

F
Y
2
0
0
1

F
Y
2
0
0
5

Strategic Plan

National Park Service



U.S. DEPARTMENT OF THE INTERIOR



National Park Service Strategic Plan

FY 2001 - 2005

NATIONAL PARK SERVICE
DIRECTOR'S MESSAGE

On behalf of all the employees of the National Park Service (NPS), I invite you to read our *Strategic Plan for FY 2001-2005*. It is our agreement with you, the American people, to preserve resources and serve the public. Since our 1916 creation, the National Park Service has preserved many of America's finest treasures and made them accessible to millions of visitors. National parks help define who we are as a nation and where we've come from as a people. Parks show us wonders, both natural and historical, that grace our lives and provide us cherished experiences. The NPS cares for a variety of resources reflecting our rich and diverse natural and cultural heritage.

We welcome 287 million visitors to the 379 parks each year and serve millions more by cooperating with partners at National Register of Historic Places properties, National Natural Landmarks, National Historic Landmarks, Heritage Areas, Wild and Scenic Rivers, and through tax credits, financial and technical assistance, and expertise recognized worldwide. We preserve America's treasures for all to experience.

As our second strategic plan in compliance with the Government Performance and Results Act (GPRA) of 1993, this Strategic Plan reflects our growing understanding of measurable outcomes — of the results we produce for you, the American people. Key results come directly from our mission: resources in good condition and visitors with good experiences. Specific aspects of our mission — preserve park resources, serve park visitors, support partnership programs — as well as organizational effectiveness and efficiency are detailed here.

This strategic plan, a key element in performance management, reflects five years of learning how best to make performance management our business system. The NPS has built a framework for performance management that incorporates setting targets for goals and measuring actual performance, linking them to our activities and to financial and human resources. In coming years, we will continue to improve this system and make it work for all.

Since the 1997 Strategic Plan, goals have been refined, baselines improved, and data developed. In 1997 we used the best information available to set our visitor satisfaction goal target at 80%. In 1998, we first surveyed park visitors nationwide, asking how they rated park facilities, visitor services and recreational opportunities. Ninety-five percent of visitors rated the National Park experience as "good" or "very good." In response, we raised our target goal to 95% visitor satisfaction.

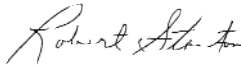
At the same time, we believed that half of park historic structures on the official List of Classified Structures could be brought to "good condition" in five years (2002). "Good condition" means that only routine or cyclic maintenance would be needed. We have extended this goal target to 2005. Performance management makes clear what we can accomplish with available funding and what we can not accomplish.

With Congressional support for the Natural Resource Challenge — the NPS's concerted effort to become better stewards and improve the condition of park natural resources — we have raised the earlier performance targets for removal of exotic vegetation and restoration of disturbed lands to show increased returns on taxpayers' investments.

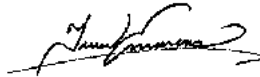
I want to thank each and every NPS employee who has contributed to implementing performance management and helped build this framework. I look forward to being able to report to you, the American people, our accomplishments in meeting this plan's goals and becoming more accountable to you.

Robert Stanton
Director, National Park Service

National Leadership Council
2001 - 2005 NPS Strategic Plan approved



Robert Stanton
Director
National Park Service



Terrel Emmons
Associate Director
Professional Services



Denis Galvin
Deputy Director
National Park Service



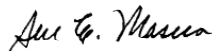
Robert Barbee
Regional Director
Alaska Region




Jacqueline Lowey
Deputy Director
National Park Service



Karen Wade
Regional Director
Intermountain Region



Sue Masica
Associate Director
Administration



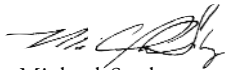
William Schenk
Regional Director
Midwest Region



Katherine Stevenson
Associate Director
Cultural Resource Stewardship and
Partnerships



Terry Carlstrom
Regional Director
National Capital Region



Michael Soukup
Associate Director
Natural Resource Stewardship and
Partnerships



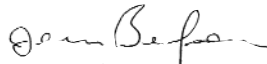
Marie Rust
Regional Director
Northeast Region



Maureen Finnerty
Associate Director
Park Operations and Education



John Reynolds
Regional Director
Pacific West Region



Jerry Belson
Regional Director
Southeast Region

Table of Contents
Strategic Plan

Executive Summary6

Introduction8

Mission Statement10

Guiding Principles11

Relationship of National Park Service Goals to
Department of the Interior Goals11

National Park Service Goals at a Glance.....12

Goal Category I: Preserve Park Resources16

**Goal Category II: Provide for the Public Enjoyment
and Visitor Experience of Parks22**

**Goal Category III: Strengthen and Preserve Natural
and Cultural Resources and Enhance Recreational
Opportunities Managed by Partners.....25**

