

National Park Service
U.S. Department of the Interior

Fort McHenry National Monument and Historic Shrine
Baltimore, Maryland



Fort McHenry

Alternative Transportation Study

Appendix Listing

Appendix A
Appendix B
Appendix C

May 2004

John A. Volpe National Transportation Systems Center
Research and Special Programs Administration
U.S. Department of Transportation



Appendices

Appendix A: Stakeholder Interview Summaries (page A2)

A complete listing of notes from the stakeholder interviews conducted by the AT study team.

Appendix B: External Sources Bibliography (page A10)

A list of sources, such as maps, information about other Baltimore cultural institutions, and municipal and regional plans provided—usually by stakeholders—to the study team.

Appendix C: Transportation Elements (page A12)

A tabular presentation of the transportation elements.

Appendix D: Gate Area and Bicycle/Pedestrian Enhancement Options (separate, attached document)

Detailed information—including renderings and cost estimates—prepared by Kyle Zick of Carol R. Johnson Associates.

Appendix E: Dock Enhancement Options (separate, attached document)

Detailed information—including renderings and cost estimates—prepared by David Porter of Childs Engineering.

Appendix F: Transportation Assistance Group Report (separate, attached document)

The original Transportation Assistance Group report from the February 2002 TAG visit to Fort McHenry.

Appendix A: Stakeholder Interview Summaries

A complete listing of notes from the stakeholder interviews conducted by the study team.

Stakeholder Interview Summaries

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore DOT	Local road maintenance/construction; local traffic management	Richard Chen	Meeting at DOT on Sept. 25, 2003, attended by Chen & Joseph David (DOT), Eldon Miller (MPA), Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Interested in local road transportation; involved in Key Highway extension (current plan is to put out for bid by December). BDOT is responsible for all city roads and would be a necessary partner for any bicycle/pedestrian access enhancements.			
Partnership opportunities			
Provide information (traffic data, GIS data, construction progress, mitigation efforts) related to Key Highway extension & to local roads. Possible partner for Fort Avenue bicycle/pedestrian amenities - bike path from Key Highway extension to Tide Point and then through Locust Point neighborhood and Fort Street. Current plans do not call for a striped bike path, but include either a 10' wide sidewalk or a 5' sidewalk and 5' grass strip (DOT not clear on this detail).			
Additional meeting notes			
Had additional information & graphic plot entitled "Concept Plan of Improvements for Proposed North Loop Road and Tide Point Master Plan for Future Improvements" (STV Inc., 5/20/03). David Marc is Key Highway extension project manager. No involvement in water transport. CSX owns the 2 bridges over Fort Street. The Tide Point office park will eventually employ 2000 people.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Greater Baltimore History Alliance	Coordinate among and promote ~20 historical attractions (some of which are very small)	Mike Gibbons (Exec. Director)	Meeting at Babe Ruth Museum on Sept. 23, 2003, attended by Gibbons, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Effective visitor transportation in Baltimore, as well as orientation signage, particularly in area west and north of the Inner Harbor. Identified visitor transportation and signage as two big problems in Baltimore.			
Partnership opportunities			
Interested in funding and running own shuttle, in coordination with several other attractions (B&O Museum, Hippodrome, BACVA visitor center), the Babe Ruth Museum, and the new sports museum to be located at Camden Station (projected for May 2005). The service would be seasonal at the start, possibly expanding to year-round. Mr. Gibbons also cited the need for visitor along the N - S axis on Charles Street to connect the Mt. Vernon district. He would be interested in collaborating with Fort McHenry ("meet the Fort halfway") and suggested that the new BACVA Inner Harbor visitor center would be a good nodal connector for west (his "arts" loop) and east (to Locust Point/FOMC) transportation systems.			
Additional meeting notes			
Earlier shuttle bus routes have failed. No transportation currently provided to visitors who want to go to the "Wild West" (west of Charles Street). Also, poor transport to Mt. Vernon's cultural attractions and to U. of Md. Visitation to new Camden Station facility projected for ~290K/yr.; could actually be as high as 500K-700K. Babe Ruth visitation is currently 35K-40K/yr., but neighborhood isn't tourist-friendly.			

