



GOLDEN GATE NATIONAL RECREATION AREA



LONG-RANGE TRANSPORTATION PLAN 2030

INTERNAL DRAFT

NPS MISSION

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

GGNRA MISSION

Preserve and enhance the natural environment and cultural resources of the coastal lands north and south of the Golden Gate for the inspiration, education, and recreation of people today, and for future generations. In the spirit of bringing national parks to the people, we reach out to a diverse urban community, promote the richness and breadth of the national park system to many who are experiencing a national park for the first time and foster broad-based public stewardship through various volunteer and partnership programs.

NPS TRANSPORTATION MISSION

Preserve and protect resources, while providing safe and enjoyable access to and within the national parks, using sustainable, appropriate, integrated transportation solutions.

GGNRA TRANSPORTATION VISION

Connecting people with parks through equitable, sustainable, and seamless access.

GGNRA TRANSPORTATION MISSION

Collaborate with partners to provide visitors with safe, equitable, and enjoyable access to and within park sites through a regionally integrated multimodal transportation system that respects resources through sustainable solutions.

LETTER FROM THE SUPERINTENDENT



September 30, 2008

Dear Bay Area Residents and Visitors:

Golden Gate National Recreation Area (GGNRA) is pleased to present this inaugural Long Range Transportation Plan (LRTP). This is not only the first LRTP for GGNRA, but also the first for any park within the National Park Service. We are proud to have served as the pilot park for developing the National Park Service transportation planning process and hope the model developed here will assist other parks throughout the nation in developing similar processes and plans.

This plan sets the 20-year vision for transportation at GGNRA and identifies short- and long-term strategies for achieving our transportation goals. These strategies will help focus spending on the most critical components of the transportation system to ensure that we stretch all available dollars to their full potential.

We are committed to connecting people with our parks and transportation is a top priority for our visitors and residents in the Bay Area. That means paying attention to everyone's transportation needs and responding to those needs in a meaningful way by teaming up with our partners to provide a regionally integrated multimodal transportation system that connects people with our diverse park sites while protecting our natural and cultural resources for future generations. Collaborating with our partners is essential to our efforts to create a 21st century transportation network where people of all ages and physical abilities can connect with nature and safely access GGNRA sites via the transportation mode of their choice.

There are opportunities and there are challenges in this transportation vision plan, but with everyone's help, we can make the right choices to move toward our collective vision. Thank you for your interest and support of GGNRA. Copies of the LRTP are available online at www.ggnra.gov.

Sincerely,

A handwritten signature in black ink that reads "Brian O'Neill". The signature is written in a cursive style with a long, sweeping underline.

Brian O'Neill, Superintendent
Golden Gate National Recreation Area

ACKNOWLEDGEMENTS

The Golden Gate National Recreation Area Long-Range Transportation Plan was initiated and funded by the National Park Service, Washington Office, Transportation Program and was conducted in partnership with GGNRA. They collaborated with the Federal Highway Administration to form a Project Management Team that developed the plan with input, direction, and review from other government entities, nonprofit organizations, and citizens in the Bay Area.

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Purpose

Transportation is intrinsically woven into the fabric of the human experience, encompassing not only how we get from place to place, but also how we conduct our daily routines and how we get to our destinations. Whether it is getting to and from Golden Gate National Recreation Area (GGNRA) park sites, or traveling to work, school, medical appointments, errands, shopping, or social engagements – we are all affected by the kinds of transportation available (or not available) to us. The location and appearance of transportation facilities, the design of streets, sidewalks, and trails, and the availability of public transportation or parking can make all the difference in how we experience our daily activities or recreational pursuits at GGNRA parks.

Transporting people to and within park sites is integral to the GGNRA mission to connect people with parks and this Long-Range Transportation Plan (LRTP) is the park’s road-map for enhancing multimodal transportation within park boundaries and working with partners outside park boundaries to achieve the vision of a regionally integrated system throughout the Bay Area. The LRTP is the conduit for communicating GGNRA’s transportation dreams, constraints, and funding realities to internal and external partners, stakeholders, and the public, and it ensures that limited federal, state, local, and private sector resources are expended effectively and efficiently to maximize their benefits.

In addition to serving as the policy document that sets the transportation vision, mission, goals, and objectives for GGNRA, the LRTP:

- Identifies human and financial resources necessary to conduct transportation planning, create and maintain critical partnerships, and implement transportation projects, programs, and services
- Houses transportation-related data that are critical to sound decision-making
- Provides the foundation for developing projects for inclusion in the Park Transportation Improvement Program (PTIP) and the criteria for determining which projects to implement through GGNRA’s capital budget, operations and maintenance budget, and other funding streams over the next 20 years
- Defines transportation performance measures used to evaluate the park’s progress on meeting the goals in the plan
- Recommends publishing an annual transportation report to describe the park’s progress toward meeting the goals in the plan
- Informs GGNRA decision-making processes and helps determine when, where, and how to allocate scarce resources within park boundaries and in coordination with regional partners
- Clearly identifies factors that are critical to successfully implementing this plan, the most critical of which is the need for a new Transportation Program with adequate staff to manage the day-to-day and long-term operations of the park transportation system, coordinate with partners, and implement the goals and objectives in this plan.



Traffic on the Golden Gate Bridge



Accessing GGNRA sites via MUNI transit system

Background

Although long-range transportation planning is an established practice at State Departments of Transportation (DOT), Metropolitan Planning Organizations (MPO), and cities and counties throughout the United States, it is new to Federal Land Management Agencies (FLMA) and the National Park Service (NPS). Title 23 of the U.S. Code in the Safe, Accountable, Flexible, Efficient Transportation Equity Act a Legacy for Users (SAFETEA-LU) requires all FLMAs to conduct transportation planning in a manner consistent with State DOTs and MPOs, and NPS selected GGNRA as the pilot park to develop the transportation planning process for the agency.

*Mobility for the next generation.
MTC Vision*

In developing the pilot planning process and this plan, the LRTP Management Team utilized NPS policies, directives, and existing park plans along with the best transportation planning practices from State DOTs, MPOs, cities, and counties throughout the United States. Particular attention was given to the transportation planning practices and plans of GGNRA partners including the California DOT (Caltrans), the Metropolitan Transportation Commission (MTC), and transportation agencies within San Francisco, Marin, and San Mateo counties, which ensures the GGNRA LRTP reflects the values of its regional partners and is consistent with transportation plans throughout the Bay Area.

Park Overview

Golden Gate National Recreation Area (GGNRA) is one of the largest urban national parks in the world. Established in 1972, as part of a trend to make national park resources more accessible to urban populations and bring “parks to the people,” GGNRA’s 75,398 acres of land and water extend north of the Golden Gate Bridge to Tomales Bay in Marin County and south into San Mateo County, encompassing 59 miles of bay and ocean shoreline. These lands represent one of the nation’s largest coastal preserves and attract 16 million visitors each year, making GGNRA one of the most highly visited units in the NPS.

The park contains numerous historical and cultural resources including Alcatraz, Marin Headlands, Nike Missile Site, Fort Mason, Muir Woods National Monument, Fort Point National Historic Site, and the Presidio in San Francisco. The park’s archeological sites, military forts and other historic structures present a rich chronicle of two hundred years of history representing Native American culture, the Spanish Empire frontier, the Mexican Republic, evolution of American coastal fortifications, maritime history, 18th century and early 20th century agriculture, military history, California Gold Rush, Buffalo Soldiers, and the growth of urban San Francisco.

Golden Gate National Recreation Area is also rich in natural resources, comprised of 19 separate ecosystems in seven distinct watersheds and 1,273 plant and animal species. With 80 sensitive, rare, threatened, or endangered species including the Northern Spotted Owl, California Red-legged Frog, and Coho Salmon, the park has the fourth largest number (33) of federally protected or endangered species of all units in the National Park System.



Satellite photo of GGNRA area

Transportation Context

GGNRA's urban locale inextricably links its transportation system to the land use patterns in Marin, San Francisco, and San Mateo Counties and the gateway communities neighboring each park site. The Metropolitan Transportation Commission has indicated transportation is the number one issue in the Bay Area and the complexity of transportation issues within park boundaries and surrounding communities have grown dramatically since GGNRA's inception. Partner requests for park participation in addressing regional transportation issues is growing in frequency and complexity. To respond to these requests and collaborate effectively with partners and stakeholders, as well as manage current programs and projects, anticipate future needs and demands, and achieve the goals in this LRTP, GGNRA needs to establish a park transportation program with staff of transportation planning professionals.

"Both circulation improvements and new development need to enhance the travel experience for pedestrians, cyclists, and transit users to ensure that alternative modes are successful in reducing car traffic and accommodating latent demand."

Marin Countywide Plan

Traditional solutions to maintaining acceptable traffic flows, such as road widening, tend to be prohibitively expensive and environmentally damaging, while not relieving traffic congestion for the long term. Instead, we need to encourage major changes in travel behavior to enhance our visitor's experience, protect park resources, and reduce traffic congestion, greenhouse gas emissions, and air pollution. Partner transportation plans in our adjoining gateway communities and counties align with the GGNRA vision of regionally integrating a multimodal system that relies on travel by bus, rail, ferry, bicycle, and foot to supplement and, where feasible, supplant automobile use. Increasing transportation choices also helps the park achieve the goals of providing equitable access to and within park sites and reducing traffic congestion.



San Francisco Cable Car

Consistency with Park and Partner Transportation Plans

The GGNRA LRTP follows the principals of being continuing, cooperative, and comprehensive as set forth in SAFETEA-LU and required by the Federal Highway Administration (FHWA). Like Caltrans and MTC transportation plans, this LRTP has a planning horizon of twenty years with planned updates every four to five years. However, because GGNRA is in the process of updating its GMP, this LRTP can only evaluate future conditions in a manner consistent with adopted policies and plans such as the 1980 GMP. Therefore, after the new GMP is completed (approximately 2011), the park will begin preparations for the first LRTP update to reflect the updated priorities in the GMP and incorporate new strategic actions for transportation as appropriate.

