



PREPARED BY:

N.H. Senator Jeb Bradley
N.H. Representative Karen Umberger
Ed Bergeron, Governor Appointee
Paul Ingersoll, Governor Appointee
Philip Bryce, Director, N.H. Div. of Parks and
Recreation, N.H. Dept. of Natural and Cultural
Resources
Wayne Presby, Mt. Washington Cog Railway
Howard Wemyss, Mt. Washington Auto Road
Jack Middleton, Mt. Washington Observatory
Chris Thayer, Appalachian Mountain Club
Derek Ibarguen, Forest Supervisor, White
Mountain National Forest
Drew Scamman, Townsquare Media

Torene Tango-Lowy, Clerk
K. Allen Brooks, Senior Assistant Attorney
General, Counsel

Date: _____

Table of Contents

- I. Statutory Requirements.....
- II. Purpose.....
- III. Process.....
- IV. Operation and Maintenance.....
 - A. Environment, Summit Assessment, and Aesthetics.....
 - B. Operation of the Summit Generally.....
 - C. General Maintenance.....
 - D. Finance.....
 - E. Education/Outreach.....
 - F. Safety.....
 - G. Real Property Management.....
- V. Capital Improvements.....
 - A. General Goals.....
 - B. Accessibility and Inclusiveness
 - C. Enhanced Visitor Experience within Structures
 - D. Trails.....
 - E. Yankee Building.....
 - F. Water and Waste.....
 - G. Energy Efficiency and Sustainability.....
- VI. Implementation.....
- VII. Conclusion

I. Statutory Requirements

Pursuant to RSA 227-B:6:

The commission shall:

I. Prepare a master plan for the summit including but not limited to:

- (a) Capital improvements to be made by the state over a 10-year period;
- (b) The proposed operation of the summit by the commission including fees to be charged for the facilities operated by the commission, the method of collection of such fees, employment of personnel, franchises to be granted to concessionaires, and any other items deemed necessary to the proper operation of the summit by said commission;
- (c) Promotion of the use of the summit by the public as a recreational, historic or scientific attraction;
- (d) Protection of the summit as to its unique flora and other natural resources;
- (e) The negotiation of public rights-of-way to the summit over private lands which benefit from the improvement of facilities on the summit;
- (f) Cooperative arrangements between private interests and the commission relative to the collection of fees, joint personnel, and any like subject.

II. Submit the said master plan to the governor on or before January 1, 2010, and on January 1 every 10 years thereafter, for approval and for enabling legislation in the New Hampshire legislature.

III. Monitor all fees being paid to the state for the use or lease of state-owned facilities on the summit, such fees to be used by the commission in its duties and for its expenses.

IV. The governor and council are to authorize the expenditure of funds for final design and contract plans out of funds appropriated for that purpose when requested by the commission. The governor and council are to authorize the construction of the capital improvements to the Mount Washington summit authorized by the general court in a manner consistent with the 10-year master plan prepared by the commission.

V. Cooperate and consult with the division of parks and recreation of the department of natural and cultural resources concerning the daily operation of the summit as carried on by the division of parks and recreation.

VI. Consult and advise with the commissioner of the department of natural and cultural resources[.]

II. Purpose

The summit of Mount Washington is iconic and emblematic of the Granite State. Visitors to the summit should have the opportunity to observe and experience its unique environment. The purpose of this Master Plan is to provide for this experience while enabling the success of all Summit Partners¹ by ensuring that the summit of Mount Washington, featuring the Mount Washington State Park, continues to be a must-see destination for visitors to the region while also ensuring that resource values are protected. This will be achieved by: maintaining a high quality mountain experience that respects Mount Washington's uniqueness; recognizing the mountain's flora and fauna, its facilities, and its history; and, using a coordinated approach to address the capacities of the summit environment, buildings, sewage, waste, energy, and water systems, and transportation modes that must accommodate the full number of people expected or permitted to visit the summit each year.

The "Summit" referenced in RSA ch. 227-B is comprised of State property and facilities.² Overall management of the Summit and facilities to support visitors was entrusted to the N.H. Division of Parks and Recreation ("N.H. State Parks") when the Summit became a State park in 1964. The existence of the Summit Partners is inextricably linked to the physical and geographic attributes of Mount Washington but the degree to which they succeed is dependent, at least in part, on State park operations. N.H. State Parks strives to provide a quality public recreational experience that includes education and interpretation. Its management is enhanced by public-private partnerships.

