



# Strategic Plan 2016-2021

## National Trails Intermountain Region

Santa Fe, New Mexico  
Albuquerque, New Mexico  
Salt Lake City, Utah

June 2016



National Trails Intermountain Region  
El Rancho de las Golondrinas, New Mexico  
October 2015



## Introduction

The staff of the National Trails Intermountain Region (NTIR) administer the Oregon, Mormon Pioneer, Santa Fe, Trail of Tears, California, Pony Express, El Camino Real de Tierra Adentro, Old Spanish, and El Camino Real de los Tejas national historic trails; and manage the Route 66 Corridor Preservation Program. In addition, NTIR staff are in the process of completing three congressionally mandated national historic trail feasibility studies.

Colleagues from the following teams worked to develop the content in the 2016-2021 strategic plan: Administration & Management; Cultural Resources; Design & Development; Resource Information Management; History; Interpretation; Planning; and Route 66. Stakeholders also reviewed and provided feedback on the plan. This plan builds upon strategic planning efforts from 2001, 2003, 2005, and 2012.

NTIR undertakes innovative research, interpretation, planning, and development activities on the national historic trails. These are core, recurring work activities pursued by the multidisciplinary NTIR team in collaboration with trail partners. This document does not describe the work; rather, it provides a strategic framework to guide and prioritize these activities in order to move NTIR forward as a more effective trail administrator into the 21st century and beyond.

NTIR will implement this strategic plan through a series of methods, including performance and annual work plans. The plan will be reviewed and updated annually, as needed.

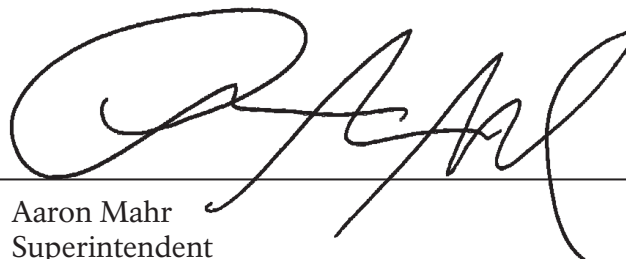
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July 12, 2016

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# Contents

Mission	1
Vision	1
Core Values	1
Goals, Strategies, and Actions	2
Laws and Policies	4
Organization	5
National Trails Intermountain Region Map	6



**Chama River along the Old Spanish National Historic Trail**



Convergence of the California, Mormon Pioneer, and Pony Express national historic trails near Echo, Utah

## **Mission**

Our mission is to promote the preservation and development of national historic trails for public use, enjoyment, education, and inspiration.

## **Vision**

Our vision is that we are a national and international leader in historic trail stewardship, and inspire all people to value, experience, and care for the trails in an ever-changing world.

## **Core Values**

- 1) **Teamwork and collaboration:** Working with our colleagues and partners, we achieve shared goals for protecting and developing the national historic trails.
- 2) **Responsible stewardship:** We seek to provide partners the tools necessary to care for the national historic trails for future generations.
- 3) **Exemplary and innovative NPS service:** We adhere to our NPS mission and traditions of excellence while applying flexible and creative approaches to stewardship and public engagement.
- 4) **Mutual respect, integrity, and accountability:** We value the unique strengths and skills of our colleagues and partners, and are accountable to the diverse needs and interests of the American public.
- 5) **Safety:** We value and promote the safety of our colleagues and partners.