Stakeholder Interview Summaries (continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Kane Water Taxi	Provide tourist and commuter water transport to Inner Harbor destinations	Cammie Kane, owner	Meetings at Kane's on Aug. 7 and Sept. 24, 2003, attended by Kane, and Dyer & Plosky (Strickfaden on Aug. 7)
Stakeholder transportation interests, vis-a-vis FOMC			
Provides water transportation throughout Northwest Harbor, including Inner Harbor, Fells Point, Canton, and Locust Point. Carries roughly 30,000 to 40,000 visitors/year to Fort, using a jitney bus from a privately owned landing at Tide Point. Kane Water Taxi could provide service directly to Fort dock, under the right conditions.			
Partnership opportunities			
Will continue to provide visitor transportation. Could coordinate in order to increase ridership, though the service should not receive preferential treatment compared to other operator. Additional promotion/awareness building among visitors. Possible transportation/entrance fee combination; interpretive component aboard boats? Also possible multiple transit fee arrangement with public or private surface transit operator. Could run boats directly to Fort under right circumstances.			
Additional meeting notes			
Fort McHenry is an underrated attraction; blame Balto. & Md. for lack of awareness/promotion. The Fort is part of an "organic waterfront." Interest in tying Tide Point land in with Locust Point history. Fells Point traffic is up from 32,000 in 1989 to 400,000 now. Twenty-seven years in business (Aquarium for only 25 years). Would like to see ferry riders (\$) originating at park, though would require outside parking. Combined ferry and jitney service is cheaper than boat all the way to Fort. Expanding ferry services (Canton et al.). "Purple shuttle bus" downtown didn't work. Agreeable to one harbor operator, but expect to be the operator, or to negotiate with Seaport. City consolidate maritime operations in one Fells Point building? Old trolley system (Inner Harbor -- Mt. Vernon {important destination} - B&O) ran for two years; tripled ridership in 2nd year; Kane offered to invest in combined land/water system, but idea died. Downtown Partnership, founded on Charles Street, should consider shift of "downtown" to Inner Harbor. Baltimore Department of Public Works administers dock contract -- best arrangement? "Ping-pong boat" from Tide Point to Fells Point. Sells "frequent-floater" pass, annual for \$40 (or \$35) - 3500 sold, mostly to residents/Tide Point workers. Fleet has 13 boats, all "T boats", "Rivers" service, 26 - 88 Passenger, 170 - 300 horsepower.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore Metropolitan Council (MPO)	Metropolitan/regional planning for Balto.	Bill Bruce	Bruce declined meeting; Plosky corresponded by e-mail with Bruce (e-mail from Bruce Sept. 26, 2003)
Stakeholder transportation interests, vis-a-vis FOMC			
Promoting transit in and around Baltimore; expanding Fort's role as partner in those efforts.			
Partnership opportunities			
Seem limited, but do want to be involved with respect to transit improvements.			
Additional meeting notes			
In e-mail, provided info. on regional shuttle bugs operated by MTA; said that 2001 Maryland Comprehensive Transit Plan actually listed 8 more but these were canceled due to budget concerns, including one lobbied for by Historic Federal Hill Main Street, a local non-profit. South Balto. shuttle would be good, though, especially since friendlier than regular bus. MTA/water reciprocity is good -- needs more promotion? Fort offer incentive to water riders to spur ridership?			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Maryland Port Authority	Administering port facilities and related lands; supporting industrial activities	Eldon Miller	Meeting at Balto. DOT on Sept. 25, 2003, attended by Miller, Chen (Balto. DOT), Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
MPA wants to maintain the long term capacity of the North Locust Point Marine Terminal (NLPMT), and therefore to keep industrial waterfront parcels from being developed as residential/commercial. Long term trade increase projections (doubling or more in the next 20 years) drive this concern. Port security and security of the access road are also concerns.			
Partnership opportunities			
MPA-owned parking lot may be opportunity for FOMC, but MPA wants ample parking in case of increased industrial employment (lot used by ILA workers). Due to labor issues, MPA has not provided an easement for Steinweg (non-union site) trucks to use MPA access road instead of Fort Avenue.			
Additional meeting notes			
May be able to provide GIS data. MPA office at World Trade Center was flooded, disrupting communications. Westway liquids handling site may expand to Pier 8.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Maryland Heritage Tourism	State office of tourism & development (not just Balto.): work on bringing visitors to Md. & get them to spend time, money	Marci Ross	Meeting at Ross's office on Sept. 26, 2003, attended by Ross, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Interested in bringing visitors to Balto. & having them spend time and money. Interested in using Fort as "draw" for conventions, special events, etc.; Fort as integral part of trails, etc. that can be included in tourist information. Fort especially appealing to "historic" and "cultural" travelers who tend to spend more time and money, and be better informed, than tourists in general.			
Partnership opportunities			
At local level, works with BACVA & FOMC to promote visitation; communicates info to travelers, especially "historic" and "cultural" types. Operates 13 welcome centers around state & sends out informational materials requested by mail, phone, web. Does tour-guide familiarization/orientation with Fort; guides go to Fort to learn about it. Plays a role in Star-Spangled Banner Nat. Hist. Trail feasibility study (FOMC could be the hub site), Balto. Civil War Trail, Chesapeake Bay Gateways Network, East Coast Greenway (bike trail opportunity). Can provide visitor demographics/survey data. Bring conventions to Balto. partly using Fort's "flag appeal." State highway signage for attractions like Fort (MUTCD specifications).			
Additional meeting notes			
Visitors coming via privately operated cars from farther away (Boston, S.C., Ohio) in recent years. Project ~1m visitors at Fort in 10 years. Min Park, 410-767-6285, is research/data contact. NPS HQ projects 1M FOMC visitors/year by 2013.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore Downtown Partnership	Downtown safety, navigability, beautification; promotion of business climate in Charles St. corridor	Marshall Snively	Meeting on Sept. 26, 2003, attended by Snively, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Focused on business community within "Business Improvement District" (106 blocks, 1400 properties); commuters/workers -- but also beautification, navigability, and safety of downtown area. Would be interested in partnering with Fort if Fort can somehow advance these goals.			
Partnership opportunities			
Involved in pedestrian wayfinding/signage program within Balto. Streetscape/sidewalk maintenance/beautification. Involvement in regional rail plan under Gov. Glendening. Runs DASH shuttle.			
Additional meeting notes			
Provided print materials. Tourist bus service "didn't last long." Not involved with water transport.			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Steinweg / Baltimore Maritime Association	Steinweg: corporate mission; Balto. Maritime Association: promotion of industrial maritime activities	Rupert Denny	Meeting at Steinweg on Aug. 6, 2003, attended by Denny, Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Interested in Fort Avenue traffic situation & movement of its own trucks, which pass by FOMC gate. Maintenance of Locust Point as industrial area.			
Partnership opportunities			
Possible truck/congestion management? Steinweg could potentially receive MPA easement removing trucks from area in front of Fort gate. Also, Steinweg owns a building directly outside the Fort gate that could be a site for a new education/administration facility, and also owns/has access to several land parcels right outside the gate. Steinweg property also has gates, etc.; possible overflow parking? Andre Street as alternative access point? Steinweg is "willing to invest to fix" the transportation situation but needs workable plan. Conflict between MPA, Steinweg on labor issues.			
Additional meeting notes			
No real interaction between Fort visitors & Locust Point community, but Locust Pt. Business Assoc. not really interested in capturing/tapping into tourists. Community concerned about buses clogging Fort Ave. (parking, not in transit). Conflict between new residents and commercial tenants who object to noise/atmosphere of working industrial port.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Maryland Dept. of Transportation	State DOT; includes MTA and MPA as sub-agencies (not independent authorities)	Judy London	Meeting at MDOT's Hanover facility on Aug. 7, 2003, attended by London, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Working on Master Plan for Port of Balto. -- industrial retention program as primary goal; Locust Pt. is one focus area. Done fall '03? Exec. summary (Dec. '02) avail. for Locust Pt.			
Partnership opportunities			
Interested in Key Highway extension, possible improvements to Andre St./I-95 connection, and Locust Point land use. PLUTAC advisory council (planning & land use) exists and FOMC could provide input.			
Additional meeting notes			
Provided draft land-use map of Locust Point. No state money available for expensive project proposals. Difficulty advancing plans.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Locust Point Civic Association	Represent interests of Locust Point residents	Joyce Bauerle	Meeting at Fort on Aug. 7, 2003, attended by Bauerle, State Sen. George Della, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Keep congestion manageable; serve transportation needs of residents; preserve industrial character of Locust Point; head off large-scale residential/commercial developments to attract non-Locust Pt. residents; secure jobs & investment opportunities for Locust Pt. Residents are pro-Fort and enjoy its presence; they're proud of it.			
Partnership opportunities			
Support from community for expanded ferry/transit service, expanded amenities at Fort.			
Additional meeting notes			
Ferry service originating at Fort would be supported by residents (not currently allowed because Fort doesn't want visitors parking their cars there for free and riding the boats). Della supportive of area; 3200-3300 residents. Development planned for old ADM parcel (hotel/townhouses/apartments/parking). Rezoning after next election? Sen. Della says his office has population and demographic figures.			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Balto. Maritime Museum/Patriots of Fort McHenry	Museum operations/park's friends group/educational and interpretive non-profit organization	John Kellet	Meeting at Fort, Aug. 6, 2003, with Kellet, Joss, and Dyer & Plosky attending
Stakeholder transportation interests, vis-a-vis FOMC			
Interested in water transportation and transportation among cultural institutions in Balto.; unsuccessful at negotiating water-transport consolidation. Alex Washburn, former aide to Sen. Moynihan & now of W Architects, authored study for \$50m ferry system with Andy Murray of National Historic Seaport (a subsidiary of Living Classrooms), on behalf of the city.			
Partnership opportunities			
Can send examples of TEA-21 projects that got federal funding for Balto. City (for which N.H.S. facilitated the contracts). Washburn got \$9m under ISTEA for NYC ferry improvements. Also, collaborate on existing water-transport system and cross-institutional promotion.			
Additional meeting notes			
Considerable overlap between these organizations. Friends group is actually part of Living Classrooms, but Kellet wants it to be independent again. Also involved with Balto. Waterfront Promenade Partners, but this is organization least involved with Fort. Kellet mostly focuses his time (~70%) on being the director of the Balto. Maritime Museum.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
US Naval Reserve Center, Baltimore	Naval Reserve facility	LCDR Phil Reed, XO	Meeting at NRC on Sept. 23, 2003, attended by Reed, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Secure access & parking for USNR personnel, especially during heightened security/military/emergency operations.			
Partnership opportunities			
USNR does currently allow for overflow parking for Fort personnel (support staff or re-enactors, not general public) on its site, from time to time, as agreed on a case-by-case basis. However, they cannot guarantee access (can't enter into contractual arrangement) for park purposes, owing to security concerns. Nonetheless, parking can generally be worked out, given advance notice, unless it's a drill weekend (too many people) or security is tightened. Currently, issue is "personality"; Fort & USNR staff get along well and except for conditions mentioned, USNR wouldn't refuse park access to parking area under foreseeable circumstances, even if park makes frequent requests. Nonetheless, possibility of reconfiguring land/parcels? Congressional interest?			
Additional meeting notes			
USNR holds ceremonies, such as change-of-command, at Fort; Fort gives USNR personnel tours. ~550 reservists on site; dock and two 70' boats; damage control trainer on-site. Facility flooded/damaged during Hurricane Isabel, Sept. '03. About ~100 cars need parking each weekend; 20-40 on a regular workday.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Struever Bros., Eccles, Rouse Inc.	Residential/commercial developers	Larry White	Meeting at Tide Pt. on Sept. 23, 2003, attended by White, Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Interested in Key Highway extension, expanded ferry services, and possible "shuttle bug" service. (All are transportation services connecting the Balto. area network to Tide Point.)			
Partnership opportunities			
Kane uses Tide Pt. dock for FOMC jitney service; this is successful. Also, boat between Fells Pt. and Tide Pt. (15' headway) is successful. Link with/expand upon these services? Continuation of harborfront promenade from Inner Harbor? Immigration museum next to Tide Pt. -- possible additional draw.			
Additional meeting notes			
Currently 1100-1200 employees at Tide Pt.; most drive. Domino's property cuts off promenade route from Rusty Scupper/Inner Harbor. Tide Pt. owns its own dock; owns harbor promenade it built in front of its own property, and granted city an easement. Possible restaurant developed there in connection with new museum (tourist draw)? Struever also runs shuttle in Fells Pt. -- from Bond St. to Hopkins -- would have been taken care of by city shuttle system, if that had been implemented. More development on waterfront -- condos, apartments, offices. About 1,500 new residential units in near future in Fells Point area and east. Trend continuing.			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
National Historic Seaport	Part of Living Classrooms Foundation (education); also operates Seaport Taxi	Andy Murray, Director	Meeting at Fort on Aug. 7, and at Seaport on Sept. 25, 2003, attended by Murray, and Dyer & Plosky (1st meeting also by Joss & Rowsom of Constellation)
Stakeholder transportation interests, vis-a-vis FOMC			
Provides not only educational/cultural/historical information and opportunities, but Seaport Taxi provides water service directly to Fort. Multifaceted mission, including interpretive guides aboard, info about other Historic Seaport attractions. Living Classrooms involved in many different activities. 75% of business from Harbor Landing.			
Partnership opportunities			
City agreement for landings includes commuter service requirement. (run Canton to Inner Harbor) Expansion of service to Fort? Rerouting, so one-boat ride from Inner Harbor? With Kellet of Balto. Maritime Museum/Patriots of Fort McHenry, commissioned study proposing \$50m ferry system; sent to Congress. Service requirements (commuter operations) of Balto. wharf-lease agreement. Currently accept MTA passes and get \$1.25 reimbursement for every boarding.			
Additional meeting notes			
Operates 11 boats between 25 pax. and 100 pax; mostly outboard diesels. Handicapped accessibility an issue; being sued by at least one individual. Supports eventual merge/selection of one operator in Inner Harbor. 6 kt. speed limit in Inner Harbor. On busy weekends, both water services at capacity, split ridership about 50-50.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Maryland Transit Administration	Provision of transit services in Md.	Beth Robinson & Larry Dougherty	Meeting at MTA on Sept. 25, 2003, attended by Robinson, Dougherty, Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Provides transit service in Balto. -- No. 1 transit bus to Fort, light rail, subway, other buses, and "shuttle bug" systems. Geared mostly to commuters but does put out visitor brochure.			
Partnership opportunities			
Expansion of No. 1 bus service and routing buses into FOMC are possibilities. More promotion? New shuttle bug service serving South Baltimore (as proposed -- languished due to lack of funds)? Can provide transit data and more detailed information for Fort McHenry stop. Examples of Balto. Museum of Art and Balto. City Zoo -- worked with partners to run new services (zoo co-funded) -- precedent for partnership. Partners led charge/funding. There is no operational partnership with Baltimore DOT.			
Additional meeting notes			
"Shuttle bugs" are very expensive. Pass reciprocity with Water Taxi/Seaport Taxi. No schedule coordination/intermodalism (too difficult). No major investments or long-range plans in progress except double-tracking light rail. "Survival mode" in terms of finances.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore Area Convention & Visitors Assoc.	Promotion of Balto. as convention center & visitor attraction	Lisa Hansen & Mike Pietryka	Meetings at BACVA on Aug. 7 and Sept. 26, 2003, attended by Hansen/Strickfaden (1st), Pietryka/Joss (2nd), and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Involved in bus parking/management (tour/convention buses) -- designated parking areas in city (Ravens stadium). New visitor center to open December; possibly use eventually as intermodal transportation center. Provides information to visitors and conventioners, including info. on transportation & on local attractions.			
Partnership opportunities			
Provide info to visitors through BACVA mailings/web. Coordinate bus management. Use of new visitor center as transportation hub? Streetside dropoff config. by Balt. Development Corporation (Possibly 500K visitors/year in 1-2 years; BDC should have info on bus drop-off area component of project.) BACVA has good relationships with both water operators. Current transport partner is Baltimore Shuttle, run by Darryl Butler.			
Additional meeting notes			
Has visitor data & other information we could go through. Data: 7.5m leisure, 3.5m business visitors a year. Pretty constant past few years. New Visitor Center will open in January 04; 6,500 ft ² , 80 staff, boat landing very close by.			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore City Planning Dept.	City planning for Balto.	Bill Pencek, Laurie Feinberg, Beth Strommen	Meeting at City Plg. Dept. on Aug. 6, 2003, attended by Pencek, Feinberg, Strommen, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
City heritage area planning; enterprise zone (Fort/Locust Pt. is one of 8 in Md.); proposed new (bike) trails: Star-Spangled Trail. 'All-American Road,' starting pt. of National Road. Civil War Trail. Nat'l Historic Seaport Trail. Gwinns Falls Trail. Johns Falls Trail. Afr.-Am. Trail (wheeled)? Spine of East Coast Greenway. Fed'l Hill/FOMC bike trail on hold, awaiting funding. Chesapeake Bay Gateways Project? (Balto. Maritime) Harbor Master Plan, and Inner Harbor Master Plan (landside).			
Partnership opportunities			
City owns ferry docks, including one at Fort; wants to consolidate to one operator, 90% chance to put out for bid by one operator March '04, but current contracts may be extended, since city DOT is late. Expand NPS/municipal partnership, as in Lowell/Boston?			
Additional meeting notes			
Shuttle buses in CBD don't work well; MTA shuttle-bug program canceled by state. State will determine cruise-ship terminal status. Most heritage area plans in early stages; trails and greenway projects in very preliminary stages. Landing contracts with ferry operators near end (03-2004) (although some confusion, as one operator says 6 years to go?). 2-operator system inefficient, contemplating RFP for single entity. City needs more commuter services.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Baltimore Development Corp.	Promote industrial (commercial) development in Balto.	Larisa Salamacha	Meeting at BDC on Sept. 26, 2003, attended by Salamacha, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Push for investment in transportation \$ by other agencies. Maglev project, Balto.-DC, headed by Phyllis Wilkins, formerly of BDC, now in mayor's office. Don't do "active transportation planning for the future" or how to move visitors around city.			
Partnership opportunities			
Limited. We can be in touch with BDC about transportation component of new BACVA visitor center. BDC coordinates all agencies in developments involving land use. Facilitated Key Highway extension. Working with Saperstein, purchaser of ADM property in Locust Pt.			
Additional meeting notes			
Consultant team hired by city to look at Inner Harbor master plan -- link on BDC web site. BDC president on Inner Harbor Task Force. Salamacha is city's representative on MDOT PLUTAC master-plan advisory committee. BDC led Inner Harbor Master Plan; Strommen of City Planning doing Marina Master Plan.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
U.S.S. Constellation	Promotion of U.S.S. Constellation as tourist attraction	Chris Rowsom, Exec. Director	Meeting at Fort on Aug. 7, 2003, attended by Murray of Seaport, Joss, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Providing visitor circulation among Balto. attractions. Worked with Murray on \$50m ferry study.			
Partnership opportunities			
Coordinate transportation, signage, promotion. Rowsom involved in Historic Seaport and works closely with Andy Murray.			
Additional meeting notes			
Can provide visitor data for people visiting Constellation (100,000/year); probably mirrors demographics of Inner Harbor as a whole.			