Among other things, the Mount Washington Commission ("Commission") advises and assists N.H. State Parks in its management of the Summit. In doing so, the Commission must try to balance conflicting goals. The Commission values restoration, protection, and preservation of the alpine environment of the Summit and surrounding landscape. The Commission similarly recognizes the importance of access, recreation, and fiscal responsibility which necessarily includes providing Summit infrastructure systems that incorporate high-quality services to serve capacity needs. The Commission strives to maintain the quality of the mountain environment in perpetuity while accommodating the significant number of people and vehicles that visit the Summit.

¹ "Summit Partners" shall refer to Commission members who own, lease, or otherwise contractually occupy an area on the physical Mount Washington summit. However, the Commission recognizes that it benefits from the efforts of all of its members including the voluntary support and assistance of the U.S. Forest Service. The Commission also recognizes that many parties have legal interests in the summit area.

² RSA 227-B:2, II states: "'Summit' shall mean the Mount Washington summit property owned by the State." A map of the Summit is attached as Attachment 1.

III. Process

The Commission has attempted to set forth goals, objectives, and tactics in detail in this Master Plan. To create the Master Plan, the Commission used a process:

- Wherein Commission members trusted and respected each other.
- Wherein all Summit partners contributed to success and ultimate outcomes.
- Wherein the Summit partners recognized their *interdependence* but also respected their *independence*.
- Wherein the Summit partners ensured that the communal support that each organization gives to each other in times of need continued.
- Wherein Commission members recognized that when all Summit Partners work together, all will benefit.
- Wherein the Commission recognized the “all hands on deck” approach to managing important issues, especially as it relates to responding to emergencies and safety.
- That maintained and carried on the culture of helping one another, especially among operational staff on the Summit and on the mountain generally, which arises, in part, from the need to withstand extreme and often dangerous conditions.
- That recognized the important contributions and services provided by the U.S. Forest Service.
- That recognized the evocative reputation and the critical summit-related research of the Mt. Washington Observatory and the Appalachian Mountain Club (“AMC”).
- That recognized the public service and security importance of the various Summit communications systems.
- That recognized the essential roles of the historic and special experiences provided to Summit visitors by the Mt. Washington Cog Railway and the Mt. Washington Auto Road.
- That recognized the hard work and dedication of N.H. State Parks.
- That involved both the general public as well as Commission members.
- That encouraged creative thinking and respected the rights of all parties.
- That took advantage of prior work.
- That utilized third-party expertise where appropriate.

IV. Operation and Maintenance

A. Environment, Summit Assessment, and Aesthetics

Summit management by N.H. State Parks in cooperation with Summit Partners should aspire to minimize harm by ensuring that human presence is consistent with the environmental goals and protections established in this Master Plan.

As an initial step, a Summit assessment should be completed. The assessment should examine damage to and deterioration of the environment including, but not limited to, an analysis of contaminated groundwater and soils around the summit, the impact of climate change, and other environmental considerations. “Contamination” in this context is to be interpreted broadly. Prior recommendations related to protecting flora and fauna and information from the N.H. Natural Heritage Bureau (NHB) database will help inform the assessment. Assistance from the N.H. Dept. of Environmental Services and the N.H. Fish and Game Dept. should be requested to help determine a scope of work. The assessment should also include a building survey and an infrastructure survey; however, such surveys shall not impinge on the confidentiality or privacy interests of State Park tenants. This assessment will form a baseline for planning. Given its importance and estimated cost, the Commission will help seek a capital appropriation for this assessment.³

To the extent possible, N.H. State Parks and Summit partners should address damage and deterioration of the environment, including stressed or damaged vegetation and impacts of invasive species, identified in the assessment. This could include remediation of impacts or mitigation – meaning avoidance, minimization, or offsets achieved by restoration. Adverse impacts should also be avoided using lessons learned. Summit Partners should continue to enhance the protection of the fragile alpine ecosystem at the Summit through pathways, trails, and signage. Implementation will be informed by the environmental assessment discussed above.

With respect to structures, the Commission, through this Master Plan, hereby adopts a high standard for planning and performance aimed at avoiding unnecessary additional structures. The negative environmental consequences of existing and future Summit structures should be minimized while balancing ongoing needs and considering other objectives such as the creation of important historic depictions. This standard does not prohibit new structures; however, it embodies a commitment to minimize environmental damage when performing necessary construction, repairs, or maintenance. Opportunities should be sought to make new structures even less impacting than previous structures such that construction could actually promote positive environmental changes. Management practices to conserve resources, for example, taking advantage of opportunities to reclaim water or creatively manage sewage need, are also encouraged.