Although this LRTP uses the 1980 GMP as its foundation, many of the transportation goals and recommendations in the GMP remain as valid today as in 1980. They are consistent with GGNRA's enabling legislation, park policies, existing transportation conditions, and current project-level transportation planning initiatives such as the Muir Woods and Fort Baker shuttles, Doyle Drive, and the Historic Street Car. In addition, the LRTP Management Team researched and grounded the recommendations in this plan to ensure consistency with Federal legislative mandates, U.S. Department of Transportation Policies, and NPS Management Policies and transportation mission and goals.

GGNRA's LRTP fits within a broader planning context both locally and in the region and is consistent with transportation plans outside the geographic boundaries of GGNRA including CalTrans, MTC, and neighboring cities and counties. As with these plans, the GGNRA LRTP is comprised of two components:

I. Long-Range Transportation Plan (LRTP)

- Vision document with 20-year horizon; revised every four years
- Defines GGNRA's transportation vision, mission, goals, strategies and performance measures
- Contains the unconstrained visionary list of projects

II. Park Transportation Improvement Program (PTIP)

- Program of projects prioritized in the 5-Year Capital Improvement Program; updated annually
- Projects designed to achieve the vision, mission, and goals in the LRTP.

Evaluation and Plan Updates

GGNRA will strive to do a major update of this plan every four to five years and issue an Annual Transportation Report that describes progress towards implementation, results of evaluations, and document any recommendations for changes proposed to the contents of the plan. Instituting this progress tracking system will verify to partners and the public that the park is actually implementing the LRTP rather than filing it on the shelf to eventually be forgotten.



*GGNRA Open House
participants review
transportation proposal*

CRITICAL SUCCESS FACTORS

The following represent factors that are critical to the success of implementing the GGNRA LRTP and they all hinge on one particularly vital foundational element – establishing a comprehensive transportation program with adequate staff to

implement GGNRA transportation programs, projects, and services designed to achieve the LRTP vision, mission, goals and objectives.

Transportation Program

Establishing and staffing a transportation program is mission critical to the success of all the planning activities at GGNRA. A Business Plan is in development to identify the functions of the GGNRA Transportation Program and the roles and responsibilities of the professional transportation planning staff. Responsibilities will include, but are not limited to implementing and updating the LRTP and PTIP, coordinating with internal and external partners, engaging the public in transportation decision-making processes at the park, creating programs and services to serve park visitors and employees, and efficiently managing the park's transportation system.



L RTP Workshop III

Internal Partnerships

Strengthening partnerships with all divisions within GGNRA is imperative to enhancing the effectiveness of the existing transportation system, reducing the number of roads and trails in fair to poor conditions, preserving resources, improving the visitor's experience, and in addressing park and regional transportation challenges in the 21st Century.



Batteries Bluff before (left) and after (right) trail improvements

External Partnerships

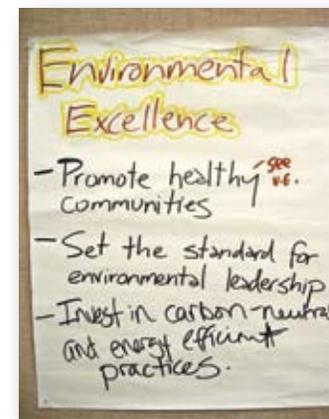
Establishing and maintaining relationships with gateway communities and local, regional, and state transportation agencies, nonprofit organizations, and others is critical for GGNRA to achieve the goal of connecting the park's transportation facilities with a regionally integrated multimodal transportation system and delivering programs and services that are consistent with regional transportation plans. The LRTP recognizes this by recommending GGNRA transportation staff assistance on local and regional transportation issues and participation on committees.

Public Involvement:

Public participation in the transportation planning process fosters better decisions and support for the goals in the LRTP. This plan supports and encourages efforts to increase opportunities for engaging the public in the planning process.

Refining the LRTP:

The LRTP is an iterative plan with continued refinement necessary to reflect current GGNRA policies and to be consistent with local and regional transportation plan updates. It will be updated every four years, with an annual revision/update of the PTIP.



Workshops refine LRTP goals

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STATE OF THE GGNRA TRANSPORTATION PROGRAM

2

Overview

This section of the LRTP describes key existing transportation and land use conditions used in analysis and decision-making at GGNRA. It contains relevant maps and statistics (ELIJAH) that describe the scale and use of the park's multimodal transportation network and the relationship between the park transportation system, adjacent communities, and the region. The information in this section also provides a foundation for decision-making about transportation projects and programs.

Transportation planning is a process for making decisions about the operations, maintenance, and development of transportation facilities. This includes providing accurate information about the effects of proposed transportation projects on park units, adjacent communities, and users of the system. Existing conditions and needs form the basis of the goals and recommendations in this plan and they reflect the interests of GGNRA in relation to neighboring cities and counties, other land management agencies such as California State Parks, and the public.

Situated in the San Francisco Bay Area of Northern California and within a day's drive of over 40 million people, the park has become the one of the most visited of all national parks with approximately 14 million visitors and x million vehicles entering the park each year. This popularity is causing impacts to the natural environment such as air pollution that is dramatically shrinking scenic views, damaging plants, and degrading streams and soils. Human health is at risk from ozone pollution, non-native insects and invasive species threaten forest health, and on an operational level, the park is dealing with the cumulative effect of years of absorbing fixed cost increases and across the board reductions without a significant base budget increase.

Air quality is a major issue and San Francisco and the surrounding communities are designated as a non-attainment area. This designation requires the entities within the non-attainment area, which includes GGNRA, to take action to improve air quality and decreasing pollutants from motor vehicles is one of the park's initiatives to improve air quality.

Muir Woods is one of the park's most popular destinations with approximately one million visitors annually. Development and land use decisions throughout Marin County and in the park's gateway communities are not only impacting natural and cultural resources, but the visitor experience as well. Regional transportation planning is as critical to maintaining the visitor experience as it is to preserving the natural and cultural resources of the park. Therefore, to fulfill its mission, the park must continue to work with its partners and stakeholders to solve regional development, land use, and transportation challenges.

Outside the park, communities are dealing with increased traffic by building new roads and expanding existing roads, which in turn increases traffic within GGNRA. However, successful land and waterborne transit systems have operated in San Francisco, Marin, and San Mateo counties for many years, carrying over millions of passengers annually. Through the direction provided by this LRTP, GGNRA will continue its initiatives to reduce motor vehicle traffic to and within the park by forging partnerships that provide access to park sites through convenient transit and non-motorized transportation alternatives.



PARKWIDE

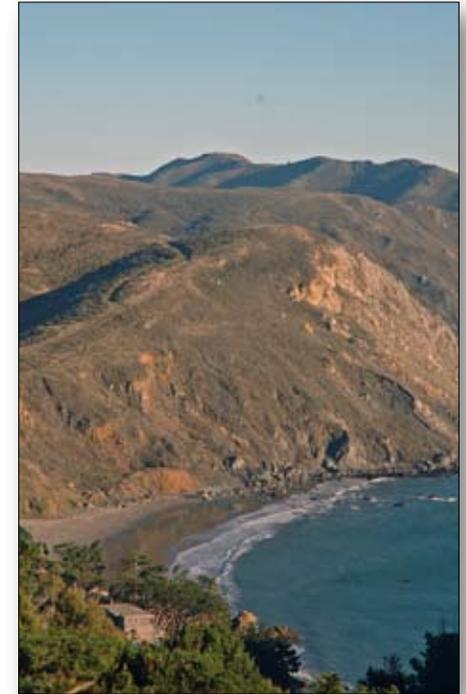
ISSUES

- The national focus of NPS is on asset management and eliminating the deferred maintenance backlog by bringing existing facilities and structures up to standard, not on building new facilities
- This LRTP is establishing a new strategic business model for managing transportation at the park, which will require a team of transportation professionals to develop policies and procedures for the planning, operations, and maintenance of the system
- Transportation data collection must be institutionalized as an essential programmatic component for measuring performance and future planning
- Actual carrying capacity is unknown and needs to be determined to make informed management decisions
- Some park roads reach Level of Service E and F during peak season
- GGNRA resides in a non-attainment area and the park needs to work with regional partners to resolve air quality issues by improving regional intermodal connectivity

CONDITIONS

- The park expects to see modest increases in visitation over the next 20 years
- The Metropolitan Transportation Commission expects the Bay Area population and number of households to grow by nearly 20 percent between 2006 and 2030
- The increase in zero-vehicle households will slightly outpace the increase in the total number of vehicles (22 percent to 18 percent)
- Total transit trips are projected to increase by 31 percent and their share of total trips by more than 10 percent
- Non-work trips (the residential travel market most likely to use non-auto modes for recreational travel) are projected to increase by 25 percent and as a share of total non-works trips, increase by almost 10 percent
- Traffic congestion:
 - Is preventing the park from fulfilling its mission to preserve its diverse natural and cultural resources and to provide for public benefit and enjoyment of the resources in ways that will leave them essentially unaltered by modern human influences
 - Compromises visitor safety by preventing timely response to emergencies.
- GGNRA's travel is recreation-based, occurring largely in off-peak commuter times. Most visitors travel to the park by automobile, often experiencing significant levels of congestion en-route depending on the time, day and season of travel (the most acute congestion for visitors is in Marin County).
- Visitation patterns show a very high demand for shared-use trails to and within the park sites
- Current and Projected : O/D: local travel among the Bay Area residents to/from park, and existing mode split (ELIJAH) - Marin Parks - San Francisco Parks - San Mateo Parks.

The GGNRA park transportation system is largely discontinuous, with over two dozen park sites scattered across three Bay Area counties. Each park site has its own transportation facilities that are owned, operated and maintained by GGNRA. A short description of the park transportation system by county follows, along with a description of the surrounding regional transportation system that visitors use to reach the park sites.