Appendix A: Stakeholder Interview Summaries (Continued)

Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Museum of Industry	Promotion of Museum of Industry as tourist attraction	Paul Cypher	Meeting at Fort on Aug. 7, 2003, attended by Cypher, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Near FOMC, off Key Highway; currently receives visitors by water (Seaport), but on irregular schedule -- would like regular schedule.			
Partnership opportunities			
Collaboration on proposal to run a Key Hwy passenger van – Visionary Arts Mus. – Science Ctr. – Museum of Industry – Fort McHenry – Inner Harbor/new vis. ctr. Spring '04? \$40-50K per year to run. Possible parking at M. of I. (free; expanding from 210 to 320 spaces, though rarely fills up). Working with Andy Murray/N.H.S. on more (and more scheduled) water service.			
Additional meeting notes			
Regional visitors coming from as far as Pennsylvania, Virginia -- families with kids, school visitation groups.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
Balto. Office of Promotion	Communicate info about arts/cultural events (mostly special events)	Bill Gilmore	Meeting at B.O.P. on Aug. 7, 2003, attended by Gilmore, Strickfaden, and Dyer & Plosky
Stakeholder transportation interests, vis-a-vis FOMC			
Works with city DOT on traffic issues (street closures, etc.) that are part of special events or conventions. Promotes MTA service, works with water operators. Outreach.			
Partnership opportunities			
Collaboration on outreach; coordination for special events. Not involved in general day-to-day transportation planning or operations.			
Additional meeting notes			
Involved with events like parades, tall ships, 2006 Volvo Ocean Race, etc. Also city's arts organization -- grants, etc.; "1% for art." Property managers for Pier 6 concert pavilion, etc. Works with Fort on special events such as July 4 fireworks, when Inner Harbor has specific transportation/security concerns. Fort doesn't like to promote itself as a venue for things like fireworks, tall ships. Prefers park-specific things.			
Stakeholder Organization	Stakeholder Mission	POC(s)	Meeting Thumbnail
FOMC bus reservations		Susan Wright	September 23 meeting, Wright and Dyer & Plosky
Partnership opportunities			
[Opportunities to improve transportation system:] Currently, SuperOffice software used to manage bus/tour reservations, along with separate hard copy of no-shows/cancellations, are rare. Work only with N.H.S. as far as other tourist groups go; no one else. Most buses do make reservations but some show up unannounced; no bus groups for special events, oddly. Up to 40 buses a day at worst. Each Friday during peak season, Susan sends bus schedule to chief ranger and maintenance chief. Confirmation letter sent to groups. Groups down in '01, '02, '03 compared to previous years. Balto. Rent-a-Tour accounts for ~10% of adult groups? Difficult to search with existing SuperOffice system.			
Frustrations:			
1. Limited hours (11-12) avail. for Susan to take reservations, which are preferred by phone, but voice mail, fax, e-mail also OK, though Susan must confirm these.			
2. If Susan is out, other rangers "sort of know" how to operate system, but not smoothly.			
Additional meeting notes			
NA			

Appendix B: External Sources Bibliography

A list of sources, such as maps, information about other Baltimore cultural institutions, and municipal and regional plans provided—usually by stakeholders—to the study team.

External Sources Bibliography

	NAME	SOURCE	DATE
Maps/Guides	Port Land Use Map Recommendations	MDOT	23-Jun-03
	Baltimore Destination Planning Guide	Covention and Visitors Assoc.	2003
	Fort McHenry Battle of Baltimore Guide	National Park Service	2002
	Discover Fort McHenry	National Park Service	no date
	Maryland Transportation Map	MDOT	2003
	Baltimore's Original Harbor Travel Guide	Genesis Publishing	2003
	Chesapeake Bay Gateways Map	Chesapeake Bay Program Office	2003
	Baltimore's Attractions Guide	Balt. Visitor's Association	
	Baltimore and Vicinity Road Map	Color-Art, Inc St. Louis	2003
	Harbor Pass Handout	Balt. Visitor Center	2003
Maps/Public Transportation Information	Mondawmin – Fort McHenry Metro Operating Information	MD Transit Administration	no date
	Ed Kane's Water Taxi Guide	Harbor Boating, Inc.	2003
	MTA Systems Maps	MD Transit Administration	2003
	National Historic Seaport of Baltimore Map	Living Classrooms Foundation	
	Baltimore Harbor Guide featuring Seaport Taxi	Impact Assoc.	2003
	MTA Light Rail Double Track Project Flier	MD Transit Administration	2003
	MTA Light Rail Schedule and Map	MD Transit Administration	2003
	MTA Fare Guide	MD Transit Administration	2003
	MTA Visitors Ride Guide	MD Transit Administration	2003
	MTA Neighborhood Shuttle Service Schedules	MD Transit Administration	2003
	MARC Train Service Rider's Guide	MD Transit Administration	Dec-01
	Maryland Direct	Archaeology Today	19-Apr-01
State/City Reports	Request for Baltimore GIS Data	Mayor's Office of Tech.	3-Oct
	GIS Data	Maryland State Geographic Information Committee	current
	Pop/Demographic Locust Point Data	Office of Sen. Della	current
	Detailed Neighborhood Profile	Balt. City Dept. of Planning	3-Jul-01
	2001 MD Comp. Transit Plan	Balt. MPO	1-Jun-01
	Balt.Inner Harbor Master Plan Framework	Balt. City Dept. of Planning	3-Feb-03
	Transporation Enhancement Program Proposal for the Balt. Waterfront Promenade	Living Classrooms Foundation and Balt. City Dept. of Planning	Sept. 1998
	Fort McHenry Comprehensive Interpretative Plan – Nov2002	dept.of Housing&Comm. Dev.	Dec-02
	Fort McHenry Education Center List of Needs	National Park Service	31-Jul-03
	Fort McHenry State of the Park Report 2002	Fort McHenry Superintendent	2002
	USS Constellation Visitation by State	Chris Rowsom	Sept. 03
	Fort McHenry Proposal for Transportation Planning Services	National Park Service	2001
	Baltimore Metropolitan Area Water Transit System Proposal	W Architecture	10-Mar-03
	Maryland FY2004 Tourism Development and Marketing Plan	MD Office of Tourism Dev.	2003
	Baltimore City Heritage Area Management Action Plan	HRG Consultants, Inc.	Sep-01
	Fort McHenry National Monument and Historic Shrine Report	FHWA/FTA	1-Feb-02
	Federal Lands Alternative Transportation Systems Study	Cambridge Systematics, Inc	Jan-00

Appendix B: External Sources Bibliography *(Continued)*

	NAME	SOURCE	DATE
State/City Reports <i>(Continued)</i>	Annual Tourism Report FY2001	MD Office of Tourism Dev.	2001
	Status of the Port Land Use Development Advisory Council	MDOT	Dec-02
	Transportation Plan Arches National Park	National Park Service	Jan-03
	Baltimore Year-End Report Fiscal Year 2001	Downtown Partnership of Baltimore	2003
	City of Baltimore Annual Report 2002	Balt. Development Corporation	2002
	City of Baltimore Development Corporation Summer 2003 Report	Balt. Development Corporation	2003
	Summary of Initiatives/Downtown Beautification Program	Downtown Partnership of Baltimore	
Articles	For Now, fighting fire on water	The Baltimore Guide	13-Aug-03
	"Seaport Taxi owner hit with \$505,000 lawsuit	Baltimore Business Journal	23-Sep-03
	Downtown Area Shuttle Information/Articles	Baltimore Business Journal	8-01/3-03
	Baltimore Region Transit Plan/Red Line Corridor Transit Study	Maryland Transit Administration	21-Aug-03
	Baltimore Development Corporation "Streetscape Design Guidelines"	Hord Coplan Macht, Inc	2002
	"The [shuttle]bug may not stop here, yet"	The Baltimore Guide	1-May-02
	Maryland Scenic Byways	SHA Office of Env. Design	no date
The Star Spangled Banner as a Poem	Aesthetic Realism Foundation	1986	
Peripheral Materials	Baltimore Shuttle Brochure	Baltimore Shuttle	current
	Destination Maryland	MD Office of Tourism Dev.	2001
	Maryland Bicycle Map	MDOT	no date
	Maryland Heritage Areas Map	Dept.of Housing&Comm. Dev.	no date
	Gettysburg Invasion and Retreat Brochure	MDOT	no date
	Experience Historic Baltimore Brochure	Baltimore History Alliance	no date
	Map of American Byways	USDOT	no date
	By the Light of the Bay	MD Office of Tourism Dev.	2001
	Volunteer Application for National Parks across the Country.	National Park Service	1997
	US Constellation Museum Handout.	USS Constellation Museum	no date
Maryland 2003 Calendar of Events.	MD Office of Tourism Dev.	2003	

Appendix C: Transportation Elements

A tabular presentation of the transportation elements.

Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #1 - Summary Description</i>		
<p>Construct bus drop-off and pick-up point within FOMC. A dedicated bus stop could be constructed, featuring a visitor waiting area (possibly with shelter), introductory/interpretive FOMC information, bus schedules, etc. The bus stop could be used by tour buses, school buses, partner transit buses, and the No. 1 transit bus. There are several different concepts -- drop-off point as an intermodal facility (linked with the ferry dock), linked with the E/A facility, or as a standalone operation. A bus waiting/staging area could be incorporated, depending on the scope of the design.</p>		
Stakeholders		
Primary	Affected	
FOMC. Some reconfiguration of the internal space would be necessary, visitor transport mode choices and internal use patterns could change, and the new facility would require new staffing/management procedures as well as additional maintenance.	Transit providers, whether tour bus operators, schools, partners who provide transit services (Kane's Water Taxi, the proposed GBHA/M. of I. transit services), or the MTA.	
Policy Matters		
Mobility/Access	Environment	Planning & Development
The facility would improve access by bus and improve the visitor experience for those arriving by bus. More emphasis on transit market?	Negligible impact. Any new construction would need to be done in coordination with the E/A facility plans, the NEPA process, and the results of the Cultural Landscape Report.	A new planning process would be required; development of alternatives and designs, environmental compliance, funding, and construction would take time, whether or not coupled with the E/A project.

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Design of new infrastructure; would need conceptual work, landscape analysis, architectural design, fabrication and construction, and would have to be coordinated with the E/A facility unless it was subsumed into that project. Question as to exactly what visitor amenities to incorporate & how large a facility is desired.	Facility would be designed to accommodate several different vehicle types. Incorporate a staging/idling area, or integrate with parking area?
Operations	Environmental Impact
Park staff would need to respond to new visitor flows, new/different patterns of visitor arrivals/departures, need to manage buses if staging or parking areas are incorporated. Staff may also have to field questions regarding buses, even though such questions should be directed to operators/transit providers.	NEPA requirements for compliance and public review. Responsiveness to park's CLR.
Financial Matters	
Analysis, design, construction would need separate funding from NPS. Operations and maintenance included in FOMC's general budget.	