³ The Commission also encourages completion of a visitor survey, using expertise from entities like UNH. Depending on the scope of this survey, it may be able to be completed as part of the larger Summit assessment.

N.H. State Parks should account for aesthetic impacts. For instance, it should endeavor to reduce the visual impact of fuel tanks. Measures may include reducing the quantity of tanks but could also simply include reducing impacts by wrapping tanks in material that helps them blend into the landscape.

B. Operation of the Summit Generally

The Summit should be managed to promote desirable experiences including the enjoyment of iconic views and unique visitor experiences. Operations should ensure a good experience for hikers understanding that hikers appreciate the services offered at the Summit because they know that they will soon return to the rugged above-tree-line experience of the Presidentials.

The Mt. Washington Cog Railway and the Mt. Washington Auto Road each bring well over 100,000 visitors to the Summit each year. The number of hikers each year is currently unknown but likely rivals that of other transportation modes. Consideration must be given to management techniques and objectives for the Summit that take into account the number of current and expected visitors. However, N.H. State Parks must recognize that ownership of the Summit is subject to several deeded reservations related to access including the following:

The rights of the passengers, guests, and employees of the Mount Washington Road Company and the Mount Washington Railway Company, and of the students and faculty of educational institutions, and of hikers, skiers and other members of the general public, to pass and repass, in common with others, over and across the premises [] which are not occupied by buildings or other structures for the purpose of scientific research and for the purpose of obtaining a view from and observing the summit of Mount Washington.

Book 481, pg. 212, Coos County Registry of Deeds. Nevertheless, N.H. State Parks can limit the capacity of structures like the Sherman Adams building. The Sherman Adams Building currently can only lawfully hold 495 people on the main floor and 298 people on the ground floor. If this number is likely to be exceeded, actions will need to be taken to limit visitors to the building at one time, additional amenities (i.e. restrooms, water) will need to be provided at the Summit to support the visitors, or hours extended to allow access to the Sherman Adams building earlier and later in the day. N.H. State Parks asserts that the operating season is dictated, for the most part, by the weather.

With this information in mind, experiences should be tailored to meet identified needs and limitations. In general, N.H. State Parks should evaluate limiting the number of visitors, using reservation systems, or changing operating hours with respect to structures while recognizing the requirements of relevant deeds and the Commission's charge in RSA 227-B:6, I(c) relative to the "[p]romotion of the use of the summit by the public as a recreational, historic or scientific attraction." Recognizing that there will always be a physical limit to the number of people on the Summit at any given time, the Auto Road and the Cog Railway should investigate ways to limit their visitors in order to contribute to the long range success of the Mount

Washington experience. Similarly, the AMC, N.H. State Parks, and the U.S. Forest Service should investigate ways to limit the number of hikers or associated impacts. The Commission may update this recommendation as it deems necessary.

C. General Maintenance

Maintenance upgrades for Summit structures should be proactively planned consistent with the terms expressed in this Master Plan. There are a number of pending repairs needing attention including: tiles on the observation deck, cracked cement, roof leaks, and paint on the Sherman Adams Building. Cleanup of the Summit and a neat appearance should be an ongoing priority. Abandoned items around the summit (those not offering historic value), including construction debris, and other debris should be removed. The foundation of the former generator should be evaluated for re-use in the context of a long-term plan for Summit structures (e.g., new building for Observatory, additional visitor service, maintenance support, of another viewing platform) and removed if there is no use.

D. Finance

The Summit should be a model of sustainable tourism and land management. All parties should acknowledge the need for a fiscally sustainable State Park and should explore options to cover operating expenses and generate revenues that will be able to contribute to maintenance and improvement projects that are typically now and previously funded only through Capital Improvement funding.

Currently, Mount Washington State Park is the only park that does not support the operations of the park system statewide. All revenue to the Park is deposited in the Mount Washington Fund to be used on the Summit. None of the revenue is used to support parks administration or support less iconic locations that cannot generate enough revenue to support themselves. Capital funds used on the Summit are also not available to support improvements in other locations that do financially support the entire park system. However, like Hampton Beach, the Park is an important revenue generator for private sector businesses. Summit Partners should consider how to support the Mount Washington State Park and understand that their interaction with the Park, and with each other is not a zero-sum game. All partners benefit from the success of the others. The Commission, including Summit Partners, should work to ensure the financial viability of the Summit while also ensuring that a quality Summit environment and experience are maintained. The Commission as a whole should explore a summit Stakeholders' agreement or other means to financially support Summit betterment projects.