TRANSPORTATION ANALYSIS

MARIN COUNTY

ISSUES

- List issues

CONDITIONS

- List conditions

GGNRA parks in Marin County reside adjacent to both urban and rural communities and they share these general transportation characteristics:

- Little or limited public transit
- Primary access is by private car, and parking is limited in several locations.
- Local, non-park roads experience congestion during peak visiting periods, i.e., summer and holiday weekends
- Signage is good, with large “arrowhead” signs at entrances, and signage throughout sites and on nearby roads
- Water access is from a boat ramp at Fort Baker, and the marina and cove provide mooring for visiting sailboats
- Bicycle access is fair to good, providing challenging rides over steep topology
- Pedestrian access to surrounding communities by sidewalk or path is limited
- Sites are potentially ADA-accessible

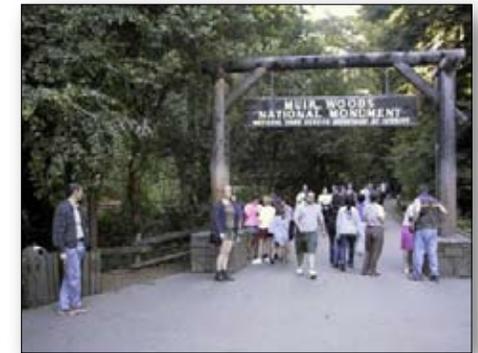
Shoreline Highway and Panoramic Highway are the primary road and transit links to the Marin parks. The Marin County Transit Authority has expanded the Stage Coach bus service, but not enough to keep pace with the recreational travel demand generated by Muir Beach, Stinson Beach Tennessee Valley and the Muir Woods. The primary gateway node for this area is the Highway 101 and Shoreline Highway (SR 1) interchange. The Manzanita Park and Ride is located here, and the park has a shuttle system that connects this with the Sausalito Ferry Terminal. Additionally, there are hiking and biking opportunities that connect all the Marin sites in a regional trail network.

The second visitor gateway node is the Highway 101 and Alexander Avenue interchange at the Golden Gate Bridge. On the eastern side is a non-park regional visitor center (Vista Point). The primary road link is Alexander Avenue, which provides auto and transit access to the Marin Headlands via Conzelman and Bunker Roads. It also provides auto and transit access to Fort Baker (via Bunker and East Roads) and points north.

INSERT MARIN COUNTY MAP

GGNRA Parks in Marin County

Muir Woods
Muir Beach & Overlook
Stinson Beach
Marin Headlands
Fort Baker
Slide Ranch
Tennessee Valley & Beach





SAN FRANCISCO COUNTY

ISSUES

- List issues

CONDITIONS

- List conditions

The park sites in San Francisco are among the most visited and most well known internationally. The park is nestled in a very complex urban setting and benefits from proximity to an extremely rich transit environment. Combinations of transit are in place to varying degrees throughout the city and county including: bus, light rail, heavy rail, commuter rail, and ferry service. GGNRA sites in San Francisco County share these general transportation characteristics:

- Public transportation access is very good. Traveling within Park sites is a little more difficult than accessing the site generally
- Connectivity to other local attractions is excellent
- Signage is generally good, with large “arrowheads” at entrances, and signage throughout site; however, there is no Park site information signage at local transit stops
- Bicycle access is good to excellent, and sidewalks connect the city with the parks
- Parking facilities are available at each site
- Most sites are fully ADA-accessible

The primary regional road links for visitors traveling to the San Francisco parks are Highway 1 and 101. Highway 1 connects with the Great Highway and provides access to all the park sites on the coast of the Pacific Ocean. Highway 101 provides access to all the park sites on the northern waterfront via I-80, the Embarcadero or Van Ness Ave.

The primary visitor gateway nodes are multimodal. San Francisco International Airport connects with BART to downtown. BART also connects east bay residents with downtown, where they can transfer to MUNI light rail and visit Fisherman’s Wharf. From the north, Golden Gate

Transit provides service to the San Francisco Ferry Terminal (also serviced by the Oakland-Alameda Ferry), which connects to MUNI light rail. Other important multimodal hubs for GGNRA visitors include: the Daily City BART station (connects SamTrans and MUNI), the CalTrain station at 4th/Townson (connects downtown San Francisco with downtown San Jose via commuter rail), and the Transbay Terminal (connects MUNI bus service with AC Transit from the east, SamTrans from the south and Golden Gate Transit from the north).

Although San Francisco is a transit-rich environment, many park sites are significantly under-served, since these services are designed primarily for commuters. Recreational travel across the city during non-commute times and the weekend is difficult, requiring multiple transfers with diminished frequency of service.

INSERT SAN FRANCISCO MAP

GGNRA Parks in San Francisco County

Alcatraz
Fort Mason
Crissy Field
Presidio
Fort Funston
Ocean Beach
Cliff House
Lands End & Sutro Park
China Beach
Baker Beach
Fort Point
Aquatic Park

GGNRA Parks in San Mateo County

Milagra Ridge
Sweeney Ridge/Cattle Hill
Mori Point
Perdro Point
Devils Slide
Phleger Estates
Rancho Corral de Tierra
San Francisco Watershed
trail easements

SAN MATEO COUNTY

ISSUES

- List issues

CONDITIONS

- List conditions

Compared to San Francisco and Marin Counties, the park sites in San Mateo County are more difficult for visitors to access and primarily serve local residents. Newer sites or those yet to officially become part of the GGNRA have underdeveloped access, parking, and trail connectivity.

These sites are virtually inaccessible by transit, and in many cases are also difficult to access by car due to the lack of wayfinding and parking. The road network through the parkland area is comprised predominantly of local streets and roads. GGNRA sites in San Mateo County share these transportation characteristics:

- Visitation is low to medium compared to the San Francisco and Marin parks
- Public transportation is minimal and focused primarily on weekday commuters, with reductions in service on weekends; some sites have no public transit
- Bicycle access is good; however, it is not allowed at some sites
- Poor pedestrian access; ADA-difficult
- No signage until the visitor is inside the site
- Parking facilities are at each site
- Roadway connections are fair to good

The two main regional road links for visitors going to the San Mateo parks are Highway 1 and I-280. Highway 92 connects Highway 1 and I-280 to the south of the parklands, and provides access to the Phleger Estate via Highway 35.

The Daly City BART station could serve as a visitor hub in the north, and Sweeney Ridge has potential as a southern multimodal hub. SamTrans has service to Skyline Community College, providing an opportunity for transit access to both Sweeney Ridge and Milagra Ridge with adjustments to routing. Hiking and biking opportunities abound in the San Mateo park sites and opportunities for to significantly improve trails connectivity are underway.

INSERT SAN MATEO MAP





Transportation Infrastructure

Facility issues affect mobility, access, and system preservation. Visitors need safe, convenient, efficient, accessible, and inviting facilities and environments that contribute to a high quality park experience, while protecting and preserving resources for future generations. Increasing the number of nonmotorized transportation trips to and within park sites requires pedestrian and bicycle support facilities and amenities, as well as well-planned routes and linkages between origins and destinations.

Successful operation and maintenance of the GGNRA transportation system promotes safety, efficiency, infrastructure preservation, and a high quality environment. Maintenance costs consume over \$x million annually and represent

Pavement	\$x million
Roadway Structures	\$x million
Traffic Management Control Devices	\$x million
Trails:	\$x million
Waterborne Facilities (docks, piers)	\$xm/billion
Street Trees & Landscaping	\$xm/billion

a significant and recurring commitment to the conservation of the park’s transportation facilities, as dollars spent on maintenance today help ensure that more dollars are not needed for premature replacement later.

Effective maintenance of the transportation system means the park will have to plan for future maintenance activity and must also address the significant backlog of unmet maintenance needs that currently exists. GGNRA’s highest transportation priority is to take care of its existing transportation infrastructure – valued at an estimated \$x m/billion. A breakout of this inventory by major cost elements is as follows:

System Preservation

Preserving the existing transportation infrastructure is a priority for ensuring visitor’s have a safe and enjoyable experience at the park. The policy of maintaining what the park owns before making investments in additional transportation facilities is a sound business practice that will help the park relieve its current transportation maintenance backlog of \$x million.

Golden Gate has the unique challenge of operating and maintaining transportation assets alongside historic buildings, campgrounds, water/wastewater utilities, etc. Some of GGNRA’s transportation assets are historic roads, which complicates the process for operations and maintenance. Golden Gate is a National Park Service leader in asset management practices. The park is currently completing its Asset Management Plan, which will include a condition and priority rating for all park transportation assets. The park has not yet completed the process to catalogue transportation assets, so the figures provided here are not inclusive of all assets.

The draft Asset Management Plan shows that the park’s maintenance backlog for transportation is significant. For the next 10 years, over \$113 million will be required to reduce the park’s deferred maintenance and address renewal requirements. The park will require an investment of \$??? over the next ??? years to maintain or improve park roads, parking, trails and bridges in acceptable condition. Integrating the LRTP with the Asset Management Plan will be critical to help the park meet this funding challenge and maintain park transportation assets in a safe and reasonable condition.

Need financial stats: FY08, transportation needs vs. funding (maybe compare # to overall park needs?)

ASSET MANAGEMENT INFO

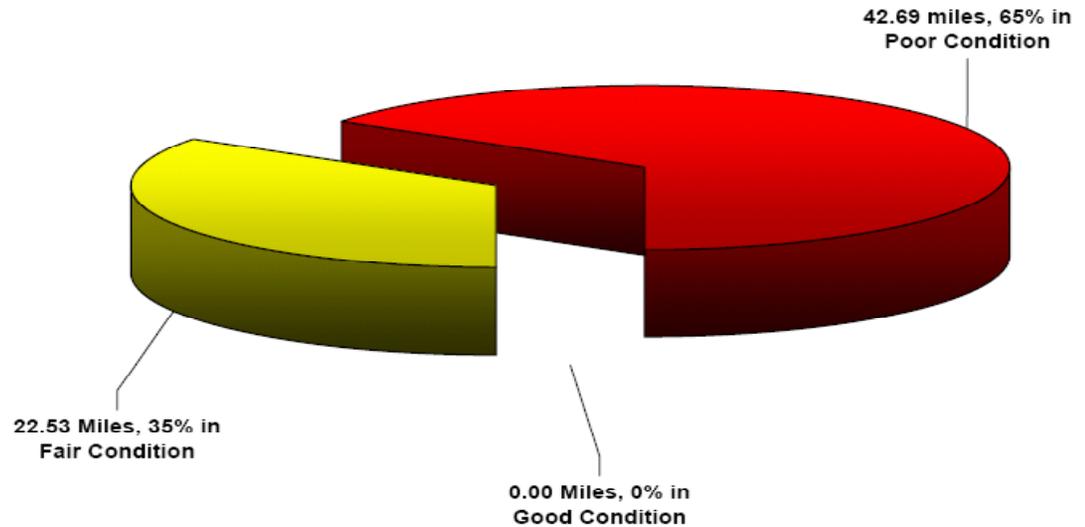
Park Transportation System Operational Condition and Gaps

Major Transportation Assets				
ASSET	QUANTITY	DEFERRED MAINTENANCE	AVERAGE FCI*	ACP**
PAVED ROADS	66 miles	\$14,600,000	.11	73
PARKING LOTS	2.3 Million Sq. Feet	\$21,000,000	.22	46
TRAILS	175 miles	\$25,000,000	.32	66
BRIDGES				
DOCKS, PIERS				

* Facility Condition Index (FCI) indicates the condition of the asset (0=best, .99 = worst)

** Asset Priority Index (API) indicates the importance of the asset to the park (100=most important, 1=least important)

**Golden Gate National Recreation Area
2008 Projected Pavement Conditions
Total Miles = 65.2; Average PCR = 47.9**



Transportation's Influence on Park Operations

As a unit of the NPS, GGNRA's primary focus is resource protection and visitor experience. In short, GGNRA is not a transportation agency. However, because it is embedded in a complex urban transportation network, the park must devote substantial time and resources to maintaining or improving park visitor access.