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #2 - Summary Description</i>		
<p>Schedule integration with water transport service. Transportation providers at major ferry embarkation points (Inner Harbor, Fells Point) would coordinate arrivals there with regular scheduled ferry departures and would also have telephone/radio contact with ferry operator(s) to address schedule disruptions and passenger pickups at "on call" landings.</p>		
Stakeholders		
Primary	Affected	
<p>Ferry operator(s). Run(s) primary east-west-->FOMC tourist transit service. Greater Baltimore History Alliance. Coordinate proposed west end history and culture shuttle with FOMC ferry service. MTA. Seek to improve service to Inner Harbor (No. 1 bus and light rail) as well as to stops on north shore of Harbor, e.g., Fells Point.</p>	<p>Tourism/visitation organizations; other attractions/cultural institutions. Publicize the linked schedules and services.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved, more predictable access to FOMC for tourists and visitors and, to a lesser extent, for city residents.</p>	<p>Effective service reduces roadway congestion and pollution from cars.</p>	<p>No significant impact or benefit.</p>

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #2 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No significant impact or benefit.	No impact. Schedule integration would go forward with whatever vehicles and boats are operating.
Operations	Environmental Impact
Schedule integration with ferry service. Transportation providers at major ferry embarkation points (Inner Harbor, Fells Point) would coordinate arrivals there with regular scheduled ferry departures and would also have telephone/radio contact with ferry operator(s) to address schedule disruptions and passenger pickups at "on call" landings.	Negligible.
Financial Matters	
Negligible impact.	

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #3 - Summary Description</i>		
<p>Transfers and fare/pass reciprocity with water transport service. MTA and other surface transport providers would offer tickets with Inner Harbor ferry service included, in the form of either single, round trip, or all day fares. This element would require MOUs or other instruments of agreement between the surface transport providers and the ferry service(s).</p>		
Stakeholders		
Primary	Affected	
<p>MTA. Develop program, fare structure, and ticketing. Tourist transit operator, e.g., Balt. History Alliance. Same. Ferry operator. Same.</p>	<p>BACVA. Potential "transit hub" and ticket sales venue.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved ease of access to FOMC for city residents and, to a lesser extent, for tourists and visitors.</p>	<p>No significant impact or benefit.</p>	<p>No significant impact or benefit.</p>

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #3 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
None.	None.
Operations	Environmental Impact
Added item for ticket sales by both MTA and ferry operator.	None.
Financial Matters	
Fare structure and receipt transfer would be a significant issue, requiring some negotiation and coordination among the involved transportation providers.	

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #4 - Summary Description</i>		
<p>FOMC operates/contracts its own shuttle from Inner Harbor. Bus shuttle exclusively for park visitors, operated from Inner Harbor (BACVA visitor center or other central pick-up location). FOMC could look to other parks to see what range of operations/management/concession arrangements are used throughout NPS.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Would oversee shuttle concession as major FOMC program; significant change in visitation? BACVA and other cultural institutions may be interested in participating in the shuttle; visitor transport patterns could change.</p>	<p>Locust Point Civic Association. Could local residents use this service? MTA. Would No. 1 bus service be affected? Ferry operators. If more visitors come by bus, fewer by ferry? Less interest in using city-owned dock at FOMC? Competition with existing Water Taxi jitney service?</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Greatly improve visitor access for those coming from Inner Harbor. Superior visitor experience if "park visit" begins aboard vehicle during approach to fort.</p>	<p>Negligible impact.</p>	<p>Would need to set up concession arrangement and secure operating funds for concessionaire. Change in way FOMC charges fees, in order to make shuttle self-sustaining proposition? (NPS ATP eligibility excludes funding of transit operations.)</p>

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #4 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Negligible impact, but could combine with dedicated bus facility within FOMC (see other element) in order to better accommodate the large increase in bus visitation that would be expected. Larger groups of visitors arriving simultaneously, rather than staggered by cars.	What sort of bus to use on this service? Alternative fuel? Appropriate accessibility.
Operations	Environmental Impact
Provide interpretive services aboard vehicle (ranger staffing)? Administration of transit concession? Vehicle schedule and logistics -- service points in Inner Harbor. Maintenance of vehicle(s); contingency plan for service failure or additional service.	Negligible.
Financial Matters	
ATP funds cannot be used to subsidize transit operations; ideally, should be self-sustaining. Change in FOMC's fee structure? Incentives to attract potential concessionaires? ATP funds can be used for infrastructure and/or vehicle investment -- FOMC could own vehicle & contract out operations.	

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #5 - Summary Description</i>		
<p>Collaboration on shuttle with interested institution. Both the Greater Baltimore History Alliance and the Museum of Industry are planning (or have at least proposed) to operate, with partners, their own transit shuttle services to/from the Inner Harbor. FOMC could participate, as a partner, in one or both of these operations. Transit service would then be provided to FOMC, the Inner Harbor, and participating institutions.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC, Greater Baltimore History Alliance, Museum of Industry, other shuttle partners. All partners under this arrangement would have to work closely together and agree on logistics, financing, operational details (type of vehicle, schedule), contingency plans, etc. FOMC friends group could be additional partner in this endeavor.</p>	<p>Locust Point Civic Association. Could local residents use this service? MTA. Would No. 1 bus service be affected? Ferry operators. If more visitors come by bus, fewer by ferry? Less interest in using city-owned dock at FOMC? Competition with existing Water Taxi jitney service?</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Greatly improve visitor access for those coming from Inner Harbor and/or other cultural attractions. Greater appeal to those who would like a "one-stop shopping" Baltimore experience but aren't interested in planning a detailed itinerary for themselves -- possible package deals.</p>	<p>Negligible impact.</p>	<p>Would need to set up partnership & outline FOMC's participation. Change in way FOMC charges fees, in order to provide revenue for financial participation in shuttle? (NPS ATP eligibility excludes direct funding of transit operations, but some "partnership" funding activities could potentially be eligible, as could vehicle purchase.)</p>

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #5 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Negligible impact, but could combine with dedicated bus facility within FOMC (see other element) in order to better accommodate the large increase in bus visitation that would be expected. Larger groups of visitors arriving simultaneously, rather than staggered by cars.	What sort of bus to use on this service? Alternative fuel? Appropriate accessibility.
Operations	Environmental Impact
Administration of partnership -- park's precise participation, financial and otherwise? Vehicle schedule and logistics -- service points in Inner Harbor. Maintenance of vehicle(s); contingency plan for service failure or additional service.	Negligible.
Financial Matters	
ATP funds cannot be used to subsidize transit operations; ideally, should be self-sustaining, but FOMC would have to participate somehow. Vehicle purchase? Other financial participation? Change in FOMC's fee structure?	

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit		
<i>Element #6 - Summary Description</i>		
<p>MTA No. 1 bus dropoff inside FOMC. The bus would drop off passengers inside FOMC at the same point where other buses do, in front of the visitor center, on an "on demand" only basis. The route terminus turnaround outside the FOMC gate would be modified to allow access for the bus traveling west (from FOMC). In addition, an "on demand" stop could be provided for Locust Point residents, for example, at Fort Avenue & Cooksie Street.</p>		
Stakeholders		
Primary	Affected	
<p>MTA. Owns equipment and operates service. Would be required to modify No. 1 bus operation and, possibly, the schedule. The Fort Avenue turnaround would require physical reconfiguration to accommodate buses returning from the FOMC drop point. FOMC. MOU with MTA would be required.</p>	<p>Locust Point Civic Association. Local residents would get transit alternative into FOMC with on demand stop.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved access to FOMC for Baltimore residents living along the No. 1 bus route, including Federal Hill, downtown, U. of Maryland, and the northwest neighborhoods. Also, accessible buses would improve FOMC transit options for the disabled.</p>	<p>Minimal impact or benefit overall. Negligible incremental pollutant emissions in FOMC.</p>	<p>Minor route modification by the MTA.</p>

Appendix C: Transportation Elements: Surface Transit

Mode -- Surface Transit	
<i>Element #6 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No impact inside FOMC if bus uses same dropoff as provided for other buses. The MTA's bus turnaround at the route terminus outside FOMC would require some modification to accommodate the bus approaching it from the east, as well as from the west.	No change implied for MTA bus fleet.
Operations	Environmental Impact
No. 1 route would provide service into FOMC, adding perhaps 1/4 mile to the route. It appears that the extra distance and time would be well within the available layover times, according to the current schedule.	Negligible.
Financial Matters	
Minimal impact on MTA operational budget. Very small amounts of extra fuel would be consumed to cover the extra distance. Infrastructure cost associated with modifying existing bus turnaround outside FOMC, possibly to be borne at least in part by FOMC.	

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation		
<i>Element #1 - Summary Description</i>		
<p>Single service operating to FOMC, and generally in the Northwest Harbor. The City of Baltimore recompetes landing rights at the City-owned landings for one service only, effectively eliminating one of the two current operators from FOMC service. The likely result, in operational terms, is a single larger fleet offering more frequent service, particularly at high volume landings such as the Inner Harbor, Fells Point, and FOMC.</p>		
Stakeholders		
Primary	Affected	
<p>City of Baltimore. The city would issue a new RFP and go through a proposal evaluation, selection, and award process. It would have to take added responsibility for its landings, where a smaller set would be used more intensively than at present.</p> <p>Water taxi operator. The winning operator would have to expand and possibly modernize its fleet, develop new schedules to meet the RFP specifications and needs of particular users, and revamp company management to deal with these changes.</p>	<p>FOMC. Visitor arrivals at the city-owned dock could double immediately and grow thereafter due both to overall visitation growth and induced demand for the new service.</p> <p>Greater Baltimore History Alliance. Opportunity for intermodal transportation link between west end historic sites (e.g., Babe Ruth Museum and Mt. Vernon district).</p> <p>Baltimore Maritime Museum. Potential partner for harbor historic interpretation.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved service would: reduce automobile traffic to FOMC, particularly from downtown areas; provide better ADA access, given proper ramping/gangways/etc. and landside accommodations in FOMC; provide opportunities for better linkage to landside transit, especially those serving tourists.</p>	<p>Potential reduction of overall energy consumption and engine emissions; wake and wash impacts, depending on choice(s) of vessels; no impact on sensitive areas.</p>	<p>Impact should be zero to minimal, since existing city landings would be used. No new shoreside development is anticipated.</p>

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No new landings are anticipated, particularly not in FOMC. The vessels chosen, as well as possible ADA access improvements, could result in reconfiguration of the FOMC dock (described in other elements). A single operator would have to address the home berthing issue for a larger fleet.	The single operator would likely merge the existing fleets at the outset, and eventually have to rationalize the fleet to the desired schedule and operations. The choices depend on schedule, speed, headway, passenger capacity, access needs, and Coast Guard inspection regime (likely "rivers" service T-boats). Other ferry elements address combinations of schedule and vessel type.
Operations	Environmental Impact
The operator of a single larger fleet would likely engage in some combination of regular scheduled services among busy landings, and water taxi service elsewhere. At first glance, the Inner Harbor, Fells' Point, and FOMC appear to be likely candidates for scheduled service. Boats on regular service would have a master + one deck hand, the taxis just the master. Speed < 6 knots, unless limit changed.	Negligible. No sensitive areas in Northwest Harbor. No new infrastructure to affect surrounding areas.
Financial Matters	
Private owner/operator would incur all operating costs, including any concession the city might require for use of the landings. Public investment may be required for landings upgrades, depending on boats selected for service and access needs. FOMC expenditure could be required as part of cooperative construction and maintenance arrangement for the FOMC dock.	