The Commission should work with N.H. State Parks to determine whether a fee should be charged to enter or use Park facilities. As part of that, a third party should evaluate Park operations unless Commission members can provide such an evaluation free of charge.

Retail and food concessions are the primary source of revenue to support the entire operation of the State Park. The gift shop generates the highest per square-foot return in the parks system. However, space is insufficient to operate efficiently and there is little opportunity

for future expansion. In particular there is a lack of storage space on the summit. Kitchen space, refrigeration and ventilation are inadequate. Therefore, existing space in the building should be evaluated to optimize return while preserving visitor experience. Year-round online sales should continue to be explored.

To ensure smooth operations, N.H. State Parks should explore and consider opportunities closer to the base of the mountain to support Summit operations.

E. Education/Outreach

Management activities should result in information, education, access features, and trail maintenance that promotes protection of the fragile alpine environment and an environmental ethic. They should educate visitors about the unique scientific, botanical, meteorological, and geological aspects of the Summit. Educational programs and visits from school and other groups should be coordinated to showcase information on the history of the Summit, climate, environment, and conservation work. Synergy among Summit Partners should be increased to do things like, for instance, establish a joint communications package that gives consistent signage and information to Summit visitors, many of which hail from all around the region and the world.

The Commission, Summit Partners, and N.H. State Parks should promote the scientific research and monitoring on the Summit conducted by the Mt. Washington Observatory and the Appalachian Mountain Club to enhance public understanding. Efforts should be made to create a greater presence for the Museum so that it can provide an “interpretive experience” for interested Summit visitors. Measures should also be taken to create or maintain world-class Mt. Washington Observatory weather research facilities, indoor/outdoor laboratory, and testing space.

Summit Partners should provide for the creation of display boxes of rare flora indigenous to the alpine climate to educate about the importance of protecting the Summit. Similarly, Summit Partners should encourage creation of a Nature Gallery as the terrain from the base to the Summit hosts a very diverse population of plants, animals, and insects.

N.H. State Parks, with the assistance of the Commission, should review the Pike’s Peak plan for ideas on how to begin integrating technology-based experiences. Ideas include guided tours, educational interpretive plans, and a summit-related “App.” to be collaboratively and aggressively promoted. The “App.” could include such features as educational and historical audio and visual presentations, a “Summit Challenge,” a “Summiteers” program, or programs that encourage people to post and share pictures on social media. Commission members including Summit Partners will help advertise and promote any such “App.” along with the existing “Online Donation to Mt. Washington State Park” option and will integrate the donation link into Summit Partner websites. N.H. State Parks should also consider collaborating with other high-traffic parks/tourism sites and organizations such as White Mountain Attractions to establish effective messages and information for visitor management.

F. Safety

State Parks should continue assisting and coordinating with rescue professionals to generally maintain a safe and enjoyable experience within the Park. Where needed, N.H. State Parks should ensure that it has an updated emergency response plan and that it, and Summit Partners, acknowledge their respective roles within response efforts led by the N.H. Fish and Game Department and U.S. Forest Service outside of the Park. Please note that job descriptions for State Park employees on the Summit do not include a requirement to perform emergency responses off site; however, staff often have that training and have assisted hikers on a limited basis. Park staff members also take responsibility for the safety of visitors within the Park boundary, including buildings, to the same degree they would in any State Park. Generally, search and rescue efforts outside of the Park are led by the N.H. Fish and Game Department except that from December 1st to May 31st, the U.S. Forest Service has search and rescue responsibility over the Cutler River Drainage Basin. *See Attachment 2.* As a “rule of thumb,” State Park staff and other entities should call the N.H. Fish and Game Department “for those situations that are beyond their capability.”⁴ All Summit Partners should emphasize cooperation and coordination among the relevant entities.

State Parks should continue to promote hiker safety education by its Summits Partners for all season hiking. With respect to safety, education is key.

G. Real Property Management

State Parks should report on how State property at the Summit is being utilized, along with any analysis it may have on the full market value of relevant leases or licenses. The Commission may then request an independent analysis of full market value if it deems appropriate.

