According to the traffic department of the Marin County Department of Public Works, the average daily traffic on Highway 1 south of Marshall is 1,259 vehicles. Peak-period traffic occurs between 3:00 p.m. and 5:00 p.m. and is 10 percent of the daily number of vehicles, or 126 vehicles.

The traffic department also reports that average daily traffic on the Marshall-Petaluma Road east of Highway 1 is 139 vehicles. Peak-period traffic, which occurs between 5:00 and 6:00 p.m., is 17 vehicles.

Local Emergency Service
Fire and ambulance service for the Marconi Conference Center is provided by the Marin County Fire Department, located in Point Reyes Station. Response time to Marconi is 10 to 12 minutes.

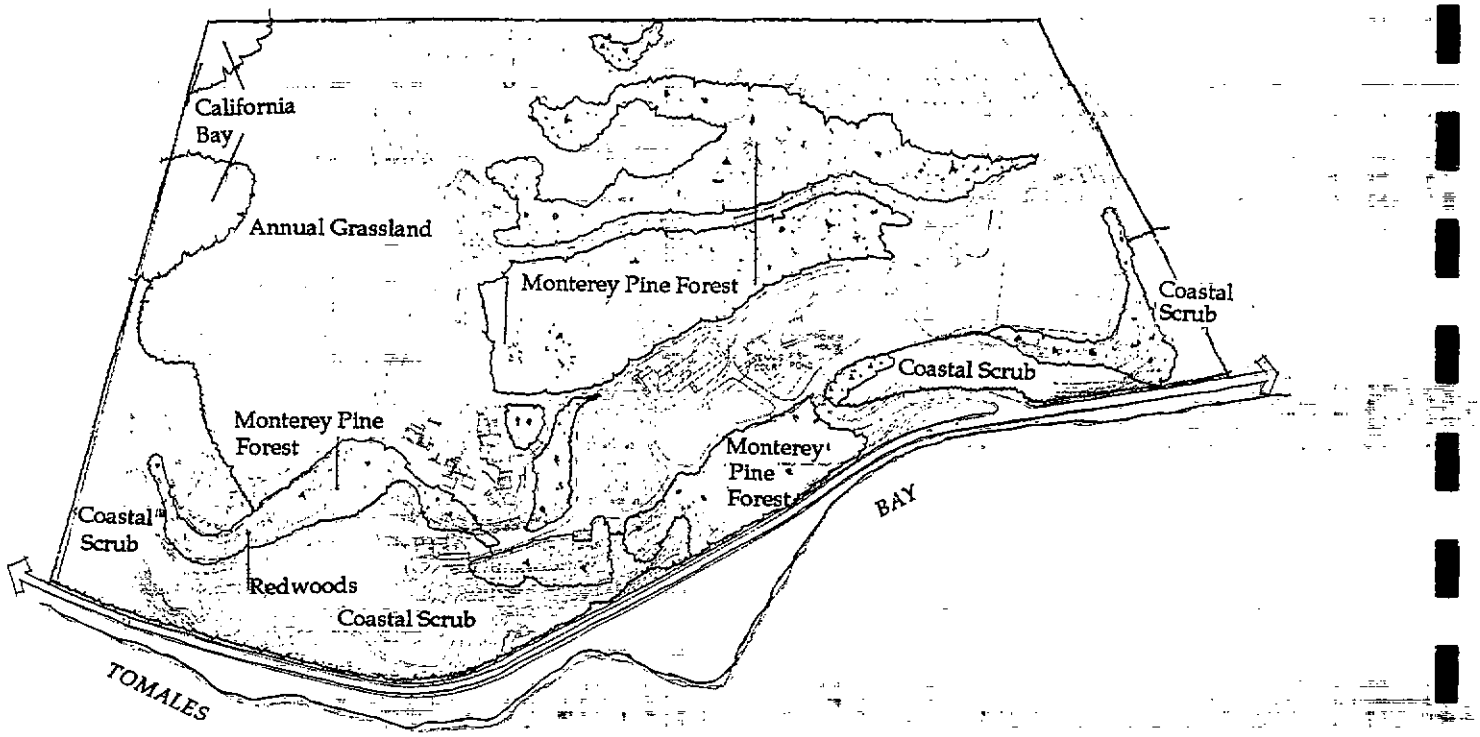
There are eight fire hydrants at Marconi. They are located at the hill units (1), the Shore Units (2, 3, 4), the hotel (5, 6), and the shed area (7, 8).

The county fire department does not foresee any need for changes in fire service out of Point Reyes Station relative to new development of Marconi. The current fire protection services are adequate to handle the development proposed in the General Plan, according to the fire department.

Opportunities and Constraints

Investigation of the existing conditions highlights the positive and negative features of Marconi (see Figure VII-6, page 74). Positive features include the historic structures, the knolls, the panoramic views of the bay and

VEGETATION
Figure VII-4



PRELIMINARY GENERAL PLAN
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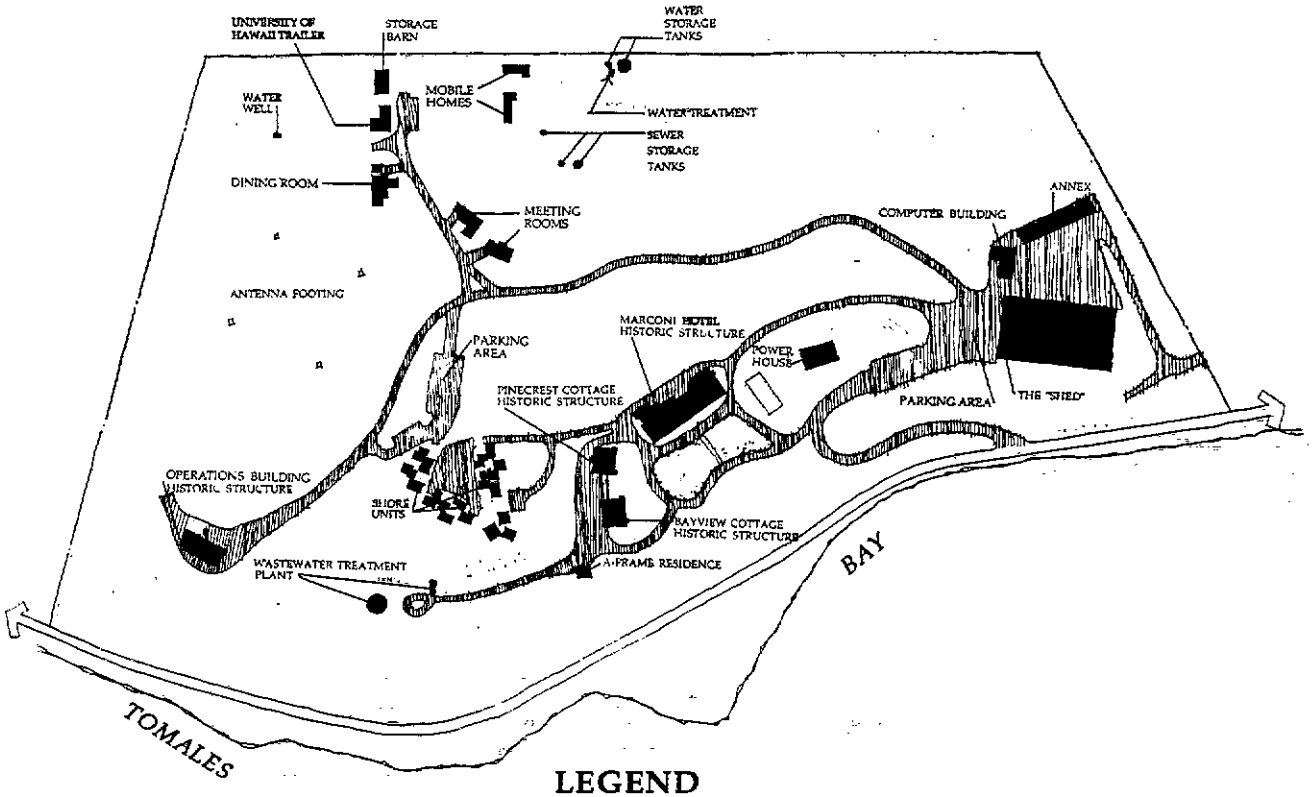
0 50 100 200

EXISTING ROAD AND PARKING AREAS
Figure VII-5



LEGEND

Structures

Roads / Parking

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

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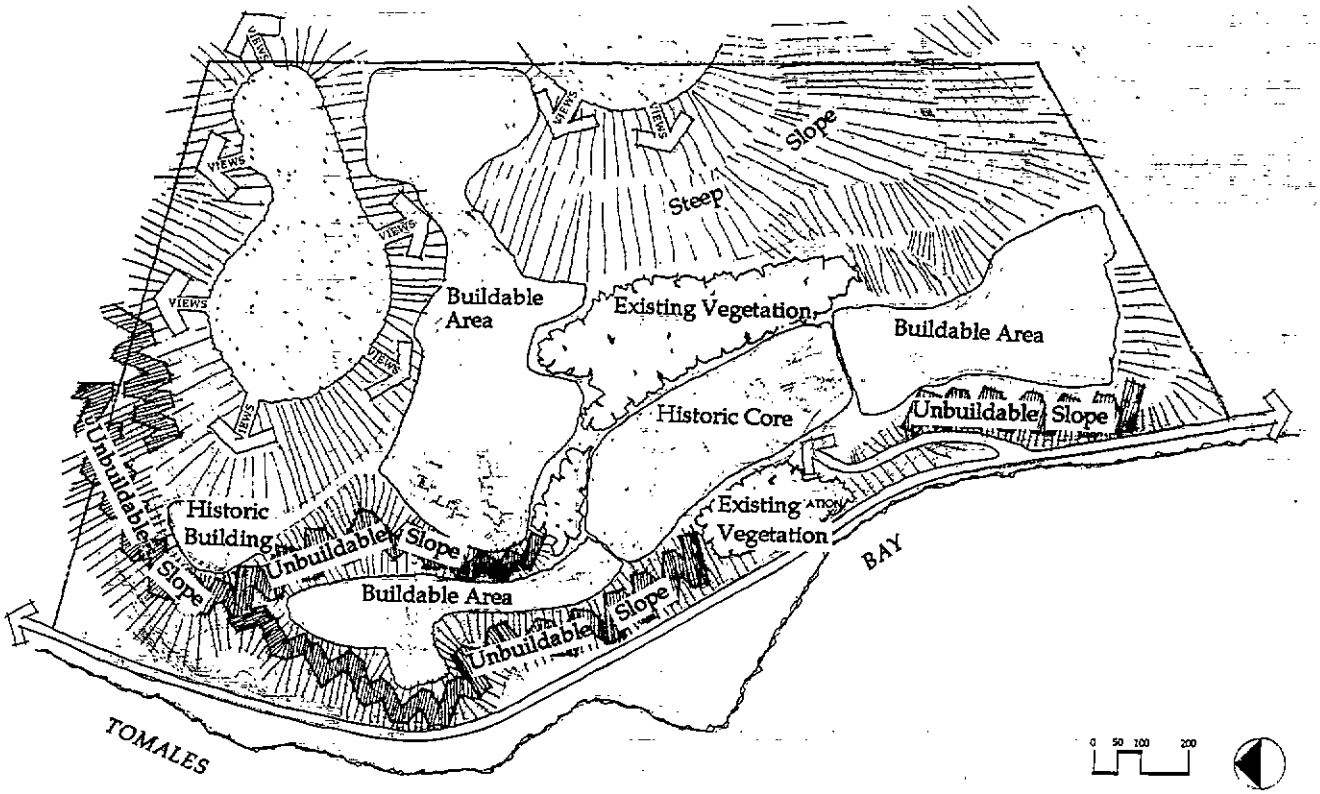
0 50 100 200

SITE ANALYSIS
Figure VII-6



views of the bay and inland ridges, the pine forest and its relation to the historic structures, and the historic radio tower footing. Negative features include strong wind patterns, invasive non-native vegetation, limited utilities and buildable areas, and metal building structures.

Planning Issues

The positive and negative features lead to the formulation of a number of planning issues regarding the property, and the future character of Marconi. A summary of the draft Resource Element was presented, and the public voiced their concerns with the planning effort during the September 6, 1990 public meeting. The following are some of the key issues expressed at the meeting:

- West Marin: How will the center fit into the community, and conform to the goals and objectives of the approved East Shore Plan and the master plan? Or are these plans now "out the window"? What is the most appropriate way of reducing the impacts such as noise, traffic, etc., and making the center an asset to the community? Will the local community be able to use conference facilities? What will the new structures look like; what type of materials, etc.?

- Conference Center Size: Review of the 1984 master plan showed the center's capacity at 200 overnight guests, with an additional 100 day use visitors, for a maximum total of 300 persons per day at Marconi. Is the state limited to those numbers? Do physical and natural constraints of Marconi affect capacity?

- Conference Center Development: The historic buildings must be maintained and restored to the extent feasible. What existing buildings are planned to be

buildings? What should the future physical configuration of the conference center be? Should development be concentrated or spread out? Do not expand Marconi beyond its existing scale.

- Circulation and Parking: How should circulation and parking be developed in the conference center? Restrict traffic in some areas; i.e., the historic area. Should new roads be built, or should only the existing road system be used?

- Open Space: What should be use and treatment of open space?

- Flat Area: How should the "shed" area be developed? It is the largest flat buildable area in Marconi. Many different types of use could be located in this area.

- Wastewater Treatment Area: This area has fabulous views of Tomales Bay, and is a relatively flat area. Location of a treatment facility is inappropriate here, because of noise and odor. What use should be located in this area, and where should the treatment facility be?

- Forest/Tree/Vegetative Areas: How should the forest and tree health be protected? Should any trees be removed? How do you provide views through forest areas? How do you protect soils, particularly sloped and unvegetated areas, from erosion that could affect residential development below the center?

- Surroundings Properties: Will traffic on Highway One increase substantially because of the conference center? Minimize impact on the community, resources, traffic, and agricultural land. Establish a connection with Tomales Bay.

Existing Land Use Conditions and Assumptions

The following land use considerations are essential in outlining the process by which land use decisions were made. The logic of planning decisions can be traced from initial assumptions and planning issues, through the objectives that were discussed and debated, to the appropriate alternatives and recommendations for use and development.

- The primary use will be a conference facility.

- Marconi is a SHP with the historic buildings and surrounding sites as the primary historic area.

- The conference center will be pedestrian-oriented. People will be encouraged to park their automobiles.

- The existing Shore Units are usable lodging facilities for the conference center and should remain.

- Public access to the historic hotel will be allowed.

- Open space will be maximized and retained.

- Trails will provide public and conferee access to the open space.

Allowable Use Intensity

Before any park or recreational area development plan is undertaken, the department is required to determine the land's carrying capacity. Allowable use intensity establishes the limits of use and development an area can sustain without an unacceptable degree of deterioration in the character and value of the scenic, natural, and cultural resources.

An allowable use intensity determination is prepared as part of the Land Use Element of this General Plan, in accordance with requirements of the California Public Resources Code Sections 5019.5 and 5001.96. A determination of allowable use intensity is based on an analysis of several interdependent components: 1) resource management objectives, delineated in the RMZ summary and specific policy directives; 2) identified resource constraints and sensitivities; and 3) conformity with applicable provisions of the local coastal plan.

Resource constraints are factors which would make use or development unsafe, impractical, or undesirable. Such factors include, but are not limited to, geologic hazards, slope stability, and hydrologic conditions and limitations. Resource sensitivities are conditions, locations, or values that restrict use or development in order to insure protection and preservation. Sensitivities include factors such as fragility, rarity, unique scientific qualities, level of significance, and the potential for regeneration.

The East Shore Community Plan, 1987, calls for the protection of environmental quality and preservation of existing historic and archeological resources. Provisions of the plan pertaining to natural and cultural resources are section 3.1 - A.1, A.9, A.10, B.6, D.1, E.2; section 4.1.4, section 5.2.1 - Policy CD-5 and 6. Based on the preceding factors, allowable use intensities of the lands in Marconi were determined, and are shown on the Allowable Use Intensity Map Figure VII-7, page 77. Four use intensity zones have been developed: low, moderate, high, and primary historic zone. The low-intensity use zone includes areas of steep slopes and/or areas easily visible from State Highway 1. The moderate-intensity use zone includes areas of moderate slope and level areas on knolls where facilities might interfere with scenic resources. The high-intensity use zone includes previously affected and built areas.

The PHZ is suitable for a high level of visitor use, but is subject to development constraints, as provided in the Public Resources Code Section 5019.59 (see Resource Element, page 11).

Conceptual Zones

Based on the analysis of opportunities and constraints and the allowable use intensity for Marconi, three zones for preservation and improvement were developed (see Figure VII-8, page 78).

- Zone I includes natural and cultural areas which should be preserved. It contains many important natural amenities, such as view corridors, grassland, knolls, and the historic operations building and tower footing. The metal hill unit buildings, trailer buildings, and the water treatment facility are also in the zone.

- Zone II includes the conference center core. This zone includes: the hotel, the cottages, the powerhouse, the Shore Units complex, and the wastewater treatment plant.

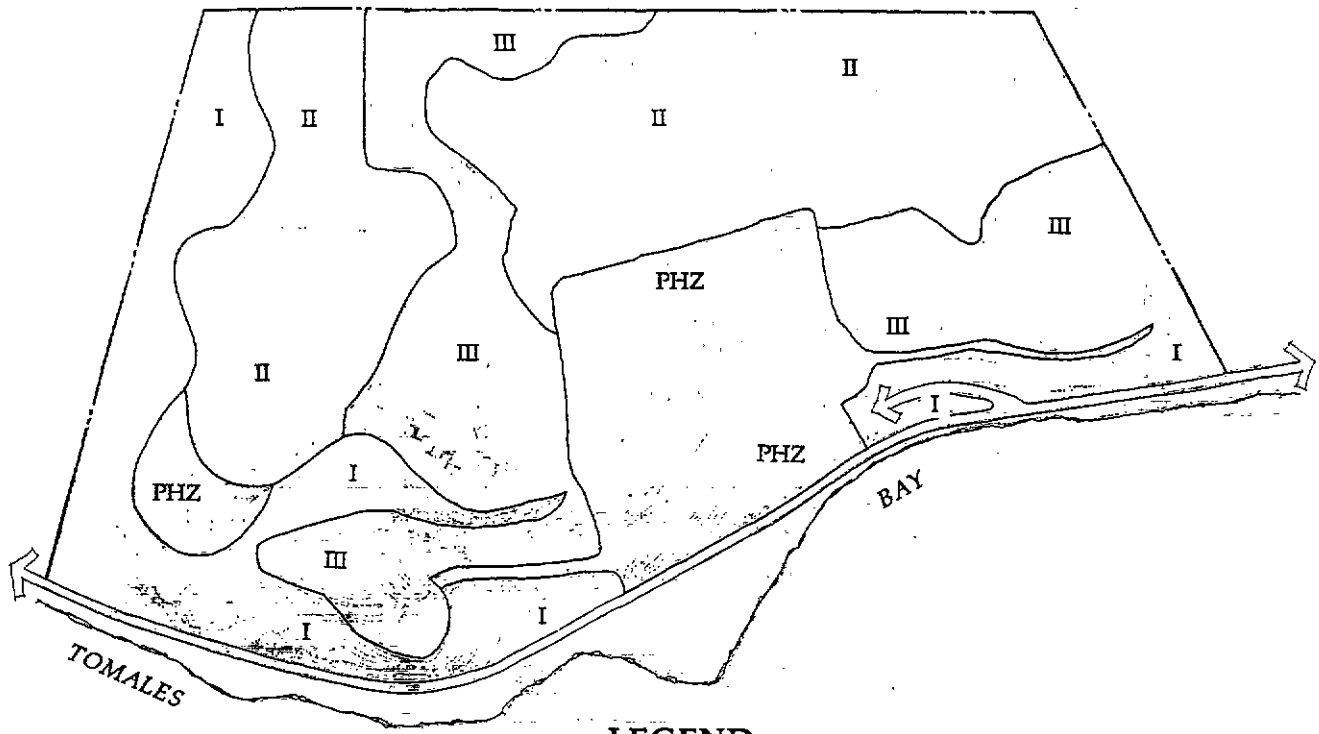
- Zone III contains the metal shed, computer, and annex buildings, and the large expanse of asphalt-paved area. This zone is a key area because the land is the largest flat, buildable area in Marconi with spectacular views of Tomales Bay.

Spirit of Place

Marconi contains special and unique attributes which produce its own "spirit of place." This spirit is based on development of the Marconi wireless telecommunication station and the rural setting. The key ingredients which produce these attributes are based on:

- Aspects of the natural environment such as land form and topography, vegetation, climate, and the presence of water.

ALLOWABLE USE INTENSITY
Figure VII-7

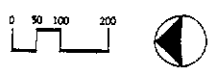


LEGEND

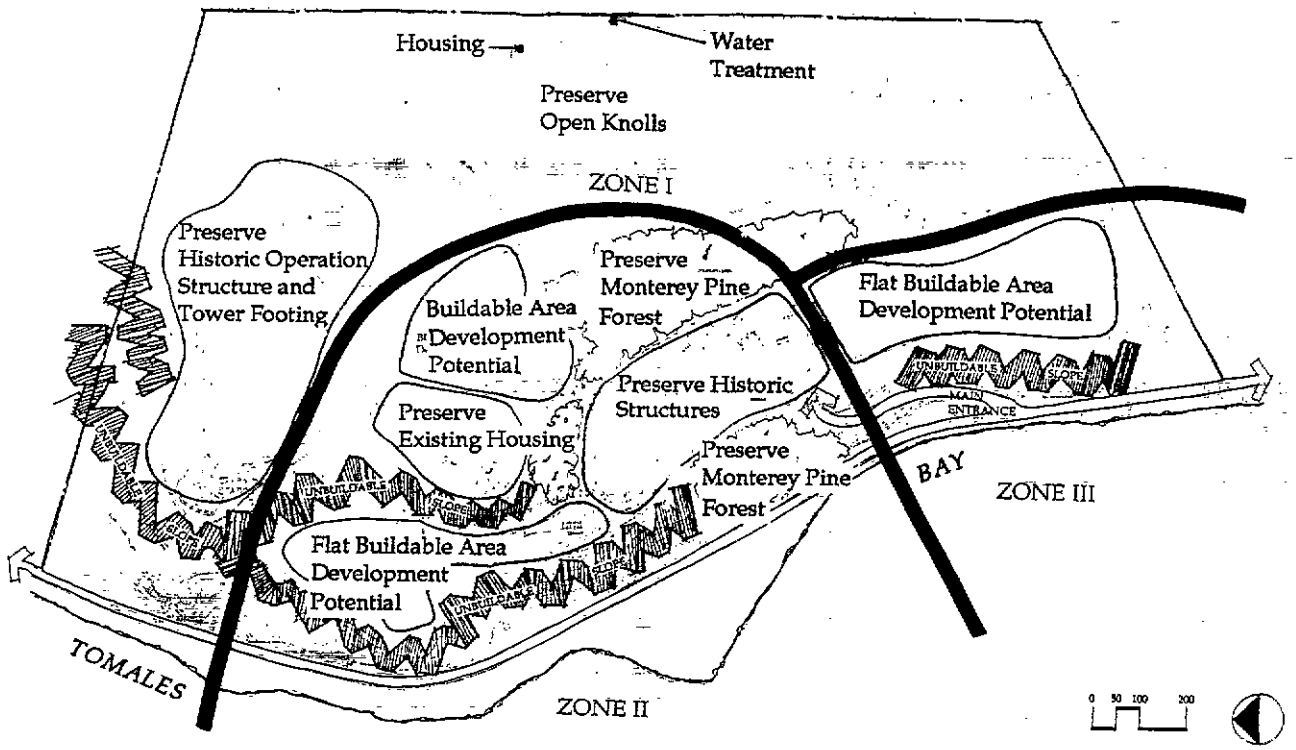
Use Intensity Category	Site Characteristics	Representative Examples of Appropriate Facilities or Activities
LOW I	Areas of steep slope where facility construction would require significant changes to natural landforms or areas easily visible from State Highway 1.	Trails placed to avoid the most sensitive resources.
MODERATE II	Areas of moderate slope and level areas on knolls where facilities might interfere with scenic resources.	Trails, roads, and viewpoints.
HIGH III	Areas of slight to level slope.	Conference Facilities, Lodging, Recreation Area, Maintenance Facilities, and Employee Housing.
PRIMARY HISTORIC ZONE PHZ	Historic Marconi facilities and nearby landscaping.	Suitable for high level of visitor use, but subject to development constraints.