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation		
<i>Element #4 - Summary Description</i>		
<p>Improved ADA dock access at FOMC and other city landings. Current arrangements by the two operators are not ADAAG-compliant, in spite of the polite efforts of their crew and landing personnel. The city should address ADA access when it solicits bids for the new landings contract. In particular, the dock at FOMC will have to be made compliant through some combination of new/modified vessels and a gangway arrangement allowing the proper slopes at all tide heights. The access from the land to the dock is currently adequate.</p>		
Stakeholders		
Primary	Affected	
<p>Baltimore City: Owns all affected landings. Controls access to the FOMC dock and will likely have some role in upgrading the dock.</p> <p>FOMC: As public contractor using all public landings, will have to ensure best possible access onto the boats.</p> <p>Water taxi operator:</p>	<p>Partner transit operators: Will need to offer best access they can.</p> <p>BACVA and other tourist agencies: Communicate FOMC accessibility information to the public.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Both the city and FOMC, as public entities, are bound by ADA to provide access, either "reasonable accommodations" at existing facilities or compliant accommodations at new or substantially renovated facilities. The same applies to public transportation. The city landings contract should specify access.</p>	<p>NA.</p>	<p>City infrastructure managers will have to assess ADA access at the landings and develop plans to address as needed. Water taxi operator(s) may, depending on particulars of city contract, have to undertake onboard, shoreside, and operational changes to provide needed access. FOMC could consider making ADAAG-compliant access a condition of landing at the park</p>

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation	
<i>Element #4 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
All landings are fixed structures, either docks on pilings or "bulkhead" (seawall), though there are historic-preservation concerns re: seawall. The infrastructure modifications will likely be non-existent or minimal, as access accommodations will be addressed through gangway/vessel designs and operational procedure.	Raised decks, as on pontoons, are the most sensible application. Vessel door/gate and some deck space onboard should meet ADAAG width/maneuvering requirements. Boarding area of vessel should be integrated with accessible gangway design(s).
Operations	Environmental Impact
The goal of ADA is to provide "independent" access. Crew or landing staff would not thus be engaged in assisting the passenger, but would be required to set up the gangway and ensure that it and the boat are properly secured. Two personnel per boat would be required, a captain + either a deck hand or a shoreside staffer. Abnormal tides must also be accounted for in procedure, in case they result in non-spec. gangway slope.	NA.
Financial Matters	
Capital investments in vessel and shoreside accommodations. Potential operating cost impact for operator, who will have to provide personnel to ensure accessible embark/disembark connections are made at each landing. FOMC may have to partner/contribute to efforts to provide access at FOMC dock.	

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation		
<i>Element #5 - Summary Description</i>		
<p>Express service from Inner Harbor to FOMC. Single operator would run dedicated boats from the Inner Harbor (e.g., BACVA visitor center stop) to FOMC, possibly with a stop at Fells Point. The number and speed of the boats would achieve a [30'] headway during peak hours. This scenario presumes boats similar to those currently in operation. Another element examines higher speed boats. Longer headways would serve during shoulder and off-peak seasons and times.</p>		
Stakeholders		
Primary	Affected	
<p>Water taxi operator: New service and schedule. Decisions on fleet makeup, type and speed of boats, crew, etc.</p> <p>FOMC: Address needs of many more visitors arriving at FOMC dock.</p>	<p>Baltimore City: Administration and maintenance of landings.</p> <p>BACVA & other visitation agencies: Promote and interact with new service.</p> <p>Other cultural institutions: Respond to/promote new service.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Combining two operations into one with better headways and direct service should induce demand beyond simple addition of the patronage of the two. Automobile traffic and congestion in Locust Point and in FOMC should be reduced. It is possible that some tour buses could transfer passengers downtown and park at the stadiums' lots.</p>	<p>Potential reduction of overall energy consumption and engine emissions; wake and wash impacts, depending on choice(s) of vessels; no impact on sensitive areas.</p>	<p>NA.</p>

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation	
Element #5 (continued)	
Technical Issues	
Infrastructure	Vehicles
Little impact relative to single operator service.	Selection crucial for operator: for a given headway (e.g., 30') find the right combination of number and speed of boats. Possibilities include monohulls and/or pontoon boats as found in the 2 existing services for 6 knot operations.
Operations	Environmental Impact
New service results in many changes for operator: equipment, crew, maintenance, ticketing, landing/embarb/disembark operations.	Impact is minimal relative to other, or current, services.
Financial Matters	
Impact for FOMC minimal; planning for different ferry passenger arrival pattern & more passenger arrivals. All operator expenses affected: debt service, labor, fuel, insurance, admin, etc. Park authorizes this access through park permits.	

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation		
<i>Element #6 - Summary Description</i>		
<p>Craft at higher operating speed: An effective express service to FOMC from the Inner Harbor could be provided by higher speed (10-12 knots) boats. This service would enable faster transit times and shorter headways for a given number of boats in service. The boats could, for example, be purpose-designed, high efficiency low wake-wash catamarans. Such a service would require an exception to the Northwest Harbor 6 kt. speed limit, which could be achieved through the provision of a "fairway" - a designated corridor for the stated purpose of the ferry operation.</p>		
Stakeholders		
Primary	Affected	
<p>Water taxi operator: New service, schedule, and fleet. Decisions on type and speed of boats, crew, and operations development (e.g., safety manual). FOMC: Address needs of many more visitors arriving at FOMC dock.</p>	<p>City of Baltimore, Harbormaster: Work with the operator to implement fairway or other exception for higher speed operation. Should be provided an operations and safety manual by the operator for review. Other cultural institutions: Respond to, promote new service.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Single express operation with better headways and transit time should induce demand beyond simple addition of the patronage of the existing two services. Reduction of auto traffic and congestion in Locust Point/FOMC. Some tour buses could transfer passengers downtown and park at the stadiums' lots.</p>	<p>Potential reduction of overall energy consumption and engine emissions; wake and wash impacts at marinas will require analysis to minimal impact; no impact on sensitive ecological areas.</p>	<p>NA.</p>

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation	
<i>Element #6 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Little impact relative to single operator service or express service with slower boats (see other elements).	There are several examples of operations employing small-sized catamarans, with small power plants, at similar operating speeds. Current design and modeling techniques allow for routine prediction of wake and wash and hull form optimization for that purpose.
Operations	Environmental Impact
New service results in many changes for operator: equipment, crew, maintenance, ticketing, landing/embar/disembark operations. The high speed (10-12 knots) aspect would probably require development of an operations manual addressing the exception to the current 6 mph limit and "rules of engagement" for vessel traffic (particularly recreational craft) and circumstances dictating speed reductions.	Primary issue would be wake/wash effects at proximate marinas and recreational craft anchorages. Secondary issue would be air emissions.
Financial Matters	
All operator expenses affected: debt service, labor, fuel, insurance, admin, etc. Impact for FOMC and other stakeholders minimal.	

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation		
<i>Element #7 - Summary Description</i>		
<p>Higher frequency Outer Loop service. One operator currently runs "inner" and "outer" loop services, requiring the FOMC visitor traveling from the Inner Harbor to transfer between loops. This is currently ineffective in terms of a reasonably prompt and enjoyable trip. One solution would be to increase frequency of the outer loop service and better integrate the schedules for short interval transfers.</p>		
Stakeholders		
Primary	Affected	
<p>Water taxi operator: Modified service and schedule. Probable need to change outer loop service from water taxi to a regularly scheduled route.</p>	<p>Other cultural institutions: Promote and interact with new service. An easier sell without the present need for connecting rides and long transit time.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
No benefit likely in this service scenario.	No benefit likely in this service scenario.	No issues in this service scenario.