# Goals, Strategies, and Actions

**Goal 1.** To increase visitor use opportunities for enjoyment and education.

**Strategy 1A.** Prioritize trail development in urban<sup>1</sup> areas

**Action 1A.1.** Develop process to prioritize urban/metropolitan areas that trails pass through

**Action 1A.2.** Develop plans for outreach and action (includes staffing, time, skill needs)

**Strategy 1B.** Prioritize opportunities for public use at/on high potential sites and segments

**Action 1B.1.** Establish interdisciplinary process to prioritize high potential site/segment development opportunities

**Action 1B.2.** Develop plans for outreach and action (includes staffing, time, skill needs)

**Goal 2.** To increase public awareness for the benefit of current and future generations.

**Strategy 2A:** Engage new audiences (youth, urban, diverse, underserved, and underrepresented audiences)

**Action 2A.1.** Identify new audiences and methods for outreach

**Action 2A.2.** Implement a trails outreach program

**Strategy 2B.** Prioritize social and digital media

**Action 2B.1.** Develop a social media plan

**Action 2B.2.** Implement a social media program

**Action 2B.3.** Develop a publication and digital media plan

**Goal 3.** To increase protection of historic resources for public benefit.

**Strategy 3A.** Emphasize protection of high potential sites and segments

**Action 3A.1.** Revise lists of high potential sites and segments

**Action 3A.2.** Develop a mitigation menu that includes innovative new strategies for protection (including landscape level perspectives)

**Goal 4.** To increase collaboration with partners to achieve shared goals.

**Strategy 4A.** Leverage and increase existing partner capacity

**Action 4A.1.** Support project focused and goal-driven partner training

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<sup>1</sup> Urban is defined to include metropolitan areas, with populations of 50,000 or greater, as defined by the US Census Bureau.

**Action 4A.2.** Facilitate networking and collaboration among and between trail partners

**Action 4A.3.** Identify and develop tools for partners to meet shared goals (funding sources, preservation guide, planning guide, mapping, data sharing, volunteer opportunities, etc.)

**Strategy 4B.** Cultivate new, diverse, and high-potential partnerships

**Action 4B.1.** Identify trail partnership needs, evaluation criteria, and potential partners

**Action 4B.2.** Diversify our partner base to include underserved and underrepresented groups

**Action 4B.3.** Develop an outreach plan to engage new partners

**Goal 5.** To increase organizational capacity to accomplish mission within a changing world.

**Strategy 5A.** Enhance organizational health and wellness

**Action 5A.1.** Implement safety, health, and wellness plan and review annually

**Action 5A.2.** Develop methods to be responsive to employee satisfaction, feedback and ideas

**Strategy 5B.** Assure staff competencies, growth, and development

**Action 5B.1.** Evaluate and plan staff capacity and positions to meet strategic goals

**Action 5B.2.** Support staff training to meet strategic and professional development goals

**Action 5B.3.** Adapt to advances in communications and technology

**Strategy 5C.** Improve organizational fiscal and operational sustainability

**Action 5C.1.** Pursue new, diverse, and/or sustainable funding sources

**Action 5C.2.** Improve project management process (review stages, database, adding rubric for evaluating, sharing results, etc.)

**Action 5C.3.** Improve efficiency and organization of records and information systems (servers, shared/local drives, images, hard files, archives, etc.)

## Laws and Policies

Authorities for administration and establishment of the National Trails System and its scenic and historic components, and for the Route 66 Corridor Preservation Program are found respectively in:

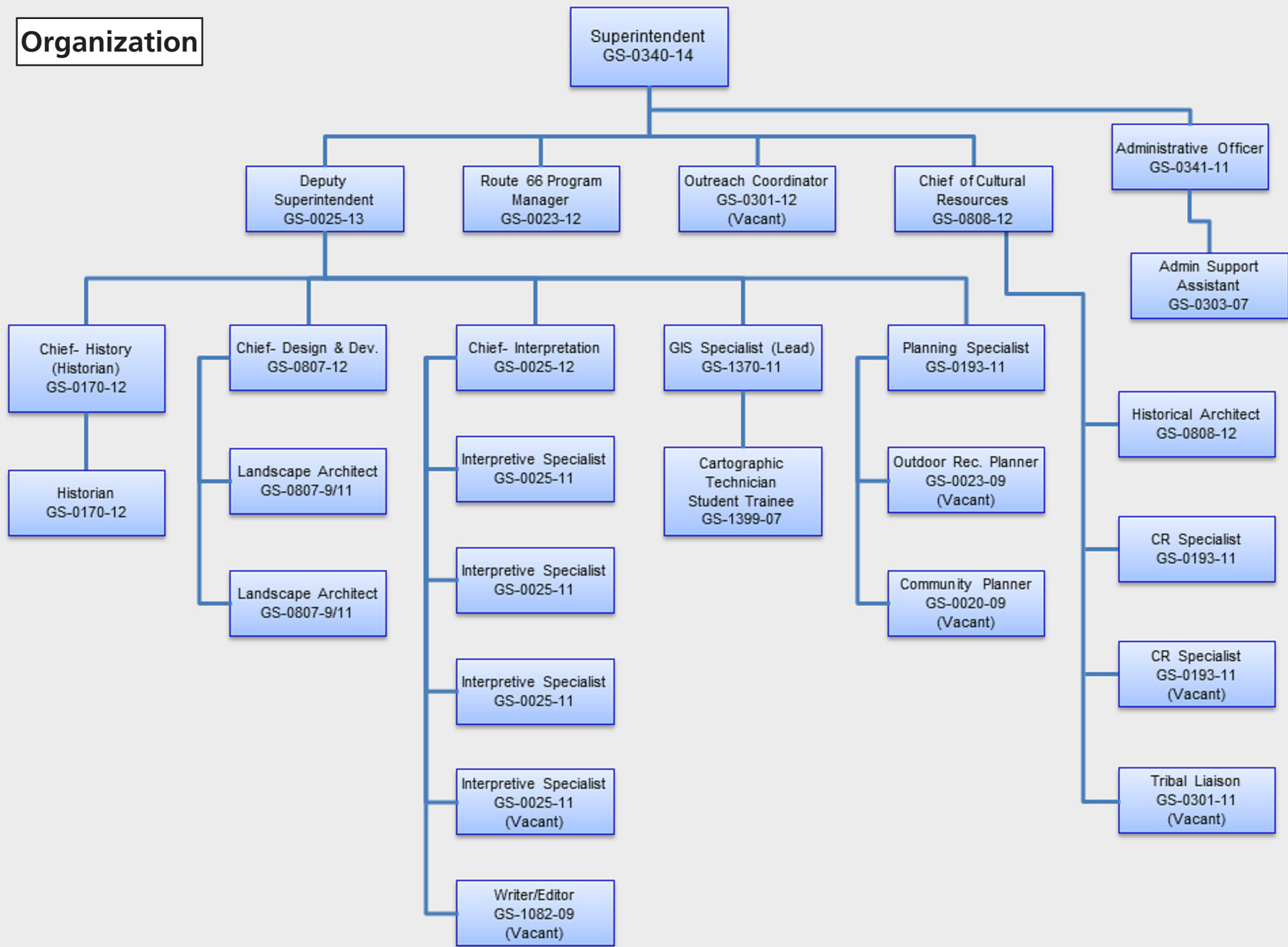
- The National Trails System Act of 1968: 16 U.S.C. sec. 1241-1251 (P.L. 90-543, as amended)
- The Route 66 Corridor Preservation Program Act of 1999: 16 U.S.C. 461 note; 113 Stat. 226 (P.L. 106—45 and 111-11, Sec. 7304, as amended)

Key laws and policies that directly influence National Park Service trail administration include, but are not limited to:

- The National Park Service Organic Act of 1916: 16 U.S.C. 1-4
- The Historic Sites Act of 1935: 16 U.S.C. sec. 461-467
- National Historic Preservation Act of 1966: 16 U.S.C. 470
- National Environmental Policy Act of 1969: 42 U.S.C. sec. 4321
- National Park Service Management Policies of 2006
- Director's Order #45 National Trails System
- Director's Order #12 National Park Service NEPA Handbook
- Director's Order #6 Interpretation and Education
- Director's Order #28 Cultural Resource Management Guidelines
- Secretarial Order 3317 Departmental Policy on Consultation with Indian Tribes
- Executive Order 13175 Consultation with Indian Tribal Governments

