Intermountain Region

National Park Service
U.S. Department of the Interior

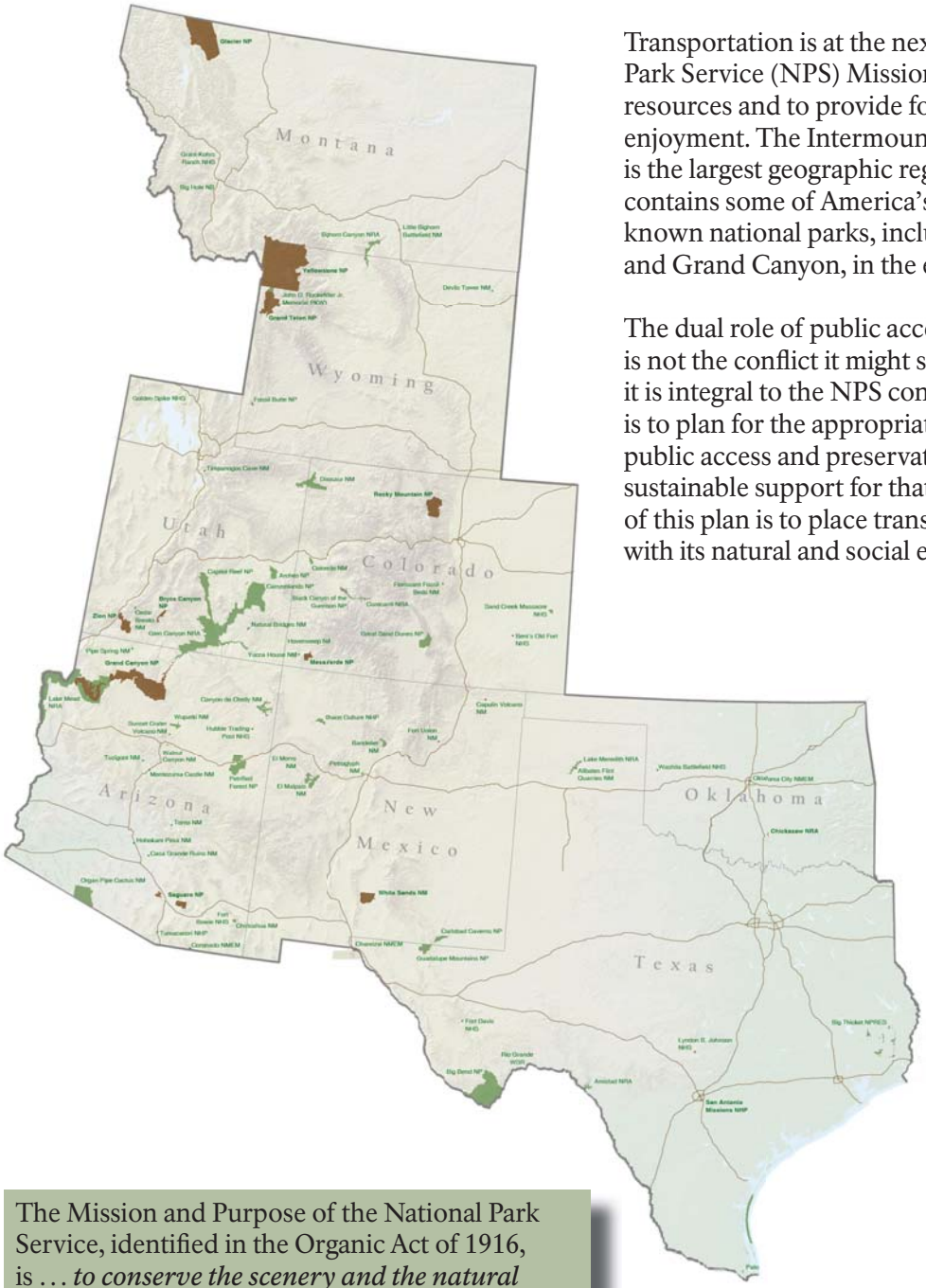
Long Range Transportation Plan
Transportation in Context

Foundation for the Long Range Transportation Plan

April 2011

Foundation for the Long Range Transportation Plan

INTERMOUNTAIN REGION TRANSPORTATION IN CONTEXT



Transportation is at the nexus of the National Park Service (NPS) Mission to conserve its resources and to provide for their unimpaired enjoyment. The Intermountain Region (IMR) is the largest geographic region in the NPS and contains some of America's oldest and best-known national parks, including Yellowstone and Grand Canyon, in the eight-state region.

The dual role of public access and preservation is not the conflict it might seem at first glance; it is integral to the NPS concept. The challenge is to plan for the appropriate balance between public access and preservation and to identify sustainable support for that vision. The function of this plan is to place transportation in context with its natural and social environment.

The Mission and Purpose of the National Park Service, identified in the Organic Act of 1916, is … *to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.*

LONG RANGE TRANSPORTATION PLAN PURPOSE

Long Range Transportation Plans (LRTP) are a new planning endeavor for the NPS. The IMR launched its pilot LRTP in 2008 to bring a consistent, forward-looking approach to transportation planning throughout the region. The plan establishes a framework for the transportation system, including a vision and implementation strategies for a twenty-year horizon. It examines unmet needs, costs, and future funding requirements as well as methods to measure progress toward achieving the long term vision.