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation



CONCEPTUAL ZONES
Figure VII-8



- Cultural expressions such as significant buildings and structures which complement the landscape, social history, and human activities.

- The sensory experience, primarily visual, which results from the interaction of culture and landscape.

A strong sense of place is based on such items as:

- Architectural style
- Climate
- Natural setting
- Use of local materials
- Craftsmanship
- Sensitivity in the siting of important buildings and structures

The hotel is a strong visual landmark that helps identify Marconi within the local community. The hotel and the other historic buildings provide the area with a connection to the past. High-quality detail permeates the historic buildings, and contributes to overall quality and spirit. There is an image that was created with the relationship between forest and historic structures. There is a strong sense of enclosure, wind protection, and a special "forest island" created by the forest/vegetation. Marconi's uniqueness is also derived from its close proximity and sloping aspect to Tomales Bay. The preservation of Tomales Bay and its landforms, the surrounding open space, and agricultural lands are important to maintaining the spirit and character of Marconi. The care used in the site planning of the historic buildings, the organization of functions, and the concern for visual orientation still permeates one's experience at Marconi.

The diversity of the site, which includes forest, grassland, sloping terrain, knolls, and the panoramic vistas from the site, provides an opportunity for visitors and conferees to experience nature in a relaxed setting. The historic tower footing is a very important link to the past and to the spirit of place.

The Shore Units complex is a positive, well-designed element, which, is in harmony with the site. The temporary metal buildings, trailers, and utility structures provide a strong visual disruption to the setting and spirit of place.

Recommendations:

- Restoration of the historic buildings is essential to preserve and revitalize the spirit of place at Marconi.
- Maintain the forest enclosure (with considerations to tree health, public safety, and visual recommendations) of the historic buildings.
- Provide vista points which allow views of the conference structures, the landscaped/ forest setting, and the regional setting.
- The open space found at Marconi provides a strong spirit and sense of place. New trails and pathways should be developed to appreciate this spirit.
- The original planning of the historic buildings, their orientation, and their relationship to each other needs to be interpreted.
- Maintaining the spirit of place requires that any new development reflect the scale, materials, and compactness or density of the existing development.
- New functions can occur in the historic structures without altering essential character ingredients such as architectural style, detail, and human scale.
- On entering Marconi, the hotel is the major focal point. The relationship between the physical and visual sense of arrival needs to be coordinated to develop a positive first impression on the visitor.
- Marconi's roads could have historic names. Historic names can evoke meaning and establish a sense of place which can be stronger than that created by architectural style and landscape.
- Special events and activities in open spaces of the conference center will add a special quality and spirit.

Proposed Plan

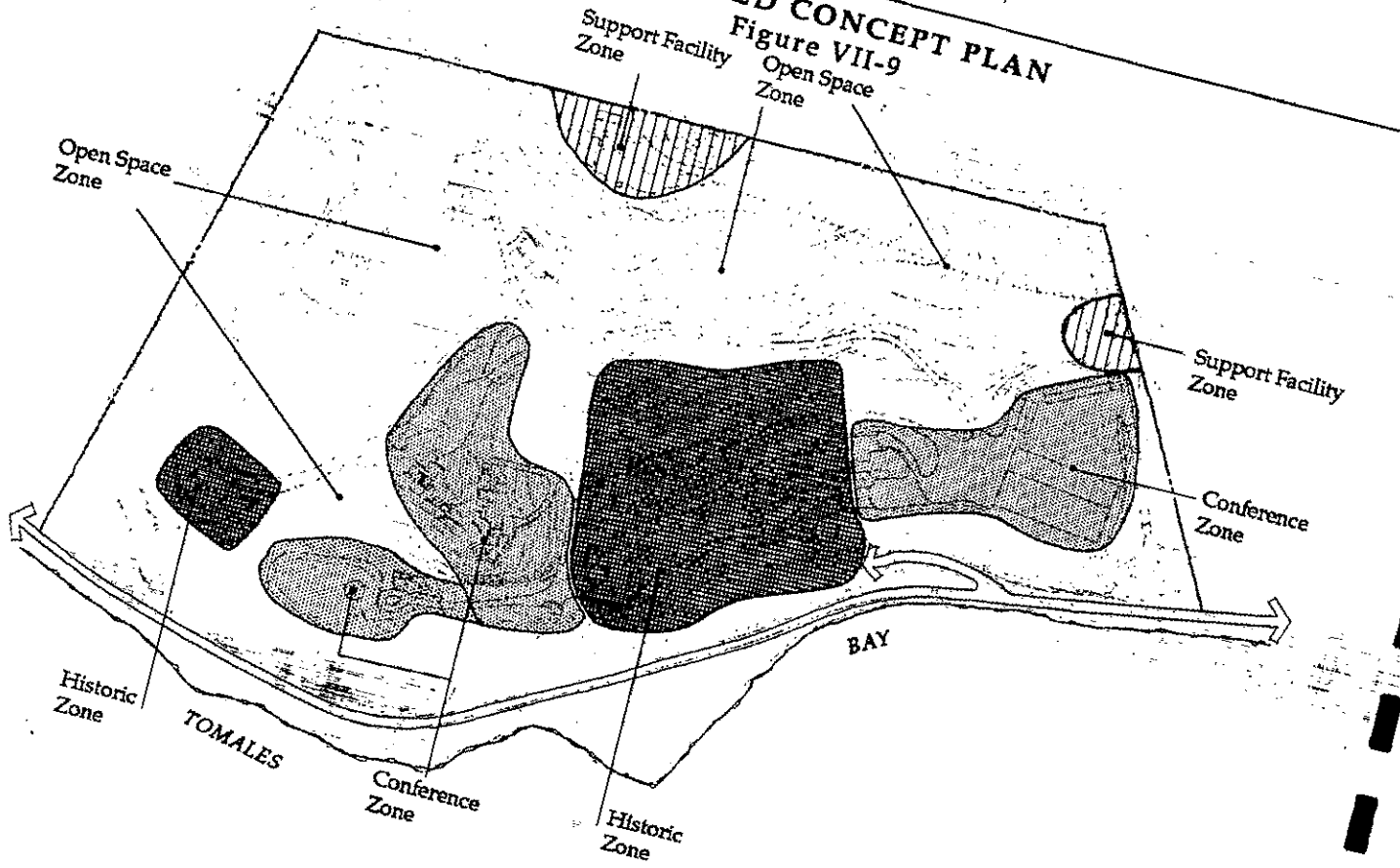
The plan recommendations are based on analysis of pertinent planning issues, assumptions, alternatives, cultural and natural resource management directives and objectives described in the Resource Element, and the future needs of Marconi. The proposed plan provides for 200 overnight guests and 100 day users, for a maximum total of 300 users per day. The 300 user figure was originally established by Marin County and was based on the available water supply and the wastewater facility capacity. During the General Plan public meetings, the public reiterated and supported the 300 user capacity.

The proposed land use plan envisions Marconi as four zones of uses (see Figure VII-9, page 80).

Historic Zone
The historic buildings will be restored and used as the focal point at Marconi. The forest area behind the hotel and the landscaping in front provide an appropriate setting for the buildings, and promote the rural character of Marconi.

Conference Facilities, Housing and Recreation Zone
Housing for the conference center is proposed to be located in two separate areas. The

PROPOSED CONCEPT PLAN
Figure VII-9



LEGEND

- Historic Zone
- Conference Facility, Housing, and Recreation Zone
- Support Facility Zone
- Open Space Zone

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park
State of California
Department of Parks and Recreation

existing Shore Units will continue to be used for guest housing. A new guest housing complex will be developed on the "Shed" site or Zone III. These two housing complexes will provide overnight accommodations for one conference, or the flexibility to divide the conference center into several conferences at one time.

Conference facilities would include additional conference and breakout rooms, dining/ kitchen facilities to serve all conferees, and other necessary space required for conference center use.

Any new development within this zone should adhere to the goals, objectives, and requirements of the Design Criteria (page 82), which will protect the integrity and spirit of place in the historic zone.

Recreational facilities will include outdoor areas and indoor recreational facilities.

Support Facility Zone

Maintenance facilities and staff residences will be located in this area.

Open Space Zone
A significant portion of the conference center is designated for open space. Previously affected areas would be restored to their natural state.

New conference development will be restricted to appropriate areas west of the existing upper road. The location of these use areas will not intrude on the visual experience of the open space. The existing hillside metal buildings will be removed, and this area will be allowed to revert back to open space and/or used for needed development.

Plan Concepts and Recommendations

Expand conference facilities and opportunities, and enhance the conferee experience:

- The existing structures, including all historic buildings will be rehabilitated for conference use. The hotel will be used for conferences, interpretation, and administration.
- All new conference facilities will be built outside the Primary Historic Zone, near existing structures, and on previously affected areas, where appropriate and suitable.
- In order to encourage pedestrian circulation and minimize vehicle use, a primary trail with conference trails will be developed to conveniently connect the conference facilities.
- Paved roads will be limited to the primary road and required service roads. All other roads will be unpaved.

Provide recreation facilities throughout the center:

- Multi-purpose fields and recreation areas for "team"-oriented games and activities will be developed near housing complexes. All recreational areas will be sited so noise and activities will not affect conference meetings.
- A perimeter "loop" trail will be developed for conferees and public to enjoy the natural and cultural resources of the center and the area.
- Exercise rooms, game rooms, and lounge areas will be developed in the housing complexes.

Preserve the character and natural beauty of the Marconi site and its surrounding rural landscape:

- The Primary Historic Zone designation of the historic core of the center will preserve the historic integrity of the Marconi built buildings and facilities.

- Development will be concentrated in Zone II, the "conference core," to maximize open space, and preserve natural open spaces of grassland, forest, and coastal scrub.

- All new and rehabilitated facilities shall be sited and designed to minimize impacts on public views from Highway 1 and across Tomales Bay.

Design Criteria

Design criteria identify standards or special considerations which will guide the design of the site, landscape, and/or architectural projects to assure their harmony with Marconi's natural and cultural values, and the spirit and sense of place.

Landscape Design

Planting and Design

- Plant species can be native, compatible non-native, or a combination of both, depending on site-specific factors such as; existing plant matrix, soil conditions, water requirements, visual and/or screening needs that include height requirements and color and texture compatibility with existing vegetation, and resource management goals. Priority will be given to native species of the site, the surrounding area, or the region.

- Throughout the site, landscape planting shall be informal, and will reflect the area's natural landscape.

- Provide appropriate transitional breaks in the vegetative communities so that abrupt, unnatural changes do not disturb the user's sense of place.

- In the transition forest areas, maintain the canopy of the Monterey pine forests as an even gradient profile between different stature plant communities.

Grading

- Grading must be controlled to assure that created landforms are sensitive to and contribute in a positive sense to the environment.

- Function, economy, drainage, appearance, and minimum ecological damage must be considered in any grading project.

- Some grading has occurred through the years. Original contours should be determined, and reestablished, when feasible.

- New grading must have a pleasing visual form, harmonious with its landscape context. In most instances, this will be a simple, smoothly curving, and visually stable form.

- Cuts and fill should be balanced out over the site.

- Finished grading should have positive drainage throughout and without any isolated depressions.

- Water should flow away from buildings and roads, and not be concentrated in valleys and swales in which no provision is made for the additional flow.

- Mounding can be used to effectively buffer winds, create a sense of enclosure in large open spaces, provide a sound barrier, and screen negative views.

Erosion Control

- On slopes where undesirable exotic vegetation has been removed, plant with desirable soil knitting/binding native and non-native vegetation, and provide native mulch material throughout the area to further protect the sloped areas while the new plants mature.

- Lay rock/gravel (one inch or less in diameter) of appropriate depth on native soil areas, where water drains off hard surfaces; i.e., parking lots, roads, paved paths, etc.

- In any wet area (i.e., to the immediate northeast of the powerhouse) utilize the water as a source for Marconi's water supply system, or if not feasible, develop a drainage system, such as a french drain, to carry excess water, from seasonal runoff, springs, etc., out to appropriate areas or to the drainage system.

Screening and Vistas

- With the exception of the hotel, screen Marconi development from sight, as much as feasible, when viewed from across Tomales Bay, from Highway 1, and from upper elevations of the park property.

- Provide partially screened and selected clear views of Tomales Bay and other positive focal points from specific buildings, and activity/recreational areas in the conference center.

- Parking lots, roads, vehicles, operation facilities, utility equipment, generators, transformers, and other negative views, should be screened, as much as feasible, from view with one or more of the following:

- Trees and shrubs
- Mounding and berms
- Fencing or built-screening that is compatible and in scale to the historic architecture and rural setting.

Resource Management Zones

- In the Historic RMZ, achieve the desired screening, esthetics, and ornamental effects through establishment and maintenance of low-profile native species indigenous to plant communities found in the unit and region. Non-native species used will be species of appropriate scale, easily contained within developed areas, and will not substantially naturalize and spread into other areas of the unit.

- In the Conference Facilities RMZ, maintain a low-density Monterey pine forest. Periodic thinning of trees will be done, selecting dominant trees for removal in order to maintain forest canopy profile.

- In the Grassland RMZ, return the site to the native species composition. Remove trees, and establish native grass and herbaceous species.

- In the Shoreline Resource Management Zone (RMZ), re-establish native coastal scrub in disturbed areas on most aspects and slopes. Maintain the wind-shaped bay forest on northern aspects.

- In the Forest RMZ, maintain a multi-aged, multi-storied Monterey pine forest. Periodic tree thinning by selecting dominant trees for removal will limit the height of the forest.

Historic Hotel

- With the hotel as the focal point of the center and of the local community, a clear view of the hotel from across the bay and from the southern approach of Highway One should be achieved by removal of selected Monterey pines.

- The sloping green lawn area in front of the hotel will be retained and maintained through use of native grasses. Water conservation necessitates lawn replacement with native drought-tolerant species that require less water, fertilizer, and mowing. However, the native

grasses must appear similar to lawn in color and texture.

- The berm between the lawn and the roadway in front of the hotel should be landscaped with native or compatible non-native ground cover and shrubs to add color and interest and to help screen vehicles in front of the hotel.

- The front ground-level facade of the hotel should be screened with low-level (less than 10 feet) native or compatible exotic vegetation.

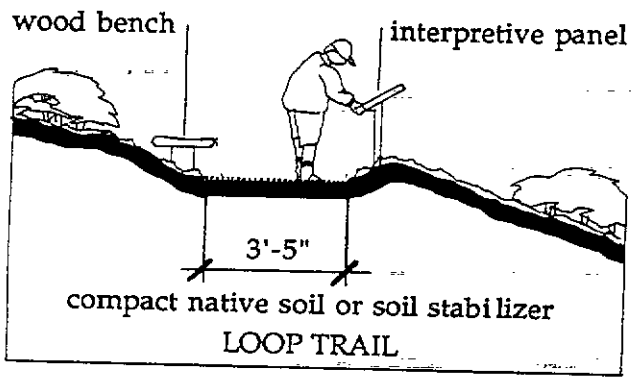
Entrance

- Rehabilitation of the landscape design of the entrance road must reflect a strong sense of entry, the historic nature of Marconi, and the spirit of place.

- The "V" drainage ditches on both sides of the entrance road should be reconfigured to a shallow "U" shape for driving safety.

Trails

- Construct trails by hand, where feasible, to reduce visual and environmental impacts. Minimize cut and fill whenever possible. Accommodate for the disabled, whenever possible.

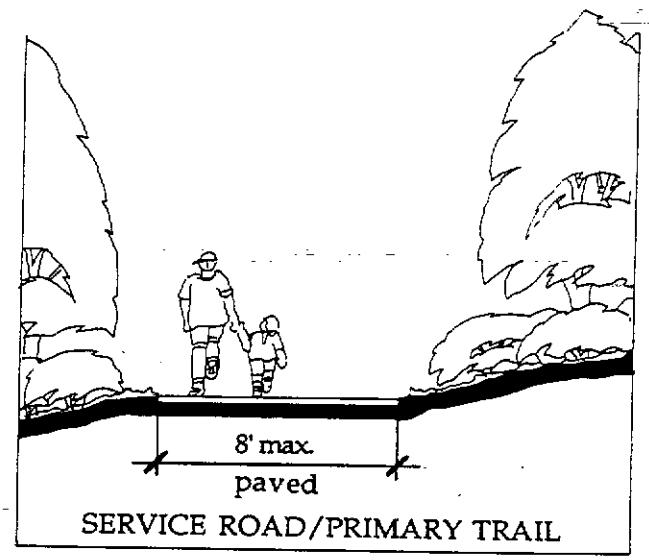


LOOP TRAIL

- Trails should be a minimum of 30 inches wide, with a suggested maximum width of 48 inches. Short lengths at a minimum width of 18 inches are acceptable where necessary.

- Trails should have an average grade of 5 to 10 percent. Short segments of 50 feet or less at 10 to 15 percent are acceptable.

- Gradients of more than 15 percent are too steep for the average hiker. If trails more than 15 percent are unavoidable, long gradual switchbacks or installation of steps are recommended.



SERVICE ROAD/PRIMARY TRAIL

- Trails are often best left unsurfaced. When a surface treatment is required, the following are recommended surfaces:

- Bark and wood chips provide a natural, attractive surface which is easy to lay down, and prevents erosion.

- Gravel, shale, or crushed rock provides good drainage, and helps prevent dust and erosion problems.

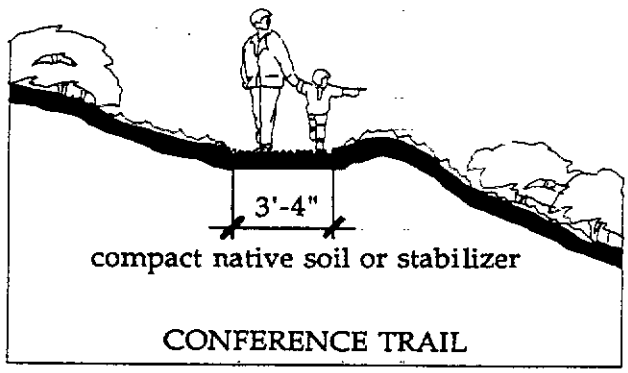
- Soil binders or stabilizers bind native materials to form a firm, resilient surface that resists erosion, and decreases dust.

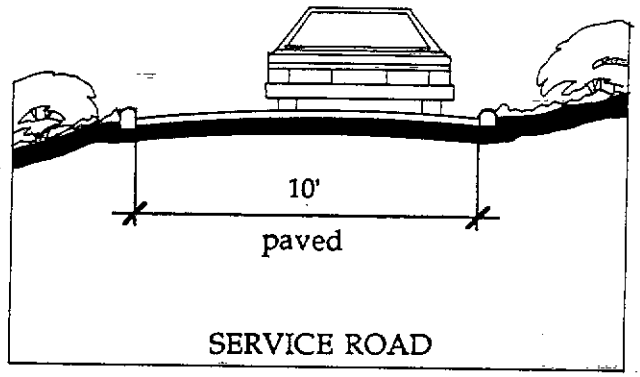
Roads

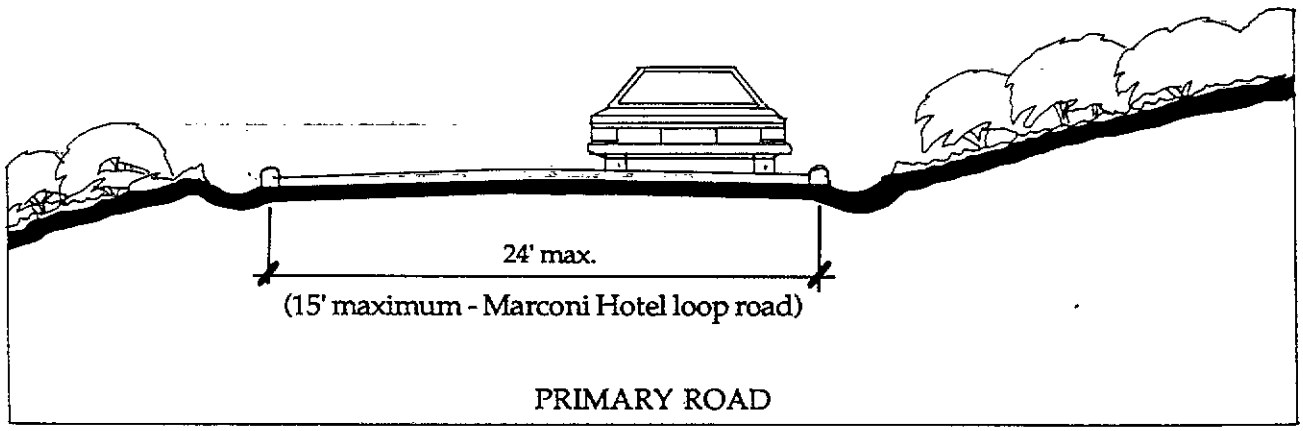
- Roads, service roads, and the primary trail will use existing roads and paths. Rehabilitate roads where needed, reduce width of service roads to 10 feet, and pave the primary trail, a maximum 8 feet in width, for all pedestrians, including disabled, and for service vehicles on an as-needed basis.

Lighting

- Provide night lighting, such as low-voltage fixtures, along the primary pedestrian trails. Lighting should be low to the ground, to help create a natural, efficient form of lighting. Steps, walkways and hazards must be illuminated to ensure safe and comfortable movement.







- Parking lot light fixtures will be a maximum 12 feet in height. Fixtures will be finished in cedar or redwood, and left to weather naturally. Fixture design will be compatible with historic buildings and the existing Shore Units complex.

- Exterior lighting should be installed with 2 or more circuits and timeclocks to allow the flexibility of maintaining minimal security lighting, after hours, and turning off normal use lighting.

Parking Lots

- Parking areas/lots should be developed over previously affected areas, where feasible. Parking areas should blend into the site, with consideration to cluster design, instead of mass parking lots. The hard surfaces and edges of the parking areas should be softened with appropriate landscape plantings.

- Provide paved or hard surfaces for handicapped parking spaces and handicapped paths. Disabled parking areas should be conveniently located near paths to conference structures and facilities.

Architectural Design

Building Design

- New buildings and structures must be compatible (design, style, scale, color, and texture) with the historic architecture, but should not attempt to be duplications of the historic buildings.

- No new buildings will be built in the Primary Historic Zone (PHZ). This is a strict requirement and protects the integrity of the historic complex and national register district.

- New conference center buildings should not exceed two stories in height. Support operation buildings should not exceed one story in height. This will help preserve Marconi's spirit of place by reflecting the scale of the existing historic architecture, and respecting the harmony of the site.

- Design structures along a horizontal plane, in order to reflect the bay and the rolling topography.

- Building site planning shall maximize bay views.

- Construction of new facilities and stabilization, rehabilitation, or renovation of existing structures, shall comply with all mandated building codes and standards to safeguard property and public health and safety.

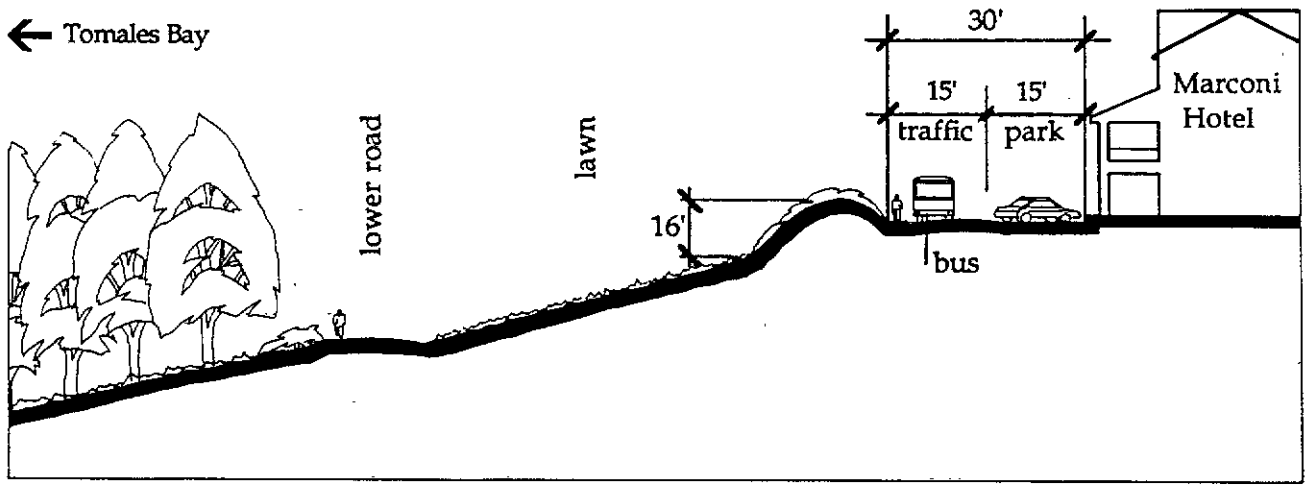
- Development of historic structures shall be consistent with the latest Secretary of the Interior Standards for Rehabilitating Historic Buildings, the Public Resources Code 5024.5, and the California Building Code Standards (Title 24).