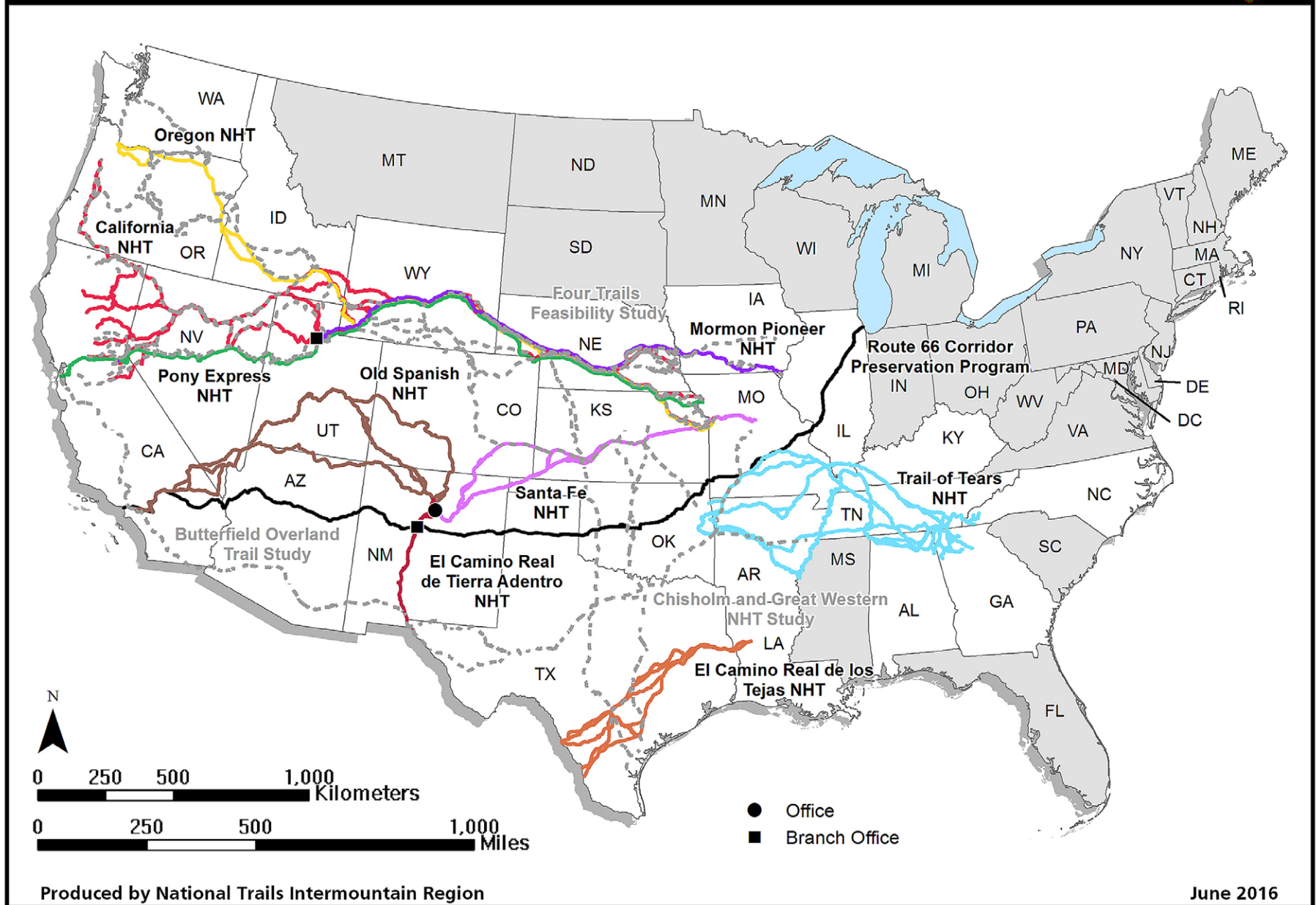


# Organization



# National Trails Intermountain Region Map

National Park Service  
U.S. Department of the Interior



Produced by National Trails Intermountain Region

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