The LRTP is not a detailed plan for each park unit, but rather a comprehensive look at the system-wide sum of conditions and needs, and provides program level tools to guide future investments.

A MAP TO THE FUTURE

There are many reasons to complete a comprehensive LRTP. First and foremost, clear, concise information makes for good policy. This plan compiles recent information about the transportation system (which is a system of multiple facility assets including roads, bridges, parking lots, transit, and trails) and forecasts emerging trends into the future. In other words, what is the history of transportation in the region and how are its multimodal facilities bearing up under use? How well prepared are the infrastructure, management, and operations systems to safely meet the demands of park visitors over the long run? What impacts to resources can be avoided or mitigated?

Second, what are we attempting to achieve? What are our goals? How effective can we expect to be in achieving those goals? How can we align "needs" with deficiencies in goal achievement so that we are making the best possible investments?

These key questions set the tone for the plan, the answers to which establish the target of our endeavors and the way to get there.

Statement of Purpose and Intent

The NPS Intermountain Region Transportation Program manages transportation system capital investments, operations, and maintenance within the framework of the NPS mission. Increasing demand for park access combined with aging transportation infrastructure and limited fiscal resources have created distinct challenges to effective management. The comprehensive vision expressed in this plan is necessary to address current and future needs.

The 2035 IMR Long Range Transportation Plan will:

- Create a strategic framework for transportation program investments.
- Establish system level goals, objectives, and performance measures.
- Define existing conditions and transportation needs for asset management, safety, congestion, and capital improvements.
- Identify sustainable implementation strategies that protect park resources and provide a quality visitor experience, while preserving transportation assets.
- Provide decision-making tools to improve the effectiveness of IMR transportation program investments.
- Describe the effects of funding decisions on transportation.

DECISIVE INFORMATION

Finally, this plan defines the agency's transportation role in today's competitive market of scarce resources. Many other agencies have difficult budget futures; all are expected to provide a common good effectively and efficiently. The Intermountain Region is entrusted not only with providing transportation and protecting resources, but also providing a positive visitor experience, all while investing public funds wisely. This comprehensive LRTP will help decision makers understand regional needs and costs in context with available funding. The

plan will show us what the system looks like and how it performs at given funding levels through a system of performance measures designed to provide a scorecard of how we are doing at achieving expressed goals.

EMERGING ISSUES

Numerous compelling issues have come to the fore, requiring us to rethink the role of transportation improvements, management, funding, and administration. These and other emerging issues will be examined in depth in a future report, Recreation and Transportation Macro Trends, as part of the LRTP process.

Mobility, Access, and Connectivity

The basic role of transportation is to provide the means to move from place to place and must evolve to address future visitation profiles as well as adapt to a more sustainable program. Reducing vehicle miles traveled (VMT) is key to lowering costs and improving congestion, but must be achieved in a way that does not unnecessarily limit access. Managing access can be accomplished in a variety of ways, including providing transit systems, managing travel demand through information technology, and offering non-motorized travel opportunities. The plan also examines ways to increase connectivity between modes, between gateway communities and parks, and to the regional highway and transit systems. Access is defined to include provisions for all segments of society.

Costs of Maintenance and Operations

Preserving the existing transportation system in satisfactory condition has become one of the most compelling problems facing the IMR. The Pavement Condition Rating for just over half of IMR's roadways is in the poor range, while 59% of parking area pavement is in poor condition. Rising costs, paired with flat budgets, has led to a huge backlog, where the deferred maintenance needs of just three large parks is double the entire transportation budget. Additionally, budgets are flat for typical operations and maintenance costs such as snow plowing, patching, paving, and bridge, trail, and vehicle maintenance. The ability to address these needs is imperative to maintain the integrity of the system over the long run.

Changes in Visitation and Uses

While overall visitation has been relatively steady over the past decade, the way visitors are using park services is evolving. For instance, non-recreation trips (mostly for people driving

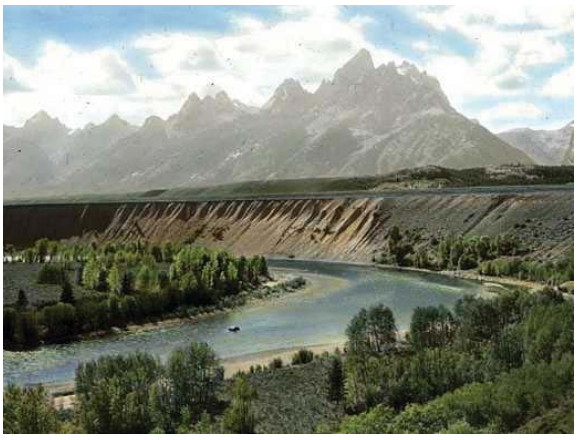
through on daily commutes) have increased from 14% in 1979 to 20% in 2008 of total visitation. People are arriving in larger vehicles, often towing a car to drive around, and have trouble navigating some narrow roads and parking lots designed for smaller vehicles. They are remaining in the park for shorter periods, often opting to camp in a vehicle or trailer rather than a tent, or day-tripping in the park.