GGNRA does not have a transportation staff or the technical expertise that is typically found in agencies involved

in the type of projects and partnerships that GGNRA is pursuing. Without a transportation staff, GGNRA cannot consistently engage with partners on strategic planning issues or opportunities to leverage funding. In addition, the workloads of multiple divisions outside Planning and Maintenance are impacted by transportation issues such as project compliance, partnerships, safety, etc. The most frequently cited transportation issues that impact GGNRA workloads include:

GGNRA Division	Transportation Issues that Impact Park Operations
Cultural Resources	Avoid adverse impacts from transportation projects Balance needs for access, engineering, and safety with park character and visitor experience More comprehensive baseline information about transportation history
Interpretation	Wayfinding challenges for visitors Additional transportation modes and connections for visitors and staff Additional and multiple information options for visitor orientation
Law Enforcement and Fire	Parking and parking management/supply Safety and emergency access Traffic management and circulation Special events
Maintenance	Asset inventory and management Operations and maintenance
Natural Resources	Mitigation of impacts from park transportation projects and operations/maintenance activities Mitigation of non-park impacts (range from roadside maintenance to oil spills) Impacts from informal roadside parking Partnerships for non-project issues
Planning	Need for additional resources for programs, projects, and long-term and sustained partnerships Transportation project planning, design and construction Transportation management: parking, travel demand, etc. Connecting park to diverse audiences
Public Affairs	Outreach to travel and tourism industry Review of transportation-related public information materials

GOALS, OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

3

Overview

This section of the LRTP defines GGNRA's transportation goals, objectives, strategies, and performance measures, which tier off the hierarchy of the agency and park transportation mission statements and the NPS transportation goals, which are to:

- Provide and maintain high quality transportation infrastructure and services
- Deliver efficient, effective, and environmentally friendly transportation infrastructure projects and services
- Serve as a leader and innovator in transportation, as well as in cooperating with local, regional, state, Federal, and industry partners.

During the transportation planning process five themes emerged that establish a framework for decision-making that balances each thematic area. Each thematic area has only one goal statement to focus attention on key, long-term strategic transportation priorities. Each goal indicates the ultimate purpose or result desired for the theme and the objectives and strategies that follow specify what GGNRA wants to achieve and how to achieve it in a realistic, timely, and measurable manner. The themes provide the foundation for establishing the LRTP goals and objectives by bringing together the two founding purposes for all NPS activities – *visitor experience and resource protection*, with one principle of particular importance to GGNRA – *environmental excellence*, and two common transportation principles – *mobility, access and connectivity, and transportation operations*.

Finally, GGNRA established a performance measure for each goal to evaluate progress. Measuring performance is necessary to establish program priorities and allocate human and financial resources and it is measured in terms of quantity, quality, timeliness, and cost. Along with financial information, performance reports will inform discussions on ways to improve program and system efficiency and

effectiveness. Meaningful performance measures can be challenging to track because they rely on resource intensive data gathering and analysis to report consistently over time. However, GGNRA management and staff recognize the need to have, and report on, meaningful performance measures to communicate more effectively to NPS leaders, elected officials, partners, and the public.

GGNRA will produce its first Annual Transportation Report on October 1, 2009, giving an overview of the projects and activities of the Transportation Program and progress on achieving the goals in this plan. In 2010, GGNRA will augment the Annual Report with quarterly reporting that includes an overview of transportation facilities operations and maintenance, activities complete, and status of programs, projects, and services.

The following Goals and Objectives Summary Table is provided as an easy reference and overview of the goals, objectives, performance measures, and critical success factors for each theme. The pages that follow the table give a thorough description of the purpose of each thematic component, along with the top strategies for achieving the goals and objectives.



Goals and Objectives Summary Table

THEME	GOAL	OBJECTIVES	PERFORMANCE MEASURE	CRITICAL SUCCESS FACTORS
VISITOR EXPERIENCE	Create enjoyable and welcoming transportation experiences for all visitors	<ol style="list-style-type: none"> 1) Improve traveler information, wayfinding, and orientation for all modes of travel 2) Integrate interpretation, education, and stewardship into the transportation experience 	Percent increase in the number of new wayfinding signs installed annually for each mode of transportation	<ol style="list-style-type: none"> 3) Transportation Program 4) Internal Partnerships 5) External Partnerships 6) Public Involvement
RESOURCE PROTECTION	Preserve and protect park resources by minimizing transportation impacts	<ol style="list-style-type: none"> 1) Improve the health of resources adversely affected by transportation within the park 2) Manage visitation and the park transportation system to minimize resource impacts and achieve the desired conditions of park resources 	Percent decrease in informal and spillover parking	<ol style="list-style-type: none"> 1) Transportation Program 2) Internal Partnerships 3) External Partnerships
MOBILITY, ACCESS, CONNECTIVITY	Create equitable and convenient multimodal transportation options to and within the park	<ol style="list-style-type: none"> 1) <i>Mobility</i> – Improve multimodal options to reduce reliance on cars 2) <i>Access</i> – Ensure that the park is available and accessible to the broadest diversity of visitors including those whose access was limited in the past 3) <i>Connectivity</i> – Improve intermodal connections to and within the park 	Percent increase in intermodal connections to adjacent communities	<ol style="list-style-type: none"> 1) Transportation Program 2) Internal Partnerships 3) External Partnerships
ENVIRONMENTAL EXCELLENCE	Inspire an environmental consciousness by demonstrating environmental excellence in transportation	<ol style="list-style-type: none"> 1) Demonstrate environmental leadership through transportation initiatives that maximize energy-efficiency and minimize the GGNRA carbon footprint 2) Provide sustainable and context sensitive solutions to promote energy and resource conservation 	Percent reduction in transportation carbon footprint	<ol style="list-style-type: none"> 3) Transportation Program 4) Internal Partnerships 5) External Partnerships
TRANSPORTATION OPERATIONS	Optimize management of the park transportation system	<ol style="list-style-type: none"> 1) Establish and organize approaches, methods, and procedures for conducting transportation planning and programming at the park 2) Establish a system management and maintenance program 3) Establish a park transportation safety program 	Percent increase in transportation program staff and project funding Percent reduction in deferred maintenance of transportation assets Percent reduction in traffic accidents	<ol style="list-style-type: none"> 4) Transportation Program 5) Internal Partnerships 6) External Partnerships 7) Public Involvement 8) Refine LRTP

Partnership Strategies

Partnerships are an essential element in the business practices at GGNRA. The thematic areas and their respective goals on the following pages identify strategies for each objective that primarily focus on travel within the park. However, since GGNRA understands the importance of building relationships with Bay Area transportation partners to effectively improve intermodal connections from local communities to park sites, the following partnership strategies have been identified separately because they are applicable to all goals and objectives. Although not meant to be all inclusive, these strategies represent broad collaborative approaches to solving regional and park transportation issues.

GGNRA will collaborate with partners to:

- Identify and fill gaps from the regional transportation system to park sites
- Enhance multimodal and intermodal transfers and connections with local and regional transportation land and water systems in the Bay Area
- Improve bicycle, pedestrian, trail, transit, and water connections from adjacent communities to park sites
- Increase the number of buses and ferries on weekends and holidays to accommodate recreational travel schedules
- Make transit stops and transfer points more visible and comfortable
- Increase the number of bus stops in or near park sites
- Identify and make use of existing mini transit hubs, e.g., Downtown Sausalito, Morning Trail, Presidio
- Create interagency welcome centers at intermodal hubs, i.e., Forest Service – Manzanita, State Parks – information, food, shelters
- Host pilot transportation projects that demonstrate leading edge technologies
- Increase public participation in hands-on environmental stewardship activities such as trail building and clean up days
- Hire summer transportation interpreters to educate the public about alternative transportation programs and choices
- Promote alternative modes (non-auto choices)
- Promote “Healthy Parks, Healthy People” initiatives to underserved populations
- Build relationships with local and regional transportation agencies and providers to communicate the importance of recreational travel
- Ensure GGNRA needs are understood and can be articulated by Bay Area transportation partners
- Ensure the park is included in regional transportation planning decisions
- Maintain, expand, and provide tools to encourage partnerships that improve efficiency of transportation facilities and services benefiting the park transportation system and park visitors
- Create Transportation Demand Management (TDM) programs that include park sites
- Take advantage of opportunities to participate in innovative approaches to efficient delivery of transportation projects while managing risks, protecting the public interest and carrying out projects and programs consistent with the LRTP and other park plans.



VISITOR EXPERIENCE

National parks are among the most remarkable places in America for recreation, learning, and inspiration. Connecting people to their parks with a unique and inspiring visitor experience is one of the underpinnings of the National Park Service. Enjoyment of the parks is a fundamental part of the visitor experience and GGNRA strives to enrich their visitors experience through a progression from simply enjoying the parks to understanding the reasons for the park's existence and the significance of its cultural and natural resources.