- Avoid erecting structures/buildings on gradients over 10 percent, when feasible.

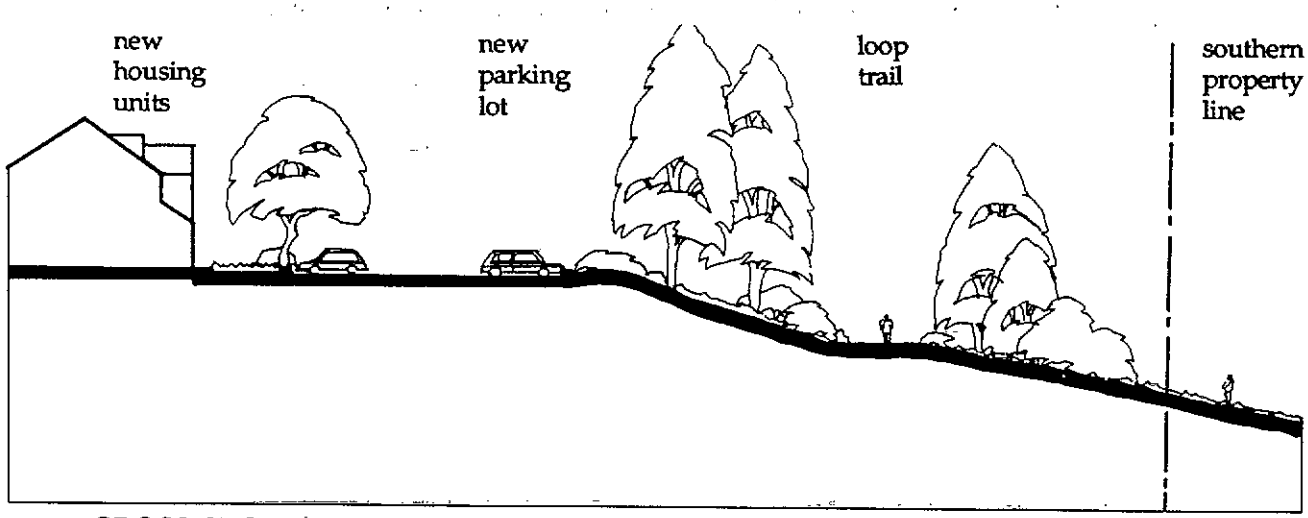
- Design of conference facilities and lodging accommodations should be done by architects, engineers, lighting consultants, acoustic consultants, and audio/visual consultants who have extensive conference center experience as the requirements of conference centers are specific and unique. Previous projects and references should be carefully checked. Final selection of consultants should be approved by the department.

Energy Conservation

- Building envelopes, lighting systems, and heating, ventilation, and air conditioning systems shall be designed to maximize use of natural lighting and ventilation.

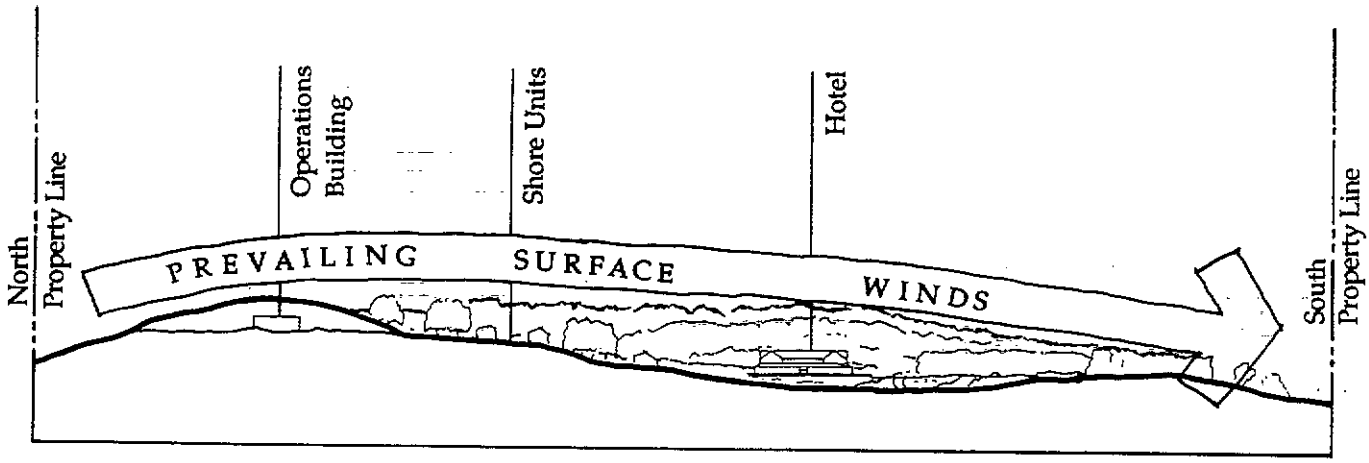


CROSS SECTION - MARCONI HOTEL

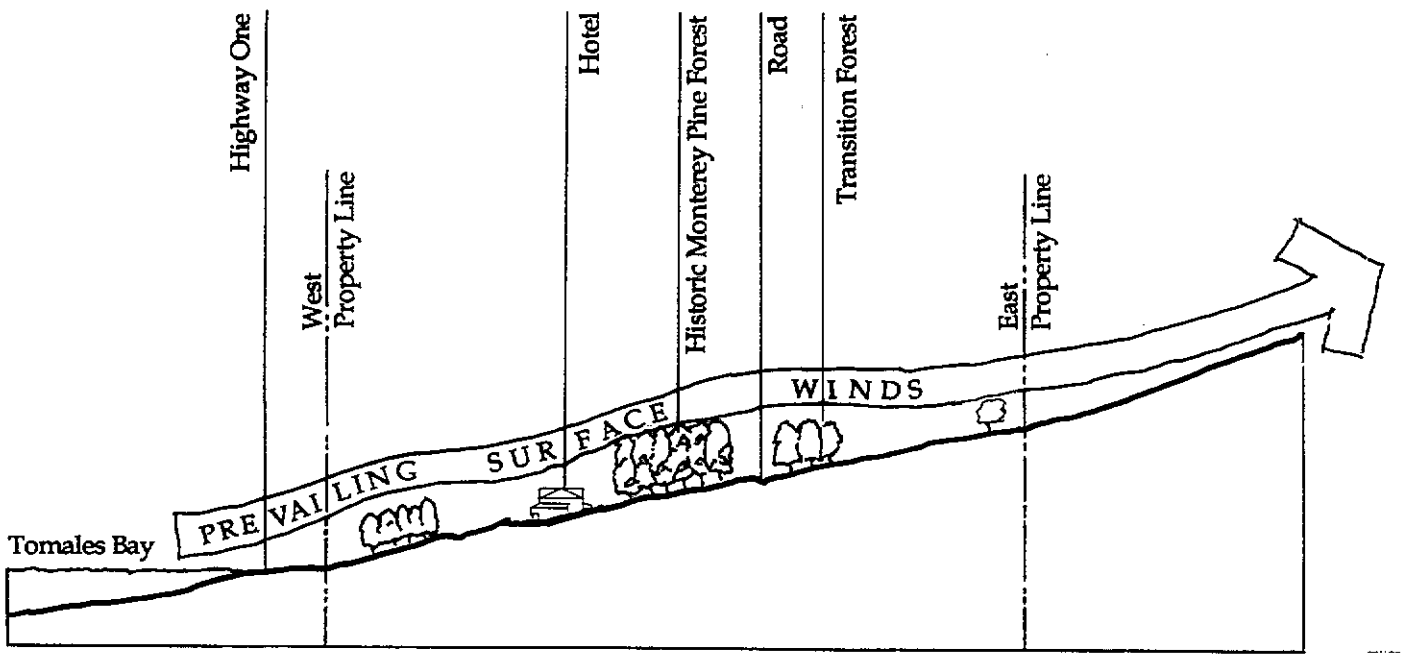


CROSS SECTION - NEW HOUSING UNITS TO SOUTHERN PROPERTY LINE

LANDSCAPE PROFILES A & B DESIGNED TO DEFLECT STRONG WINDS



A



B

- Buildings should be oriented for maximum energy efficiency (passive solar heating).

Utilities

- Upgrade utilities. When feasible, place lines, structures, and facilities for utilities underground to improve visual esthetics and public safety.

Signs/Interpretive Displays

- Signs/interpretive displays should be the following:
  - Designed to complement Marconi's architecture and rural setting.
  - Must not detract from the original historic setting.
  - Kept to a minimum, and used primarily for direction and interpretation.
  - Reflect historic colors, textures, and lettering styles of the period.
  - Consistent throughout the property with the ability to be color-coded for conference identification.

Outdoor Furniture

- Outdoor furniture should be the following:
  - Designed to complement Marconi's historic and contemporary architecture, and rural setting.
  - Must not detract from the original historic setting.
  - Reflect compatible wood materials and colors.
  - More formal furniture (i.e., traditional teak garden furniture) will be used within housing complexes, and adjacent to historic and conference buildings.
  - Benches along trails will be a simple rustic design constructed of redwood or cedar.

Disabled Accessibility

- All historic structures will be evaluated to provide accessibility for the disabled, as described in the Declaration of Cultural Resources Management Policy.

Appropriate Future Additions

The lands mentioned in this discussion are currently outside state ownership, and represent potential long-range additions to Marconi. Most of these properties are currently being used to preserve open space, which is a compatible adjacent use. If conditions change that would seriously threaten historic park values and property, and these areas become available for purchase, management or acquisition by the state should be considered for viewshed protection and potential recreation development.

Further investigations and/or studies may be required to fully examine all site constraints.

Addition of undeveloped property to the east of the center would help serve the following purposes:

- Preserve the remaining historic tower footings.
- Potential trail corridors.
- Protection of the watershed and viewshed.

- Prevention of occurrence of non-compatible adjacent use (i.e., housing) that may change the resource and recreation values on this side of Marconi.

Obtain lands or trail easements necessary for construction of a ridgeline trail from the tower overlook area along the tower line, to connect with additional footings to the east, and return to the operating station along the northern drainage, adjacent to Marconi.

Work with Marin County and other local agencies to evaluate and study the feasibility of acquiring future open space dedications in appropriate areas. Examine dedications from future developments in Marshall as suitable additions to Marconi.

VIII. FACILITIES ELEMENT

VIII. FACILITIES ELEMENT

The Facilities Element describes the proposed plan and facilities for Marconi. This element addresses facilities, circulation, parking, and the engineering feasibility and phasing of the proposed plan.

Proposed Plan

The proposed plan, as shown on Figure VIII-1, page 93, is a refinement of the plan concepts and recommendations from the Land Use Element. The plan illustrates the proposed facilities and their locations.

Facilities

The proposed facilities for Marconi include: conference core facilities, housing complexes, maintenance and operation facilities, and staff housing. This section also describes which facilities will be removed/demolished.

Conference Core Facilities

The historic Marconi Hotel (see Photo VIII-1) is proposed to serve as the administrative hub of the conference center. The first floor will contain registration and administrative offices, a billiard room, a conference lounge, and interpretive displays of the Marconi Wireless Station era. The historic library, guestroom, and corridors on the second floor will be restored. The other rooms on the second floor will be rehabilitated for adaptive reuse as meeting and break-out rooms.

The historic cottages (see Photo VIII-2, page 92), powerhouse and the operations building (see Photo VIII-3, page 92) will be renovated for conference meeting rooms. The cottages will be used as small meeting spaces, that will accommodate up to 45 people, with adjacent outdoor meeting space. The powerhouse and the operations building will be used as middle-sized conference facilities. These two buildings will each accommodate up to 125 people in an auditorium seating arrangement.

A new, large conference building will be necessary to accommodate all 300 conferees at one time. The two-story building will be the largest conference facility. The building will be located southeast of the existing housing units.

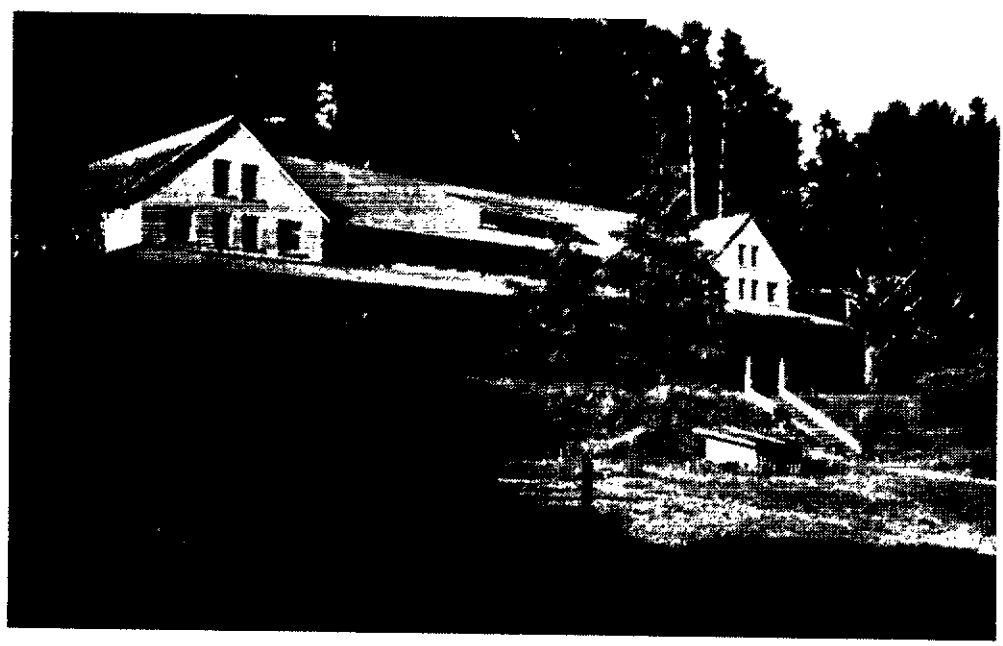


Photo VIII-1

Rehabilitate Marconi Hotel for conference activities and interpretive center.

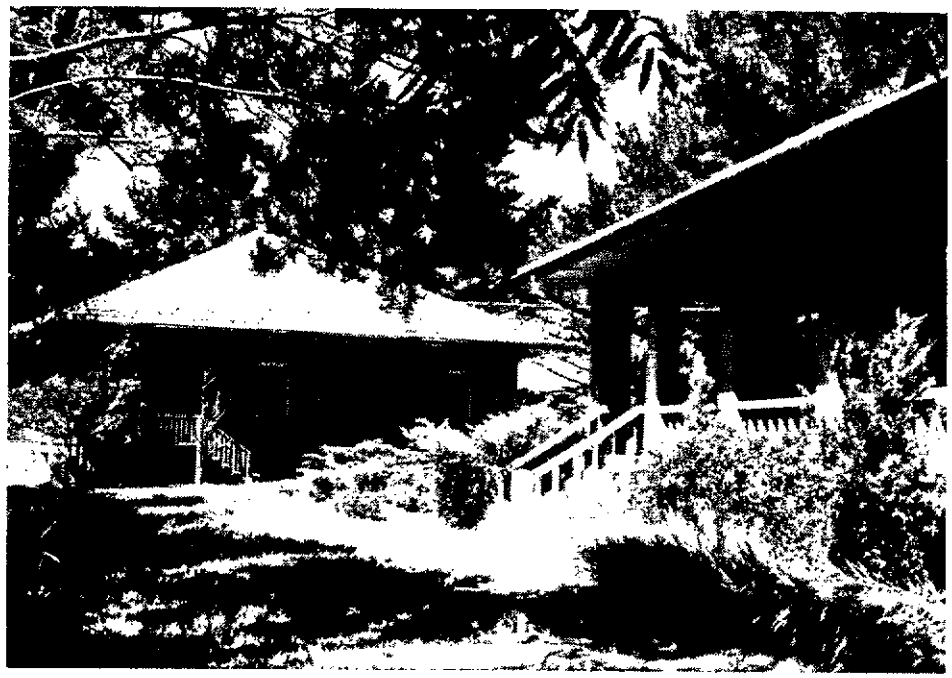
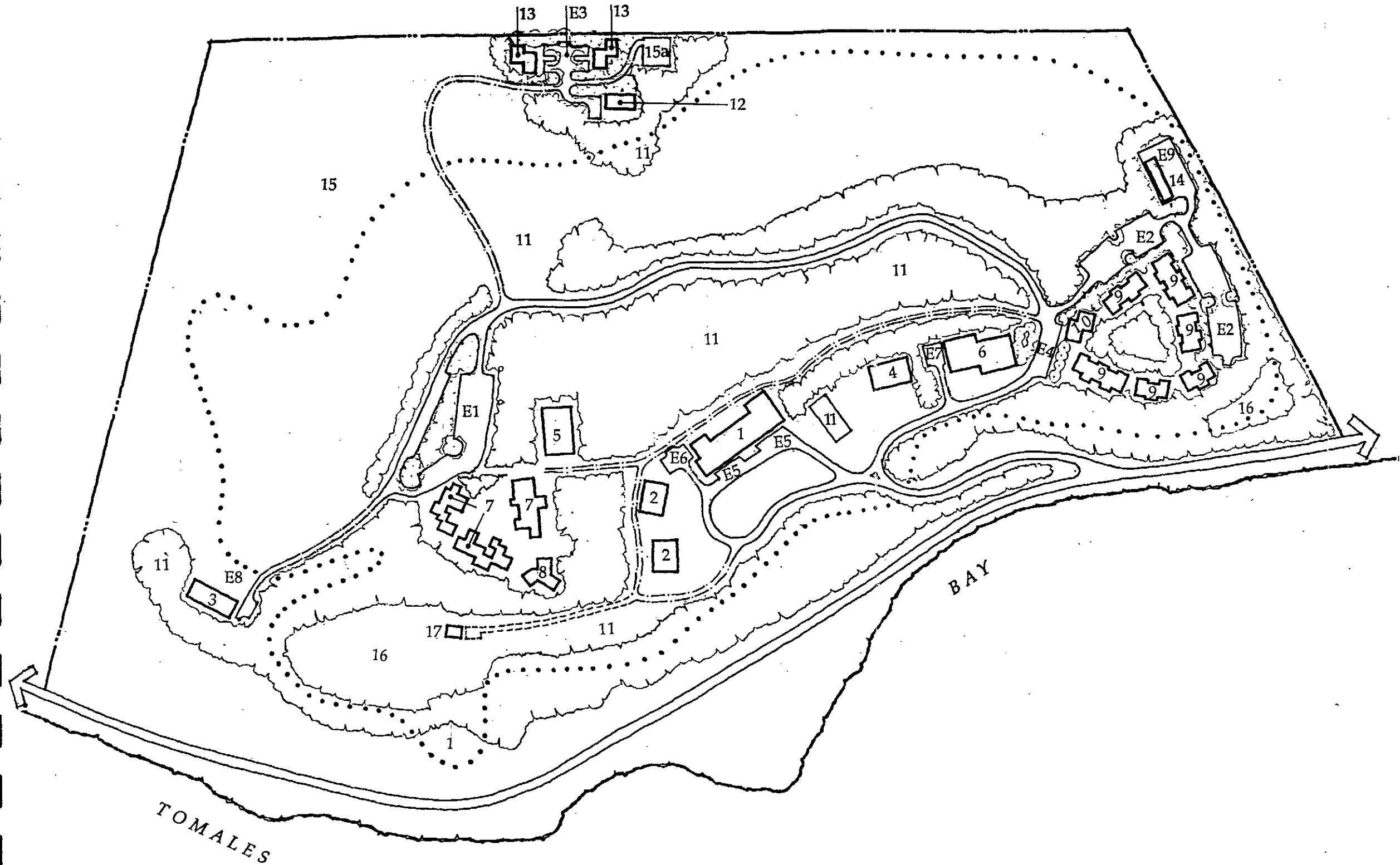


Photo VIII-2

Rehabilitate Cottage Buildings for small meeting space.

Photo VIII-3

Rehabilitate Operations Building for mid-sized conference facilities.



LEGEND

HISTORIC CONFERENCE STRUCTURES/FACILITIES

1. Marconi Hotel: Conference Administration/Service/Lounge, Small Meeting Groups, Historic Interpretation.
2. Cottages (Two Buildings): Small Meeting Groups.
3. Operations Building: Mid-Size Meeting Groups.
4. Powerhouse Building: Mid-Size Meeting Groups.

CONFERENCE STRUCTURES/FACILITIES

5. New Conference Building: Large Meeting Groups.
6. New Dining/Kitchen Building.

CONFERENCE HOUSING/FACILITIES

7. Existing Housing Units : Overnight Guests 78 people.
8. Renovated Lounge/Exercise Building.
9. New Housing Units: Overnight Guests about 112 people.
10. New Lounge/Exercise Building.
11. New Outdoor Meeting Areas.

CONFERENCE SUPPORT

12. New General Manager's Residence: Detached Unit.
13. New Staff Residence: Attached Units/4 units.
14. New Maintenance Yard and Sewer Treatment.
15. New Water Well Facility.

15a. Renovated Water Tank Facility.

CONFERENCE RECREATION

16. New Multipurpose Field/Open Space.
17. New Recreation Building.

CIRCULATION/VEHICLE

A. Primary Road

B. Service Road (Paved)

C. Service Road (Unpaved)

CIRCULATION/PEDESTRIAN

D. Perimeter Trail

CIRCULATON / PARKING

E1. Parking Lot
Existing: 65 spaces

E2. Parking Lot
New: 82 spaces

E3. Staff Parking
New: 10 spaces

E4. Day Use Parking
Existing: 12 spaces

E5. Check-in Parking
New: 10 spaces

E6. Handicap and Service Parking
New: 4 spaces

E7. Handicap and Service Parking
New: 4 spaces

E8. Handicap and Service Parking
New: 3 spaces

E9. Maintenance Yard
New: 10 spaces

0 50 100 200

SINGLE PLAN

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Figure VIII-1
Page 93

The main meeting room will be approximately 4,500 square feet, assuming 15 square feet per person in an auditorium seating arrangement. The building will have smaller meeting and breakout rooms. The new conference building will also have terraces and decks to encourage conferees to enjoy the outside for breaks and meetings.

A new dining and kitchen building will be constructed to the south of the Powerhouse, just outside of the historic zone. The dining and kitchen facility will be able to serve approximately 300 people at one seating. The dining facility will have a main room to accommodate approximately 200 people. It will have private dining rooms of various capacities for smaller groups, to accommodate 100 people. It should also have a covered outdoor dining area.

Housing Complexes

The existing Shore Units complex (see Photo VIII-4) will be renovated to accommodate up to 78 people. The existing Pelican Administration Building, located in the Shore Units complex, will be renovated to include an exercise room, a game room, a lounge, hot tub, and a study/library room for conferees.

The proposed plan will require development of another major housing complex to accommodate up to 113 guests. This housing complex will be located on the flat area, where the computer, annex, and shed metal buildings now exist. The new complex will provide a range of housing options for conferees. Refer to the Operations Element, page 41, for more details. The new housing complex will include a lounge and exercise building for conferees. This building should include a lounge area, study/library/conference room with xerox machine and computers, a game room, with a ping pong table or billiard table, and an exercise room, with hot tubs or sauna facilities.

Creation of two housing complexes will provide the center with flexibility in attracting different sizes of conferences. Variations can be made to accommodate several different size conferences at one time.