Better Understanding of Resource Impacts

As park managers search for the right balance between visitor experience and resource protection, the potential growth in park use and expansion of transportation facilities and programs highlight the impacts of visitor activity on valuable resources. While limiting the scale, design, and location of new improvements has long been a part of protecting fragile environments, the recognition that some areas could be put on the path to restoration by decommissioning under-utilized, duplicated, or particularly damaging facilities has gained momentum. The region also considers the question of whether concentrating or dispersing visitation is a better management tool. This could be affected by the rise or decline in visitation year to year, or shifts in use patterns, such as greater visitation of urban and suburban parks versus rural sites. The answer lies somewhere in between and is certainly not a one-size-fits-all solution.

Livability & Sustainability

The concept of making park transportation, including operations and maintenance, friendlier to the environment is rapidly becoming a core management goal. This plan explores and outlines a series of actions that will help ensure the viability of the region's facilities and programs far into the future. Encouraging – and funding – Visitor Transportation Systems (VTS) that may include transit and shuttle systems, advanced technology systems, a greater use of recycled materials, and educational programs promotes the NPS as a leader in the field. All have a role in the LRTP. The concept of financial sustainability also plays a key role in the discussion. For instance, what investments in infrastructure (past, present, and future) can be sustained with desirable maintenance protocols? Also, are privately funded transportation investments appropriate and a sustainable addition to the system?



Climate Change

The NPS has initiated significant research into how climate change affects its resources and infrastructure. This research is leading toward the identification of appropriate mitigation, avoidance, and adaptive strategies. Transportation plays a major role in this discussion, both with its potential contributions to greenhouse gas emissions and to the effects of a changing climate on roads, bridges, and other facilities. This plan identifies some strategies that will reduce the IMR's carbon footprint as well as explores how changes in materials, operations, and maintenance may be required to protect our investments.

Role of Gateway Communities

From transportation to educational facilities to lodging and visitor services, NPS and nearby communities have developed close ties. While the NPS has limited ability to develop infrastructure or carry out programs outside strict boundaries, and likewise with associated towns and cities, the value of enhanced coordination is clear to all participants. Limited budgets make it even more important to cooperatively develop programs that benefit all. Gateway communities, whose lifeblood may indeed be the nearby park, have a vested interest in helping the park function to its potential. The LRTP encourages and explores these partnering relationships.

Visitor Experience

The transportation system should support the visitor experience without becoming an impediment to access, enjoyment, or resource protection. While this transportation plan cannot definitively locate the limits of the relationship between visitor capacity and the resource carrying capacity, it can and does address strategies to enhance the visitor experience through transportation, while minimizing environmental impacts. Emerging technologies will be tapped to provide information about what's going on with transportation and ways to move educational and interpretive information.

THE PLANNING FRAMEWORK

The Vision, Goals, and Objectives highlight the transportation ideals and ambitions of the IMR. By documenting these higher order callings, the plan allows flexibility in solutions at the individual park unit level, while staying true to its overall intent. This framework will continue to serve decision makers even as circumstances of funding and priorities evolve over the life of the plan.

The planning process is described in Figure 1. The process is designed to implement a long range transportation plan within the context of the NPS Mission, incorporating the principal values of supporting the visitor experience while protecting resources for future generations.

The process includes a progression of analysis from goal setting through system and fiscal analysis, culminating in the implementation of strategic investments that achieve the NPS Mission and the LRTP Vision and Goals. Built-in feedback loops centered on performance measures ensure that the plan and funding are adequate to meet agency expectations.