Leases and agreements are between the lessee and the State of New Hampshire rather than the “Commission.” The State has not consulted with the Commission regarding leases in recent years. Consultation is awkward because of the specific rights and interests that many of the Commission members have in the Park through agreement and deed. However, with the new focus on master planning and the strengthening of both relationships and the function of the Commission, the Commission should be presented with leases and agreements including terms, compensation, rights granted, and rights received. This will allow the Commission members to provide comments and advice relative to achieving the Master Plan and the impact on their own operations, visitor experience, and the Park as a whole. Commission members should recuse themselves as appropriate and when agreements are in negotiation, the Commission may need to go into non-public session to discuss (as is the case with the State Park System Advisory Council review of agreements). Generally, N.H. State Parks should ensure that Summit Partners are engaged and heard with respect to leases or contracts on the Summit.

Summit Partners, including N.H. State Parks, should also work to clarify and solidify existing property rights at the Summit.

V. Capital Improvements

⁴ This advice courtesy of N.H. Fish and Game Lieutenant Mark W. Ober, Jr., District One Chief.

A. General Goals

The Commission hopes to achieve a balance between historic and modern facilities at the Summit. Capital improvements, to the greatest extent practicable, will provide for accessibility, inclusiveness, visitor experiences, trail experiences, and energy efficiency as described below.

B. Accessibility and Inclusiveness

The Commission will, to the extent practicable, ensure that the Summit is accessible and inclusive. This means providing quality information and access for a diversity of visitors including those with varying physical and intellectual abilities. Therefore, capital improvements should provide for outdoor accessibility and inclusion for those of all ability levels. The visitor experience should be enhanced for all persons using technology and designs to improve access to natural features and historic or scenic elements. The Commission will also explore opportunities to lower financial barriers of access to the Summit in an effort to achieve additional demographic equity.

The Commission notes that Mount Washington is one of only two of New Hampshire's forty-eight "four-thousand-footers" with non-hiker access (Cannon is the other), making the Cog Railway and Auto Road integral components of a special experience for hundreds of thousands of visitors annually from around the globe. Therefore, it would be beneficial to create walking surfaces that are safe and accessible to all people with an eye towards permeability, considering limiting factors such as climate, and ensure any work is performed within the context of overall master planning objectives. To help further inclusiveness, a public process of research and investigation should be undertaken to determine the significance of the Summit to indigenous people and, thereafter, identify and considerately incorporate features sensitive to such significance.

C. Enhanced Visitor Experience within Structures

Capital improvements should be funded that enhance visitor experiences in public structures. These should include:

- Posting historical interpretive panels on the walls of the Sherman Adams Building; and,
- Creating updated and more modern informational displays within the Sherman Adams Building that provide visitors with better knowledge and understanding of the overall uniqueness of and history of Mount Washington. This could include a looping video display or enhancements to the museum.

D. Trails

Ways to disperse visitors throughout the Summit should be considered in order to enhance visitor experience by limiting overcrowding in certain locations. Modification of the hiking trail network and the inclusion of new signage to keep visitors on the trail, entertained,

and dispersed should be explored. Prior to modification, a trails assessment should be performed. The trail around the Sherman Adams Building should then be improved consistent with N.H. State Park and Commission recommendations. Eventually, the possibility of creating a loop trail should be evaluated.

E. Yankee Building

The Yankee Building supports many systems of State and national importance. However, the building is currently in a state of disrepair and was not designed for its current function as a communications facility. At the request of the Commission, an assessment of the building was completed in 2019 addressing fire protection, communications equipment, and alternatives for building use with recommendations. An opinion of costs for reconstruction and a proposed Summit site plan were provided. The Commission should continue to pursue actions to determine how to properly provide an up-to-date communications and maintenance facility including consideration of what other uses might be incorporated in such a facility. As part of this process, the Commission should explore funding opportunities to determine whether there is federal public safety funding for items like, for instance, fire suppression. The Commission shall also assist N.H. State Parks in utilizing the Capital Budget Process, the American Rescue Plan Act (“ARPA”) funding, and other funding sources such as the private sector. Elements other than just communication, such as aesthetic and environmental impacts, will be considered when siting, building, or maintaining summit towers and the Yankee Building. As part of its efforts, N.H. State Parks should consider the potential of having a third party construct and operate a telecommunications facility.

F. Water and Waste

Capital improvements should make sure that waste management systems are designed, sized, and operated to meet the long-term rather than short-term needs while minimizing environmental degradation. This can be furthered by the use of conservation, utilization and reclamation technology.