A third housing option of tents/cabins is to be considered as future temporary or permanent conference housing units. This housing option would be placed in the multi-purpose field area, below the existing housing units.

Photo VIII-4

Existing Shore Units complex.

Maintenance Facilities

There are a number of maintenance facilities that support day-to-day operation of the conference center. These facilities include the maintenance shop and yard, the laundry, housekeeping, storage, the gas (auto) tank, the water treatment facility, and the wastewater treatment facility.

The proposed plan requires the construction of a new maintenance shop and yard area to replace the existing facility in the temporary "annex" building. The new facility will be located near the present location (see Figure VIII-1, page 93). The maintenance shop building will be approximately 1,500 to 2,500 square feet, and includes a workshop, housekeeping facilities, and laundry facilities. The maintenance yard will be approximately 5,000 square feet, and includes a gas tank area, nursery, and landscape work area. The yard will also accommodate 10 to 12 staff vehicles. A planting program around the maintenance facilities will be developed and implemented immediately, in order to screen the area as soon as possible.

The new waste treatment facility is to be constructed in the maintenance facility. It should be incorporated into the design of the entire facility. The storage tanks on the hillside will also be relocated to the treatment facility site. To reduce the visual effect on the surrounding landscape, these tanks should be buried.

As part of the new facility, new collection lines will need to be installed. All housing, and conference buildings will be connected to the new system. New pump stations will be part of the new system. This would permit the removal of the existing pump station in front of the Marconi Hotel. The Operations Building will remain on its own septic system.

The water treatment facility and storage tanks will be moved near the existing well. A new treatment facility must be developed to provide adequate water for the 300 maximum users at the site.

Additional engineering will be required for rehabilitation and new construction of the water and sewer systems.

Staff Housing

The proposed plan provides for one general manager's residence and four staff residences. These residences are located in areas that are physically separated from the conference housing complexes (see Figure VIII-1, page 93). This distance is to provide the staff with privacy from day-to-day activities. The manager's residence and four staff residences are to be located near the top of the hill, just north of the water treatment plant. The manager's residence will be separated from other staff housing. Staff housing can be two attached apartments containing four units. The five housing units are planned to accommodate a total of ten adults (plus children).

Buildings to be Removed

The proposed plan recommends that all metal buildings and mobile trailer structures be removed. The large metal buildings on the southwest corner should be removed as soon as funds are available. The development phasing plan (see page 109) details when each building should be removed.

Circulation and Parking

Circulation - Vehicle

Circulation improvements are directed at reducing the amount of road surface. Reduction of the amount of road surface is directed at restricting automobile use in Marconi, and eliminating vast areas of asphalt.

The circulation system will be classified into three types.

- The primary paved road will link the conference facilities.
- The paved service roads will provide access to staff housing and to parking lots for the handicapped.
- The unpaved service roads are to be designated for staff access and pedestrian use.

Marconi's circulation system delineates a reorientation at the entrance gate to focus on the Marconi Hotel (see Figure VIII-2, page 98). At this intersection, road widths will change. The road to the hotel will be a one-way system with a narrow width (12 to 15 feet). A service road to the north of the hotel will provide for handicap and staff parking, and service access to the hotel.

The new main entrance intersection will help direct visitors to the hotel, or to the other conference facilities.

The unpaved road to the existing wastewater treatment plant will be the primary access road to the proposed multi-purpose field and recreation building. The road would provide access to the optional tent/cabin housing development proposed to be sited in the multipurpose field area.

Reuse the existing upper primary road to serve the existing Shore Units complex. Access to the support facilities at the top of the hill and the operations building will be via 12-foot paved service roads (see Figure VIII-2).

Circulation - Pedestrian

The pedestrian system is comprised of continuous pathways that connect the conference buildings to parking areas, housing complexes, outdoor meeting areas, and provides access to the loop trail system. This pedestrian system provides separation from automobiles, provides safety, and enables people to enjoy the scenic beauty of Marconi.

A portion of the historic County Highway 56 roadway will become part of a perimeter pedestrian loop trail.

Parking

The plan provides adequate parking areas. The goal is for visitors to park vehicles in one of the parking lots, and to walk to all their destinations during their stay. A parking plan for the projected 300 maximum day users is shown in Table VIII-1. The locations of these parking areas are shown on Figure VIII-2.

Table VIII-1

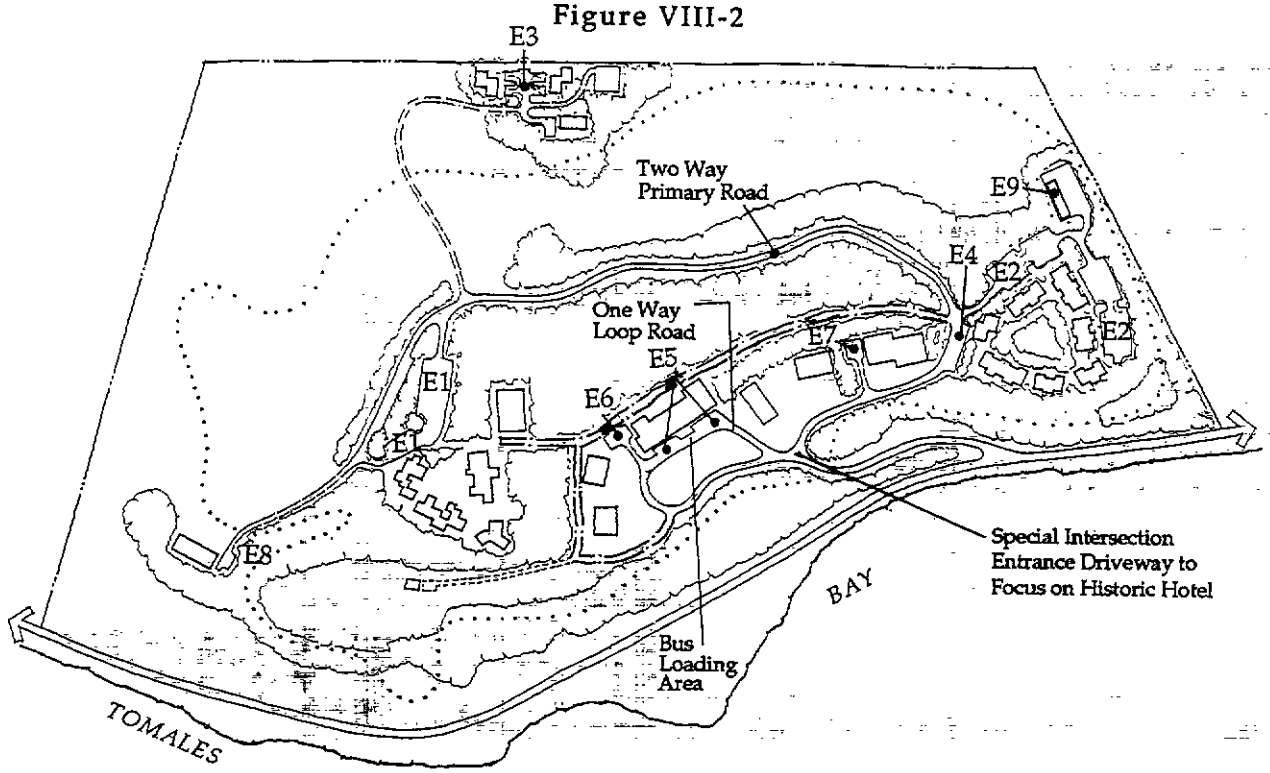
PROPOSED PARKING

Areas	Spaces
Existing Parking Lot - E1	65
New Parking Lot - E2	82
New Staff /General Manager Parking - E3	10
New Day Use Parking - E4	12
New Check-in Parking - E5	10
New Handicap /Staff Parking - E6, E7, E8	11
New Maintenance Yard Parking - E9	10
TOTAL PARKING SPACES	200

Visitor/conferee check-in parking for 10 vehicles will be provided in front of the hotel. Adequate space will be allocated for buses to load or unload visitors in front of the hotel and at the two housing complexes.

The existing parking lot E1 provides 65 spaces; the new parking lot E2 will provide 82 spaces, for a total of 147 spaces. This will accommodate conference users, both overnight and day users. Handicap spaces are provided in each lot and near conference buildings.

CIRCULATION/PARKING
Figure VIII-2



LEGEND

CIRCULATON / AUTOMOBILE

- Primary Road
- Paved Service Road
- Unpaved Service Road

CIRCULATON / PEDESTRIAN

- Perimeter Loop Trail

CIRCULATON / PARKING

E1. Parking Lot
Existing : 65 spaces

E2. Parking Lots
New: 82 spaces

E3. Staff Parking
New: 10 spaces

E4. Day Use Parking
Existing : 12 spaces

E5. Check-in Parking
New: 10 spaces

E6. Handicap and Service Parking
New: 4 spaces

E7. Handicap and Service Parking
New: 4 spaces

E8. Handicap and Service Parking
New: 3 spaces

E9. Maintenance Yard
New: 10 spaces

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0 50 100 200

Short-term check-in parking is provided at the hotel in E5 (10 spaces). Visitor space is provided in E4 (12 spaces) along the main road. Service parking lots (E6-4 spaces, E7-4 spaces, and E8-3 spaces) will provide handicap and staff parking at buildings. Staff parking is provided in the maintenance yard, and at the individual staff residences.

Recreation Facilities

Indoor Recreation Facilities

The billiard and card room of the hotel will be renovated for use by conferees.

Each housing complex will have a building with an exercise room, sauna, game room, hot tub, reading room, lounge, study, and conference service room.

Outdoor Recreation Facilities

The housing complexes will have nearby outdoor exercise areas to accommodate group games such as volleyball, badminton, and horseshoes.

The conferees will also be able to walk to the main multi-purpose field/open space. This area will be large enough to accommodate such team sports as football, baseball, soccer, etc. Community events can also take place in the multi-purpose field.

Trails

A trail system, generally separated from the vehicular circulation system, will be developed (see Figure VIII-3, page 100). Various types of trails will be developed in the unit. These are:

- A one-mile perimeter loop trail around Marconi.
- Interior conference trails connecting conference facilities, the historic zone, and visitor housing complexes.
- A paved primary trail/service road, to the east of the historic buildings, will be developed as the primary artery connecting conference facilities.
- Coordinate with the County of Marin development of an interpretive pull-out on the Petaluma-Marshall Road that overlooks the easternmost tower pads (located on private ranch lands).
- The State should develop access across Highway 1 to Tomales Bay. The access crossing should be at a section of the highway where conferees can cross safely.
- A bicycle lane could be incorporated in future improvements to Highway 1. The lane should be part of a continuous bicycle system throughout West Marin.

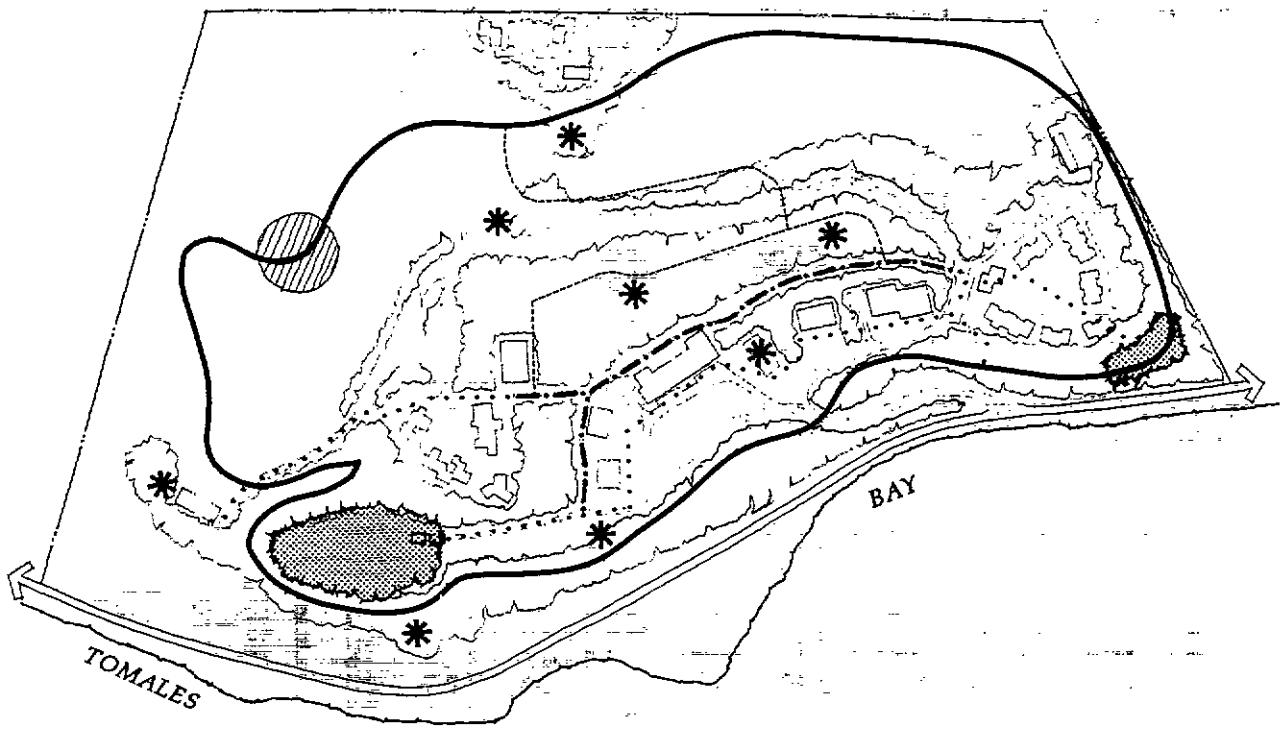
Outdoor Meeting Areas

Eight outdoor areas of varying sizes should be developed to accommodate groups from 10 to 40 (see Figure VIII-3). Two of these areas will be located in the Monterey pine forest behind the hotel. The one meeting area behind the Powerhouse should be an amphitheater, with a gas-fired pit. The old tennis court site will be used for informal outdoor use (see Photo VIII-5, page 101). The other outdoor meeting areas are to be located strategically throughout the center.

Landscape

The landscape of Marconi may be aptly described as eclectic. The landscape's native plant characteristics that provided the setting for the original development through the 1930s have been camouflaged by Monterey Pine forests, escape of numerous aggressive species such as broom, pampas grass, and eucalyptus, and introduction of a wide variety of flowering ornamentals during the Synanon era.

TRAILS AND RECREATION AREAS
Figure VIII-3



LEGEND

- Perimeter Loop Interpretive Trail
- Primary Pedestrian Trail
- Connector Trail
- Interior Conference Trail
- Outdoor Meeting Area
- Multipurpose Field / Open Space
- Tower Overlook

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0 50 100 300

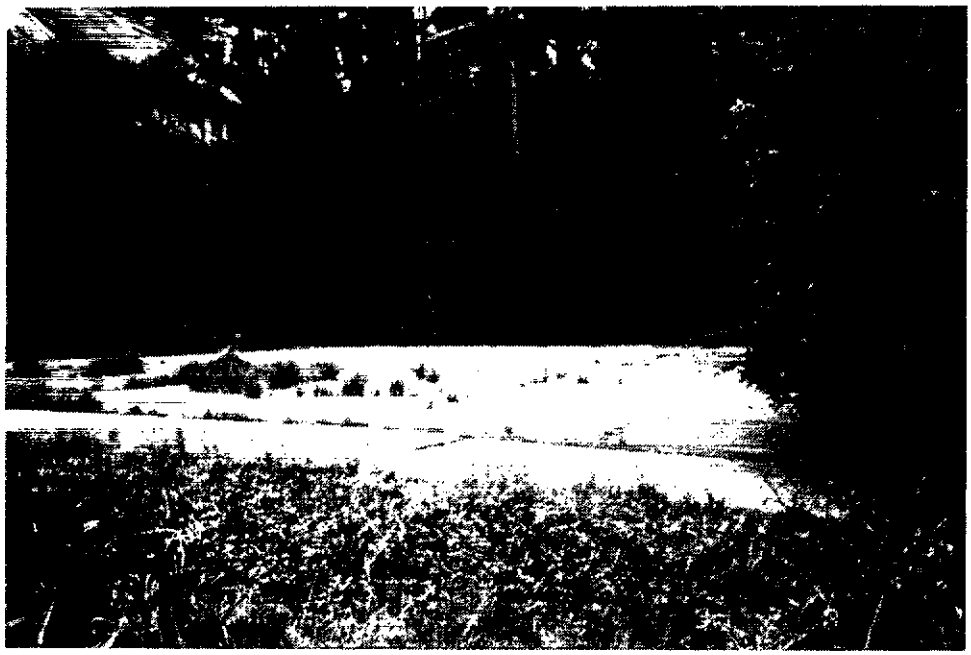

Photo VIII-5

The historic tennis court site will be rehabilitated for an outdoor meeting area.

Various planting strategies will be implemented to realize overall resource management, interpretive, and recreational/aesthetic use goals. The general landscape pattern to be developed is shown on Figure VIII-4, page 102. Table VIII-2, page 103, and Table VIII-3, page 104, describes the plant species which will make up the landscape pattern.

Engineering Feasibility

This portion of the Facilities Element describes the general feasibility of rehabilitating historic structures, and the major site developments.

Rehabilitating Historic Structures

In 1985 and 1988, engineering studies indicated that the hotel, the cottages and the powerhouse required seismic upgrading. Currently, these buildings are vacant. Seismic reinforcement will have to be part of the historic renovation for these buildings. The hotel will require a significant amount of seismic work to restore it. Preliminary structural calculations have been completed for the hotel, the powerhouse and the cottages. At this time, it is extremely difficult to estimate the cost of seismic rehabilitation of these buildings. Accurate cost estimates cannot be done until architectural and engineering studies are completed. Completed plans will require permit approval by the State Coastal Commission.

Utilities and Services

Evaluation of the Existing Water System

The existing water sources consist of a well located on a knoll near the center's northeast corner, and two springs located on the adjacent Barboni property, one-half mile to the northeast of the property boundary. The water treatment facility is located near the center of the eastern property boundary.

The well is about 280 feet below ground surface. The long-term yield of the well is about 4.0 gallons per minute (gpm). A second well could be drilled within 100 feet of the existing well to provide additional water.

FACILITY LANDSCAPE AND NATURAL VEGETATION
Figure VIII-4

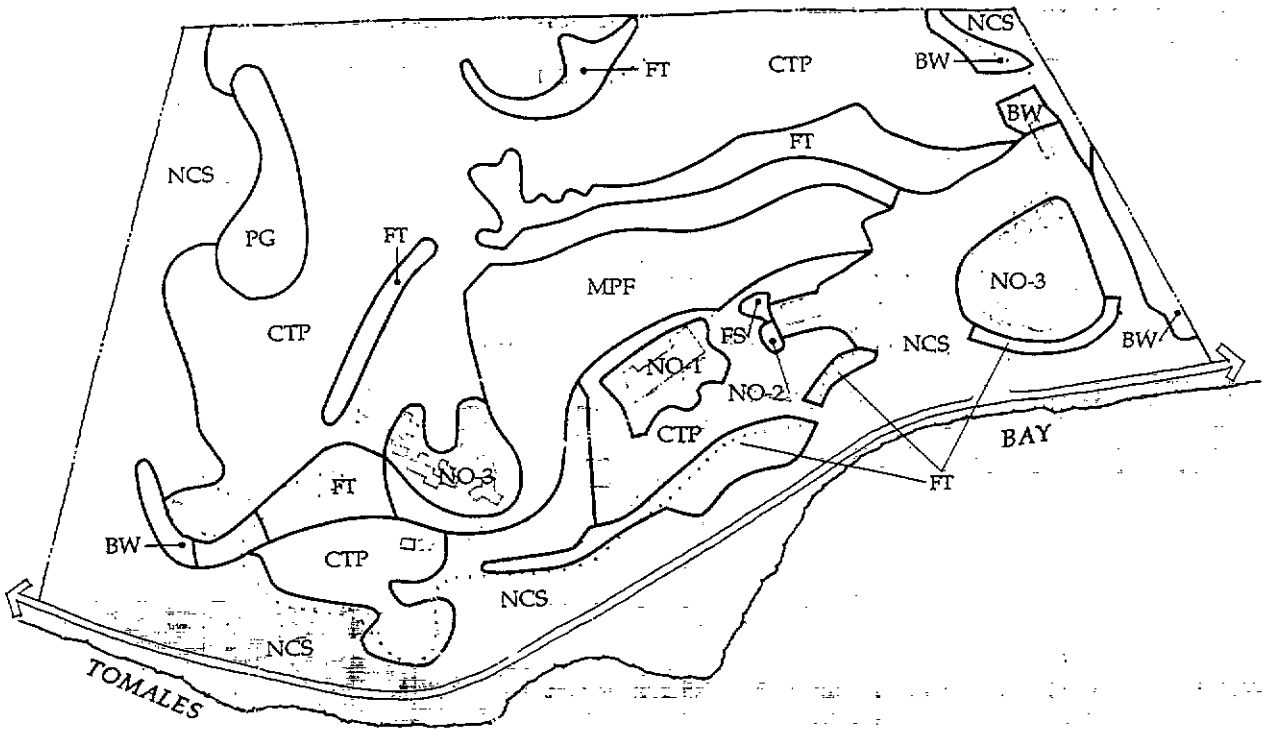

Figure Key	Plant Community Description
CTP	Coastal Terrace Prairie
PG	Perennial Grassland Restoration Area
BW	Bay Woodland
NCS	Northern Coastial Scrub (Franciscan)
FS	Freshwater Seep
FT	Forest Transition Area
MPF	Monterey Pine Forest
NO-1	Native and Ornamental Landscape/Hotel
NO-2	Native and Ornamental Landscape/Pond
NO-3	Native and Ornamental Landscape/Housing Units

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

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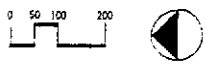


Table VIII-2

PLANT SPECIES

Figure Key	Plant Community Description
CTP	Coastal Terrace Prairie: All exotics should be removed to maintain vistas and unify the site with the open character of the surrounding lands.
PG	Perennial Grassland Restoration Area: An area of native grasses to be introduced within the confines of the trail loop and interpretive area, associated with the tower footing, where native grass species shall be restored.
BW	Bay Woodland: Bays will be used along the south boundary to screen conference center facilities and activities from the neighboring residence.
NCS	Northern Coastal Scrub (Franciscan): Included are areas along the upper slopes of drainage that define the north and south boundaries of the unit, and along the unit's west-facing slopes from the historic building area to the bay's edge. In association with the bay woodland community, the coastal scrub forms a wildlife corridor around the site.
FS	Freshwater Seep: A small, unique area in the unit, located just above the tennis court. The seep is the source of water for the pond. The area immediately around the seep will be revegetated with native and appropriate non-native wetland species.
FT	Forest Transition Area: Forest transition area between large stature pine forest and low profile grassland or scrub. Single or multiple species composition. Vegetation is managed to specific height, density, and composition restrictions to fulfill forest stability, visitor safetly, and esthetic objectives.
MPF	Monterey Pine Forest: The Monterey pine forest in itself has been a local landmark for years. Portions of the existing forest will be maintained to provide a visual setting for historic facilities, wind protection, and screening of selected utilitarian features on the unit. Pines not in areas shown on Facility Landscape and Natural Vegetation Figure VIII-4, page 102, may be removed.
NO-1	Native and Ornamental Landscape/Hotel: Selected ornamental species now existing in the area will be used to complement the architectural character and symmetry of the hotel, entrance drive, walk, and steps.
NO-2	Native and Ornamental Landscape/Pond: The pond will be maintained as an ornamental feature. Though the existing plant palette is limited, it will be complemented with flowering ornamentals appropriate to the water setting.
NO-3	Native and Ornamental Landscape/Housing Units: Water-efficient, flowering natives and ornamentals will be used in the confines of the conference housing areas. The plant palette will purposefully reflect a different character from the native and historic areas of the unit by providing human interest through color and scent.