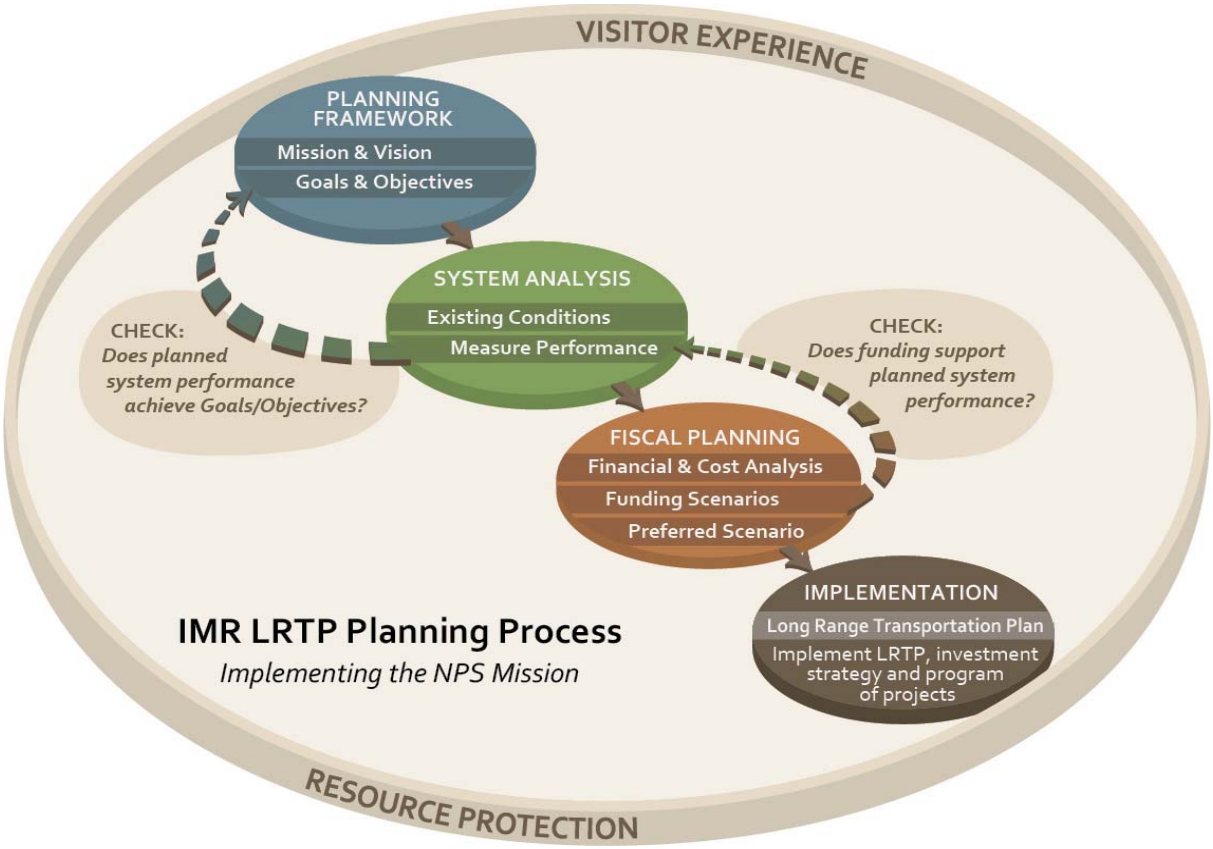


Figure 1: Long Range Planning Process

LRTP VISION

The IMR will provide park access through a system of well-integrated, multimodal options. Investments will focus on preserving vital system infrastructure while enhancing visitor experience, reduce impacts to resources, connect with nearby communities, and respond to emerging challenges such as sustainability and climate change.

GOALS, OBJECTIVES, AND STRATEGIES

The vision for the transportation system of the IMR identifies five goal areas of focus and investment. These goals are supported by a set of objectives identified as necessary to achieve the long range vision of a transportation system in harmony with the resources and visitor experience expectations of our parks.

Specific strategies to help achieve the goals and objectives were explored at the February 2011 workshop. However, these strategies will need further examination following the assessment of baseline conditions and financial requirements. The strategies will be explored further and refined during the development of planning scenarios for the LRTP.

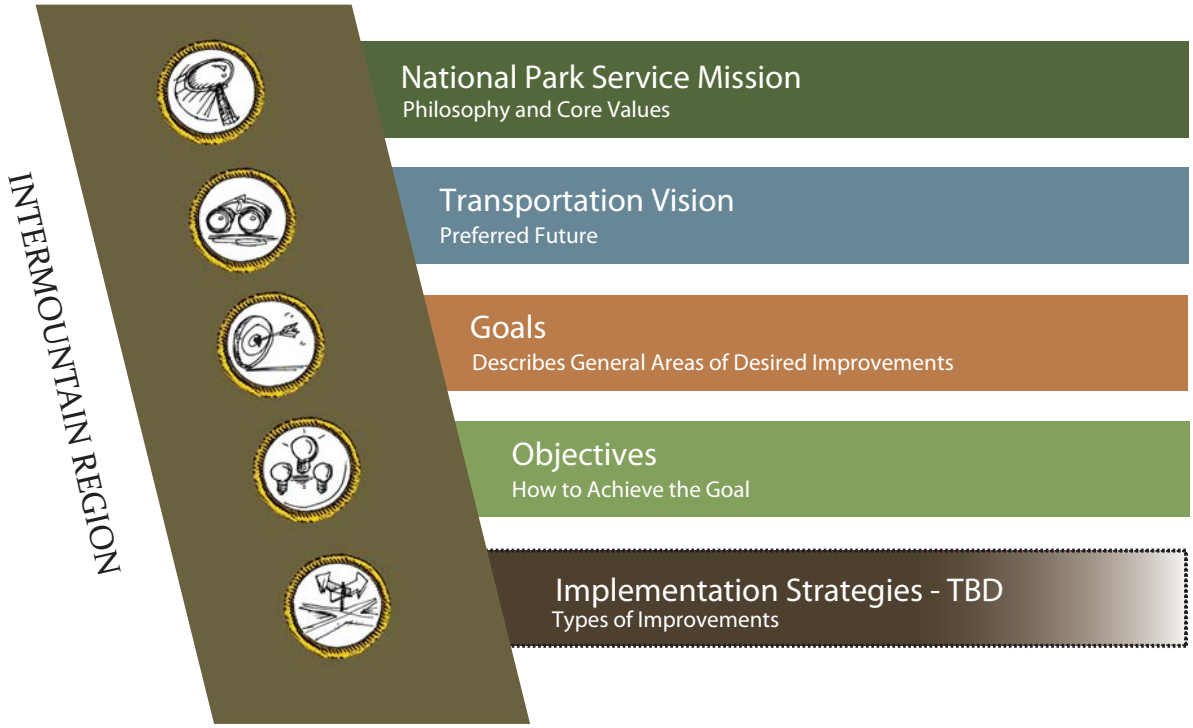


Figure 2. Planning Framework

GOAL I. ASSET MANAGEMENT

Manage transportation assets to maintain primary park roads and visitor transportation systems in acceptable condition.