Appendix C: Transportation Element: Water Transport

Mode -- Water Transportation	
<i>Element #7 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No changes or impacts likely in this service scenario.	No changes or impacts likely in this service scenario.
Operations	Environmental Impact
The operator would need to modify the service type and schedule, relative to the two-loop service currently offered by one operator. The outer loop would require more boats and possibly a conversion from water taxi service to a regularly scheduled service.	Little change or impact likely in this service scenario.
Financial Matters	
All operator expenses affected: debt service, labor, fuel, insurance, admin, etc. No impact for FOMC and other stakeholders.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
Element #1 - Summary Description		
<p>Rerouting of Steinweg trucks. Semi-tractor trailers currently run between Steinweg properties north and south of Fort Street via Wallace Street and crossing Fort Avenue directly in front of the FOMC main gate. This creates needless congestion and a potential safety issue with crossing traffic. The alternative is to route the traffic over the MPA North Locust Point Marine Terminal (NLPMT) onto road which crosses beneath the CSX-owned Fort Avenue bridge, about 1/5 mile west of the gate.</p>		
Stakeholders		
Primary	Affected	
<p>Steinweg. Negotiation with MPA and modification of trucking operation to conform with new route. <u>MPA.</u> Modification of security and access at east end of LPNMT. Allowance for added trucking traffic on property.</p>	<p>FOMC. May need to play "honest broker" role between Steinweg and MPA. Clear beneficiary of this change. Baltimore DOT. Manages road maintenance and traffic. Would see positive change for Fort Avenue.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Congestion reduction and safety improvement at FOMC front gate.</p>	<p>Negligible impact.</p>	<p>May affect MPA planning for NLPMT. Truck route from Steinweg would take land. Also, physical security arrangements are important to MPA and planning would necessary for their modification. Overriding concern for MPA is future projected trade growth (doubling in 20 years) and the need to retain as much port land as possible.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Security and roadway modifications. New security gate likely necessary between Steinweg and MPA properties. Minor roadway mods: likely only markings and signage over existing pavement.	No change.
Operations	Environmental Impact
Steinweg modify trucking route. This change should benefit Steinweg because the new route should be easier for the trucks to negotiate. Steinweg and MPA would have come to an agreement on the manning and operation of the new entrypoint into MPA property and the security detail.	Negligible impact or benefit.
Financial Matters	
None for FOMC. Steinweg and MPA would have to arrive at an agreement for funding the capital improvements, as well any repeating operational expenses, that is, the security labor and maintenance costs.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
<i>Element #2 - Summary Description</i>		
<p>Improved bus parking in FOMC. Expansion of bus parking spaces from 6 to [15] would accommodate more tour and group buses during peak season; and/or reconfiguration to allow "drive-through" parking.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Provision of new angled bus parking spaces and/or reconfiguration of existing spaces.</p> <p>Group and tour bus operators. Benefit from improved opportunity to park on-site.</p>	<p>Locust Point Civic Association. Benefit from reduced street congestion in neighborhood due to overflow bus parking.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>No benefit. This element improves parking for buses following discharge of passengers.</p>	<p>Benefit to Locust Point neighborhood: reduced parking congestion and bus emissions.</p>	<p>FOMC may need to reallocate space within the park for added bus parking.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #2 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Modify or expand bus parking within the park. Each added space is [50'] long X [9'] wide.	This element does not directly affect the makeup of the vehicle fleet.
Operations	Environmental Impact
Parking by bus operators will improve. FOMC would need to consider including the parking spaces in the bus reservation system, as well as providing some amenities for the bus drivers, i.e., improved food service and a sitting area.	Added parking would possibly result in paving presently open ground. Benefits otherwise in terms of reduced congestion and air emissions in the Locust Point neighborhood.
Financial Matters	
Capital expense for parking modifications would be borne by the Park Service.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
<i>Element #3 - Summary Description</i>		
<p>Bus overflow parking off-site, either in MPA lot or according to BACVA bus parking plan. FOMC should provide BACVA bus parking plan to all bus drivers. For MPA lot, FOMC and the MPA negotiate an agreement to allow spring seasonal and other occurrences of bus overflow from on-site parking, into the existing MPA lot outside the FOMC front gate. Some improvement of the MPA lot would be required, i.e., resurfacing, striping, and would probably have to be included in the agreement. NOTE: This element could as well apply to the case of ALL bus parking in the MPA lot.</p>		
Stakeholders		
Primary	Affected	
<p>MPA. New use of existing and currently underused space. Provision of new angled bus parking spaces. Refurbishment of weed-grown lot.</p> <p>FOMC. Added adjacent bus parking, and ability to plan/reserve parking spaces for more buses.</p> <p>Group and tour bus operators. Benefit from improved opportunity to park on-site.</p>	<p>Locust Point Civic Association. Benefit from reduced street congestion in neighborhood due to overflow bus parking.</p> <p>Steinweg & USNR Center: Extra traffic on Wallace Street to contend with.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>No benefit. This element improves parking for buses following discharge of passengers.</p>	<p>Benefit to Locust Point neighborhood: reduced parking congestion and bus emissions. The scenario where all buses park in the MPA lot would result in the same benefit for FOMC.</p>	<p>MPA is wrestling with serious land use issues. They face pressure to redevelop from industrial to residential/office use, while anticipating a doubling of U.S. overseas trade in the next twenty years. Any agreement to use the MPA lot would need the flexibility to allow for increased future use by NLPMT workers.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #3 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Provide spaces for parking [20] buses within the MPA lot. Each added space is [50'] long X [9'] wide. The lot (approximately 500' X 250' in size) is currently in poor condition and all or part of it would require resurfacing and striping. The entrance will probably require relocation/reconfiguration to accommodate buses from FOMC, perhaps onto Fort Avenue.	This element does not directly affect the makeup of the vehicle fleet.
Operations	Environmental Impact
Parking by bus operators will improve. FOMC would need to consider including the overflow parking spaces in the bus reservation system, as well as providing some amenities for the bus drivers, i.e., improved food service and a sitting area.	The added parking would result in repaving part or all of an existing lot. Benefits otherwise in terms of reduced congestion and air emissions in the Locust Point neighborhood and FOMC. "Viewshed" of Fort Avenue impacted by vehicles [?] Possibility of screening MPA lot.
Financial Matters	
It is possible that any agreement between MPA and FOMC would require some form of financial co-payment by FOMC, both for the capital expense of upgrading the MPA lot, and the annual expenses of maintaining it.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
<i>Element #4 - Summary Description</i>		
<p>Reconfiguration of main gate traffic controls. The main gate is an historic structure that can accommodate only one lane of traffic at a time. It cannot be widened, and one solution is a non-structural approach to the traffic flow problem. Improved signage and roadway markings would be provided to ensure safe one-way at a time flow through the gate. These improvements should also address the cross-traffic emerging from Wallace Street and Nicholson Street, particularly the Steinweg trucks.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Provision of signage and roadway markings inside the park boundary. Benefit from improved and safer flow of traffic.</p> <p>Baltimore DOT. Provision of signage and roadway markings outside the park boundary.</p>	<p>Steinweg. Cross traffic on Wallace Street will be directed by new signage and markings.</p> <p>MPA. Traffic into east end of NLPMT affected by new signage and markings.</p> <p>USNR Center. Traffic into east end of NLPMT affected by new signage and markings.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Mobility and access, in the sense of enabling more people to visit the park, are not affected.</p>	<p>No significant impact or benefit.</p>	<p>Both FOMC and the Baltimore DOT would need to agree on the traffic management approach to be taken, and develop a detailed set of plans to implement it.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #4 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Minor improvements, i.e., signage and markings.	This is presumed to have no effect on the vehicles arriving at FOMC.
Operations	Environmental Impact
Modified traffic flow may require park staff at the gate and extra effort to educate people who use the park on a regular basis, that is, local residents and tour company bus drivers.	No significant impact.
Financial Matters	
Both the Baltimore DOT and FOMC would be responsible for improvements on their own property. The cost of these improvements is likely to be minor.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
<i>Element #5 - Summary Description</i>		
<p>Construction of separate exit road along north boundary. Another solution to the front gate congestion/traffic flow problem is to construct a separate vehicular exit from FOMC. This would involve connecting the roads and parking lot inside the park either to Nimitz Street, which runs east-west along the north FOMC boundary, or to the existing gate in the west FOMC now used for maintenance access. The point of connection could be on the southern end of the USNR parking lot (closest to the existing FOMC lot) or further west on Nimitz Road proper. Outgoing traffic would move west on Nimitz, turn left to go south on Wallace Street, then right to go west on Fort Avenue. This case would change infrastructure modifications associated with other Congestion elements (MTA bus dropoff in park --> affects existing MTA turnaround on Fort Avenue) and (bus overflow in MPA lot --> affects MPA lot entrance/exit mods.).</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Reconfigure road to one of two egress points. Baltimore DOT. Agree to allow access point onto public road. NOTE: Ownership of road is uncertain. USNR Center. Their agreement required for entrance into their parking lot or, if they own it, onto Nimitz Street. Significant security concerns.</p>	<p>Steinweg. Truck traffic on Wallace Street would be affected by traffic entering from Nimitz or maintenancxe gate. MPA. Traffic into east end of NLPMT would be affected by Nimitz traffic or maintenance gate.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Congestion and safety problem at FOMC main gate mitigated by making it a one way entrance. This element would probably not induce more FOMC visitation.</p>	<p>Paving of currently open land. Probable removal of some trees within FOMC along the north boundary.</p>	<p>This would require negotiation, planning, and design work among FOMC and the City of Baltimore and/or the USNR Center.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #5 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Roadway modifications within FOMC. Possibly also security perimeter modifications at USNR Center. New connecting road will require grading and paving. Off-site parking (entrance configurations) and MTA bus turnaround arrangements would be affected by this re-routing of traffic. The configuration/location of the angle parking on Wallace Street should also be examined.	Vehicles visiting FOMC will not change as a result of this element.
Operations	Environmental Impact
Would improve flow to one-way at main gate, and probably free up park staff who are sometimes required to direct two-way traffic there. Traffic flow for all elements considered would be affected, whether exiting parking within FOMC, or proceeding to off-site parking areas. Would also reduce existing on-site overflow car parking.	Paving of grassed areas and probable removal of some trees. Additional impervious area and runoff.
Financial Matters	
Capital expense for FOMC road modifications would be borne by the Park Service. FOMC might also have to negotiate financial agreements with the City and/or USNR Center for impacts on the Nimitz Road.	

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management		
<i>Element #6 - Summary Description</i>		
<p>Reduce on-site car parking and enhance off-site overflow arrangements. This approach opens up more of the park's land for restoration and visitors' use. Visitor car parking would be restricted to [50?] spaces for disabled persons and the average load of vehicles during high use periods. The parking lot would be redesigned for the reduced car capacity, possibly in conjunction with adding more bus parking inside the park ("Congestion" element #2). There would also be provision for new overflow car parking outside the park, through an agreement with a neighbor; the most likely candidate is the MPA, owner of the large and greatly underused lot north of Fort Avenue. The overflow parking would also necessitate provisions for getting visitors safely into the park, whether by a marked footpath (with interpretative opportunities) or a shuttle vehicle.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Reconfigure, and possibly relocate, on-site parking lot to provide new reduced car capacity. MPA or USNR Center. Agree to allow co-use of parking areas for overflow car parking. The USNR would have significant security concerns with such an arrangement.</p>	<p>Steinweg. Truck traffic on Wallace Street would be affected by additional traffic on Wallace Street using off-site parking. MPA. Traffic into east end of NLPMT would be affected by additional car traffic.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Would preserve on-site parking for disabled people and capacity for high average parking demand. Off-site parking for overflow may discourage some visitors.</p>	<p>Would "green" some land currently paved for on-site parking. Off-site overflow candidates are paved already. Negligible impacts/benefits in terms of traffic, emissions, etc.</p>	<p>This would require negotiation, planning, and design work among FOMC and the off-site partner, either MPA or the USNR Center.</p>

Appendix C: Transportation Elements: Congestion

Mode -- Congestion Management	
<i>Element #6 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Remove paved parking area in FOMC for [125] cars and restore ground to historic/natural state. Off-site parking lot would require refurbishment and striping for car parking.	Vehicles visiting FOMC will not change as a result of this element.
Operations	Environmental Impact
Park staff indicate that the existing car parking lot (capacity ~ 175 cars) is very seldom full, although FOMC data indicate that, in busy months, an average of up to 1,700 vehicles enter each day. A smaller capacity would require rerouting of cars to the off-site parking area, requiring the attention of park staff.	No impact. Benefit of extra historic/natural area added and less impervious surface where pavement is removed.
Financial Matters	
Capital expense for FOMC parking lot modifications would be borne by the Park Service. FOMC might also have to negotiate a financial agreement with the off-site parking partner (MPA or USNR Center) for off-site parking capital improvements and recurring O&M costs.	

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access		
Element #1 - Summary Description		
<p>Marked bicycle route from Inner Harbor through Locust Pt to FOMC. Provide a safe, marked connection for cyclists between the Inner Harbor attractions and FOMC. On an example, the origin would be proximate to the new BACVA visitor center, proceed south, then east along the Promenade through Rash Field, join the Key Highway at the Covington Street intersection, and follow the Key Highway south to Lawrence Street (passing the American Visual Art Museum and the Baltimore Museum of Industry), south on Lawrence Street, and east on Fort Avenue to Fort McHenry. This would likely be bicycle lanes rather than bicycle paths.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. East anchor of the path and primary destination. Baltimore DOT. Responsible for City roads; would have to approve designation, design, and markings. BACVA. Origin of path and west anchor. Opportunity for bike rental operation at Inner Harbor.</p>	<p>MTA. Partner with a bus and ride program? Baltimore Planning Dept. Partner with and link to proposed bike paths. <u>Vis. Art & Industry</u> Museums. Destinations along or nearby the route.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Would provide an additional means for people to gain access to the park. Bicycle lanes would likely not be attractive to families, as they would probably include some busy streets.</p>	<p>Would result in reduction of car trips from downtown and Inner Harbor, reduced traffic, noise, and emissions for the City as a whole and FOMC.</p>	<p>FOMC role as supporting organization. Negotiation, planning, design, and implementation jointly carried out by City Transportation and Planning Departments.</p>

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Bike lanes or paths should meet AASHTO standards, in the case of lanes, 4' paths on both sides of a two-way road with approved striping. The City will have to approve designs for each street, including the lanes themselves, striping, and signage. Safe transit through intersections and integration with street parking must also be addressed.	Possibly, fewer automobiles and more bicycles would enter FOMC.
Operations	Environmental Impact
Some impact at FOMC due to arrival of larger numbers of bicycles. Traffic operations in affected City streets would change.	No impact. Benefit to City and Park from reduced automobile traffic, noise, and emissions.
Financial Matters	
No impact for FOMC. Capital cost of designing and installing for the City, potentially shared by other partners, as well as the repeating costs for upkeep of the lanes, striping, signage, etc.	

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access		
<i>Element #2 - Summary Description</i>		
<p>Connection of FOMC trail to other planned and existing bicycle/pedestrian trails. The Baltimore Planning Department has identified several bicycle/pedestrian trails in the planning stage. These include the Star-Spangled Trail, the All-American Road, Civil War Trail, Nat'l Historic Seaport Trail, Gwynns Falls Trail, Johns Falls Trail, the Spine of the East Coast Greenway, and a Federal Hill to FOMC trail.</p>		
Stakeholders		
Primary	Affected	
<p>Baltimore DOT. Responsible for City roads; would have to approve designation, design, and markings. Baltimore</p> <p>Planning Dept. Coordinate bike lane/path layouts and plan linkages.</p>	<p>FOMC. Supporting and facilitating role.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Bicycle trail network improves transportation in Baltimore, in a general sense, and can draw wider group of people into FOMC on bicycles.</p>	<p>Would result in reduction of car trips from downtown and Inner Harbor, reduced traffic, noise, and emissions for the City as a whole and FOMC.</p>	<p>FOMC role as supporting organization. Negotiation, planning, design, and implementation jointly carried out by City Transportation and Planning Departments.</p>

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access	
<i>Element #2 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Bike lanes/paths should meet AASHTO standards, for lanes, 4' paths on both sides of a two-way road with approved striping. The City will have to approve designs for each street, including the lanes themselves, striping, and signage. Safe transit through intersections and integration with existing street parking must also be addressed.	Possibly fewer automobiles and more bicycles on City Roads in general, and entering FOMC in particular.
Operations	Environmental Impact
No impact at FOMC. Traffic operations in affected City streets would change.	No impact. Benefit to City and Park from reduced automobile traffic, noise, and emissions.
Financial Matters	
No impact for FOMC. Capital cost of designing and installing for the City, potentially shared by other partners, as well as the repeating costs for upkeep of the lanes, striping, signage, etc.	