Table VIII-3

LANDSCAPE IMPROVEMENT PROGRAM RECOMMENDED SPECIES*

Plant Community	Botanic Name	Common Name
Coastal Terrace Prairie	Grasses and associated plants:	
	Bromus carinatus	California Bromi
	Festuca californica	California Fescue
	Melica californica	Melicgrass
	Stipa pulchra	Purple Needlegrass
	Sisyrinchium bellum	Blue-eyed Grass
	Wildflowers:	
	Clarkia bottae	Showy Farewell-to-Spring
	Clarkia concinna	Red Ribbons
	Collinsia heterophylla	Chinese Houses
	Eschscholzia californica	California Poppy
	Lasthenia glabrata	Goldfields
	Layia platyglossa	Tidy Tips
	Linanthus grandiflorus	Mountain Phlox
	Lupinus nana	Lupine
	Nemophila maculata	Five Spot
	Nemophila menziesii	Baby Blue Eyes
	Orthocarpus purpurascens	Owl's-Clover
Perennial Grassland	(Same as Coastal Terrace Prairie)	(see above)
Bay Woodland	Castanopsis chrysophylla minor	Golden Chinquapin
	Ceanothus sorediatus	Jim Brush
	Cornus x californica	Dogwood
	Quercus agrifolia	Coast Live Oak
	Rubus ursinus	California Blackberry
	Symphoricarpos rivularis	Snowberry
	Umbellularia californica	California Bay
Northern Coastal Scrub (Franciscan)	Artemisia suksdorfii	Sage
	Baccharis pilularis 'Pigeon Point'	Dwarf Coyote Brush
	Cenonthus griseus	Carmel Ceanothus
	Erigeron glaucus	Seaside Daisy
	Galutheria shallon	Salal
	Heracleum lanatum	Cow-Parsnip
	Heteromeles arbutifolia	Toyon
	Iris douglasiana	Douglas Iris
	Mimulus aurantiacus	Bush Monkey Flower
	Myrica californica	Pacific Wax Myrtle
	Rosa gymnocarpa	Wood Rose
	Rubus vitifolius	California Blackberry
	Sambucus sp.	Elderberry
	Vaccinium ovatum	California Huckleberry

Table VIII-3
(Continued)

Plant Community	Botanic Name	Common Name
Freshwater Seep	Carex sp.	Sedge
	Equisetum sp.	Horsetail
	Juncus sp.	Juncus
	Nasturtium officinale	Water-Cress
	Polystichum munitum	Western Sword Fern
	Montia perfoliata	Miner's Lettuce
Monterey Pine Forest	Pinus radiata	Monterey Pine
Forest Transition Area	Umbelluaria californica	California Bay
	Pinus radiata	Monterey Pine
	Quercus agrifolia	Coast Live Oak
	Artemisia californica	Sage
	Heteromeles arbutifolia	Toyon
	Baccharis pilularis	Dwarf Coyote Brush
	Mimulus aurantiacus	Bush Monkey Flower
	Myrica californica	Pacific Wax Myrtle
	Sambucus sp.	Elderberry
Native and Ornamental - Hotel	Pinus radiata	Monterey Pine
	Agave americana	Century Plant
	Taxus baccata 'Stricta'	Irish Yew
Native and Ornamental - Pond	Agapanthus orientalis	Lily-of-the-Nile
	Juniperus sp.	Juniper
	Nymphaea sp.	Water Lily
	Salix babylonica	Weeping Willow
	Sisyrinchium californicum	Yellow-eyed Grass
	Sequoia sempervirens	Coast Redwood
	Zantedeschia aethiopica	Calla Lily
Native and Ornamental - Housing	Trees:	
	Quercus agrifolia	Coast Live Oak
	Umbellularia californica	California Bay
	Shrubs:	
	Agapanthus orientalis	Lily-of-the-Nile
	Lavandula spp.	Lavender
	Euryops pectinatus	Golden Doll Daisy
	Cistus spp.	Rockrose
	Echium fastuosum	Pride-of-Madeira
	Escallonia spp.	Escallonia
	Erigeron glaucus	Seaside Daisy
	Rhamnus californica 'Seaview'	Coffeeberry
	Rhamnus californica	Coffeeberry
	Polystichum munitum	Western Sword Fern
	Holodiscus discolor	Ocean Spray

Table VIII-3
(Continued)

Plant Community	Botanic Name	Common Name
Existing Plant Species to be Removed	Carduus pycnocephalus	Italian Thistle
	Cirsium vulgare	Bull Thistle
	Conium maculatum	Poison Hemlock
	Cortaderia jubata	Pampas Grass
	Cotoneaster pannosa	Silver-leaf Cotoneaster
	Cytisus monspessulanus	French Broom
	Eucalyptus polyanthemos	Silver-dollar Gum
	Eucalyptus spp.	Eucalyptus
	Foeniculum vulgare	Sweet Fennel
	Pinus radiata	Monterey Pine (in selected locations)
	Silybum marianum	Milk Thistle
	Sonchus asper	Sow- thistle
	Quercus suber	Cork Oak
	Pinus canariensis	Canary Island Pine

* These lists are not necessarily all-inclusive, but indicate desirable species to be considered.

Field analysis indicates that it is extremely unlikely that the use of two wells would have any impact on the spring water supply along the Highway One.

The upper and lower springs have a combined flow rate of 4.0 gpm. However, spring water is currently not being used as a water source. The water treatment facility needs to be upgraded to meet drinking water standards for spring water. The spring boxes are also in need of upgrading.

Well water is piped to a 5,000-gallon equalization tank and pumped to a pressure filter in the treatment facility. Treated water is stored in an adjacent 80,000-gallon redwood tank (see Photo VIII-6, page 107). The redwood tank is leaking and has potential for contamination from bird droppings on the roof. A 15,000-gallon concrete cistern, located near the treatment plant, is available for non-potable water storage. The cistern is structurally sound, but the cover needs replacement. Table VIII-4, page 107, shows the projected water use and wastewater generation for Marconi.

The water system is tested monthly by Marin County Environmental Health Services.

Recommendations for the Water System

To meet the needs of the proposed expanded development, water sources must be capable of providing 14,877 gallons per day (gpd).

The proposed recommendations are:

- The existing well will be used as the primary water source. Capacity is 5,760 gpd.
- Drill a second well to meet future water demand. The output from both wells should be about 8.0 gpm or 11,520 gpd.
- Maintain and upgrade the two springs with an estimated flow of 5,760 gpd for backup use, emergency situations, landscaping requirements and fire protection.

Photo VIII-6

Water treatment will be demolished.
A new facility will be located near the northeast portion of the property.
Water storage tank will be repaired and will remain at this location.

Table VIII-4

PROJECTED WATER USE AND WASTEWATER GENERATION AVERAGE AT FULL BUILD-OUT

Users	Number	Daily Use	Total Use
Overnight Guests	200	60	10,752
Day Guests	50	25	1,120
Laundry	–	–	1,500
Dining Room	–	–	500
On-Site Staff	13	60	780
Day Staff	15	15	225
Total			14,877

Source: Bracewell Engineering, Inc.

- Repair and maintain the existing 80,000-gallon redwood water storage tank for fire-fighting purposes and landscaping requirements.
- Develop a new water treatment plant, a new 50,000-gallon underground potable water storage tank, new pumphouse and site to the northeast side of the hill, near the existing well.
- Design and site structures to be low-profile, and to be as unobtrusive as possible (refer to Design Criteria in Land Use Element page 82).
- Develop a water conservation study.

Evaluation of the Existing Wastewater System

The wastewater treatment plant is located in the northwest corner of Marconi on a bluff above Highway 1 (see Photo VIII-7). The extended aeration unit has a rated capacity of 25,000 gallons per day, and was installed in the early 1970's. The treatment facility was refurbished in 1984.

The operations building at the north end of the property is served by an individual septic tank and leachfield system.

The collection system consists of about 2,400 feet of sewer lines extending to the residences on the northeastern border of the property, and shed area on the southeastern border. Wastewater from the staff residences and the lodging areas flows by gravity to the treatment plant. A lift station located directly in front of the hotel pumps wastewater from the shed area and the historic buildings to the treatment plant.

Treated wastewater is collected in a pump station and pumped up to a leachfield directly below the water storage tank at the east side of the property. A 5,000-gallon polyethylene tank provides some storage of the effluent before it reaches a dosing siphon connected to the tank.

The existing treatment plant is in need of significant upgrading to comply with health requirements, and may not be able to handle the projected wastewater flows from the proposed development.

Recommendations for the Wastewater Facilities

The proposed recommendations are:

- Develop a new treatment facility with the capacity to meet projected demands; e.g., on-site laundry service requirements.
- Develop a new effluent storage tank to meet projected storage requirements.
- Relocate the new treatment facility and new effluent storage tank near the southeastern portion of the unit, in the proposed new maintenance yard.

Photo VIII-7

Wastewater treatment plant and 150,000-gallon storage tank will be demolished. A new facility will be located near the southeast portion of the property.

- Redesign effluent storage tank piping at the disposal field.
- Underground or fully enclose the treatment facility in a low-profile building.
- Contract with an off-site (in-lieu of an on-site) treatment facility with an adjacent development, if feasible.

Proposed Development Phasing

It is intended that this phasing plan act as a general guide to development. If funding becomes available out of sequence, the phasing will be adjusted to accommodate the funding.

The priorities for development phasing consider resource management, interpretation, operations, concessions, and existing site factors. Table VIII-5 indicates the four phases of Marconi's development. The conference center should remain open during all development phases.

During the implementation period of this plan, there will be different or temporary uses proposed for Marconi. These uses should be thoroughly studied. Temporary uses should not interfere with the goals of this General Plan and full development.

Proposed Estimated Cost

Summary of Estimated Cost Range	
Phase 1	$ 4.0 - 4.9 million
Phase 2	$ 6.9 - 8.4 million
Phase 3	$ 2.6 - 3.3 million
Phase 4	$ 2.2 - 2.8 million
Total of Phases	$15.7 - $17.4 million

The summary of the estimated cost range is in current dollars (1992). These are long-range planning estimates only.

Table VIII-5
PROPOSED DEVELOPMENT PHASING

Phase 1

Historic Renovation

1.	Powerhouse	Restoration and adaptation to conference meeting space.
2.	Cottages (two buildings)	Restoration and adaptation to small conference meeting space.
3.	Pond Area (see Photo VIII-8)	Rehabilitate the pond, and re-landscape the surrounding area.

Photo VIII-8

Pond area to be rehabilitated and re-landscaped.

New Building Construction

4. Dining and Kitchen — Conference dining for 300 people.
5. Housing Complex — New, 15-20 units (including exercise/lounge building) of ±50-unit complex. (as temporary/interim use, adapt the exercise/lounge building for administration/check-in use, until the hotel's first floor renovation is completed in phase 3).

Building Renovation

6. Housing Complex — Convert Pelican Building to lounge/meeting/Shore Units exercise space.

Demolition and Removal

7. Shed and Annex (see Photo VIII-9) — Demolition.

Photo VIII-9

Remove the "Shed" buildings.

Recreation

8. Trails — Construction of perimeter loop trail and primary trail, with interpretive panels.
9. Outdoor Meeting Areas — Construct spaces near perimeter and primary trails.
10. Recreation Area — Construction of small outdoor recreation area for volleyball, horseshoes, informal gatherings, etc.

Landscaping	
11. Landscaping	Provide slope stabilization, soil erosion control and planting for public safety. Install as required for new and restored structures and future facilities.
12. Vegetation Management	Remove trees from Grassland RMZ (see page 28) and remove exotic trees and vegetation from Shoreline RMZ.
Circulation/Parking	
13. Roads	Maintain or eliminate, widen or reduce, as required for all phases.
14. Parking	Construct spaces for handicap and service vehicles near restored and new facilities, and around periphery of the new housing units.
Utilities	
15. Water Treatmt. Fac.	Develop new well and tank facilities, upgrades, and existing tank to be renovated as required.

Phase 2

Historic Renovation	
1. Marconi Hotel	Restoration of exterior, seismic requirements, mechanical, electrical, interior demolition.
New Building Construction	
2. Primary Meeting Building	Construct new facility near the existing housing Shore Units.
3. New Housing	Construction of 15-20 units, 2nd phase of ±50-unit complex.
4. Maintenance and Storage Building	Construct, landscape, screen, and provide access.
Demolition and Removal	
5. Computer Building	Demolition.
6. Sewer Treatment Facility	Demolition.
Recreation	
7. Recreation	Construction of large multi-purpose field, recreation building.
Circulation/Parking	
8. Service Road	Construct service road to recreation building (with limited parking).
9. Parking	Construct parking areas around the periphery of the new housing units.
10. Parking	New construction, landscaping, screening, and access for the maintenance yard.

Utilities	
11. Sewer Treatment Plant	Construct new maintenance facility.
Landscaping	
12. Forest Management	Prepare and approve Forest Management Plan.

Phase 3

Historic Renovation	
1. Marconi Hotel	Complete first-floor interior restoration.
New Building Construction	
2. New Housing	Construction of 15-20 units (final phase of ±50 unit-complex).
3. Lounge/Exercise Bldg.	Convert temporary/interim administration/check-in use to designated permanent use.
Recreation	
4. Recreation	Construction of small multi-purpose outdoor recreation areas (southwest corner) for volleyball, horseshoes, informal gatherings, etc.
Circulation/Parking	
5. Parking	Construct parking areas around the periphery of the new housing units.
Landscaping	
6. Forest Management	Implement Forest Management Plan.

Phase 4

Historic Renovation	
1. Marconi Hotel	Complete second-floor meeting spaces.
2. Operations Building	Restore and adapt to conference meeting facility. Provide limited parking.
New Building Construction	
3. Staff Housing	Construct 5 units.
Circulation/Parking	
4. Parking	Construct parking for staff housing.
5. Parking	Construct limited parking at Operations Building.

Demolition and Removal

6.	Redwood Lodge	Demolition.
7.	Cypress Lodge	Demolition.
8.	Pine Lodge (see Photo VIII-10)	Demolition.
9.	Trailers (see Photo VIII-11, page 115)	Demolition/removal.
10.	Univ. of Hawaii (see Photo VIII-12, page 115)	Removal.
11.	A-Frame Building	Demolition.
12.	Storage Barn	Demolition.

Photo VIII-10

Pine Lodge to be demolished, as well as the Redwood and Cypress Lodges.

Table VIII-6
PROPOSED INVENTORY OF BUILDINGS AT FULL BUILD-OUT

Lodging Accommodations
- Shore Units (est. capacity 78 persons)
  - Buildings (3)
- New Housing Capacity (est. total capacity 113 persons)

New Staff Housing (est. capacity 10 adults plus children)
- Apartments (multi-units)
- Residence (single unit)

Recreation/Lounges
- Shore Units (Pelican Building)
  - Exercise room
  - Lounge
  - Game room
  - Library
  - Conference service room
- New Housing Complex
  - Exercise room
  - Lounges (2)
  - Game room
  - Library
  - Conference service room
- Hotel
  - Lounge
  - Library
  - Conference service room
  - Commissary
- New Multi-Purpose Field
  - Recreation building
  - Restroom

Administration/Operations
- Hotel
  - Reception
  - Offices
  - Conference rooms
  - Interpretation center
  - Historic room

Administration/Operations (continued)
- New Maintenance Building
  - Laundry
  - Shop area
  - Storage
  - Maintenance Office
- New Dining Facility
  - Main room
  - Smaller dining rooms
  - Staff dining
  - Kitchen
  - Service pantry
  - Storage room
  - Office

Meeting Accommodations
- Hotel
  - Small-size (est. 25 people per room) conference/seminar style rooms
  - Breakout rooms (est. 8 people per room)
- Cottages
  - Small-size (est. 45 people per Cottage) conference/seminar style room
  - Breakout room (est. 8 people)
- Operations Building
  - Medium-size (est. 125 people) theater/conference/seminar style room
  - Breakout rooms (est. 8 people per room)
- Powerhouse
  - Medium-size (est. 125 people) theater/conference/seminar style room
- New Primary Conference Building
  - Large-size (est. 300 people) theater/conference/seminar style room
  - Medium-size (est. 50 people per room) theater/conference/seminar style rooms
  - Breakout rooms (est. 8 people per room)

Photo VIII-11

Remove mobile homes at top of the hill, adjacent to existing water treatment system.

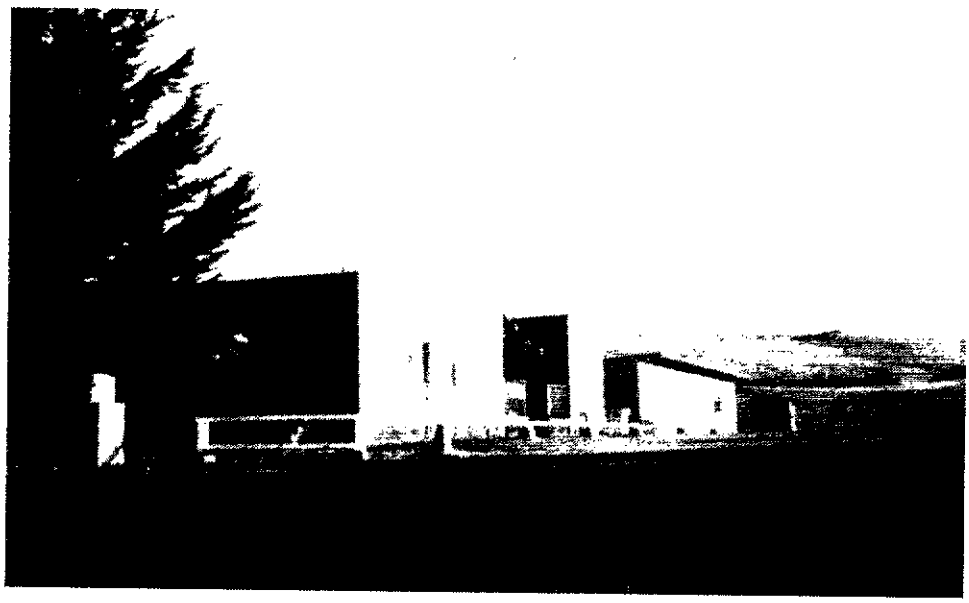


Photo VIII-12

Remove University of Hawaii complex.

IX. ENVIRONMENTAL IMPACT ELEMENT

IX. ENVIRONMENTAL IMPACT ELEMENT

Introduction

This Environmental Impact Element (EIE) has been prepared as a component of the General Plan for Marconi and serves as the Environmental Impact Report (EIR) for the purpose of the California Environmental Quality Act (CEQA). The document presents an objective assessment of the individual and cumulative impacts associated with development, operation, and management of Marconi. The EIE focuses on the likely effects of these generalized proposals and directives, suggests mitigation measures, and considers alternative actions. The State Department of Parks and Recreation is the lead agency responsible for preparation of environmental documentation, in compliance with the CEQA.

In November 1984, a draft EIR for Marconi was prepared for the California State Parks Foundation as part of the master plan. A response to comments was prepared in January 1985, and the final EIR in February 1985. The proposed accommodation of 200 overnight and 300 day users at the conference center is unchanged from the 1985 Final EIR. The proposed plan differs from the 1984 Master Plan and 1985 final EIR as follows:

- Proposed construction of buildings for meeting space, conference, dining, lodging, and staff housing.
- Demolition of metal buildings.
- Reuse of hotel for conferences, not overnight accommodations.
- Develop a new waste treatment facility.
- Construction of new parking lots.
- Develop an interpretive program and trail system.

For a brief description of the General Plan see Executive Summary page 1. The following elements and documents have been incorporated by reference into the EIE:

- The Resource Element, for description of the existing environment, and policies dealing with the natural and cultural resources of the park.
- The Facilities Element, for facility development plans.
- The 1984 Master Plan Draft EIR.
- The Land Use Element, for description of the existing environment, and proposed uses.

The Environmental Impact Element is organized in the following manner:

1. Project Description and Location.
2. Existing Environmental Conditions, Impacts, and Mitigation.
3. Alternatives.
4. Short-term Uses vs. Long-term Productivity.
5. Significant Changes that cannot be Avoided.
6. Irreversible Environmental Changes.
7. Growth-Inducing Impacts.
8. Cumulative Impacts.
9. References.

Project Description

Refer to the Resource Element, Land Use Element, and Facilities Element.

Location

Marconi is about 62 acres, and is located in Marin County, on the east shore of Tomales Bay, approximately 65 miles north of San Francisco (see Figure I-1, page 1).

Environmental Conditions, Impacts and Mitigation Measures

Land Use

Environmental Conditions: Primary land uses are related to operations of Marconi. The existing conference center provides meeting space and dining facilities for 96 overnight guests.

Impacts: Most of the suitable and easily buildable portions of the property have already been developed. Changes in land use will occur primarily on these individual sites. Land use changes include removal of the hillside metal buildings in the northeast section of the site. This land will be cleared, and will revert back to its natural state. The "Shed" area, which was built by the Synanon organization, will also be cleared, and a new housing complex will be placed there. Vacant historic buildings will be renovated and used as conference facilities, primarily for meeting rooms. Changes in infrastructure uses include moving the wastewater treatment facility, and moving the water treatment facility.

Mitigation Measures: See Plan Concepts and Recommendations (page 81) and Design Guidelines (page 82) of the Land Use Element. Land uses on the site will support the conference uses and the interpretation program, but will be more compact, as conference uses are intensified and concentrated around the historic core and the flat areas of the site. The manager's residence and staff housing will be built near the water treatment facility providing more separation between staff and conferees.

The proposed plan will increase the amount of open space for public enjoyment. Removal of existing scattered facilities, such as the hillside units and the wastewater facility, will allow these areas to revert back to open space or multipurpose fields.

Vegetation will be used to screen some buildings, including the wastewater and water treatment facilities, and to reduce visual conflicts or impacts. This same type of screening will also be used to protect outdoor use areas from wind.

Circulation/Traffic

Environment Conditions: The issue of projected increase in traffic demand was addressed in the 1984 draft, and the 1985 Final EIR. The base conditions have not changed: the project will still have 200 overnight guests and 100 day users.

Direct access to Marconi is from State Highway 1, which fronts the project site. Highway 1 is a well-paved two-lane road with light traffic volumes near the site, approximately 1,259 vehicles per day. The entrance into the project site is located off Highway 1. There were previously no turn lanes in the approach to the Marconi entrance; however, this problem has been mitigated, and a turn lane has been provided. The angle of the driveway connection to Highway 1 has also been altered, as it previously was too sharp, requiring vehicles to swing out into the southbound lane of traffic before being able to maneuver into the northbound lane.

Automobile traffic on the site will be restricted. Visitors will be encouraged to park their cars once they enter the site. An extensive trail system will be developed, stimulating pedestrian traffic.

Impact: Proposed future use of Marconi could generate a maximum of 410 two-way trips per day. Traffic increases due to Marconi traffic would have an insignificant impact on roadways in the area. Projected generated traffic could increase safety problems at Marconi entrance connection to Highway 1.

Impact: The proposed development will have a positive impact on internal circulation on the site, and the proposed amount of parking will be adequate to serve the projected number of visitors to Marconi. The current paved areas will be reduced.

Mitigations: The increased number of visitors to Marconi will cause a slight increase in traffic along Highway 1 near the site, however, the increase will be well within the capacity of surrounding roadways. Therefore, no mitigation measures are necessary to accommodate the traffic increase. Measures to increase the safety of the entrance to the site at Highway 1 have already been taken.

Infrastructure

Environmental Conditions: See Facilities Element (page 91) concerning the water and wastewater systems for summary of sources of water, and sewage facilities.

Impact: Development of the conference center will result in increased water usage and wastewater needs. Studies indicate that existing water resources are adequate to handle projected increases in usage.

Relocation of the wastewater treatment facility will require new lines, pump stations and a disposal field, but this will not affect the volume of service provided by the facility.

Mitigation: The new wastewater treatment facility includes sewage lines, pump stations, and storage tanks. The existing disposal field will be rehabilitated. The disposal field will comply with Marin County's standards.

Esthetics

Environmental Conditions: Refer to the Land Use Element (page 65), Land Use Element, Design Criteria (page 82), and Resource Element (page 11).

Impact: The proposed development includes restoration of historic buildings, development of several new buildings, and restoration of open space.

Mitigations: Design guidelines in the Facilities Element (page 91) and the directives in the Resource Element (page 11) address the esthetic issues. These guidelines and directives were developed to preserve and enhance the existing esthetic qualities of the region.

Noise

Environmental Conditions: Marconi is located on Highway 1; however, it receives very little traffic noise from the highway.