A project is underway to replace the sewage treatment tank and modernize the water systems. It consists of upgrading the seasonal Summit water system to a year-round system. Two new 20,000-gallon water tanks will be installed adjacent to the Sherman Adams Building to replace the deteriorating steel tanks currently located 300 yards down slope from the Sherman Adams Building. The existing sewage treatment plant will be replaced with a larger plant that will provide capacity for anticipated growth in the number of annual visitors over the next decade. Funding for the project has been secured through a combination of capital funds, ARPA, and Land and Water Conservation Fund monies totaling \$3,575,417. The contract for construction has been approved by Governor and Council and is underway.

Restroom facility needs should also be evaluated, using data and accounting from Summit Partners. Future facilities should be constructed based on that evaluation.

G. Energy Efficiency and Sustainability

Capital improvements should be evaluated and chosen consistent with sustainability principles in order to achieve sustainable operations while serving the needs of the visitor. Protective and energy efficient features should be incorporated into Summit structures with designs that reduce intrusion into visitors' Summit experiences and the environment. To the maximum extent possible, and consistent with the preservation of historic settings, Summit, equipment, facilities and infrastructure should incorporate energy and resource efficient technologies, which would be upgraded, consistent with these principles, to incorporate technical advances. Changes should encourage the lowest possible emissions. Changes that are compatible with energy certifications or the equivalent and that incorporate renewable energy sources should be encouraged. These may be structural, such as the use of modern building materials or techniques, or non-structural such as switching to LED lights and induction cooking. The Cog Railway will lead efforts to determine if electrical infrastructure and use related to its activities could contribute to cost efficiencies.

VI. Implementation

The deliverables within this Master Plan shall be implemented as soon as possible and, if applicable, will continue to be implemented throughout the planning period unless modified by the Commission. The Commission shall support a request for funding for the Summit assessment described in Part IV.A. of this Master Plan. It shall review that assessment and modify the Master Plan based upon the recommendations in the assessment.

VII. Conclusion

This Master Plan fulfills the Commissions responsibilities under RSA 227-B:6. The Commission may update or amend this Master Plan as the Commission sees fit.

Table 1

Operation and Maintenance – Environment, Summit Assessment, and Aesthetics

Deliverable	Entity Responsible
<p>Aspire to minimize harm by ensuring that human presence is consistent with the environmental goals and protections established in this Master Plan. Promote scientific research and monitoring to enhance understanding.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners⁵ • Commission
<p>Complete a summit assessment. The assessment should examine damage to and deterioration of the environment, including but not limited to, an analysis of contaminated groundwater and soils around the summit, the impact of climate change, and other environmental considerations. “Contamination” in this context is to be interpreted broadly. Prior recommendations related to protecting flora and fauna and information from the N.H. Natural Heritage Bureau (NHB) database will help inform the assessment. Assistance from the N.H. Dept. of Environmental Services and the N.H. Fish and Game Dept. should be requested to help determine a scope of work. The assessment should also include a building survey and an infrastructure survey; however, such surveys shall not impinge on the confidentiality or privacy interests of State Park tenants. The assessment will form a baseline for planning. Given its importance and estimated cost, the Commission will help seek a capital appropriation for this assessment.</p>	<ul style="list-style-type: none"> • N.H. State parks • Summit Partners • Commission • NHDES • NHF&G • NHB
<p>A visitor survey should be conducted, using expertise from entities like UNH.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
<p>Address damage and deterioration of the environment, including stressed or damaged vegetation and impacts of invasive species, identified in the assessment. This could include remediation of impacts or mitigation, meaning avoidance, minimization or offsets achieved by restoration. Adverse impacts should also be avoided using lessons learned.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission • NHDES • NHB
<p>Continue to enhance the protection of the fragile alpine ecosystem at the Summit through pathways, trails, and signage. Implementation will be informed by the environmental assessment discussed above.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission

⁵ The Commission recognizes that any actions by Summit Partners are voluntary and no Summit Partner is committing itself to take any measure under this Master Plan. However, such references remind N.H. State Parks that Summit Partners may be interested in performing measures that provide for the common good and help bring this Master Plan to fruition.