NPS considers a visitor anyone who physically visits a park for recreational, educational, or scientific purposes, or who otherwise uses a park's interpretive and educational services, regardless of where such use occurs (e.g., via the Internet, library, etc.). The visitor experience begins at home when one is considering a visit to a park and continues through the journey to the park, within the park, and on the return trip home.

Transportation plays an important role in the quality of a visitor's experience by facilitating their physical movement from place to place. Transit systems, such as buses and ferries, provide the park with the opportunity to further enhance the quality of the visitor experience by providing on board interpretive programs that empower visitors to form their own intellectual, emotional, and physical connections to the meanings and values found in the parks' stories. Effective interpretive and educational programs are important because they encourage the development of a personal stewardship ethic and broaden public support for preserving and protecting park resources so that they may be enjoyed by present and future generations.

Although GGNRA interpretive and educational programs are a focal point for enhancing the visitor experience, the park also welcomes the efforts of nongovernmental organizations, tour companies, guides, outfitters, and other private sector entities to provide structured activities that educate and inspire visitors. In addition, GGNRA park sites offer visitors many opportunities for inspiration, appreciation, and enjoyment through their own personalized experiences—without the formality of program or structure.

GOAL

Create enjoyable and welcoming transportation experiences for all visitors

OBJECTIVE 1

Improve traveler information, wayfinding, and orientation for all modes of travel

STRATEGIES

- Improve wayfinding signage between gateways communities to park sites
- Develop outreach and communication strategies using traditional and new technologies (e.g., print media in newspapers, magazines, hotels, restaurants, libraries, schools, and churches, and new technology such as the Internet, wireless networks, personal digital assistants, iPods, FM radio tours, 511, and virtual portals)
- Create traveler information materials in multiple languages for diverse and emerging audiences
- Provide GGNRA staff with transportation information and training to assist visitors when in the field
- Collaborate with partners to expand GGNRA trip-planning outreach (e.g., travel writers, kiosks, chambers of commerce, concierge association, etc.)
- Collaborate with transit providers to make transit convenient, understandable, and easy to use by providing trip time to destinations around Bay Area, attractions along the way to distinct destinations, print and/or recorded messages on public transit, and next bus technology
- Develop GGNRA Wayfinding Plan – coordinate internally among all departments (Public Affairs, Natural & Cultural Resources, Facility Management, Law Enforcement, Interpretation, Planning, etc.)

OBJECTIVE 2

Integrate interpretation, education, and stewardship into the transportation experience

STRATEGIES

- Provide transit providers with GGNRA interpretive and educational materials for distribution on vehicles, at terminals, and intermodal hubs
- Post rules of the road and trail at trailheads, parking lots, and other visitor contact points



RESOURCE PROTECTION

The 1916 Organic Act requires the National Park Service to “protect and preserve unimpaired the resources and values of the national park system while providing for public use and enjoyment.” According to NPS Management Policies, the terms “preserve, protect, and conserve have come to collectively embody the fundamental purpose of the NPS,” and these principles are at the heart of every park’s mission and daily operations. NPS Management Policies further articulate:

The National Park Service will use all available authorities to protect lands and resources within units of the national park system. The boundaries of most park units are not based strictly on ecological processes or other resource protection principles, and park units are increasingly subject to impacts from external sources. Examples include air pollution, water pollution, and the loss of scenic vistas, natural quiet, and wildlife habitat. To fulfill NPS protection responsibilities, strategies and actions beyond park boundaries may be employed. External threats may be addressed by using available tools—such as gateway community planning and partnership arrangements; NPS educational programs; and participation in the planning processes of federal agencies and tribal, state, and local governments. Strong fulfillment of Service responsibilities is required by the National Environmental Policy Act, the National Historic Preservation Act, and other applicable laws to minimize impacts on park resources and values.

Transportation systems – from infrastructure such as roads, docks, and trails connections to modes of transportation such as cars, buses, and boats – have the potential to be extraordinarily detrimental to the natural environment. Therefore, preserving and protecting resources while providing a transportation system that connects people to parks is a delicate balancing act. Some say that national parks can handle more people, but not their cars, so in an urban setting like the Bay Area, it is particularly important to provide more opportunities for people to conveniently access park sites via transit and non-motorized modes of transportation. This section of the LRTP identifies how GGNRA will manage the park transportation in a manner consistent with the mandate to preserve and protect its natural and cultural resources.

GOAL

Preserve and protect park resources by minimizing transportation impacts

OBJECTIVE 1

Improve the health of resources adversely affected by transportation within the park

STRATEGIES

- Measure and monitor the extent of wildlife, natural, and cultural resource damage from the existing park transportation system
- Rehabilitate or restore natural and cultural resources negatively affected by transportation
- Eliminate or minimize threats to wildlife created by the transportation system

OBJECTIVE 2

Manage visitation and the park transportation system to minimize resource impacts and achieve the desired conditions of park resources

STRATEGIES

- Eliminate informal and spillover parking
- Initiate no build management solutions before constructing new transportation facilities or reconstructing existing facilities
- Reduce or remove transportation infrastructure where feasible
- Reduce social trails adjacent to parking areas
- Plan, design, and construct facilities using desired conditions in existing park plans and to minimize resource impacts
- Communicate NPS policies on resource protection to NPS staff, partners and the public



MOBILITY, ACCESS, CONNECTIVITY



Mobility, access, and connectivity form the keystone of GGNRA’s multimodal transportation system. Although cars will continue to be an important part of the transportation system and may be the best choice for some trips, GGNRA is committed to reducing dependence on the automobile by increasing the efficacy of other modes of travel. Creating practical transportation choices and educating the public of their viability and desirability will increase use of modes other than cars.

Mobility — ensures that visitors can easily and conveniently travel between park sites using their preferred mode of transportation.

Access — ensures that under-represented populations and visitors of all ages and physical abilities are able to connect with park sites.

Connectivity — provides visitors with a variety of transportation options for traveling to and within park sites by making intermodal links between different modes of transportation, such as car, bus, and ferry connections to bicycle and pedestrian facilities.

Convenient access to national parks throughout the United States is an NPS goal and agency policy states that, “In meeting the goal of accessibility, emphasis will be placed on ensuring persons with disabilities are afforded experiences and opportunities along with other visitors, to the greatest extent reasonable”. GGNRA strives to meet that goal by filling gaps in the park’s multimodal transportation system and collaborating with transportation partners throughout the Bay Area to make connections between park sites and communities throughout the region.

GGNRA is also dedicated to “universal design” principles that provide access for people with disabilities. It is estimated there are over 54 million persons in our country today who meet the legal definition of a person with a disability. This includes those who have significant degrees of mobility, sensory, or cognitive limitations. Further, when we consider the growing percentage of our population that is age 65 or older; those with invisible disabilities, such as cardiac and respiratory problems; those who have temporary disabilities, such as broken arms or legs; parents with strollers and wheeled devices, and the families and friends who will be traveling with these individuals, a majority of our nation’s population can benefit from accessible facilities and programs.

Due to GGNRA’s unique location adjacent to a large urbanized area, suburban towns, and smaller rural communities, the park serves as an entry point for many first-time visitors to the national park system. With its special mandate to “bring parks to the people,” GGNRA will continue its leadership role in fostering improved community-based connections with its under-represented populations, in promoting a seamless system of parklands and open space with surrounding jurisdictions, and in promoting “Healthy Parks, Healthy People.”

MOBILITY, ACCESS, CONNECTIVITY

GOAL

Create equitable and convenient multimodal transportation options to and within the park

OBJECTIVE 1

Mobility – Improve multimodal options to reduce reliance on cars

STRATEGIES

Bicycling and Walking

- Rehabilitate and improve bicycling and walking facilities in the park
- Improve bicycle and pedestrian connections to transit

Transit

- Improve park transit facilities
- Create great places to wait for transit
- Develop real time transit information

Water based transportation

- Improve water based transportation facilities in the park
- Improve water based connections to other modes of transportation in the park

Auto

- Reduce traffic congestion at key park locations
- Define an appropriate capacity for automobiles and manage them to not exceed that level
- Manage parking to limit commuter use or non-park use
- Manage parking, staging areas, and multimodal hubs to promote non auto modes
- Consider charging for parking where demand consistently exceeds supply
- Take advantage of existing parking resources that are under utilized

Partnerships

- Collaborate with bicycle rental and other tour companies to manage use and educate their customers
- Create interagency welcome centers at intermodal hubs, i.e., Forest Service – Manzanita, State Parks – information, food, shelters
- Collaborate with transit partners to:
 - Increase the number of bus stops in or near park sites
 - Increase the number of buses and ferries on weekends and holidays to accommodate recreational travel schedules
 - Identify and make use of existing mini transit hubs, e.g., Downtown Sausalito, Morning Trail, Presidio
 - Enhance multimodal and intermodal transfers and connections with local and regional transportation land and water systems in the Bay Area

OBJECTIVE 2

Access – Ensure that the park is available and accessible to broadest diversity of visitors including those whose access was limited in the past

STRATEGIES

- Remove barriers that prevent use of alternative modes
- Maintain auto access for people with disabilities
- Provide incentives for visitor access via non-motorized modes of transportation or public transportation
- Consider parking and transit vouchers for underserved populations
- Improve ADA accessibility within the park
- Collaborate with partners to:
 - Improve regional transit and water access
 - Improve trail, transit, and water access to park sites from adjacent communities

OBJECTIVE 3

Connectivity – Improve intermodal connections to and within the park

STRATEGIES

- Create seamless connections between modes within the park (transit, water, trails)
- Develop ways to communicate importance of recreational travel to partners
- Install bike racks on park buses and at modal hubs, parking lots, trailheads, and visitor contact points

Partnerships

- Build relationships with regional transportation agencies so they expect NPS to be a partner in developing regional intermodal solutions
- Collaborate with partners to:
 - Enhance transitions from the regional transportation system (roads, transit, water, trails) to park sites
 - Identify and fill gaps in system
 - Encourage regional partners to better serve the park
 - Improve intermodal connections in the Bay Area that facilitate access to park sites
 - Improve bicycle and pedestrian connections from neighborhoods adjacent to park sites
 - Make transit stops and transfer points more visible and comfortable
 - Explore encouraging private tour buses

ENVIRONMENTAL EXCELLENCE

The intent of the Environmental Excellence theme is to showcase GGNRA's leadership and commitment to supporting innovative transportation solutions that address critical environmental issues such as climate change. The park is dedicated to reducing its carbon footprint and welcomes the opportunity to host pilot transportation projects that demonstrate new energy-efficient and low emission technologies.