Impact: The 1984 draft EIR stated that vehicle use along Highway 1 in the site vicinity currently generates noise levels exceeding 57 to 60 dBA (L_{dn})* within 40 feet of the Highway 1 centerline, and varying with traffic speeds (Galloway and Schultz, 1979). Further south along Highway 1, but north of Point Reyes Station, noise levels are approximately 3 decibels, higher due to higher traffic volumes. These noise estimates are generalized, and do not account for local variations in noise due to topographic conditions. At the site, the change in elevation along Highway 1 provides some minor noise attenuation, and therefore, noise levels could be slightly lower. On the site itself, exterior noise levels at existing structures (located as close as 150 feet from Highway 1) are currently less than 55 dBA (L_{dn}).

*L_{dn}: A day-night, time-weighted, 24-hour average noise level.
dBA: Decibels in the A–scale sound level.

The Marin Countywide Noise Element (1982) specifies noise guidelines for land use compatibility. For transient lodging (hotels, motels), the maximum acceptable noise level is 67 dBA (L_{dn}). Between 65 and 80, new development should not be undertaken unless a detailed noise analysis is made. The maximum acceptable noise level for residential uses (multi-family apartments) is 67 dBA (L_{dn}). Between 65 and 75 dBA, new construction should not be undertaken until a detailed noise analysis is completed. There are no noise guidelines for uses such as a conference center. However, noise requirements for meeting rooms would be similar to school classrooms and churches, and the maximum acceptable noise level for these uses is 65 dBA (L_{dn}). Between 63 and 70 dBA, new development should not occur until after a detailed noise analysis is made. The maximum acceptable noise level for outdoor recreational uses (golf courses, water-based recreational uses) is 75 dba (L_{dn}).

Potential Impacts: The proposed project could generate a maximum of 410 daily trips, and such traffic increases could increase noise levels by less than 2 decibels. In general, a noise increase of 3 decibels is barely detected by most people, and therefore, project-related noise increases are not considered significant. As the 1984 draft stated, residences located farther south along Highway 1 (north of Pt. Reyes Station) would be subject to slightly higher noise levels, but average noise levels are not expected to exceed 60 dBA (L_{dn}) at those residences (beyond 60 feet of the centerline) after project development.

Since projected noise levels at project buildings would not exceed 60 dBA (L_{dn}), proposed use of these buildings would be considered consistent with county noise guidelines. Noise levels at all project buildings will be well below maximum acceptable noise levels for residential, transient lodging, classrooms (meeting rooms), and recreational uses.

The cluster design of project buildings allows for adequate buffering between different uses so that conflicts between proposed uses are not expected.

Mitigations: None are required.

Light/Glare

Environmental Conditions: The primary light and glare source are the existing buildings and outdoor lights.

Impacts: Impacts associated with lighting could come from night lighting on the site. This lighting would include lighting from inside buildings, and lighting in parking lots and on pedestrian paths. The effects from these lighting sources will be minimal.

Mitigations: None are required.

Natural Resources

Geology and Soils
Environmental Conditions: Marconi is located adjacent to Tomales Bay, which is a portion of the San Andreas fault. The site will be subject to severe ground shaking from a major earthquake along this fault.

Soil constraints for building development on the site are severe for all areas greater than 15% slope. These areas require special design and planning, higher construction costs, and possible increased maintenance. The soils have moderate to severe limitations for picnic areas, paths, and trails because of slope and erodibility.

Impacts: New construction can accelerate soil erosion and destabilize slopes.

Mitigations: New structures will be built to state earthquake safety standards. Existing structures will be upgraded to earthquake safety standards. All grading required to prepare building pads will comply with

applicable state standards. All development work on the site will be accomplished so that the total volume of soil movement is limited.

The effluent field on the site is an effective waste treatment system, although soils offer only slow percolation. This effluent field will be upgraded to current State Water Quality Resources Board standards with the new wastewater treatment facility development on the site.

Plant Life
Environmental Conditions: No rare, threatened, or endangered specie are known on the site.

Impacts: Development of Marconi will have a minimal effect on plant life. Most buildable sites are already developed, and have been cleared of major planting.

Mitigations: Because new construction will occur primarily on sites which have already been developed, it will not require any significant removal of existing planting. Additional planting for screening purposes will likely occur. Certain areas will be maintained as grassy areas.

Cultural Resources

Environmental Conditions: See Resource Element and 1984 Draft EIR.

Currently, most of the historic buildings on the site are vacant.

Impacts: Development of the site calls for uses in these buildings which are different from their original uses.

Portions of the original County Route 56 are present on Marconi.

Mitigations: See directives in the Resource Element (page 11) for mitigations. Reuse of the historic Marconi buildings will help to restore the original character of the site. A trail system will be developed where the tower footing is located; the historic tower footing will be preserved. Additionally, the County Route 56 roadbed will become part of a trail system on the site.

Recreational Resources

Environmental Conditions: The current recreational use is limited to trails, a volleyball court, and horseshoe pits.

Impacts: There will be no adverse impacts. The General Plan calls for development of recreational areas and facilities at Marconi. Trail systems will be developed. These trails will lead to important historical and vista points on the site. Additional recreational development will include an exercise room in each housing complex and informal field and court areas. Development of recreational areas and facilities will contribute to the quality of visitors' experiences at Marconi. The site and setting encourages walking, jogging, photography, nature study, and other outdoor activities.

Mitigations: None are required. The project should have a beneficial impact on recreational opportunities.

Alternatives

Various levels of development could be provided at Marconi. The proposed plan was developed to provide optimal conference facilities within the given constraints.

No Project

The No Project alternative would result in no further growth of the conference center on the site. Existing historic structures would not be restored, leading to further decay. Existing facilities, such as the trailer homes, would remain in their current locations. The impacts associated with development of the conference center would not occur.

Alternative One

This alternative is similar to the existing operation. The conference center facilities would focus on the Marconi historic buildings clustered around the hotel (see Figure IX-1, page 123). The hotel would be rehabilitated as the "show piece," and would accommodate conference registration and administration, a meeting room, and overnight accommodations. The cottages would be rehabilitated to fit the main conference meeting rooms. The historic powerhouse would be used as a mid-size conference facility.

Overnight lodging would be targeting for the 200 overnight guests in the existing shore units, complex and a new housing area located to the east, following the present development pattern. A new conference facility with meeting rooms would be sited between the new dining facility and the new housing complex to accommodate a 300-seating capacity.

The current maintenance area would be available for the educational and arts program. Existing metal structures would be removed, and permanent facilities for the program would be built. Public day use facilities such as a kiosk, public restrooms, and public parking, would be accommodated in the lower western part of the site, near the existing waste treatment plant. A primary trail would link the conference facilities.

The impact of this alternative would be use of the site as an educational and art facility.

The site would be closed to conference use part of the year, to accommodate an educational and arts program.

Alternative Two

This alternative is similar to Alternative One, except in the lodging facilities and the use of the maintenance area as an interpretive complex. (See Figures IX-2, page 124). The new lodging area would be a cluster development to the east of the shore units, and would not intrude into the open ridges. The current maintenance area would be available for development of an interpretive and research library complex regarding the history of telecommunications.

The impact of this alternative would intensify activity on site. The interpretive and research complex would attract users from outside the area. Also, the new housing area would require a new road alignment of the existing upper road.

Alternative Three

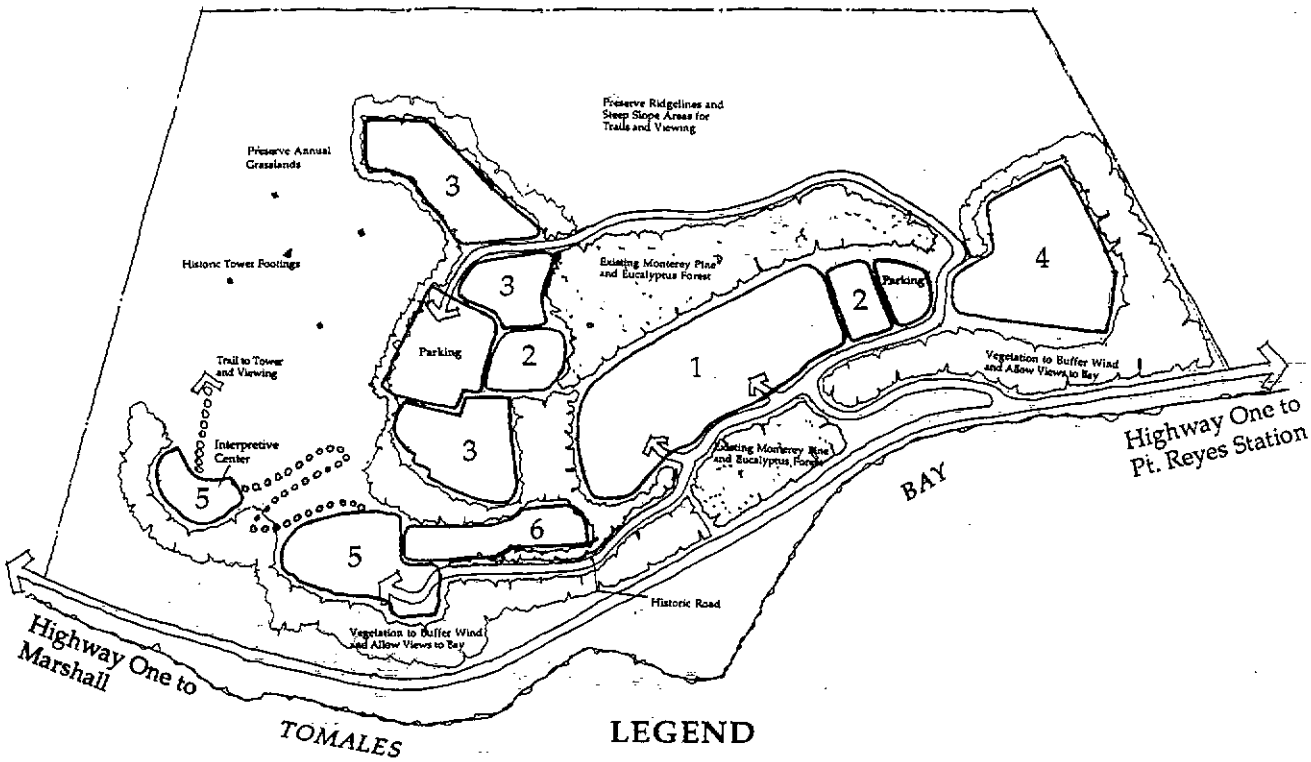
A new lodging and conference facility would be built on the existing site of the treatment plant. The treatment plant could need replacement, and could be combined with an off-site use. Public day uses, including picnic facilities, would be developed in the maintenance area (see Figure IX-3, page 125). The historic interpretive program at the operations building and the day use area would be linked by the existing road.

The impact of this alternative would be development of housing and a conference facility in an area of existing limited development. These structures would be visual from Highway 1.

Alternative Four

This alternative is similar to the other alternatives, except that the new lodging would be located in the maintenance area (see Figure IX–4, page 126). The historic Marconi buildings would be centered between the two lodging facilities. Day use and conference traffic would be separated at the main intersection. Day use traffic would use the historic route, while the conference traffic would use the existing roads.

ALTERNATIVE ONE
Figure IX-1



LEGEND

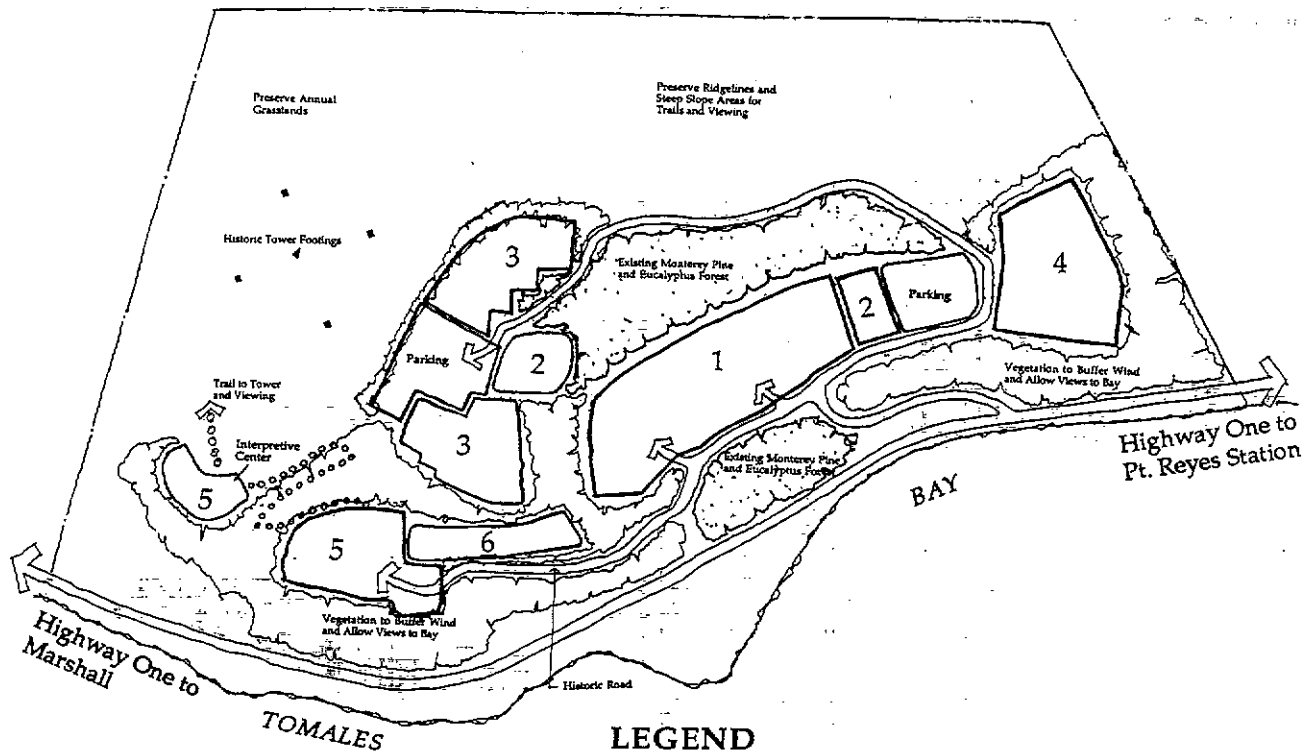
1	Conference Center/ Historic Buildings	3	Lodging Facilities	5	Day Use Area
2	Conference Facility	4	Educational and Art Program Facility	6	Maintenance /Treatment Facility

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation

0 50 100 200

ALTERNATIVE TWO
Figure IX-2



LEGEND

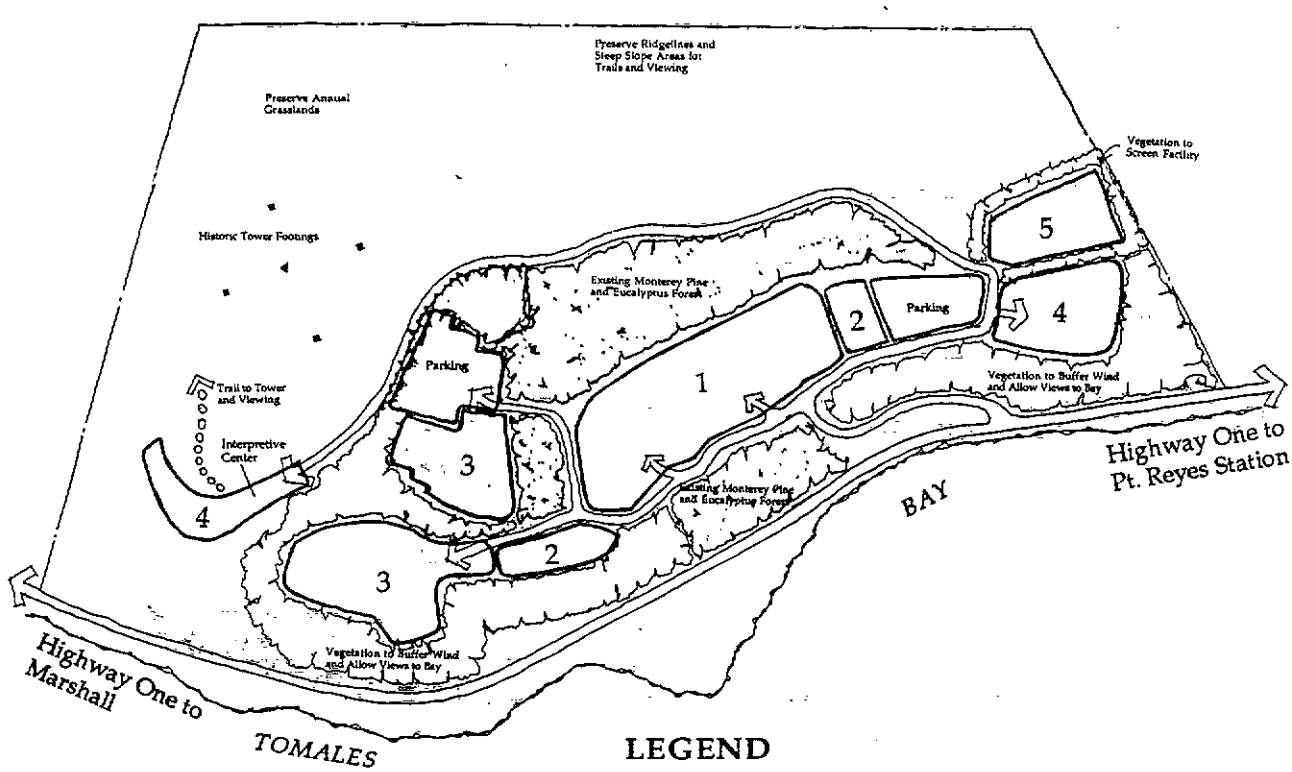
1 Conference Center/ Historic Buildings	3 Lodging Facilities	5 Day Use Area
2 Conference Facility	4 Interpretive and Research Library Complex	6 Maintenance /Treatment Facility

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation

0 50 100 200

ALTERNATIVE THREE
Figure IX-3



LEGEND

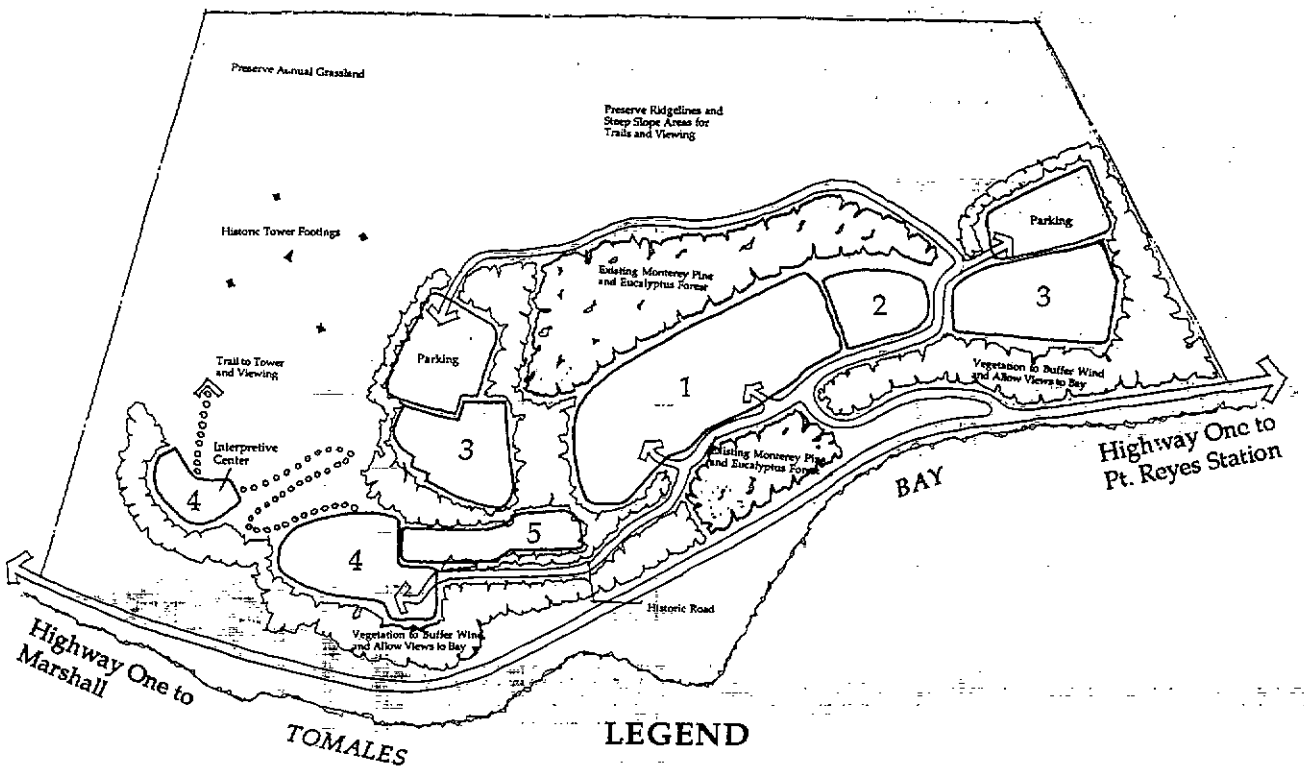
1	Conference Center / Historic Buildings	3	Lodging Facilities	5	Maintenance /Treatment Facility
2	Conference Facility	4	Day Use Area		

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation

0 50 100 200

ALTERNATIVE FOUR
Figure IX-4



LEGEND

1	Conference Center/ Historic Buildings	3	Lodging Facilities	5	Maintenance /Treatment Facility
2	Conference Facility	4	Day Use Area		

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation

0 50 100 200

Alternative Five

This alternative expands the capacity to about 300 overnight guests (see Figures IX-5, page 128). This increase is based on the water and sewer capacities. The conference activities would be in the historic Marconi core buildings. In addition to the shore units complex, two new lodging complexes, one located to the east of the shore units complex and the other to the south, in the maintenance area would be developed.

The impact would be an increase in traffic and parking demand at the center. An additional housing unit would be built to increase the overnight capacity by more than 100 guests. The increase in activities and density would be visible, as more open space would have to be converted for development. This would detract from the visual setting of Marconi.

Short-Term Uses vs. Long-Term Productivity

The proposed long-term and short-term uses are to expand the conference capacity to 200 overnight visitors, to create an interpretive program, and to preserve and to protect the natural and cultural resources. There is no intent to enhance the potential productivity; the natural resource values may be improved through resource management programs.

Significant Changes that Cannot be Avoided

There are no unavoidable significant environmental effects that would result from implementation of the proposed General Plan for Marconi.

Irreversible Environmental Changes

Construction of facilities (lodging, parking areas, etc.) is a long-term commitment of resources (materials and space) that may be considered irreversible. Any modification of the historic structures could be an irreversible loss of historic fabric.

Growth Inducing Impacts

Development of the conference center as outlined in the proposed General Plan will not induce new growth in the area. There would be local demand for new staff requirements, but this growth-inducing factor would not be significant.

Cumulative Impacts

Due to the limitations of soil, water, and sewer in West Marin County, no new development beyond these limitations are proposed.