Objectives:
A. Preserve the investment in critical and recently repaired infrastructure.
B. Communicate true transportation needs through the effective use of program level performance measures.
C. Capture total facility costs of construction, operations, and maintenance of existing and planned improvements.
D. Collect, manage, and maintain appropriate system data to support performance measurement.

GOAL II. MOBILITY, ACCESS, AND CONNECTIVITY

Provide a multimodal park transportation system with seamless connections within each park and to surrounding communities where opportunities exist.

Objectives:
A. Improve intermodal connections to and within the park.
B. Improve safety at high accident locations.
C. Ensure that the transportation system is available and accessible to the broadest diversity of visitors.
D. Reduce the reliance on personal vehicles in order to relieve congestion, reduce resource impacts, and reinforce sustainable practices.

GOAL III. VISITOR EXPERIENCE

Support the visitor experience with safe, sustainable transportation and information options that strengthen stewardship and diversity.

Objectives:
A. Reduce congestion where it interferes with the visitor experience or resources.
B. Integrate state-of-the-art visitor information systems into transportation programs.
C. Address impacts of non-recreational traffic on visitor experience.
D. Design systems/infrastructure to enhance visitor experience and showcase resources.

GOAL IV. RESOURCE PROTECTION

Incorporate the ideal of leaving park resources unimpaired into all aspects of transportation including planning, design, construction, maintenance, and operation.

Objectives:
A. Manage visitation and the park transportation system to minimize resource impacts and achieve the desired conditions of park resources.
B. Consider removing unnecessary, redundant, or underutilized infrastructure.
C. Use emerging technologies in construction, maintenance, and operations to reduce impacts to park resources.
D. Consider relocating infrastructure in sensitive environmental areas to restore resources.

GOAL V. SUSTAINABLE OPERATIONS

Advance IMR transportation programs to promote wise investments and adapt to emerging issues.

Objectives:
A. Utilize the planning process to strengthen effective regional and community relationships.
B. Promote program and organizational efficiency as sustainable practices.
C. Identify and incorporate climate change mitigation strategies into all planning, design, construction, maintenance, and operations.
D. Provide sustainable and context sensitive solutions to promote energy and resource conservation.

THE INTERMOUNTAIN REGION LONG RANGE TRANSPORTATION PLAN PROCESS

The NPS and its partners collaborated to complete this long range plan. It provides clear, concise direction for transportation planning over the 20 year planning period for multimodal transportation management and implementation. The plan addresses issues related to mobility, access, connectivity, and safety, all within the bounds of the NPS Mission. It also analyzes future costs to meet the needs of the region and the effectiveness of a range of future funding to meet transportation goals. Finally, it suggests ways to measure the performance of the transportation system and to develop more efficient and sustainable practices.

The process to develop the LRTP includes input from federal, state, regional, and local transportation policy makers – as well as the general public –to ensure all parties' needs are heard. The process, developed to identify realistic solutions is best illustrated in Figure 1 which begins in the Planning Framework Phase with establishment of the Plan's Vision and definition of Goals and Objectives. During the System Analysis Phase, the process examines existing and forecasted conditions and measures performance of operational and condition aspects. Performance measures must be checked with the goals and objectives to ensure that measures are developed that actually gauge the rate of success in achieving planning goals. The Fiscal Planning Phase contains several components, comparing the cost of improvements to available funds, then identifies a range of funding scenarios, each designed to achieve a certain level of performance. The LRTP will then designate a Preferred Scenario that achieves the desired level of performance for the system over the long term.

IMR LRTP – KEY STRATEGIES

Include Policy/ Decision-Makers (Agency Partners) and Public Input
- Strengthen partnerships; transparency in communications empowers people

Establish Goals and Objectives
- Develop reasonable strategies to attain goals

Collect Data
- Ensure data is up-to-date, reliable, and interactive
  - Data establishes existing conditions
  - Data justifies needs and helps prioritize needs
  - Data reinforces measures of performance

Define Needs/ Desired Conditions
- Follow policies and provide clear, concise information
- Determine true impacts to resources
- Develop performance measures
  - Define system-level performance needs
  - Identify deficiencies in goal achievement

Provide Budget Information and Funding Scenarios to Policy/ Decision-Makers
- Complete cost analyses
  - Funding resources are limited; market is competitive
- Demonstrate organizational efficiencies and partnerships
- Specific to NPS, ensure the LRTP addresses the following:
  - Visitor experience
  - Resource protection
  - Sustainability goals
  - Equitable/efficient agency partnering

Identify Funding Alternatives and Select Preferred Option

PURPOSE OF PERFORMANCE MEASURES

Performance measures are used in this plan to report system-level conditions in the five primary goal areas of Asset Management: Mobility, Access, and Connectivity; Visitor Experience; Resource Protection; Sustainable Operations; and Climate Change. Several performance indicators are necessary within each goal area, but in order to be most useful and transparent, we will report the current condition of the system in the primary areas compared to future conditions, given a range of possible financial investment.