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access		
<i>Element #3 - Summary Description</i>		
<p>Marked bicycle lanes inside FOMC from gate to new Education & Administration Center. FOMC would mark bicycle/pedestrian lanes with or without a marked lanes approaching the park from Fort Avenue. The markings would commence at the main gate and bring the riders to the new Education and Administrative Center. The existing road (Constellation Plaza) can accommodate two-way bike lanes. If a separate exit road is constructed, then the exit bike/ped. lane would be part of that road and Constellation Plaza would be suitable as is for one-way automobile and bicycle use. Consider eliminating biking along seawall trail for safety reasons and to maintain the historic shrine atmosphere.</p>		
Stakeholders		
Primary	Affected	
FOMC. All of the new lanes would be within FOMC boundaries.	None.	
Policy Matters		
Mobility/Access	Environment	Planning & Development
Safe entrance of bicyclists and pedestrians to the park. The markings and signage would direct users to a terminus and prohibit bicycle use in other parts of the park.	Would encourage reduction of car trips, noise, and emissions within FOMC.	FOMC would plan, design, and implement new entrance and exit paths.

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access	
<i>Element #3 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Constellation Plaza can support two-way lanes. Construction of a separate exit road would also require planning and design for a one-way bicycle lane.	No issues.
Operations	Environmental Impact
Park staff would have to ensure that bicyclists use the lanes appropriately and refrain from using other parts of the park on their bikes.	Some loss of natural/historic ground if lane on new road is chosen.
Financial Matters	
Capital expense of design and construction. Annual maintenance of striping and signage.	

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access		
<i>Element #4 - Summary Description</i>		
<p>Bicycle accommodations at new Education & Administration Center. FOMC would provide bicycle racks and possibly a shelter.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Responsible for construction and maintenance of the bicycle accommodations.</p>	<p><u>None.</u></p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Will help encourage bicyclists to visit FOMC.</p>	<p>No benefit or impact.</p>	<p>Minor effort for FOMC.</p>

Appendix C: Transportation Elements: Pedestrian/Bikes

Mode -- Pedestrian and Bicycle Access	
<i>Element #4 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Design and construction of racks, capacity = [20] bicycles.	None.
Operations	Environmental Impact
Little or no impact.	None.
Financial Matters	
Minor capital expense.	
Mode -- Pedestrian and Bicycle Access	
<i>Element #5 - Summary Description</i>	
Bicycle stowages onboard passenger craft.	

Appendix C: Transportation Elements: Reservations and Parking Management

<i>Element #1 - Summary Description</i>		
<p>Improved reservation system for bus/tour groups. The current reservation system used by FOMC to accommodate bus/tour groups can be upgraded in two ways -- improved management procedures, and improved software. Either or both of these options can be pursued. The idea is both to manage more effectively the inflow of bus/tour groups, and to establish the means by which more consistent information about such groups can be collected, recorded, and referred to later as a management aid. The system would also be used to manage parking of the buses for future on-site and off-site improvements in that area.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Reservation-system improvements would be handled internally, for the most part. FOMC would have to decide exactly what staff resources it is willing to commit, what data collection elements it wants, how it wishes to manage parking, and how it wants information to flow (e-mail, voice mail, etc.).</p>	<p>Tour-bus, school-bus, and other transit providers, including MTA and water transport. FOMC may be more comfortable pursuing group-management strategies with these stakeholders once its reservations system is strengthened. Tour groups arriving by boat and more sophisticated multi-stage bus groups could be scheduled. BACVA. could provide statistics so that FOMC can compare its group traffic with Baltimore's, coordinate on off-site bus overflow parking (see related congestion element).</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Better reservation systems could lead to less congestion at FOMC.</p>	<p>Minor impact; fewer buses idling; less bus congestion; less need for bus overflow parking.</p>	<p>Development of new software/management procedures and new parking management procedures.</p>

Appendix C: Transportation Elements: Reservations and Parking Management

Mode -- Reservations and Parking Management	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
None; less pressure on existing infrastructure by reducing bus congestion.	None; less pressure on existing infrastructure by reducing bus congestion.
Operations	Environmental Impact
New workflows induced by new reservations system; FOMC would need time to become acclimated. However, consequent reduction in staff resources required to deal with bus congestion/overflow parking. Better ability to predict and manage group attendance.	Negligible impact; fewer buses idling; less bus congestion; less need for bus overflow parking.
Financial Matters	
Cost of developing new reservation system. Staff cost of operations should be similar to current system once acclimation period is complete.	

Appendix C: Transportation Elements: Reservations and Parking Management

Mode -- Reservations and Parking Management		
<i>Element #2 - Summary Description</i>		
<p>Require reservations for bus/tour groups. A more aggressive method of curbing bus congestion (may not be necessary at FOMC, but is a theoretical option). Buses that have not made reservations ahead of time might be limited in what activities they could participate in. Would require greater staff presence at gate/in parking area.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Additional staff resources. Commitment to a more aggressive management practice. However, benefits are reduced congestion and more predictable, manageable flow of visitors.</p>	<p>All tour and school bus groups. Reservations would be almost mandatory (not mandatory when FOMC is not crowded and buses are permitted entrance). Change in operational paradigm. Locust Point community would have to deal with buses turned away from FOMC. Congressional delegation. Address comments from groups whose activities were limited by the new procedure.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Does not limit mobility, per se, but could limit access to groups that were unaware of the new practice. Would make plans less flexible.</p>	<p>Negligible impact; fewer buses idling; less bus congestion; less need for bus overflow parking.</p>	<p>Commitment to this practice would require significant thought and planning. In practice, notification and education of schools, bus companies, etc. would be required. The park would also need to consult with the affected Congressional delegation.</p>

Appendix C: Transportation Elements: Reservations and Parking Management

Mode -- Reservations and Parking Management	
<i>Element #2 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
None; less pressure on existing infrastructure by reducing bus congestion. Buses could conceivably disembark their passengers outside the park gate (use/modify MTA bus turnaround, with MTA's cooperation?). The main park road would be affected by more pedestrian traffic.	None; less pressure on existing infrastructure by reducing bus congestion. However, buses turned away would have to find someplace else to go, especially if their passengers still disembarked.
Operations	Environmental Impact
New workflows induced by new reservations system; FOMC would need time to become acclimated. However, consequent reduction in staff resources required to deal with bus congestion/overflow parking. Better ability to predict and manage group attendance. Unannounced buses would still require staff assistance.	Negligible impact; fewer buses idling; less bus congestion; less need for bus overflow parking.
Financial Matters	
Little financial cost except additional staffing required; greater staff presence either at gate or in parking area to deny parking to non-reserved buses when congestion conditions warrant.	

Appendix C: Transportation Elements: Reservations and Parking Management

Mode -- Reservations and Parking Management		
<i>Element #3 - Summary Description</i>		
<p>Allow water transport origination trips from FOMC. Presently, FOMC does not allow originating trips, including visitors who park their cars. This is because FOMC does not want the responsibility of visitors stranded without their cars after the park closes. However, FOMC could allow visitors to park, and water trips to originate there, including customers who arrive at the park on foot or by bus; several stakeholders expressed interest in this possibility. FOMC could require registration of such cars; waiver signed by driver recognizing that car could be locked in overnight if not retrieved in time.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC and water operators. FOMC staff would need to adapt to this policy; water operators would be under pressure to return visitors to FOMC in time to retrieve their cars before closing. Both FOMC and the water operators would probably be criticized by drivers whose cars are locked in.</p> <p>Locust Point Civic Association would appreciate greater water access from fort.</p>	<p>Cultural institutions/BACVA could benefit from greater access to water transport by FOMC visitors. To a certain extent, other institutions would benefit more from this arrangement than FOMC itself. Visitors would also benefit by parking for free at FOMC rather than at an expensive downtown garage. The obvious risk is that commuters would take advantage of the opportunity to use the FOMC lot on a daily basis.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved mobility for visitors seeking to explore other Baltimore attractions using FOMC as a base. Access could be reduced to FOMC itself if parking spaces are taken up not by park visitors but by people who are simply parking for free in order to ride the water services.</p>	<p>Additional vehicle traffic in FOMC would result in locally greater engine emissions. The overall effect might be a reduction since it would eliminate automobile trips into the City.</p>	<p>Careful thinking & coordination with stakeholder partners would be necessary if this element is to be considered. Possibly combine with off-site parking to facilitate water services use without the corresponding worry of car being locked at FOMC. The commuter use aspect must be carefully considered.</p>

Appendix C: Transportation Elements: Reservations and Parking Management

Mode -- Reservations and Parking Management	
<i>Element #3 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Probably would be greater demand for parking at FOMC; more congestion and pressure on parking area.	More cars would probably come to FOMC.
Operations	Environmental Impact
Park staff would need to keep track of more car and/or bus activity; processing of waivers if that part of this element is implemented. Possible visitor dissatisfaction if cars locked in overnight. It could require a change in fee structure a new parking fee.	Additional vehicle traffic in FOMC would result in locally greater engine emissions. The overall effect might be a reduction since it would eliminate automobile trips into the City.
Financial Matters	
Additional staff cost of implementing this element is unknown. No greater security requirements anticipated, as FOMC would still lock as usual at closing time.	

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information		
Element #1 - Summary Description		
<p><i>Improved FOMC signage/wayfinding in/around Baltimore.</i> Work with city, Maryland highway officials, Downtown Partnership, etc. to post additional and improved directional/wayfinding signs.</p>		
Stakeholders		
Primary	Affected	
<p>MDOT . Highway branch; to post signs on I-95 and other state-maintained roads. <i>Baltimore City.</i> Whether Planning Department, DOT, or DPW, responsible for administration of city signs and city wayfinding program. <i>Downtown Partnership.</i> Supervising test of downtown pedestrian-orientation sign system.</p>	<p>Depending on scope of signs -- whether just FOMC signage is improved or signage is improved for all cultural institutions.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Would improve ability of out-of-town or other unfamiliar visitors to find FOMC.</p>	<p>Negligible impact.</p>	<p>Baltimore City and its signage partners have a great investment in the city wayfinding sign system -- any change would probably require significant time and effort in planning and development.</p>

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information	
<i>Element #1 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
Installation of new signs subject to MUTCD requirements, Baltimore DOT/DPW/Planning Dept. requirements.	No impact.
Operations	Environmental Impact
Maintenance of signs would not be a FOMC responsibility; negligible increase for responsible city/state agencies.	No impact.
Financial Matters	
Installation of new signs under current city system requires only fabrication and installation costs; development of new sign system is a longer-term project. Maintenance costs would be impossible to distinguish from other state or city roadside signs.	