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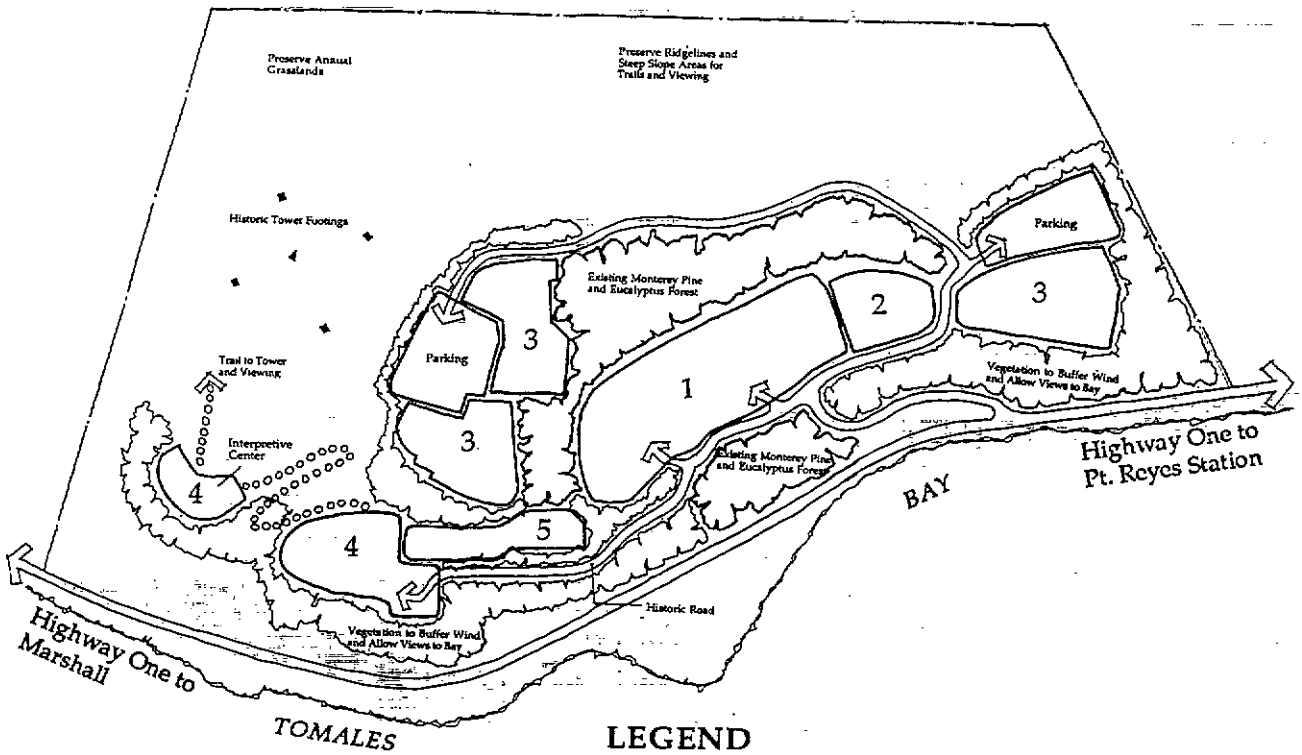
ALTERNATIVE FIVE
Figure IX-5



LEGEND

1	Conference Center/ Historic Buildings	3	Lodging Facilities	5	Maintenance /Treatment Facility
2	Conference Facility	4	Day Use Area		

PRELIMINARY GENERAL PLAN
Marconi Conference Center State Historic Park

State of California
Department of Parks and Recreation

0 50 100 200

ACKNOWLEDGEMENTS

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2M Associates
Landscape Architects

Economic Research Associates
Real Estate and Land Use Management Consulting

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MAPS

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NEWSLETTERS

MARCONI CONFERENCE CENTER

State of California
Department of Parks and Recreation
c/o HGHB Architecture • Planning • Urban Design
785 Market Street • Suite 1300
San Francisco, CA 94103

Newsletter Issue Number 1

August 17, 1990

INTRODUCTION

The State of California Department of Parks and Recreation is developing a General Plan for the Marconi Conference Center in Marshall, California. This is the first in a series of newsletters to inform the public and encourage participation in the planning process.

The firm of HGHB *Architecture • Planning • Urban Design* has been retained by the Department to coordinate the public participation and the preparation of the General Plan for the Conference Center.

PUBLIC PARTICIPATION

In the planning for Marconi Conference Center, we need you to be part of the planning team, to give us your ideas and concerns about the Conference Center. We will conduct three public workshops as a public forum to discuss ideas, issues, and visions for the Center.

The first public workshop will be:

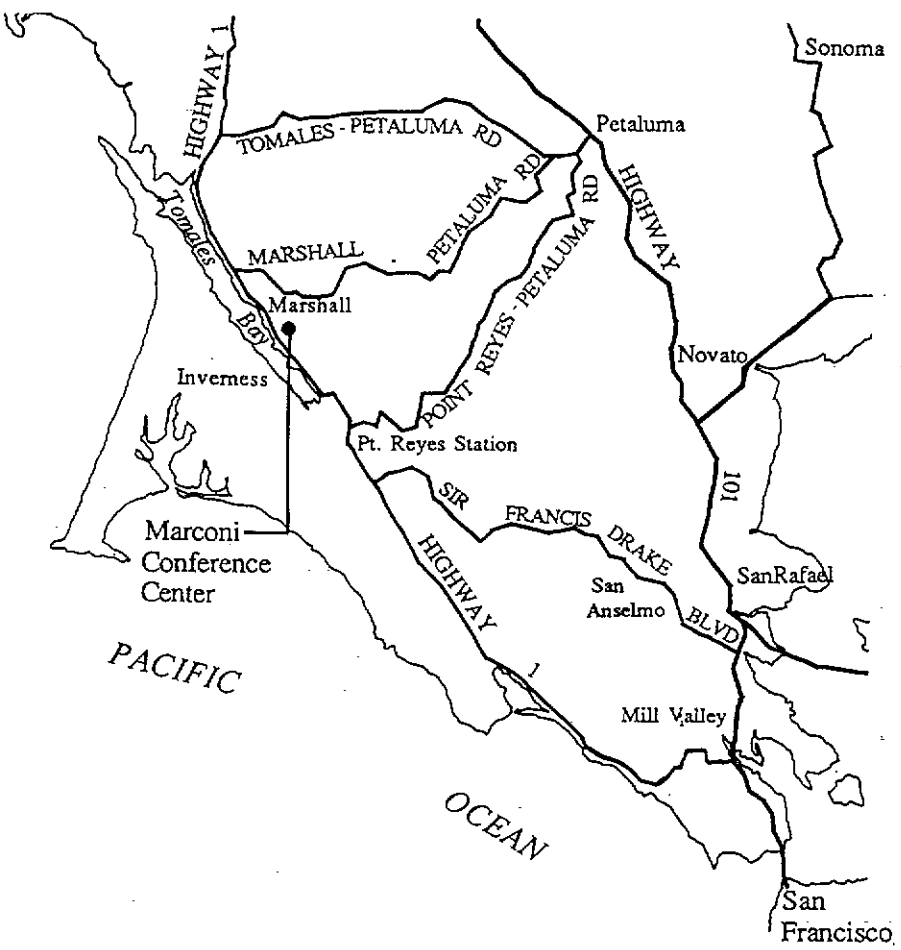
September 6, 1990
7 pm to 10 pm
Marconi Conference Center
Highway One
Marshall, California

At this workshop the Department will present the findings of the Preliminary Draft Resource Elememnt as background for the General Plan. Using the preliminary draft information, discussion will be directed to establishing the initial planning goals and objectives for the Center.

BACKGROUND

Marconi Conference Center is located in Marin County along Highway One about 6 miles north of Point Reyes Station in the community of Marshall. The Center contains approximately 63 acres of land and fronts the highway overlooking Tomales Bay and the Point Reyes National Seashore to the west.

The property was originally the site for the Marconi Corporation trans-Pacific wireless transmitting station built in 1914. Five major buildings remain from the wireless station, including the prominent Marconi Inn. In addition, the site has a variety of newer buildings which were constructed during the period of 1964 to 1981 by the Synanon organization.



CURRENT HISTORY

Marconi Conference Center was purchased in 1983 by the San Francisco Foundation from Synanon. The Foundation gave the property and buildings to the California State Parks Foundation in 1984. The California State Parks Foundation is a non-profit, public corporation committed to acquiring and holding land for later acquisition by the California Department of Parks and Recreation. The Foundation's purpose is to operate a park-like facility and organize citizen support and understanding for the State Parks programs and purposes.

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The San Francisco Foundation transferred the Marconi title and made a loan to the State Parks Foundation with specific requirements to develop a conference and training center. These conditions of transfer were:

1. *Improve the property and carry out building renovations within 2 years of title transfer;*
2. *The improved property and buildings are to be used as a conference and training center within 3 years; and*
3. *The property and building are to be offered to the State Parks and Recreation Department for a period of 5 years starting not later than 20 years after the property has been transferred.*

In 1984 the State Parks Foundation prepared a Project Master Plan for the Marconi site. The Master Plan outlined the operational program and limitations of development for the conference and training center. Briefly the plan called for the renovation and remodeling of buildings to accommodate 200 overnight guests. The Center is also to provide meeting rooms, auditorium space and recreational facilities.

In December of 1989, California Parks and Recreation Department and the Marconi Conference Center Operation Corporation entered into an agreement to operate the Marconi Conference Center for use by the general public for activities consistent with a conference center, as well as other park and recreational purposes.

In addition, the Department entered into an agreement with the California State University for summer use of the Conference Center.

As a result of these agreements and State requirements, a General Plan is being prepared for the Marconi Conference Center which will be sensitive to all concerns

THE GENERAL PLAN

The General Plan is intended to reflect the aspirations and values of the public and is adopted by the State Parks and Recreation Commission. The plan is a means by which the community and the State may articulate its ideas and concerns, determine their relative importance, and assess their comparative long-term implications.

The State requires that the plan consist of the following elements:

Resource Element,
Interpretive Element,
Operation Element,
Land Use Element,
Concessions Element,
Facilities Element, and
Environmental Impact Element

The Environmental Impact Element serves as the Environmental Impact Report, required by the California Environmental Quality Act.

Once adopted, the General Plan becomes the guide for day-to-day decisions effecting the Conference Center.

THE PLANNING PROCESS

The planning process to prepare and approve a General Plan for the Marconi Conference Center will take about 18 months to complete.

The following chart illustrates the steps involved and where we are in the planning process:

Step 1 Organizing the Planning Job
Step 2 Gathering Information
Step 3 Developing Alternatives
Step 4 Preparing a Single Plan
Step 5 CEQA Review Process
Step 6 State Parks and Recreation Commission Hearing of the Plan

COMMENTS

Any comments or questions about the planning effort can be directed to the attention of:

Tim Wilson, Project Manager
HGHB
Architecture •Planning •Urban Design
785 Market Street, Suite 1300
San Francisco, California 94103
415. 543.1212

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Newsletter Issue Number 2

September 24, 1990

Newsletter

For those of you who are receiving our newsletter for the first time, the California Department of Parks and Recreation and consultant HGHB Architecture•Planning•Urban Design are now preparing a General Plan for the Marconi Conference Center. The purpose of the General Plan is to guide the use, management and operation of the Marconi Conference Center for the next 15 to 20 years. On September 6, we held the first in a series of public workshops to solicit community input.

The purpose of this newsletter is to let you know what we heard at the first public workshop and to distribute a user survey to help use and gain a greater insight for future use of the Marconi Conference Center.

The September 6 Public Workshop

We would like to thank each of you who came and shared with us your ideas about the Marconi Conference Center.

The workshop began with the introduction of the planning team. HGHB Architecture•Planning•Urban Design is the lead consultant and will coordinate the public participation and prepare the General Plan. Assisting HGHB will be 2M Associates Landscape Architecture, Laventhal and Horwath Public Accountants, and the Department of Parks and Recreation.

As a brief introduction to the workshop's planning process, the history of the State's acquisition of the Marconi Conference Center was given. The State is preparing a new General Plan to incorporate the Conference Center into the State Park's system.

The General Plan is a comprehensive long range plan that will guide the development at the Conference Center.

The planning process consists of six general steps, three public workshops, and a public hearing before the State Parks and Recreation Commission. The other two public workshops are scheduled for the end of the year and in early Spring. The process is at a critical step of gathering information. The planning team has an opportunity to hear directly the public's issues and concerns for the Marconi Conference Center.

A summary of the site's natural and cultural resources was presented by the State's Resource Protection Division. This information will be used to develop the Resource Element, including policies recommended by the Department staff for protection and management of these resources.

Following a brief question-answer period, the workshop was opened for public input. For the next hour and half the public talked about concerns and ideas for the Conference Center.

Here's a summary of comments made by workshop participants:

East Shore Plan

- Use the goals and objectives established by the East Shore Plan.
- Review the East Shore Plan. The plan articulates the feelings of the citizens of Marshall.
- The center should have minimal impact on the community. The center should be self-contained.
- Place the center in its regional context; it is also a coastal element.

State Foundation Master Plan

- How was the 300 day visitor capacity established?
- Are you limited by the numbers on the SFMP?
- Redefine or re-establish the numbers used in Master Plan. Are limitations set by water/sewer capacity?

Survey

- Send the questionnaire/survey to local newspapers for additional public input.
- More names and addresses can be found for the mailing list by checking the respondents during 1984 Master Plan CEQA process.

California State University

- Establish permanent housing for CSU Summer Arts Program. The temporary trailers are ugly.
- A concern with noise generated from the CSU students, since it is proposed that their housing be located near the sourthern park boundary which is close to homes.
- Will the State Historic Park designation affect the current CSU planning effort?

The Plan

- What is the classification system for designating a state park? What will the designation be for the Marconi Conference Center?
- Preserve the soils and encourage native plants.
- Plan to remove exotic plants like Monterey pine and French broom.
- Develop a policy regarding the development of an edible landscape to improve site for humans and wildlife.
- Continue the ecological approach, especially recycling. Make visitors

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aware of the recycling effort.

- Establish wind energy for the Center.
- Establish a connection with Tomales Bay State Park by making kayaks, boats, boat rides, etc. available.
- Interpret the role of the Miwoks and the Indian history of the area.
- Interpret the role of the wireless radio station and its history in the area and world wide.
- Establish a communications theme where cable, satellite, etc., could broadcast conferences from the center for the local community to view. This would follow the historic theme of the Marconi site as a communications center.
- Establish a place to view historical photos and artifacts (museum?).
- Are there any owls on the site? Any bobcats?
- One of the buildings on the property should be designated as a "Disaster headquarter" for the local community in case of an earthquake or other natural disaster.
- What are the alternatives? What will be developed for the site?
- Continue to have the public workshop for the General Plan at the Marconi Conference Center.

The User Survey

Included in this newsletter is a user survey questionnaire. The survey is to supplement the comments we received during the first workshop. We encourage you to take a few minutes to complete the survey and return by **October 24, 1990.** The results will greatly help us understand you, your needs, and concerns for the Marconi Conference Center.

The Next Step

The planning team is now developing up to three alternatives based on what we heard. The results of the survey, as well as the statewide needs analysis of the resources will be used to develop alternatives. The alternatives will be presented for your evaluation and discussion at the next public workshop to be held in December 1990.

The third newsletter will be sent out notifying you of the time and location of this workshop. That newsletter will summarize the alternatives for discussion and also present the results of the survey.

If you want to communicate with the planning team before the next public workshop, write or call us:

Alternative Development Information:
Tim Wilson (415) 543-1212
Project Manager
HGHB
Architecture•Planning•Urban Design:
785 Market Street, Suite 1300
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General Plan Information:
Stuart Hong (916) 322-7194
State of California
Department of Parks and Recreation
P.O. Box 942896
Sacramento, California 94296

The Planning Process

Where we are

- ☐ Step 1 Organizing the Planning Job
- ☐ Step 2 Gather Information
- ■ ***Step 3 Developing Alternatives***
- ☐ Step 4 Composing a Single Plan
- ☐ Step 5 CEQA Review Process
- ☐ Step 6 State Park Commission Hearing

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Newsletter Issue Number 3

November 28, 1990

The Second Public Workshop

December 12, 1990
7:00 pm - 9:30 pm
Marconi Conference Center
Marshall, California

Newsletter Update

You are invited to the next public workshop where you will be able to help plan the future of the Marconi Conference Center.

The planning team will present five Land Use and Facilities Alternatives for the Center. The purpose of this workshop is to review the alternatives in order to formulate the best single plan concept for the final General Plan.

If this is the first newsletter you have received, a general plan is being prepared for the Marconi Conference Center by the Department of Parks and Recreation. This Plan will determine the use and management of the Center in the years ahead.

User Survey Summary

The survey responses are important in the general plan process. The questionnaire allowed the members of the public to express their thoughts and concerns regarding the Marconi Conference Center.

Over one hundred surveys were mailed out to people on the mailing list and given out to Conference Center users.

Community activity and nature walks were the activities in which people were most interested for the Conference Center. Most people ranked the following as the most important:

- The historic building areas, which include the Inn, the two Cottages, Powerhouse, and Operations Building, should be restored as reasonably possible to reflect their original character.
- Rehabilitate the historic Inn and Cottages for conference and public use.
- Do not expand existing Conference Center and facilities. Leave them at the present scale.

The lowest priority ranked by the respondents was expansion of the facilities to accommodate more public visitors and to increase the size of the Conference Center.

Most of the respondents thought the Center should be a place that is accessible and available to all people (not just a few). It should be a small scale, quiet and low-key learning center and should be a simple and non-commercial place that should not be allowed to overgrow its size.

The major, long-range planning interests listed were:

- Be self-contained and provide a place for dreaming, peace and tranquility.
- Respect the community character in keeping the goals and objectives established by the East Shore Community Plan, and not negatively impact the area and Highway One.
- Maintain its present scale and character.
- Provide public access for hiking and picnics.
- Restore historic buildings.
- Provide for good planning and adequate monies to implement plans.

Alternatives Development

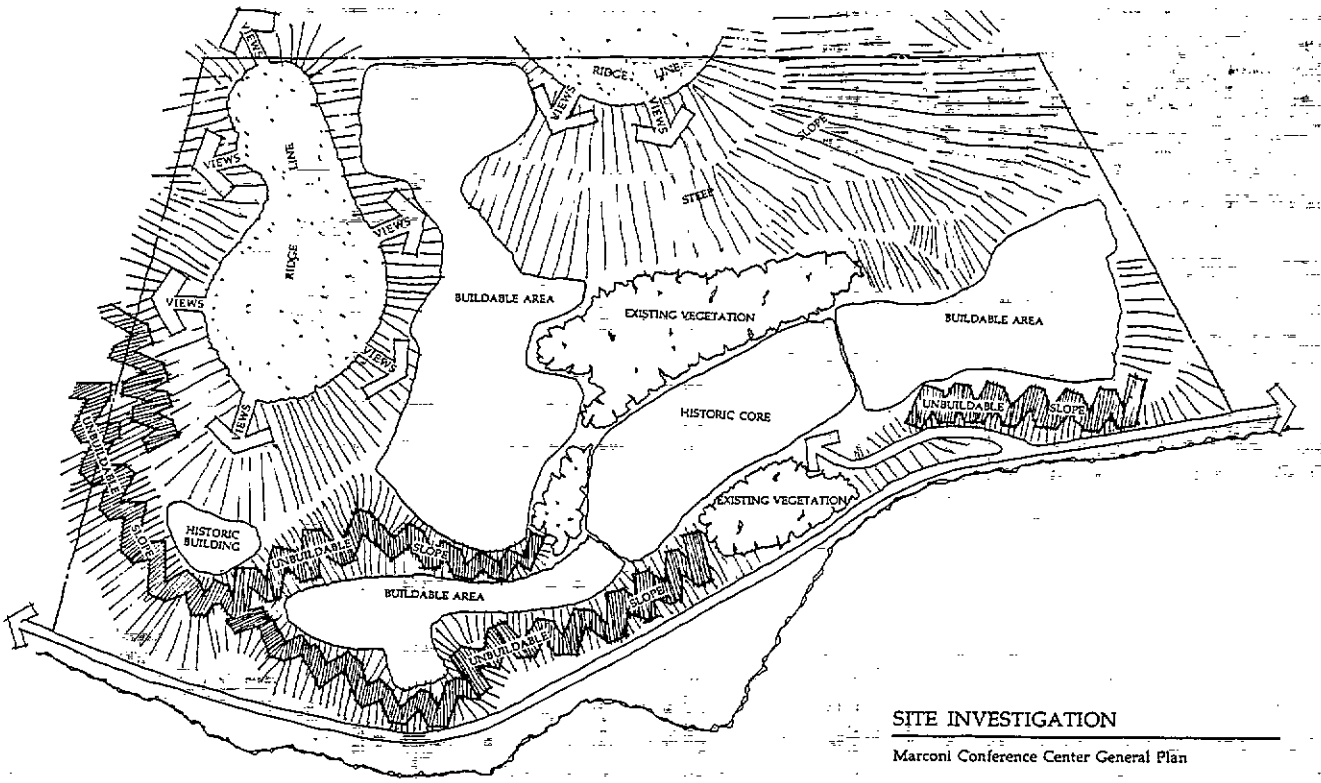
The primary purpose of this newsletter is to describe the Land Use and Facilities Alternatives for public review and comment. The Alternatives were generated from public responses at the workshop and the survey, the findings and directions of the draft Resource Element of the General Plan, site investigation, and evaluation of statewide needs. The planning team has developed five alternatives. Each addresses different approaches in presenting the Conference Center at the Marconi site. These five will be presented narratively and graphically at the public workshop.

Goals

The Alternative process begins with the establishment of specific goals for the site.

These proposed goals include:

- Preserve the natural beauty and quality of the place.
- Preserve and reuse the historic Marconi buildings and sites.
- Maintain and enhance the Conference activities.
- Provide public access to natural and historic areas.



Site Investigation

A site investigation of the natural and manmade forms showed the positive and negative features of the site. The positive features are the open quality of the ridges and knolls, the grand views of the bay and inland ridges, the tree clusters, and the historic Marconi buildings and radio tower footings. The negative features are the general wind patterns from the bay, the steep slopes, the physical site limitation, and the metal buildings.

Site Issues

The following are key issues regarding the site:

- The visitor capacity of the Conference Center.
- Compact physical size of the Conference Center.
- Circulation and parking.
- Use and treatment of open space.
- Use of flat buildable areas.
- Location of the waste treatment area.

Conceptual Zones

The Marconi Conference Center can be perceived as three zones for preservation and improvement.

Zone I has natural and cultural areas which should be preserved. It contains many important natural amenities, such as view corridors, grasslands, ridges and the historic Operations Building and tower footings.

Zone II consists of the core conference activity areas. It has four original Marconi buildings, the existing "Shore" housing cluster and the waste water treatment plant.

Zone III is a transitional area. It contains the large metal "shed" building and the other two metal service buildings. This zone has spectacular views and is one of the largest flat areas on the site.

Site Assumptions

A series of assumptions were made by the planning team about the site based on the background investigation to provide direction for the development of the alternatives.

- Primary use will be a conference facility.
- The Marconi Conference Center will be designated a State Historic Park with the Marconi buildings and surrounding sites as the primary historic area.
- The Center will be pedestrian oriented.
- The existing "Shore" units should remain as lodging facilities.
- Public access to the historic buildings on the site will be encouraged.
- Open space areas will include ridge lines and steep slopes areas.
- Trails will provide access to open space areas.