Inherent in Environmental Excellence is the concept of sustainability, which recognizes that human civilization is an integral part of the natural world and that nature must be preserved and perpetuated if the human community is to survive. Sustainable design, context sensitive solutions, and LEED design standards articulate this idea through projects that exemplify the principles of conservation and encourage the application of those principles in our daily lives. Although sustainability does not require a loss in the quality of life, it does require a change in mind-set and a change in values toward a less consumptive lifestyle. These changes embrace global interdependence, environmental stewardship, social responsibility, and economic viability.

The park is dedicated to raising awareness of how visitor transportation choices affect park lands and is also striving to become carbon neutral by maximizing energy-efficiency through renewable energy sources, clean fuels, land use practices, and carbon offsets. The park promotes "green" public transportation through clean fuel shuttles at Muir Woods, and has adopted standards for employee travel that provides staff with the opportunity to serve as examples of carbon neutral travel through the park-sponsored bike program, use of clean fuel fleet vehicles, and other programs including the employee transit subsidy program, and "Green Team" sponsored events.

GGNRA continues to strengthen its leadership position in environmental stewardship by expanding its network of community partners, developing new organizational partners, and by broadening the range of opportunities that visitors have to use green transportation, and experience hands-on, natural and cultural stewardship opportunities within the park.

GOAL

Inspire an environmental consciousness by demonstrating environmental excellence in transportation

OBJECTIVE 1

Demonstrate environmental leadership through transportation initiatives that maximize energy-efficiency and minimize the GGNRA carbon footprint

STRATEGIES

- Measure and monitor GGNRA's carbon footprint
- Initiate transportation programs to reduce the park's carbon footprint
- Provide GGNRA staff with clean vehicle choices, car pooling, transit only days, alternative work schedules, telecommuting, bike parking and showers, and state of the art options to reduce energy consumption
- In the construction and maintenance of transportation infrastructure and facilities, reduce the consumption of non-renewable construction materials, promote their efficient use and reuse, and reduce other environmental impacts
- Use recycled materials
- Replace GSA leased gasoline-operated vehicles with hybrid vehicles
- Increase use of alternative energy, i.e., solar or wind
- Promote employee Bike Share program
- Encourage employee participation in annual Bike to Work Day event
- Promote car free days
- Utilize park's Green Purchasing Program for transportation
- Create partnerships with environmental leaders to host pilot transportation projects that demonstrate leading edge technologies

OBJECTIVE 2

Provide sustainable and context sensitive solutions to promote energy and resource conservation

STRATEGIES

- Raise the awareness of park employees, partners, and visitors about the impacts of their transportation choices on the park
- Represent true costs of transportation choices to visitors and provide information and assistance in making better choices
- Increase volunteer, stewardship, and outreach programs, i.e., Community Trailheads, Urban Trailblazers, and Teens on Trails
- Engage children, partners, communities, and visitors in shared environmental stewardship by showcasing exemplary environmental practices and increasing awareness of how the practices apply to their daily lives
- Communicate GGNRA's efforts to use clean fuel vehicles, promote nonmotorized transportation, and reduce the parks' carbon footprint through media including newsletters, signage, press releases, labeling of facilities
- Promote benefits of context sensitive solutions, LEED, and other sustainable practices
- Develop ranger-led activities that demonstrate best practices in reducing transportation impacts on natural and cultural resources

Partnerships

- Collaborate with partners to:
 - Increase public participation in hands-on environmental stewardship activities such as trail building and clean up days
 - Hire summer transportation interpreters to educate the public about alternative transportation programs and choices
 - Promote alternative modes (non-auto choices)
 - Promote “Healthy Parks, Healthy People” initiatives to underserved populations



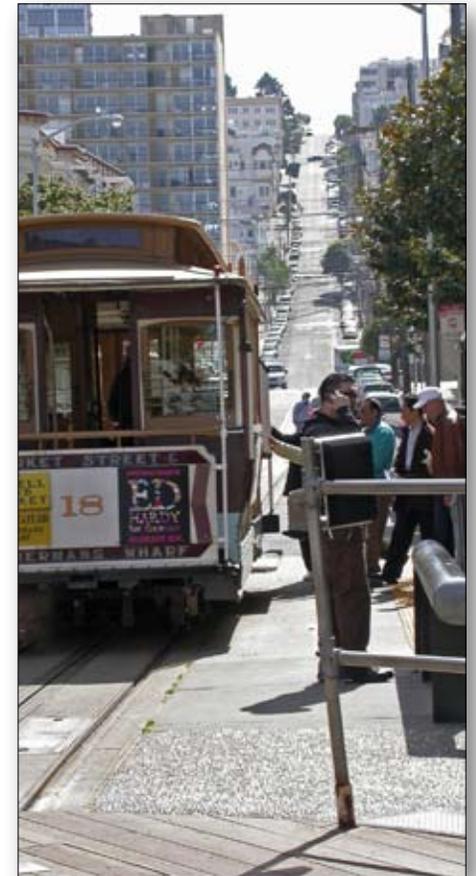
TRANSPORTATION OPERATIONS

Transportation operations brings together the resources required to manage the park's transportation system – from asset management, planning and programming, project development, partnerships, funding, and performance measurement to communication of GGNRA's transportation needs and accomplishments. All of these activities hinge on one particularly vital foundational element we refer to as a critical success factor – *establishing a comprehensive transportation program with professional staff to implement GGNRA transportation programs, projects, and services designed to achieve the park's transportation mission and goals*. Without adequate staff dedicated to managing the system and its related components, the park will not be able to develop the partnerships necessary to integrate its system regionally or develop new funding sources to ensure the viability of the system for future generations.

A safe, efficient, and reliable transportation system requires more than just infrastructure. It demands coordinated management and operations to improve system efficiency, reliability, and safety. Transportation operations is an integrated approach to optimizing the performance of existing infrastructure through implementing multimodal, intermodal, and often cross-jurisdictional systems, services, and projects. Communication, coordination, and partnerships among internal park divisions as well as external transportation partners, such as federal and state agencies, local governments, transportation providers and the private sector can make more effective use of resources in developing, operating and maintaining the park's transportation system.

GGNRA's transportation planning and investment decision-making processes begin internally in cooperation with other departments, such as planning, resource management, law enforcement, and maintenance. Similarly, effectively communicating GGNRA transportation needs outside park boundaries requires establishing effective planning and institutional relationships among partners, stakeholders, private transportation providers, and the public. System integration is necessary at many levels, and partnerships are essential for sharing information and developing inventive solutions to remove barriers and share risks to improve the delivery of transportation to and within park sites.

Key to effective decision-making is collecting and maintaining data on the transportation system to inform park decision-making processes on the appropriate allocation of resources. This includes developing and implementing management systems for transportation assets and promoting new technologies and strategies that improve the way assets are maintained. Ongoing public involvement and participation from transportation providers and users is also integral to understanding how transportation needs can most effectively be met, and, in some cases, special efforts may be needed to involve traditionally underserved populations.



TRANSPORTATION OPERATIONS

GOAL

Optimize management of the park transportation system

OBJECTIVE 1

Establish and organize approaches, methods, and procedures for conducting transportation planning and programming at the park

STRATEGIES

Planning and Programming

- Consolidate management of transportation planning, operations, maintenance, programs, and services into one program to fulfill the park's mission and implement the goals and objectives in this LRTP
- Develop policies and procedures for updating the LRTP
- Develop policies and the process for evaluating and prioritizing projects for inclusion in the PTIP
- Create a transportation program business plan
- Establish mechanisms to monitor, measure, and report on the success of programs, projects, and services
- Create an Annual Transportation Report and other methods for communicating the status of transportation to partners, stakeholders, and the public
- Create systems for collecting and maintaining data on the transportation system, i.e., traffic congestion, collisions, trail conflicts, ridership on park-sponsored transit, etc.
- Identify and remove barriers so the park transportation system functions as one multimodal system
- Create programs, projects, and services to reduce employee and visitor reliance on cars
- Pursue coordination, communication and cooperation among transportation users, providers and those most affected by transportation activities to align interests, remove barriers and bring innovative solutions so the park transportation system is integrated in the regional multimodal system
- Plan for system improvements in a regional context – involve local governments, MPOs, gateway communities, and others where appropriate
- Examine transportation functions of partner agencies and providers to make the delivery of transportation services and facilities more efficient

Funding

- Develop policies for allocation of resources, i.e., percent of funding toward deferred maintenance vs. new projects
- Create a transportation funding structure that will support a viable transportation system to achieve park goals today and in the future
- Explore and develop innovative financing mechanisms for:
 - Staff and operations of the park transportation program
 - Operating and maintaining the existing transportation system and reducing deferred maintenance
 - Establishing an endowment fund for operating and maintaining the system in perpetuity
 - Programs, projects, and services to improve delivery of transportation to employees and visitors
 - Leveraging funds from existing sources



Partnerships

- Build relationships with local and regional transportation agencies and providers to communicate the importance of recreational travel and:
 - Ensure GGNRA needs are articulated and understood
 - Ensure the park is included in regional transportation planning decisions
- Maintain, expand, and provide tools to encourage partnerships that improve efficiency of transportation facilities and services benefiting the park transportation system and park visitors

TRANSPORTATION OPERATIONS

- (continued)
- Collaborate with partners to:
 - Enhance transition from the regional transportation system (roads, transit, water, trails) to park sites
 - Encourage regional partners to better serve the park
 - Improve intermodal connections in the Bay Area that facilitate access to park sites
 - Improve bicycle and pedestrian connections from neighborhoods adjacent to park sites
 - Identify and fill gaps in system
 - Create Transportation Demand Management (TDM) programs that include park sites
- Take advantage of opportunities to participate in innovative approaches to efficient delivery of transportation projects while managing risks, protecting the public interest and carrying out projects and programs consistent with the LRTP and other park plans