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information		
<i>Element #2 - Summary Description</i>		
<p><i>Increased park outreach and communications</i> . This can take several forms: (1) Increase deployment of existing FOMC literature to hotels, highway stops, etc. (2) Enhance FOMC web site. (3) Increase park communications -- e.g., more frequent newsletter. (4) Work toward additional media coverage. (5) Develop new outreach/communications literature. All methods are designed to increase public awareness of FOMC, to increase the quantity, access, and quality (where appropriate) of information coming out of and produced by FOMC.</p>		
Stakeholders		
Primary	Affected	
<p>FOMC. Would be responsible for producing new information (as needed) and coordinating the flow of both existing and new documents.</p>	<p><i>Other stakeholders</i> as mentioned in FOMC's literature.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>Improved awareness of transportation options as appears in FOMC outreach/communications.</p>	<p>No impact.</p>	<p>Possible planning/development of new literature and/or distribution strategies.</p>

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information	
<i>Element #2 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No impact.	No impact.
Operations	Environmental Impact
Coordinated outreach/communications could influence transportation mode choice of visitors -- e.g., fewer cars, more ferry passengers.	No impact.
Financial Matters	
Cost associated with developing, producing, distributing new/additional literature and/or web site.	

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information		
<i>Element #3 - Summary Description</i>		
Increased partner outreach and communications. FOMC would work with its partners to increase outreach/communications: increased mention of FOMC in partner literature.		
Stakeholders		
Primary	Affected	
BACVA, Maryland Heritage Tourism, ferry providers, MTA, other cultural institutions. All stakeholders who currently engage in visitor outreach/communications could be targeted to shine a brighter spotlight on FOMC in their outreach documents/web sites.	Park friends group, Locust Point Civic Association. Two target audiences of additional outreach/communications material -- not with respect to transportation information, or general park information, but would be interested in up-to-date news, special events.	
Policy Matters		
Mobility/Access	Environment	Planning & Development
Improved awareness of transportation options as appears in FOMC outreach/communications.	No impact.	Procedural coordination with stakeholders to ensure they will always be disseminating correct, up-to-date information.

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information	
<i>Element #3 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No impact.	No impact.
Operations	Environmental Impact
New information could influence visitor mode choice. Also, FOMC would have to ensure that as stakeholders produce new information/outreach materials, FOMC-related material is current and up to date.	No impact.
Financial Matters	
Negligible impact. Cost of staff time in working with stakeholders to provide information.	

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information		
<i>Element #4 - Summary Description</i>		
<p><i>Provision of real-time traveler information.</i> Using one of several methods to provide real-time information to FOMC visitors and potential visitors: (1) Variable message signs. One or more signs placed at strategic locations to advise travelers. (2) Radio broadcast. AM radio system in use by some parks. (3) Participation in traffic-management system (phone/web site) operated by city DOT/regional consortium. (4) Call-in phone number -- daily updated recording. (5) web-based system; update web site daily with traveler info. Information that could be provided: congestion conditions (cars, buses, groups), special events, weather forecast, ranger activity schedule, facility closures, information about alternative transportation options, current recommendations on mode.</p>		
Stakeholders		
Primary	Affected	
<p>For variable message signs, <i>Baltimore DOT/DPW & Md. DOT</i>, regarding placement on city/state-administered streets if that is an option. Traffic-management consortium not now present in Baltimore; Boston (et al.) model run/administered by SmarTraveler -- city DOT, MDOT would be major partners.</p>	<p><i>Other cultural institutions</i> who may wish to collaborate on providing traveler information. <i>Locust Point Civic Association</i>, which may have concerns regarding variable message sign. <i>FOMC</i>, which is sensitive regarding the kinds of messages (e.g., "parking lot full") provided by an automated real-time system.</p>	
Policy Matters		
Mobility/Access	Environment	Planning & Development
<p>System would reduce traveler confusion; enable better, more efficient trip planning.</p>	<p>Placement of VMS, possible radio antennas.</p>	<p>Effort needed to identify which traveler-information systems desired; system development, coordination with partners depending on method chosen.</p>

Appendix C: Transportation Elements: Traveler Information

Mode -- Traveler Information	
<i>Element #4 (continued)</i>	
Technical Issues	
Infrastructure	Vehicles
No impact.	No impact as such, although bus/car mix could respond to real-time information (e.g., less bus congestion if buses with no reservations hear that parking lot is full & make other arrangements for their passengers to visit FOMC, such as water transport).
Operations	Environmental Impact
FOMC would need to maintain any traveler-information systems not run by partners: its own radio, web site, call-in recording, and possibly VMS.	Placement of VMS, possible radio antennas.
Financial Matters	
Funding required for system design and development, and/or participation in partners' real-time systems.	

Appendix C: Transportation Elements: Screened Roster and Status

	Surface Transit	Water Transport	Congestion	Pedestrian - Bicycle	Reservations - Parking	Travel Information
1	Creation of bus drop-off point within FOMC	Single service operating to FOMC, and generally in the Northwest Harbor	Rerouting of Steinweg trucks away from gate	Marked bicycle route from Inner Harbor through Locust Pt. to FOMC	Improved reservation system for bus/tour groups	Improved FOMC signage/wayfinding in/around Baltimore
Status - analysis	Describe physical requirements; operators and vehicles who would use it; approximate projected demand. VALUE: safe arrival of visitors, vis. Exp. & interpretation.	Describe City's needs/process; technical elements of service; strawman schedule; ROM operating costs; ROM demand projections. VALUE: more efficient, frequent service for more riders.	Description of partnership requirements, infrastructure modifications, rerouting of trucks. VALUE: congestion safety on Wallace Street/Fort Avenue.	Identify 1-2 potential routes for marked lanes; describe work and partnership requirements; describe safety and other limitations and likely users. VALUE: transportation alternative for visitors and local users.	Describe requirements of new reservation system (technology, workflow, staffing, cost). Identify data-mining possibilities, additional subsidiary benefits. VALUE: Better group management, better data availability for planning.	Identify additional locations for existing signs; describe new signage that could be designed, created and identify locations for posting. Identify signage partnerships. Research similar overcrowding/ congestion situations at other national parks and tourist/cultural facilities. VALUE: Better visitor wayfinding and use of transportation options.
2	Schedule integration with water transport service		Improved bus parking at FOMC	Connection to other planned/existing bike/ped. trails	Require reservations for bus/tour groups (to enable bus access)	Increased park outreach and communications
Status - analysis	Identify potential partners; intermodal transport nodes; transfer environment/time; and schedule descriptions. VALUE: more attractive service for visitors, more people out of cars than otherwise.		Examine bus statistics and analyze [2] scenarios for increased #s of bus spaces at FOMC. Drive through parking (by CAP). VALUE: fewer overflow situations, safer egress from parking slots.	Identify route specifics of planned paths/lanes with Balto. Planning Dept. and others; describe connectivity to FOMC, including under bike/ped. element #1. VALUE: improved connection to other Maryland/Baltimore historic/cultural sites, encouragement of non-car travel.	Difficult/impossible to implement. Contrary to general NPS policy unless circumstances are extreme (as at Zion).	Determine what new/improved outreach materials park would need; bolster existing message or send new message? Determine means of increasing or improving circulation of outreach material. VALUE: Reach more visitors; provide additional information on transportation and trip planning.

Appendix C: Transportation Elements: Screened Roster and Status (Continued)

	Surface Transit	Water Transport	Congestion	Pedestrian - Bicycle	Reservations - Parking	Travel Information
3	Transfers and fare/pass reciprocity with water transport service		Bus overflow parking off-site (MPA lot, BACVA plans)	Marked path inside FOMC from gate to new E/A facility	Allow cars to park at FOMC for water transport origination trips	Increased partner outreach and communications
Status - analysis	Describe past implementation of this idea, likely partners, finance mechanism(s), strawman fare structure. VALUE: more attractive service for visitors.		Analyze likely needs, given status quo for FOMC bus parking and "Congestion" element #2 scenarios. Operational matters e.g., (control of access into MPA lot). Sketch of possible bus parking configuration in overflow lot. Describe BACVA guidance and options. VALUE: reliable off-site parking, reduced street congestion.	Description of two bike path configurations for 1-way and 2-way traffic in FOMC, work requirements and Class C cost estimate. VALUE: improved bike safety within FOMC, opportunity for better control of bicycle access (NOT on other paths in park).	Even with off-site parking in use, impractical because of FOMC hours, security considerations, and stranding problems.	Same as "Travel Information" element #2, except that new, additional, or improved materials would be produced and distributed by partners, not the park. (Also, work with partners to ensure that information provided is consistent with their outreach activities.)
4	FOMC operates/contracts own shuttle from Inner Harbor	Improved ADA dock access at FOMC and other city landings	Reconfiguration of main gate traffic controls/staffing	Bicycle accommodations at new E/A facility		Provision of real-time traveler information
Status - analysis	Eliminated: impractical for FOMC operations; operational subsidies not allowed and ownership (e.g., GOCO) highly unlikely.	(2) sketches of ADA dock configs. and Class C estimates (BH/Porter); description of current operations and conditions at other City landings; and description of needs for providing ADA access there. VALUE: safer access to/from boats for ALL users; encourages similar efforts by City at other landings.	Description of problem (traffic flows and safety); (2) sketches of revised configurations (1- and 2-way traffic) (BH/Zick); description of improvement. VALUE: safety improvement for vehicles, bikes, pedestrians; also, less damage to historic structure.	Description of racks and other amenities, Class C cost. VALUE: encouragement of bike use into the park, and control of biking within the park.		Describe real-time traveler-information services that could be provided, and determine hardware, staffing, workflow, cost requirements. Determine partnership possibilities. VALUE: Better, up-to-the-minute traveler information; better congestion management.

Appendix C: Transportation Elements: Screened Roster and Status (Continued)

	Surface Transit	Water Transport	Congestion	Pedestrian - Bicycle	Reservations - Parking
5	Collaboration on shuttle with Greater Baltimore History Alliance / Museum of Industry	Express service from Inner Harbor to FOMC and/or craft at higher operating speed: low W-W boats; Inner Harbor "Fairways"	Construction of separate exit road along north boundary (abutting USNR property): exit at either maintenance gate or Nimitz	Bicycle stowages onboard water taxis and buses.	
Status - analysis	Revisit contact w / GBHA, develop strawman service characteristics, and FOMC partnership obligations. VALUE: linkage of FOMC to other cultural & historic sites, particularly in west end of Baltimore.	Technical description of (2) such services (boats and speeds), with strawman schedule, ROM yearly operating costs, and demand projections with simple sensitivity analysis. VALUE: more attractive service with better headways and transit times.	Interior concept work by CAP; sketches of existing gate area/Nimitz Road to be used as the exit, potential reconfiguration of Wallace Street (see No. 7, below), and MTA bus turnaround (BH/Zick); description of new traffic flows; partnership needs (MPA, MTA, USNR Center). VALUE: safer traffic at front gate, improved view experience for entering visitors, possibly improved use of Wallace Street (see No. 7, below).	Describe technical and space requirements in both modes, including boarding and stowage operations. VALUE: encourages intermodal non-POV transportation, both to the park and elsewhere. Eliminated from consideration (impractical).	
6	MTA No. 1 bus dropoff inside FOMC	Higher-frequency Outer Loop service	Reduce on-site car parking and enhance off-site overflow arrangements		
Status - analysis	Analyze MTA Rte #1 statistics; analyze effects on current schedule, fuel consumption. VALUE: better access to FOMC mainly for Baltimore residents.	Eliminated from further consideration; not a desirable service/schedule. Works very poorly now due to transfers and overly long transit times.	Analyze car parking data and needs, including frequency of overflow; identify on-site and off-site overflow options; sketch MPA lot with [50] overflow car parking spots. VALUE: green space in FOMC, better planning for overflow needs.		
7			Reconfiguration of Wallace Street, adjacent to FOMC main wall		
Status - analysis			Interior concept work by CAP; sketches of existing gate area/Nimitz Road to be used as park exit (see No. 5, above), potential reconfiguration of Wallace Street, and MTA bus turnaround (BH/Zick); description of new traffic flows; partnership needs (MPA, MTA, USNR Center). VALUE: safer traffic at front gate, improved view experience for entering visitors, improved use of Wallace Street.		