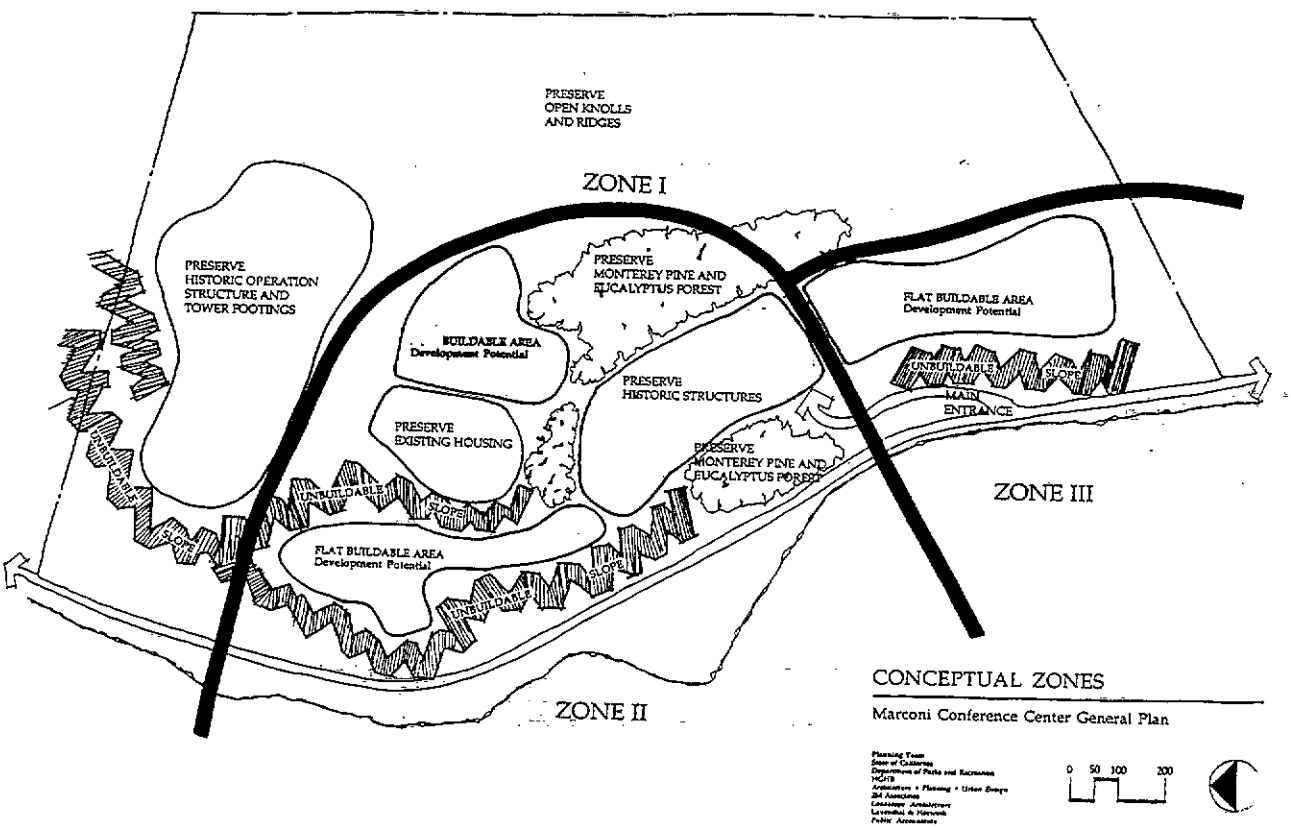
Alternative Concepts

Alternative One

- The Conference Center facilities would focus on the Marconi historic buildings clustered around the Inn in Zone II. This alternative is close to the existing conditions.
- The Marconi Inn would be rehabilitated as the show piece and would accommodate conference registration and administration, a meeting room and overnight accomodations.
- The Cottages would be rehabilitated to fit the main conference meeting rooms.
- The historic Powerhouse would be used as a dining room with a new kitchen addition.
- Overnight lodging would be targeted for the 200 overnight guests in the existing "Shore" units and a new housing area located to the east.
- A new conference facility with meeting rooms would be sited between the lodging facilities and Inn to accommodate about 300 seating capacity of the Center.
- Zone III would be available for the educational and arts program. Existing metal structures would be removed and permanent facilities for the program would be built.
- Public day use facilities such as a kiosk, public restrooms and public parking, would be accommodated in the lower western part of the site near the existing waste treatment plant.
- A trail would link the day use area to the Interpretive Center found in the historic Operations Building in Zone I.

Alternative Two

- This alternative is similar to Alternative One, except in the lodging facilities and the use of Zone III as an interpretive complex.
- The new lodging area would be a cluster development to the east of the "Shore" units, and would not intrude into Zone I.
- Zone III would be available for development of an interpretive and research library complex regarding the history of telecommunications.



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Alternative Three

- This alternative is similar to the other alternatives except the location of the new lodging facilities, the relocation of the waste treatment plant, and the use of Zone III as a day use area.
- A new lodging and conference facility would be built on the existing site of the treatment plant.
- The treatment plant could need replacement and be combined with an off-site use.
- Public day uses including picnic facilities would be developed in Zone III .
- The historic Interpretive Center at the Marconi Operations Building and the day use area would be linked by the existing road.

Alternative Four

- This alternative is similar to the other alternatives except that the new lodging would be located in Zone III.
- The historic Marconi buildings would be centered between the two lodging facilities.

Alternative Five

- This alternative expands the capacity to about 300 overnight guests. This increase is based on the water and sewer capacities.
- The conference activities would be in the historic Marconi core buildings.
- In addition to the "Shore" units, two new lodging complexes, one located to the east of the "Shore" units and the other to the south in Zone III, would be developed.

The Next Step

At the December 12 public workshop, you will have the opportunity to review and comment on each alternative. Your comments will be recorded and will help the planning team develop the best single alternative for the General Plan. Your input will help plan the Center's potential as a viable community and regional resource.

If you have any questions before the next public workshop, write or call:

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The Planning Process

Where we are:

- ■ Step 1 Organizing the PlanningJob
- ■ Step 2 Gather Information
- ■ **Step 3 Developing Alternatives**
- ☐ Step 4 Composing a Single Plan
- ☐ Step 5 CEQA Review Process
- ☐ Step 6 State Park Commission Hearing

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Newsletter Issue Number 4

January 28, 1991

The California Department of Parks and Recreation and Consultant HGHB Architecture·Planning·Urban Design wish you a Happy New Year.

Newsletter Number 4

We would like to thank each of the participants for their input on the Marconi Conference Center General Plan during our December 12 public workshop. The purpose of this newsletter is to summarize the ideas and comments discussed during that workshop, and to keep you informed of the next steps involved in the General Plan process.

Recap of the December 12 Public Workshop

The December 12 workshop was the second workshop held for planning the Marconi Conference Center. At this workshop, proposed goals, issues and assumption, and five planning alternatives were presented. The participants commented on the presentation, and discussed their ideas and concerns about the future of the Conference Center.

What We Heard

The participants were concerned about whether the goals of the Marconi Conference Center were appropriate to the Marshall area. They were also concerned about the scale of the project and potential impacts of the Conference Center on the area. The participants contributed ideas about alternative development schemes on the site.

Following is a summary of the key issues discussed at the meeting.

Conference Center Goals

- Conference Center goals should not only be focused on the Center itself, but should also address the community or East Shore Community Plan.
- The General Plan should contain goals which aim to minimize the impact of the Center on community resources, traffic, agricultural land, and other problems which occur beyond the boundaries of the Conference Center.
- Puzzled about the planning process. A community plan and master plan already exist.

Scale of the Conference Center

- If there is public access to historic buildings, how will this affect the estimated number of day users?
- How is the capacity limit for the Conference Center established?
- Marshall has never had a project this large. Perhaps it would be good to develop the project slowly and to see what the impacts are.
- Local community attitudes about the 200 person overnight limit on the site should be a factor. This figure was previously agreed to in the 1984 Marconi Conference Center Master Plan.
- What are the economics of developing and operating the Center with 300 overnight guests?

Effects on Surrounding Region

- Development of the Conference Center should not encourage growth in Marshall.
- The East Shore Community Plan does not want Marshall to become a tourist center.
- Weekend traffic is already bad on Highway One.
- More traffic creates poorer quality of life for residents and visitors.
- There might be a shuttle bus to the Conference Center from a nearby city such as Petaluma. This would make the project more unique.

Site Alternatives

- Planning a dense core with a lot of surrounding open space is good because there is less impact on the site as a whole. Any new construction on the site will have a significant impact, as there has been little new construction recently in Marshall.

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- Housing on the shed area is very near boundaries of neighboring properties. Concerned about noise and other elements. Art uses in this area would probably be less noisy.

- If Cal State University were not involved in the project, could the Arts and Education Facility still be developed?

- Artists might rent space when Cal State isn't using the facility.

- Wind factors should be considered when planning picnic areas.

- In terms of engineering, the sewage plant could be located almost anywhere. The current site of the treatment plant could be used for other purposes.

- A new sewage system could be more attractive. Existing systems could be screened.

The Next Step

State staff and consultants are analyzing the comments and suggestions presented at the public workshop to help develop a single plan. Newsletter Number 5 will repond to the issues in this newsletter, present highlights of a proposed single plan, and will announce the third public meeting to review and comment on the plan. Your input will help to develop the Center as a viable community and regional resource.

The Planning Process

Where we are:

- ■ Step 1 Organizing the Planning Job
- ■ Step 2 Gather Information
- ■ Step 3 Developing Alternatives
- ■ **Step 4 Composing a Single Plan**
- □ Step 5 CEQA Review Process
- □ Step 6 State Park Commission Hearing

If you have any questions about the planning effort, write or call:

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Newsletter Issue Number 5

February 25, 1991

The Third Public Workshop

March 14, 1991
7:00 pm - 9:30 pm
Marconi Conference Center
Marshall, California

You are invited to the third public workshop where you will be able hear the results of your previous comments on the development of a Single Plan.

General Plan Update

If this is the first newsletter you have received, you should know that a general plan is being prepared for the Marconi Conference Center for the Department Of Parks and Recreation. This *Plan* will help determine the use and management of the conference center in the years ahead.

During our second public workshop held in December, several of you took part in reviewing five land use alternative plans for the Center and gave us your specific long-range planning suggestions.

The alternatives presented at that workshop had been generated from: • public responses from the first public workshop in August • a survey regarding the public attitudes about the Center and its context • the findings and directions of the draft Resource Element of the General Plan • site investigations • and an evaluation of Statewide park needs.

The State Parks staff and consultants have been analyzing the responses to the alternative plans discussed at the workshop to develop a composite Single Plan. The planning team believes that this Single Plan is the most feasible and appropriate plan for the management and use of the Conference Center.

Goals of the Single Plan

The framework for the Single Plan is a set of goals, which were first presented at the second workshop. These goals are:

- Maintain and enhance the Conference activities.
- Preserve the natural beauty and quality of the place.
- Preserve and reuse the historic Marconi structures and sites.
- Provide public access to historic and natural areas.
- Minimize the negative impacts of the Center on West Marin.

The specific goals for the Marconi Conference Center were established to guide development and preserve the existing character of the place.

The Single Plan Concept

The concept of the Single Plan is based on the 200 overnight guests and a maximum of 300 day time occupants of the Center. These are the numbers established by the Marin County Board of Supervisors and supported by the public comments at the public workshops.

The concept for the location and types of land uses for the Single Plan evolved from a series of sites studies of the man-made and natural conditions, and discussions about the alternative plans , and the future needs of the Center. As a result of these studies and discussions the concept is comprised of three basic land use zones.

Historic Zone:
The historic buildings will be restored and reused as the heart of the conference center. The reuse of these buildings is the prime concept of this plan.

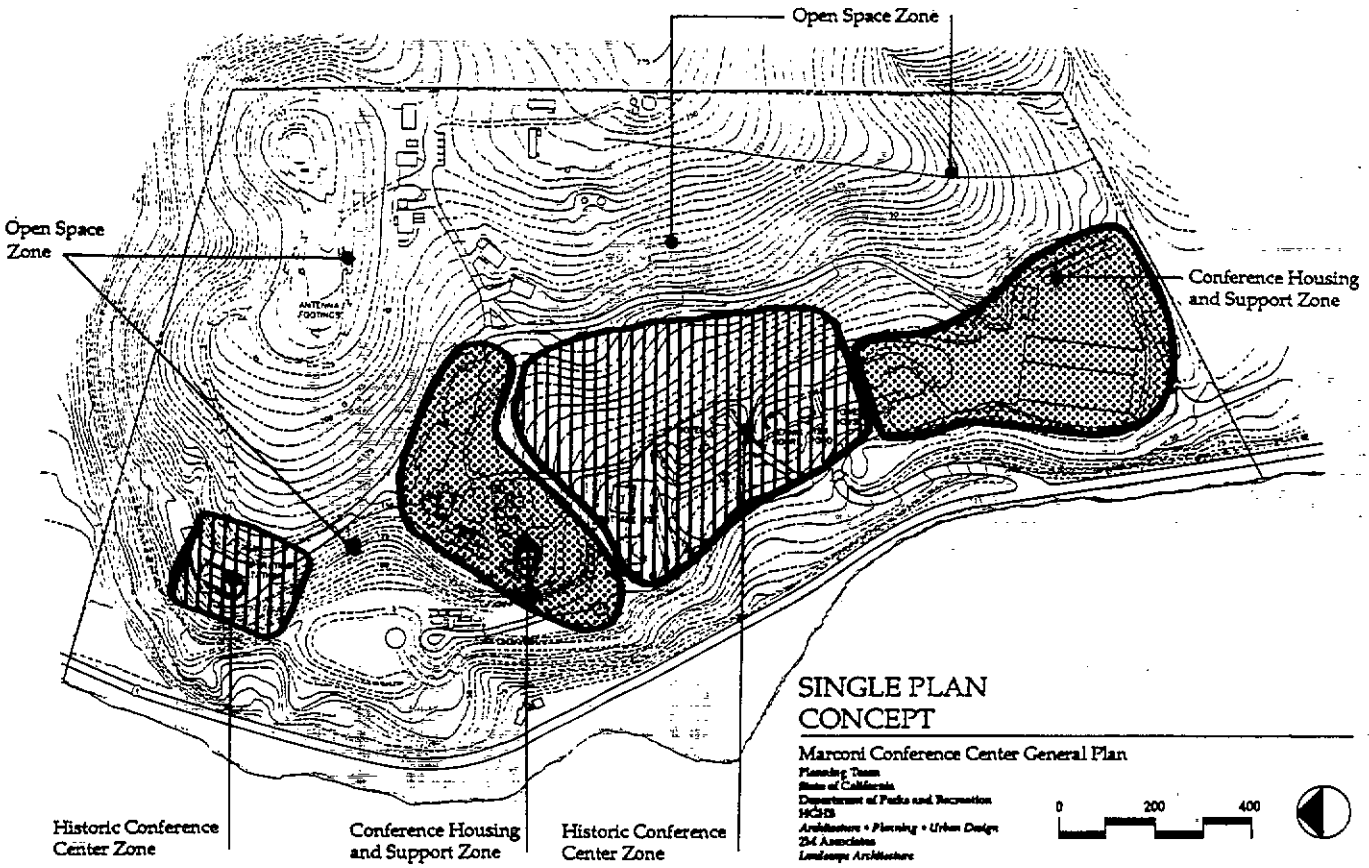
The forest area behind the Inn and the landscaping in front are important elements of the historic zone. These areas provide a setting for the buildings and promote the rural character for the Center.

New development within this zone will be very restrictive to protect the integrity of the historic building.

Conference Housing and Support Zone:
Housing for the Center will be located in two separate areas. The existing housing complex will be reused for overnight guests. A new complex would be developed on the "Shed" site at the southern part of the Center. These two housing complexes would provide the Center with important overnight accommodations for one conference or could be divided into several conferences at one time.

Support activities will include additional conference rooms necessary for the Center and kitchen facilities to serve the conferees.

Open Space Zone:
A significant portion of the site is designated for open space where no development can occur and which will revert to its natural state. The purpose is to preserve the magnificent views and historic sites for the public enjoyment.



New conference development in this zone will be restricted to appropriate areas east of the existing upper road. The existing hillside buildings will be removed and this area will convert to open space.

Only maintenance facilities and staff housing will be allowed in this zone. The location of these uses will be screened soon they will not intrude on the visual experience of the open space.

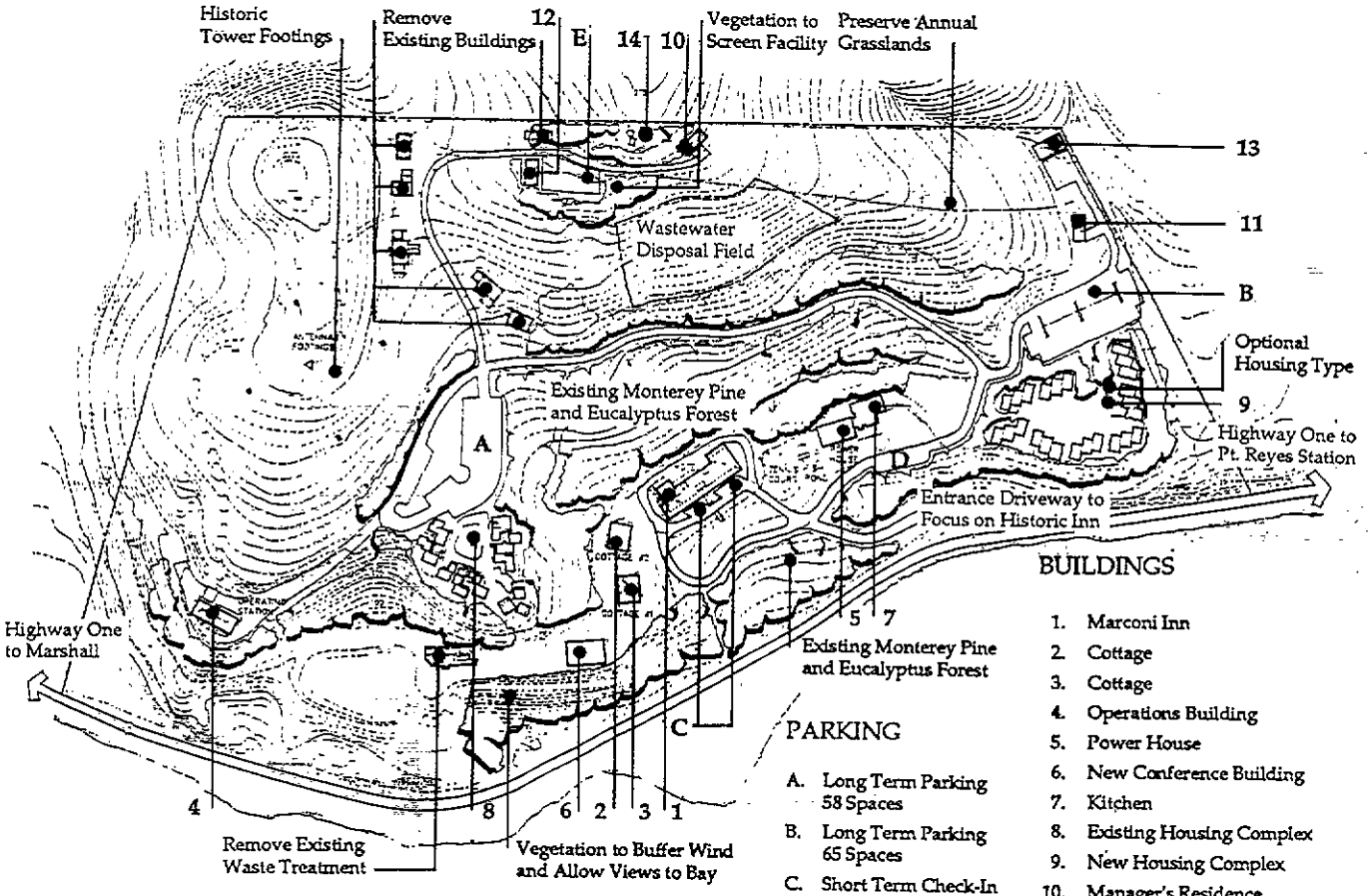
Single Plan Recommendations

The recommendations described in this newsletter are highlights of the major features of the Single Plan.

Land Use and Facilities

Historic buildings (1,2,3,4 and 5) will be designated as conference facilities. The Marconi Inn (1) will serve as the administrative center and have conference meeting rooms. It will also have the public interpretive center for the Marconi Wireless Station. The Cottages (2 and 3) and the Operations Building (5) will be rehabilitated for conference meeting rooms. The Powerhouse will become the Dining hall of the Center.

New conference facilities will include a conference meeting room building (6) and a kitchen facility building (7) next to the dining hall in the Powerhouse building (5). These new conference buildings will be designed to fit the historic context of the Marconi buildings. New conference facilities will be located adjacent to historic areas where



NOTE:
1. Other recreation: hiking trails, fitness course
2. Trails and recreation facilities are not yet shown.
3. Pedestrian circulation and service roads not yet shown.

PARKING

A. Long Term Parking 58 Spaces
B. Long Term Parking 65 Spaces
C. Short Term Check-In 10 Spaces
D. Interpretive Center Visitor Parking
E. Staff Parking 4 Spaces

BUILDINGS

1. Marconi Inn
2. Cottage
3. Cottage
4. Operations Building
5. Power House
6. New Conference Building
7. Kitchen
8. Existing Housing Complex
9. New Housing Complex
10. Manager's Residence
11. Staff Residences
12. Maintenence Shop
13. Wastewater Treatment Facility
14. Water Treatment Facility

PRELIMINARY SINGLE PLAN
LAND USE AND FACILITIES

Marconi Conference Center General Plan
Planning Team
State of California
Department of Parks and Recreation
HCHB
Architecture • Planning • Urban Design
ZM Associates
Landscape Architecture

0 200 400

The new housing complex (9) will be designed as contemporary wood units. Landscaping will buffer areas from the wind yet permit views to the Bay. Vegetation will also screen development from views along Highway One.

The waste treatment plant will be moved allowing the present area to be restored to its natural state. The new waste treatment plant (13) will be designed to have a low profile to minimize its visual effect. And a new staff residence (11) will be developed nearby.

The maintenance building (12) will be located at the top of the hill next to the existing water treatment facility. Proper screening will be used to limit the visual effect of this facility. The new manager's residence will be located to the south of the water treatment facility.

Recreation

A new trail system will be developed to include:

- An interpretive trail to the historic tower footings.
- A trail to provide access to the entire site for views of the Bay and inland.
- The use of the old Route 56 highway at the west of the site as part of the trail system.

The natural pond area next to the Powerhouse (5) will be revitalized to create an attractive water feature.

Active recreation areas will be within or next to the Housing Complexes (8and 9) for conferee use.

MARCONI CONFERENCE
CENTER
Planning Team
State of California
Department of Parks and Recreation
c/o HGHB
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- The natural pond area next to the Powerhouse (5) will be revitalized to create an attractive water feature.

- Active recreation areas will be within or next to the Housing Complexes (9 and 10) for conferee use.

Circulation and Parking

Non-automobile transportation within the Conference Center will be encouraged by restricting automobile use and access. Convenient parking areas (lots A and B) will permit overnight guests and day time conferees to leave their cars and enjoy the scenic beauty of the Center. A continuous pathway system will connect conference buildings to housings complexes, parking areas and the open space.

The Next Step

After hearing public comments on the Single Plan at the March 14 meeting, the planning team will put all elements (Resource, Interpretive, Land Use, Facilities, Concessions, and Operations) together into a Preliminary General Plan. The preliminary Plan will be available for public review and comments during the California Environmental Quality Act review process. The Plan will be presented to the Park and Recreation Commission for approval in June 1991.

If you have any questions before the next public workshop write or call:

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P.O. Box 942896
Sacramento, California 94296

The Planning Process

Where we are:

Step 1 Organizing the Planning Job
Step 2 Gather Information
Step 3 Developing Alternatives
Step 4 Composing a Single Plan
Step 5 CEQA Review Process
Step 6 State Park Commission Hearing

Marconi Conference Center State Historic Park

General Plan Update Newsletter
Newsletter Issue Number 6
State of California
Department of Parks & Recreation

October 15, 1991

The Fourth Public Workshop

October 30, 1991
7:00 pm - 9:30 pm
Marconi Conference Center
Cypress Meeting Building
Marshall

Park staff will provide a general plan update and schedule and present a new revised single land use plan.

General Plan Update

It's been a while since you've heard from us, but after some delays, we're back on track with the general plan.

After we hear your comments at the upcoming October 30 meeting, the planning team will put all elements (Resource Element, Interpretive Element, Land Use Element, Facilities Element, Concessions Element, and Operations Element) of the plan together in a preliminary general plan. The draft will be available for public review and comment in March of 1992 during the California Environmental Quality Act review process. The preliminary general plan is now scheduled to be presented to the Park and Recreation Commission for approval in mid-summer 1992.

What We Heard At The Last Meeting

About 15 people attended our last public meeting in March to review and comment on a proposed single land use plan.

The following statements are a summary of public comments from the March meeting:

- The location of the wastewater facility appears to be within a drainage course. Any development near a drainage should have a minimum setback of 50 - 100 feet.

- The center is to be self-contained as per the 1984 Marconi Conference Center Master Plan and the East Shore Plan.

- Busing and carpools to and from the conference center should be encouraged.

- Consider Marshall - Petaluma Road as an alternate route to Highway 1 for conferees.

- The new housing is located too close to the property line.

- Explore the option of communal or lodge units vs. single units.

- Tent cabins or some type of lower-cost accomodations should be considered.

- Consider underground parking like Asilomar has, in order to preserve open space.

- What about community meeting space?

- Include the county resolution as an appendix in the plan.

- What is the impact on the skyline with the new development?

- Provide a double buffer between the new housing development and private residences.

- During the coastal permit process, does the public have an opportunity to comment?

- Are energy guidelines, i.e., wind energy, food, waste composting, solar use, and natural ventilation, included in the plan?

- What are the noise impacts of the proposed parking lots?

Questions?

If you have any questions or comments, please write or call:
State of California
Dept. of Parks and Recreation
P.O. Box 942896
Sacramento, CA 94296-0001
Attention:
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