<p>Avoid unnecessary additional structures and minimize the negative environmental consequences of existing and future Summit structures while balancing ongoing needs and considering other objectives such as the creation of important historic depictions. Look for opportunities to make any possible new structure even less impacting than previous structures such that construction could actually promote positive environmental changes.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
<p>Encourage management practices to conserve resources, for example, taking advantage of opportunities to do things like reclaim water or creatively manage sewage need.</p>	<ul style="list-style-type: none"> • N.H. State Parks • NHDES
<p>Account for aesthetic impacts.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
<p>Endeavor to reduce the visual impact of fuel tanks. Measures may include reducing the quantity of tanks but could also simply include reducing impacts by wrapping tanks in material that helps them blend into the landscape.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Operation and Maintenance – Operation of the Summit Generally

<p>Deliverable</p>	<p>Entity Responsible</p>
<p>Manage Summit to promote desirable experiences including the enjoyment of iconic views and help foster a unique visitor experience. Operate to ensure a good experience for hikers and other visitors.</p>	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
<p>Tailor experiences to meet needs, limitations, and carrying capacity.</p>	<ul style="list-style-type: none"> • N.H. State Parks
<p>Evaluate limiting number of visitors, using reservation systems, or changing operating hours with respect to structures while recognizing the requirements of relevant deeds and the Commission’s charge in RSA 227-B:6, I(c) relative to the “[p]romotion of the use of the summit by the public as a recreational, historic or scientific attraction.”</p>	<ul style="list-style-type: none"> • N.H. State Parks
<p>Request that the Auto Road, the Cog Railway, the USFS, N.H. State Parks, and the AMC, investigate ways to achieve appropriate visitor numbers consistent with overall environmental goals.</p>	<ul style="list-style-type: none"> • Summit Partners • N.H. State Parks • Commission

Operation and Maintenance - General Maintenance

Deliverable	Entity Responsible
Proactively plan for maintenance upgrades for summit structures.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Legislature
Track pending repairs: observation deck tiles, cracked cement, roof leaks, and paint.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Prioritize cleanup of the Summit generally.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Remove abandoned items around the summit (those not offering historic value), construction debris, and other debris.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Evaluate foundation of former generator for re-use or removal.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Operation and Maintenance - Finance

Deliverable	Entity Responsible
Acknowledge need for fiscally sustainable State Park and explore options to cover expense of larger maintenance and improvement projects now typically funded through capital improvement funding.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Summit Partners should consider how to support the State Park financially.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Explore whether to charge a fee for State Park building use. A third party could possibly be used to assist in this evaluation.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Work to ensure the financial viability of the Summit while also ensuring that a quality Summit environment and experience are maintained.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission

Explore additional Summit Stakeholders' agreement to financially support Summit betterment projects.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Evaluate existing space to optimize return while preserving visitor experience.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Explore year-round online sales.	<ul style="list-style-type: none"> • N.H. State Parks
Explore and consider opportunities closer to the base of the mountain to support Summit operations.	<ul style="list-style-type: none"> • N.H. State Parks • Cog Railway • Auto Road

Operation and Maintenance – Education/Outreach

Deliverable	Entity Responsible
Continue and expand information, education, access features, and trail maintenance that promote protection of the fragile alpine environment and environmental ethic.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Continue and expand visitor education about the unique historic, scientific, botanical, meteorological, and geological aspects of the Summit. Coordinate educational programs and visits from school and other groups to showcase information on history of the Summit, climate, environment, and conservation work.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Increase synergy among Summit Partners to do things like, for instance, establish a joint communications package that gives consistent signage and information to visitors from all around the region and the world.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Make efforts to create a greater presence for the Museum so that it can provide an “interpretive experience” for interested Summit visitors.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Provide for the creation of display boxes or other educational tool to display rare flora indigenous to the alpine climate to educate about the importance of protecting the Summit. Encourage creation of a Nature Gallery or similar display tool as the terrain from the base to the Summit hosts a very diverse population of plants, animals, and insects.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Review the Pike's Peak plan for ideas on how to begin integrating technology-based experiences.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Collaboratively and aggressively promote resulting ideas like guided tours and a Summit-related "App." with audio and visual presentations, a "Summit Challenge," a "Summiteers" program, or programs that encourage people to post on social media.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Help advertise and promote "Online Donation to Mt. Washington State Park" option and integrate the donation link into Summit Partner websites.	<ul style="list-style-type: none"> • Summit Partners
Consider collaborating with other high-traffic parks/tourism sites and organizations such as White Mountain Attractions to establish effective messages and information for visitor management.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Create or maintain world-class Mt. Washington Observatory weather research facilities, indoor/outdoor laboratory, and testing space.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Operation and Maintenance - Safety