The overall purpose of the performance measures is to assess overall transportation system performance at given funding levels. This knowledge will inform decision makers, the public, and NPS personnel how successfully we are meeting our goals and what course corrections may be necessary to achieve the twin goals of enhancing the quality of the visitor experience and protecting the resource through sound practices.

Five steps to successful goal-based performance measurement:

1. Set the Goal – To be meaningful, performance measures must be designed to monitor progress toward the strategic goals set in the planning framework.

2. Define the Need – The term "need" is often misunderstood. This plan uses the term in a specific way by comparing actual conditions to the desired condition. Thus, desired condition minus actual condition equals "need." This helps to separate "wouldn't it be nice if we had . . ." from achievement of progress toward the agency mission and expressed goals.

Figure 3. Goal-based Performance Measures

3. Measure Performance – This step identifies how performance changes over time, given an actual, or proposed, level of investment.

4. Compare Financial Scenarios – Estimate the effects of changes in investment levels on goal achievement. The LRTP will include analysis of two alternative funding scenarios in addition to the most likely scenario – a continuation of past trends.

5. Report Progress Toward Goal – Demonstrate in a clear, understandable way the results of the investment. If results are not satisfactory, decisions to change investment levels may be in order. Regular reporting and check-ins on performance will allow IMR to respond and adapt to low performance conditions.

Existing performance measurement activities already underway within NPS will be analyzed for their appropriate application to the LRTP process and to avoid duplication.

TASKS AND SCHEDULE

The IMR LRTP is a pilot study that will be developed through a series of progressively more detailed planning activities, as illustrated in Figure 4.

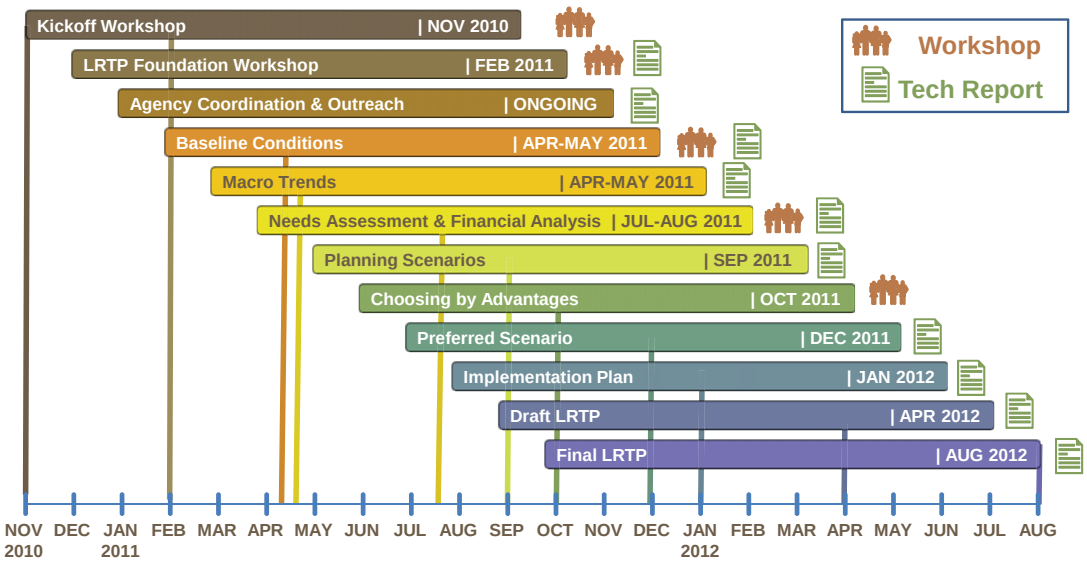


Figure 4. Tasks and Schedule

The Foundation Workshop was held in February 2011 and is documented with this Technical Memorandum. The Workshop had the purpose of developing the vision, goals, and objectives of the IMR LRTP. The next activity will be to collect and analyze region-wide transportation data in order to establish Baseline System Conditions. System analysis and needs will concentrate on 12 "focus parks" that will provide a basis to identify common themes across the region. The Baseline conditions will help the planning team identify and understand emerging Macro Trends that affect IMR transportation planning.

The 12 Focus Parks were selected to provide a cross-section of park types and needs using a variety of factors, including geography, location, size, types of transportation systems present, and types of resources. The 12 parks include:

- Bryce Canyon
- Chickasaw
- Glacier
- Grand Canyon
- Grand Teton
- Mesa Verde
- Rocky Mountain
- Saguaro
- San Antonio Missions
- White Sands
- Yellowstone
- Zion

The Baseline Conditions step will be followed with a Needs Assessment and Financial Analysis Workshop which will drill deeper into transportation program requirements and will describe the economic benefits of NPS to gateway communities and regions. This workshop will suggest ways to preserve the transportation assets already in the IMR and help with planning for future investments. At the Planning Scenarios Workshop, several proposed scenarios will each analyze investment strategies, propose project ranking criteria, and review projected funding issues (including an analysis of total cost of ownership and return on investments). That workshop will be followed by a Choosing by Advantages Workshop to determine the Preferred Scenario. After this, the Implementation Plan will be developed to identify organizational-effectiveness strategies that support the full implementation of the LRTP.