Public Involvement

- Develop a public involvement plan that provides for early, open, continuous, and meaningful opportunities to influence decisions about proposed transportation activities
- Involve the public to the fullest practical extent in transportation planning and implementation to deliver a transportation system that meets the diverse needs of park visitors
- Seek out and facilitate the involvement of those potentially affected including traditionally underserved populations
- Provide equal access to public information and decision-making about transportation planning, financing, construction, operations and maintenance activities

OBJECTIVE 2

Establish a system management and maintenance program

STRATEGIES

- Manage park vehicles and transportation facilities to maximize energy-efficiency and minimize carbon footprint (in Environmental Excellence)
- Collaborate with the Chief of Maintenance to create and implement a transportation operations and maintenance plan that aligns with the Park Asset Management Plan (PAMP)
- Complete the inventory of all existing transportation assets and input into the

- Facilities Management Software System (FMSS)
- Assign an Asset Priority Index (API) to all transportation assets
- Determine the condition of all transportation assets and assign a Facility Condition Index (FCI) rating
- Establish a deferred maintenance program to address transportation maintenance backlog
- Determine which, if any, transportation assets can be removed or transferred to another entity for ongoing operation and maintenance
- Maintain the transportation system to keep it operating safely
- Manage transportation assets to extend their life and reduce maintenance costs
- Continue to use and enhance existing pavement and bridge maintenance management systems

OBJECTIVE 3

Establish a park transportation safety program

STRATEGIES

- Identify high crash locations on park roads and implement treatments to reduce the frequency of collisions
- Identify conflict points on multi-use trails and implement treatments to reduce conflicts between bicyclists, pedestrians, and equestrians
- Stripe multi-use trails and create/post speed limits in identified areas of conflict
- Collaborate with bicycle, pedestrian, and equestrian organizations to educate trail users on rules of the trail



Financial Analysis

The Federal Highway Administration, in Federal regulation 23 CFR 450.322, mandates that the financial section of an LRTP:

Include a financial plan that demonstrates the consistency of proposed transportation investments with already available and projected sources of revenue. The financial plan shall compare the estimated revenue from existing and proposed funding sources that can reasonably be expected to be available for transportation uses, and the estimated costs of constructing, maintaining and operating the total (existing plus planned) transportation system over the period of the plan. The estimated revenue by existing revenue source (local, State, Federal and private) available for transportation projects shall be determined and any shortfalls identified. Proposed new revenues and/or revenue sources to cover shortfalls shall be identified, including strategies for ensuring their availability for proposed investments. Existing and proposed revenues shall cover all forecasted capital, operating and maintenance costs. All cost and revenue projections shall be based on the data reflecting the existing situation and historical trends.

Funding the Transportation System

The LRTP highlights a tremendous set of transportation challenges. These include repairing a large backlog of maintenance for streets, bridges, and trails; improving the visitor experience; linking systems that make transit, bicycling, and walking dramatically more attractive; protecting and preserving resources; maintaining and improving mobility; and establishing a transportation program to manage the planning, operations, and maintenance of the GGNRA transportation system. We cannot afford to ignore these needs. A healthy, efficient transportation system is essential to achieving our vision for the future of GGNRA. However, funding these transportation needs into the future will be an even greater challenge than in the past.

Operations and maintenance needs could absorb all of the GGNRA's transportation funding and more. While taking care of the existing system is a very high priority, there is also a tremendous demand for improvements. GGNRA must address safety and mobility challenges and take advantage of opportunities to leverage funding and increase efficiency. The park must also make geographic equity a key criterion in determining the projects, programs, and services that are funded.

The LRTP outlines what GGNRA strives to accomplish, not what the park can currently afford. This chapter discusses funding opportunities and challenges and describes how projects, programs, and services are prioritized for funding. The PTIP lists funded projects and programs, as well as projects and programs for which GGNRA will be seeking funding in the future. This approach allows GGNRA to define a long-range plan to preserve, maintain, and improve GGNRA's transportation system given financial constraints. Managing our transportation assets in a fiscally responsible way ensures that transportation dollars are available for a wide range of transportation solutions. These solutions include non-capital strategies such as travel demand management, efficient use of resources, and cost-effective partnerships with other agencies.

The LRTP helps GGNRA leverage efforts to achieve the maximum benefits for the transportation system using available resources. It is, and will continue to be, GGNRA's practice to shape ongoing operations, maintenance, and safety-related projects to best address the long-term vision set forth in the LRTP.



Funding Context

GGNRA has a major transportation-funding problem. Excluding earmark funds from Congress, the park's current annual transportation revenues are \$? million. The current resources are only adequate to fund operations and maintenance plus a small amount of major maintenance — a few miles of arterial paving each year, one bridge replacement every X years. ... The current level of funding is not adequate even to prevent progressive deterioration in the transportation infrastructure. In fact, at current levels of funding, the \$? million backlog of deferred maintenance will double within the next ten to fifteen years???.

Achieving appropriate levels of maintenance (preventing additional deterioration and gradually retiring the maintenance backlog) is estimated to require an additional \$? to \$? million per year. Improvements for meeting the transportation needs identified in the gateway community plans would add several million dollars per year to that amount. Investments in much-needed mobility improvements would require still more funding. For example, GGNRA also encourages funding for transit capital and operations projects. While most of this funding must come from transit agency sources; GGNRA must partner with the region to identify ways to fund the \$? million annual service gap that would enable the Bay Area's transit network to accommodate projected growth. In summary, the GGNRA transportation system would require over \$? million more per year to reduce maintenance backlog, accommodate growth, and meet the mobility needs of our park units and developing areas.

Current Funding Sources

SOURCE	AMOUNT
<i>Bullet Point Revenue Sources and Historical Amounts</i>	
• ONPS	
• PRP Category 1	
• PRP Category 3	
• ATPPL	
• Line Item	
• Partnerships	

Financial Plan

The GGNRA Park Transportation Improvement Plan (PTIP) includes a financial plan that demonstrates how the program of projects can be implemented, indicating resources from public and private sources that are reasonably expected to be made available, operation and maintenance projections, the relationship to asset management, and affect on deferred maintenance.

The five-year prioritized program of projects in the PTIP includes a project, or an identified phase of a project, when full funding can reasonably be anticipated to be available for the project within the time-period contemplated for completion of the project. Appendix B of the LRTP includes, for illustrative purposes, additional projects that can be included in the PTIP if or when additional resources beyond those identified in the financial plan become available.



Funding Strategies

This plan offers direction so that GGNRA can make the most of new transportation investments. The Funding Chapter identifies strategies so that GGNRA can leverage investments, both public and private, for use in new transportation projects to get the best return on taxpayer transportation dollars. The following strategies are proposed:

Prioritize Transportation Programs and Projects to Maximize Benefits from Limited Revenues

Prioritization of transportation programs and projects occurs annually during the process of development and approval of the annual budget. In setting priorities, GGNRA seeks to balance projects and programs from all categories to maximum the public benefit from limited transportation revenues.

Over the next several years, GGNRA may face declining funding sources. That means painful decisions deciding what programs and projects to reduce or cut as well as determining how to spread limited resources over those that will receive funding. In this austere environment, careful prioritization becomes even more critical (and difficult) than in times when funding is plentiful. The four-step process used to evaluate and prioritize GGNRA activities is described in more detail in Section 4 below.

Maximize Available Funding Resources

Historically, GGNRA has aggressively pursued funding from all federal resources. In these times of fiscal austerity, these funding sources become especially important as a means to leverage partner funds. However, it is important to recognize that outside funds usually require local match. Just because grant funding may be potentially available for certain projects does not always mean that those projects are the best use of the local funds.

Continue to Look for Means to Improve Efficiencies and Cost Effectiveness

Making improvements to efficiencies and cost effectiveness save money and help GGNRA stretch transportation dollars further. GGNRA always makes an effort to identify means to improve efficiencies and cost effectiveness and will continue these efforts in the future (e.g., extending the pavement management system, implementing the ITS, protective coating bridges). NEED TO IDENTIFY...

Develop New Funding Resources

GGNRA must explore opportunities for new funding sources. Transportation user fees, whereby users of the transportation system pay in proportion to their amount of use, should be the primary component of any new long-term funding package for GGNRA. In addition, GGNRA will continue to look for transportation funding sources that provide an ongoing, flexible, and growing source of funds in order to keep up with ever-increasing costs of operating and maintaining the transportation system.



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APPENDIX A

Glossary

Accessibility

Occurs when individuals with disabilities are able to reach, use, understand, or appreciate NPS programs, facilities, and services, or to enjoy the same benefits that are available to persons without disabilities.

Asset Management

A systematic process of maintaining, upgrading, and operating assets cost-effectively by combining engineering principles with sound business practices and economic theory.

Best Available Technology

Technology that will help achieve efficient and economically viable facilities and services, while offering the greatest protection and environmental benefit for park visitors, employees, resources, and values.

Best Management Practices (BMPs)

Practices that apply the most current means and technologies available to not only comply with mandatory environmental regulations, but also maintain a superior level of environmental performance.

Bicycle Facilities

A general term denoting improvements and provisions made by public agencies to accommodate or encourage bicycling, including parking and storage facilities, and shared roadways not specifically designated for the exclusive use of bicycles.

Bike Lane

A portion of a roadway that has been designated by striping, signing, and pavement markings for the preferential or exclusive use of bicyclists.

Bicycle Route System

A system of bikeways designated by the jurisdiction having authority with appropriate directional and information route markers, with or without specific bicycle route numbers. Bike routes should establish a continuous routing, but may be a combination of any-and-all types of bikeways.

Bikeway

A generic term for any road, street, path, or way, which in some manner is specifically designated for bicycle travel regardless of whether such facilities are designated for the

exclusive use of bicycles or are to be shared with other transportation modes.

Civic Engagement

As a philosophy, a discipline, and a practice, it can be viewed as a continuous, dynamic conversation with the public on many levels that reinforces the commitment of the NPS and the public to the preservation of park resources and strengthens understanding of the full meaning and contemporary relevance of these resources. Civic engagement is the philosophy of welcoming people into the parks and building relationships around a shared stewardship mission, whereas public involvement (also called public participation) is the specific, active involvement of the public in NPS planning and other decision-making processes.

Connectivity

Provide intermodal connections within park boundaries and collaborate with partners to enhance multimodal and intermodal transfers and connections with local and regional transportation systems in the Bay Area.