Deliverable	Entity Responsible
Continue assisting and coordinating with rescue professionals to generally maintain a safe and enjoyable park experience within the State Park.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Where needed, ensure that an updated emergency response plan for State Parks exists.	<ul style="list-style-type: none"> • N.H. State Parks
Continue to promote hiker safety education for all season hiking. N.H. State Parks will determine, in coordination with rescue agencies, its role in off-Park rescues.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission

Operation and Maintenance – Real Property Management

Deliverable	Entity Responsible
Report on how State property at the Summit is being used along with any analysis it may have on the full market value of relevant leases or licenses.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Present leases and agreements to Commission and ensure that Summit Partners are engaged and heard with respect to leases and contracts on the Summit.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission
Summit Partners, including N.H. State Parks should also work to clarify and solidify existing property rights at the Summit.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Capital Improvements – Accessibility and Inclusiveness

Deliverable	Entity Responsible
Provide for outdoor accessibility and inclusion for those with all levels of abilities and enhance experiences for those with all levels of abilities using technology and designs.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Strive to create walking surfaces that are more accessible with an eye towards permeability, considering limiting factors such as climate, and ensure any work is performed within the context of overall master planning objectives.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Perform research and investigation to determine the significance of the Summit to indigenous people and, thereafter, identify and considerately incorporate features sensitive to such significance.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Native American Commission.

Capital Improvements – Enhanced Visitor Experience Within Structures

Deliverable	Entity Responsible
Post historical interpretive panels on the walls of the Sherman Adams Building.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Create updated and more modern informational displays within the Sherman Adams Building that provide visitors with better knowledge and understanding of the overall uniqueness of and history of Mount Washington. This could include a looping video display or enhancements to the museum.	<ul style="list-style-type: none"> • State Parks • Summit Partners

Capital Improvements - Trails

Deliverable	Entity Responsible
Explore ways to disperse visitors throughout the Summit through trails or other means to enhance visitor experience and prevent overcrowding. Explore modifying the hiking trail network and including new signage to keep visitors on the trail, entertained, and dispersed.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Complete a trails assessment prior to making new trail changes.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Improve trail around Sherman Adams Building consistent with N.H. State Park and Commission recommendations.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Evaluate possibility of Summit loop trail.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Capital Improvements – Yankee Building

Deliverable	Entity Responsible
Continue taking actions to determine how to properly provide an up-to-date communications and maintenance facility.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Explore funding opportunities to determine whether there is federal public safety funding available for the Yankee Building. Assist N.H. State Parks in utilizing the Capital Budget Process, the American Rescue Plan Act (“ARPA”) funding, and other funding sources including the private sector.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Consider elements other than just communication when siting, building, or maintaining Summit towers such as aesthetic and environmental impacts.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Consider the potential of having a third party construct and operate a telecommunications facility.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners

Capital Improvements – Water and Waste

Deliverable	Entity Responsible
Ensure that waste management systems are designed, sized, and operated to meet the long-term rather than short-term goals while minimizing environmental degradation. This can be furthered by the use of conservation, utilization, and reclamation technology.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Evaluate restroom facility needs, using data and accounting from Summit Partners, and construct future facilities based on that evaluation.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners • Commission

Capital Improvements – Energy Efficiency and Sustainability

Deliverable	Entity Responsible
Incorporate protective and energy efficient features into Summit structures with designs that reduce intrusion into Summit experiences and the environment. To the maximum extent possible, and consistent with the presentation of historic settings, incorporate energy and resource efficient technologies, which would be upgraded, consistent with these principles, to accommodate technical advances. Encourage minimizing environmental impacts such as emissions.	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
Encourage both structural and non-structural changes that are compatible with energy certifications or the equivalent with an emphasis on renewable energy sources	<ul style="list-style-type: none"> • N.H. State Parks • Summit Partners
The Cog Railway will lead efforts to determine if electrical infrastructure and use related to its activities could contribute to cost efficiencies.	<ul style="list-style-type: none"> • Cog Railway

DRAFT 4, 7/5/22

Attachment 1

[Summit Map]

Attachment 2

N.H. Fish and Game Search and Rescue/Dive Policy

USDA Forest Service Policy

Memorandum of Understanding Between State of New Hampshire, Fish and Game Department
and the U.S. Department of Agriculture Forest Service, White Mountain National Forest U.S.
Forest Service on Search and Rescues