The LRTP will build on each of the interim technical reports and workshops and will be prepared by the end of 2012. It will summarize and place into context all the interim products and activities. The interim technical memoranda will be attached as a comprehensive appendix to the plan, but published under separate cover.

PLANNING TEAM STRUCTURE

The IMR LRTP consists of two multi-disciplinary teams that will guide LRTP planning: a core team (responsible for everyday management that meets regularly) and an advisory team that meets with the core team for workshops.

Core Team

• Linda MacIntyre	NPS, LRTP Project Manager
• Jayne Schaeffer	NPS, IMR Transportation Program, Manager
• Roxanne Bash	FHWA, Western Federal Lands
• Elijah Henley	FHWA, Central Federal Lands
• Cam Hugie	NPS, Denver Service Center, Project Manager
• Kevin Percival	NPS, Chief, WASO Facility Planning Branch
• Amanda Rutherford	NPS, Transportation Planner, WASO Facility Planning Branch

Advisory Team

• Phil Zichterman	Chief of Interpretation, Intermountain Region
• Brad Traver	Acting Superintendent, PE, Chiricahua NM (CHIR)
• Doug Madsen	Outdoor Recreation Planner, Yellowstone (YELL)
• John Hannon	Management Assistant, Rocky Mountain (ROMO)
• Dave Worthington	Chief of Resources, Capitol Reef (CARE)
• Kris Provenzano	WASO Facility Planning Branch LRTP Program Manager

FUTURE UPDATES

The Pilot IMR LRTP has a 20-year planning horizon and will be updated approximately five years after the final Pilot IMR LRTP is completed. The performance measures and preferred scenario established for the Pilot IMR LRTP will be evaluated at that time for their effectiveness as policy and decision-making tools. It will also be necessary at that time to update constantly evolving financial forecasts and cost information.

CONTEMPORARY NPS PLANNING EFFORTS PROVIDE BACKGROUND AND GUIDANCE

The Department of the Interior (DOI)/National Park Service currently has a number of long range transportation plans and other strategic plans underway or recently completed across the United States. All will provide critical support for the efforts of the NPS Washington Office (WASO) to justify their need for Congressionally-appropriated transportation system funding, providing it is reauthorized. The planning team reviewed these documents and uses them as resources for the IMR LRTP. A consistent application of these policy elements in each Plan will ensure they provide the appropriate framework for decision-making.

Strategic Plans:
- DOI Proposed Strategic Framework, 2010-2015
- NPS Strategic Plan, 2005-2010
- NPS Centennial Initiative
- NPS PFMD Strategic Direction
- NPS Green Parks Plan, 2010-2020
- IMR Sustainability Strategy – FY 2013 and Beyond
- NPS Climate Change Response Strategy
- Reauthorization Goals

Transportation-Specific Plans and Documents:
- Park Roads and Parkways Handbook, 2008
- NPS Northeast Region LRTP
- NPS Alaska Region LRTP
- National LRTP

Guidelines for critical NPS transportation policies:
- System Preservation
- Mobility/Accessibility/Connectivity
- Visitor Experience
- Safety/Security/Preparedness
- Coordination/Partnerships/Transparency
- Natural/Cultural/Historic Resource Protection
- Environment/Sustainability
- Organizational Effectiveness/Efficiency

LRTP Foundation Workshop

The IMR LRTP Foundation Workshop was a two-day event designed to guide the NPS and Federal Highway Administration (FWHA) core and advisory groups through a collaborative effort in developing the purpose, vision, goals, and objectives of the LRTP.

The workshop consisted of an Introduction to the LRTP process, a discussion of the draft Purpose and Intent, and a briefing of current conditions in the IMR, using data obtained in 2009 and 2010. Following the introduction, numerous group activities occurred to solicit elements to develop the vision, goals, and objectives. The high points of each activity are briefly summarized here. A detailed summary is included in the Appendix.

Group Activity 1: Transportation Challenges

This session was designed to clarify the breadth of the transportation system according to its issues, challenges, and options. URS provided several questions and asked the two break-out groups to place dots along a line for each to indicate whether they "strongly agreed" or "strongly disagreed" with the statement.

- I believe that the best way to preserve the parks' resources is to maximize public transportation and limit private vehicles at congested destinations. Discussion: Majority strongly disagreed. 'Congested' was key word in this sentence.

- The visitor experience is negatively impacted by transportation-related issues in most parks. Discussion: Majority strongly agreed. Participants had issue with using 'most' in this sentence.

- Maximum capacity on roadways at popular park destinations should be identified, capped, and managed. Discussion: Majority strongly agreed. 'Capped' was controversial word in this sentence.

- Partnering with Gateway Communities to provide parking for private vehicles is a practical and workable solution to providing parking outside the park boundaries and getting visitors to use public transportation. Discussion: Majority strongly agreed.

- In the not too distant future, park visits at popular destinations will, for the most part, need to be managed by a reservation system. Discussion: Majority strongly disagreed.

- Experiencing a park by transit can be just as enjoyable or perhaps more enjoyable than by private vehicle. Discussion: Majority strongly agreed.

Group Activity 2: Transportation Choices

Key Components. The Transportation Choices exercise allocated 25 pennies to participants to distribute among 10 funding pots to see where the group would spend its resources.