Conserve

To protect from loss or harm; preserve. Historically, the terms conserve, protect, and preserve have come collectively to embody the fundamental purpose of the NPS—preserving, protecting and conserving the national park system.

Cultural Resource

An aspect of a cultural system that is valued by or significantly representative of a culture, or that contains significant information about a culture. A cultural resource may be a tangible entity or a cultural practice. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places, and as archeological resources, cultural landscapes, structures, museum objects, and ethnographic resources for museum objects, and ethnographic resources for NPS management purposes.

Desired Conditions

A park's natural and cultural resource conditions that the NPS aspires to achieve and maintain over time, and the conditions necessary for visitors to understand, enjoy, and appreciate those resources. These conditions are identified through a park's planning process.

Electric Bicycle

A bicycle or tricycle with a low-powered electric motor weighing less than 100 pounds with a top motor-assisted speed up to 20 miles per hour.

Environmental Leadership

Advocating, on a personal and organizational level, cooperative conservation, best management practices, best available technology, adaptive management, and the principles of sustainability, and making collaborative decisions that demonstrate a commitment to those practices and principles.

Equity

Walking is the only mode of travel that is universally affordable and allows all people (children, adults, senior citizens, people with disabilities, and low-income) to travel independently. Ensure park sites are accessible by pedestrians or by combining walking with public transportation options.

Financial Sustainability

Identify and consider new and creative sources of funding in addition to anticipated resources.

Gateway Community

A community that exists in close proximity to a unit of the national park system whose residents and elected officials are often affected by the decisions made in the course of managing the park, and whose decisions may affect the resources of the park. Because of this, there are shared interests and concerns regarding decisions. Gateway communities usually offer food, lodging, and other services to park visitors. They also provide opportunities for employee housing, and a convenient location to purchase goods and services essential to park administration.

General management plan (GMP)

A plan, which clearly defines direction for resource preservation and visitor use in a park, and serves as the basic foundation for decision-making. GMPs are developed with broad public involvement.

Goals (key priorities and/or investment areas)

Goal statements focus on key priorities and indicate a desired result that is long-term and strategic. Goals are a general, overall, and ultimate purpose, aim, or end.

Health and Active Living

Promote walking and bicycling to and within park sites by collaborating with gateway communities to enhance park access through nonmotorized modes of transportation.

Highway

A general term denoting a public way for purposes of vehicular travel, including the entire area within the right-of-way.

Impact

The likely effect of an action or proposed action upon specific natural, cultural, or socioeconomic resources. Impacts may be direct, indirect, individual, cumulative, beneficial, or adverse.

Impairment

An impact that, in the professional judgment of a responsible NPS manager, would harm the integrity of park resources or values and violate the 1916 NPS Organic Act's mandate that park resources and values remain unimpaired.

Intermodal Transportation

The ability to move from place to place by multiple modes of transport or where multiple modes connect.

Leave-No-Trace

Principles and practices that emphasize the ethic of leaving a place clear of the residual evidence of human presence; applied to all forms of recreational activities within wilderness, backcountry, and frontcountry areas.

Long-Range Transportation Plan (LRTP)

Planning document outlining the 20-year vision for transportation at the national, regional, or park unit level.

Mission-critical

Something that is essential to the accomplishment of an organization's core responsibilities.

Mission Statement (the what)

The GGNRA transportation mission statement will describe what GGNRA is going to do, and why it is going to do it. Mission statements are similar to vision statements, but they are more concrete, and they are definitely more "action-oriented" than vision statements.

Multimodal Transportation

All modes of motorized and nonmotorized transport (cars, trucks, buses, boats, planes, bicycles, pedestrians, equestrians, etc.)

Mobility

The movement of people of all ages and physical abilities to and within park sites.

Objectives (how much of what will be accomplished by when)

Objectives refer to specific measurable results focused on reaching GGNRA vision, mission, and goals. Objectives generally lay out how much of what will be accomplished by when. Objectives should follow the SMART principle and be Specific; Measurable; Achievable; Realistic; and Timely.

Organic Act (NPS)

The 1916 law (and subsequent amendments) that created the National Park Service and assigned it responsibility to manage the national parks.

Park

Any one of the hundreds of areas of land and water administered as part of the national park system. The term is used interchangeably in this document with “unit,” “park unit,” and “park area.”

Park Transportation Improvement Program (PTIP)

A multi-year, intermodal program of transportation projects – consistent with the NPS national transportation plan and park planning processes.

Preserve

To protect from loss or harm; conserve. Historically, the terms preserve, protect, and conserve have come collectively to embody the fundamental purpose of the NPS— preserving, protecting and conserving the national park system.

Public Involvement (also called Public Participation)

The active involvement of the public in NPS planning and decision-making processes. Public involvement occurs on a continuum that ranges from providing information and building awareness, to partnering in decision-making.

Rail-Trail

A shared use path, either paved or unpaved, built within the right-of-way of an existing or former railroad.

Region Transportation Improvement Program (RTIP)

A multi-year, intermodal program of transportation projects – consistent with the NPS national transportation plan and park planning processes.

Right-of-Way

A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to transportation purposes.

Right of Way

The right of one vehicle or pedestrian to proceed in a lawful manner in preference to another vehicle or pedestrian.

Roadway

The portion of the highway, including shoulders, intended for vehicular use.

Rumble Strips

A grooved pavement sometimes used on shoulders of highways to alert motorists who stray onto the shoulder.

SAFETEA-LU

Safe, Accountable, Flexible, Efficient Transportation Equity Act a Legacy for Users. SAFETEA-LU authorizes \$244 billion in Title 23 of the U.S. Code to fund Federal surface transportation programs for highways, highway safety, transit, and other purposes for 2005-2009.

Safety

Incorporate appropriate measures to create an environment in which people feel safe and comfortable. Strive to minimize danger, risk, or injury in the development, operation, and maintenance of transportation facilities.

Shared Roadway

A roadway that is open to both bicycle and motor vehicle travel. This may be an existing roadway, street with wide curb lanes, or road with paved shoulders.

Shared or Multi-use Path

A bikeway physically separated from motorized vehicular traffic by an open space or barrier and either within the highway right-of-way or within an independent right-of-way. Pedestrians, skaters, wheelchair users, joggers, other non-motorized users, and electric bicycles may also use shared use paths.

Shoulder

The portion of the roadway contiguous with the traveled way for accommodation of bicycle travel, stopped vehicles, for emergency use and for lateral support of sub-base, base, and surface courses.

Sidewalk

The portion of a street or highway right-of-way designed for preferential or exclusive use by pedestrians.

Soundscape (natural)

The aggregate of all the natural, nonhuman-caused sounds that occur in parks, together with the physical capacity for transmitting natural sounds.

Stakeholder

An individual, group, or other entity that has a strong interest in decisions concerning park resources and values. Stakeholders may include, for example, recreational user groups, permittees, and concessioners. In the broadest sense, all Americans are stakeholders in the national parks.

Stewardship

The cultural and natural resource protection ethic of employing the most effective concepts, techniques, equipment, and technology to prevent, avoid, or mitigate unacceptable impacts.

Statewide Transportation Plan

The official statewide intermodal transportation plan that is developed through the statewide transportation planning process.

Statewide Transportation Improvement Program (STIP)

A staged, multi-year, statewide, intermodal program of transportation projects, consistent with the statewide transportation plan and planning processes as well as metropolitan plans, TIPs, and processes.

Strategies (the how)

Strategies explain how GGNRA will reach its transportation objectives. GGNRA employs a wide variety of strategies to include partners, stakeholders, and the community. These strategies range from very broad strategies that encompass people and resources from partners to very specific strategies that take place on a much smaller level.

Sustainable Design

Design that applies the principles of ecology, economics, and ethics to the business of creating necessary and appropriate places for people to visit, live in, and work. Development that has a sustainable design sits lightly upon the land, demonstrates resource efficiency, and promotes ecological restoration and integrity, thus improving the environment, the economy, and society. Sustainable practices/principles—those choices, decisions, actions and ethics that will best achieve ecological/ biological integrity; protect qualities and functions of air, water, soil, and other aspects of the natural environment; and preserve human cultures. Sustainable practices allow for use and enjoyment by the current generation, while ensuring that future generations will have the same opportunities. See also, “environmental leadership” and “best management practices.”

System Management

Optimize the effectiveness of current transportation facilities and services by instituting no build management solutions before considering system expansion.

System Maintenance

Define the appropriate maintenance level for transportation facilities and services.

Transportation

Conveying people and/or goods from place to place.

Transportation Infrastructure/Facilities

Roads, bridges, sidewalks, trails (paved and unpaved, front country and back country), waterways, etc.

Transportation Improvement Program (TIP)

A document prepared by a metropolitan planning organization that lists projects to be funded with FHWA/FTA funds for the next one- to three-year period.

Transportation Planning

A continuing, comprehensive, and collaborative process to encourage and promote the development of multimodal transportation systems to ensure safe and efficient movement of visitors, employees, and goods while balancing resource protection, visitor experience, and community needs.

Transportation System

A multimodal and intermodal transportation network managed holistically as one system.

Unacceptable Impacts

Impacts that, individually or cumulatively, would be inconsistent with a park’s purposes or values, or impede the attainment of a park’s desired future conditions for natural and cultural resources as identified through the park’s planning process, or create an unsafe or unhealthful environment for visitors or employees, or diminish opportunities for current or future generations to enjoy, learn about, or be inspired by park resources or values, or unreasonably interfere with park programs or activities, or an appropriate use, or the atmosphere of peace and tranquility, or the natural soundscape maintained in wilderness and natural, historic, or commemorative locations within the park. NPS concessioner or contractor operations or services.

Universal design

The design of products and environments to be usable by all people to the greatest extent possible, without the need for adaptation or specialized design.

Vision (the dream)

A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often-abstract future that lies ahead. Effective visions provide a word picture of what the organization intends ultimately to become - which may be five, ten, or twenty years in the future. The vision communicates what GGNRA believes are the ideal conditions for the park; how things would look if the transportation issues were perfectly addressed.

Visitor

Anyone who physically visits a park for recreational, educational, or scientific purposes, or who otherwise uses a park’s interpretive and educational services, regardless of where such use occurs (e.g., via Internet access, library, etc.).