The resulting top three choices, in order:
- Maintain what we have
- Add ITS
- Add trails

Group Activity 3: Transportation Vision

Four Themes emerged from the Vision exercise
- Enhance Visitor Experience
- Restore, Maintain, and Sustain the Resources (System)
- Provide Modal Options To-Through-Within Parks
- Provide Universal Access and Increased Exposure to Public

The Vision is fully detailed elsewhere in the Foundation Workshop Technical Memorandum.

Group Activity 4: Transportation Goals

NPS provided a list of planning factors to start this exercise. The participants were asked to consider additional goals, but none were added at this time. The NPS goals included:
- Visitor Experience
- Resource Protection
- Asset Management
- Connectivity/ Mobility/ Access
- Sustainable Operations and Climate Change

The Goals, Objectives, and Strategies are fully detailed elsewhere in the Foundation Workshop Technical Memorandum.

Group Activity 5: Performance Measurement

Performance measures were not identified at the workshop, but were nevertheless described as being useful for:
- Accountability
- Transparency
- Communication between the public and the legislature

Summary of Performance Measurement Discussion
- Performance measures take a long time to prove the investments were worth it.
- One way to monitor performance on the LRTP plan is to see what was missed during the plan's first 5 years. If the plan said NPS was going to do something, will NPS be able to answer that it was done?
- Performance measures need to directly tie to the goals.
- The park unit needs to prove to Washington why it needs money for projects. There need to be measures beyond pavement conditions.

Group Activity 6: Systemic Roadblocks

This discussion was designed to discover impediments to success. Two questions with multiple parts were provided to the two groups in the workshop.

Question 1. A recent NPS survey of all parks noted that the biggest factor that is affected by congestion is visitor experience. The NPS Mission includes providing excellent visitor experience while leaving the natural and cultural resources unimpaired.
- Is there an inherent conflict in the NPS Mission Statement when it comes to transportation? Is so, please describe.
- How is this conflict handled or resolved?
- What are the parameters of balancing seemingly conflicting parts of the NPS Mission Statement, particularly where transportation is concerned?

Discussion for Question 1.

- Conflict is not inherent to the NPS Mission. It is a balance to be achieved.
- Examine both impacts of infrastructure and visitor use.

Question 2. Sometimes good ideas are difficult to implement because of any variety of reasons beyond limited resources. These include agency policy, financial accounting techniques, the "we've never done it like that before" syndrome, and many other reasons.

- Are there roadblocks that are currently in place that could be problematic to achieving the vision and goals in the LRTP?
- What are they?
- Is there a way to address these early on rather than waiting until there is a problem?

Discussion for Question 2. (Possible solutions are provided within parentheses)

- NPS can't spend money outside of NPS boundaries and it is not a priority with limited funding availability. (Organize partners)
- Local communities and businesses sometimes have conflicting priorities. (Coordinate)
- Fleet management funds cannot be banked. This is unsustainable. (Use service contracts)
- NPS lacks reliable and consistent data. Focus on what is important. There is not a formal system to catalog data consistently. (Provide guidelines)

Group Activity 7: Great Ideas

This session provided an open discussion to explore great ideas that surfaced as a result of the workshop, particularly pertaining to a particular goal or strategy, or that weren't discussed during the session, possibly because they didn't fit into any of the sessions.

Big Ideas

- Keep NPS Mission/resources in mind. Visitors are important.
- Transportation is about a journey and things along the way. The journey (must be) seamless.
- Don't forget small and medium-sized parks. GHG (climate change) is in all parks.
- Keep plan grounded; capture all needs, then prioritize.

AGENCY AND PUBLIC INVOLVEMENT

An Agency and Public Involvement Plan has been developed to support the plan. It includes information for both the Pilot LRTP process and a less detailed plan for the first LRTP Update that includes more general public involvement.

CORE TEAM AND ADVISORY COMMITTEE

During this Pilot LRTP, the Core Team and the Advisory Committee will oversee the work effort at specific key milestones. The Core Team reviews work at a greater detail and on an on-going basis. The first joint meeting of the Core Team and Advisory Committee was the Foundation Workshop that focused on Vision, Goals, and Objectives. The Core Team will meet quarterly to review interim planning documents and provide overall guidance. The Advisory Committee and Core Team will meet at a series of workshops as described in the Tasks and Schedule section of this document.

FOCUS PARK INTERVIEWS

Representatives of the twelve focus parks will be interviewed by URS during the data collection and evaluation task prior to the Needs Assessment and Financial Analysis Workshop to be held in summer 2011. This will enable the URS team to gain a deeper understanding of the focus parks issues and "read between the lines" of the hard data available for those parks.

MPO AND DOT COORDINATION

During the Pilot LRTP phase, the project team will meet with the Metropolitan Planning Organizations and State Departments of Transportation that are closely associated with the focus parks or gateway communities. This will enable the project team to interact with other transportation agencies, understand their needs and concerns, and lay the groundwork for future coordination.

EXTENDED PUBLIC INVOLVEMENT IN FUTURE UPDATES

During the LRTP updates, a broader spectrum of groups and individuals will be consulted. This plan will be informed by the lessons learned during the Pilot as well as concurrent NPS LRT planning efforts.

The Agency and Involvement Plan for the IMR LRTP is available as a separate document from the Project Manager, Linda MacIntyre.