Goal Category IV: Ensure Organizational Effectiveness30

Strategies for Accomplishing NPS Goals34

Key External Factors Affecting Goal Achievement38

Bureau Crosscut Issues40

Management and Data Issues Facing the National Park Service41

Program Evaluations43

Goal Changes from the 1997 to the 2000 NPS Strategic Plan45

Consultations46

Preparers and Contributors47

Executive Summary

ESTABLISHED IN 1916, THE NATIONAL PARK SERVICE MANAGES 379 PARKS AND VARIOUS HISTORIC PRESERVATION, CONSERVATION AND RECREATION PROGRAMS, AND HOSTS 287 MILLION VISITORS ANNUALLY. A DISPERSED AGENCY, THE NPS HAS DEVELOPED ITS PERFORMANCE MANAGEMENT SYSTEM TO LINK GOAL BY GOAL WITH EACH PARK AND PROGRAM, ALIGNING DOLLARS AND PERSONNEL TOWARDS EACH GOAL. WHILE STILL IN ITS INFANCY, THIS SYSTEM HAS DEVELOPED SIGNIFICANTLY IN THE PAST FIVE YEARS.

This *National Park Service Strategic Plan FY 2001-2005* complies with the Government Performance and Results Act of 1993. Even more important, it serves as the keystone of the National Park Service's implementation of performance management, a business system that:

- Provides an agencywide performance agreement with the American people;
- Sets goals that are measurable results directly supporting the NPS mission;
- Aligns activities and human resources used to accomplish those results;
- Aligns activities and fiscal resources used to accomplish those results;
- Clearly shows where the NPS can fulfill its mission with current resources and where it cannot.

The NPS added Mission Goals to the goals required by the Government Performance and Results Act (GPRA), reflecting its ongoing responsibilities as a preservation

agency whose mission runs in perpetuity, not only in five-year increments. It renamed "general goals" long-term goals to better capture the meaning of these measurable outcomes. Believing that results are more significant to the American people than the activities necessary to obtain them, NPS casts most goals as outcomes rather than outputs. Outputs (activities, products, and services) are rightly found in annual work plans which support annual goals and the long-term goals. NPS also includes the performance measures in each goal, making them clearly show the specific results expected.

NPS has four mission goal categories: park resources, park visitors, external partnership programs, and organizational effectiveness. Every NPS park, program and office has its own strategic plan and annual performance plan which tier from the servicewide plans and the goals found in this strategic plan. Parks and programs have some flexibility to add park-specific goals to better align with their own missions. Park superinten-

dents are now being evaluated on their park's annual performance reports. Greater alignment with park budgets, finance, personnel, and information systems is being achieved.

As the second NPS GPRA-style Strategic Plan, this plan reflects NPS experience during the past five years in implementing performance management, its greater understanding since its first 1997 GPRA-style Strategic Plan, and the efforts of literally thousands of NPS employees making this work both agencywide and in every park and program. The plan uses 2000 as its base year and lasts five years. In contrast to the 1997 plan, this plan provides more specific strategies, key external factors, and greater usage of and concern for data quality. It also shows initial efforts at performance evaluation, a needed emphasis in the next several years.

Goals significantly changed from the 1997 Strategic Plan include Air Quality, which now covers more than Class I Air Quality Parks, and Water Quality, which shifts from the problematic "swimmable beaches" to unimpaired water quality. Goals on Vital Signs, Geological Resources, National Natural Landmarks, Native Species of Special Concern, Educational Programs, Historic Research, and Park Partnerships have been added to better cover the range of NPS resources and responsibilities. Many targets have been refined and baselines added. The 80% Visitor Satisfaction goal, found to have been already achieved, has been reset at 95%. Because of GPRA, the NPS now measures visitor satisfaction annually in each park, providing direct data from its primary customers on the quality of services they receive. Also because of GPRA, the NPS can much better report on the condition of its resources, not simply on perceived threats to those resources. Both of these changes improve the organization's ability to fulfill its mission.

A *Goals at a Glance* has been added for the readers' convenience. Charts have been used where that format helps the information become more easily understood.

The NPS set up five goal groups (park natural resources, park cultural resources, park visitors, external partnership programs, and organizational effectiveness) led by Regional Directors and Washington Office Associate

Directors to provide ongoing organizational focus to set and accomplish these goals. They developed the strategies and key external factors found here.



Introduction

THIS NATIONAL PARK SERVICE STRATEGIC PLAN FY 2001-2005 COVERS ALL THE NATIONAL PARK SERVICE, REFLECTING ITS TOTAL MISSION. THAT MISSION, TO PRESERVE RESOURCES AND SERVE THE PUBLIC, SHAPES ALL THE GOALS IN THIS PLAN. THIS IS THE NPS'S SECOND STRATEGIC PLAN THAT FOLLOWS THE REQUIREMENTS OF THE GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA) OF 1993. IT REFLECTS THE NPS 1991 VAIL AGENDA, THE 1994 VISION DOCUMENT, AND THE 1997 NPS STRATEGIC PLAN, AS WELL AS 83 YEARS OF EXPERIENCE SINCE THE NPS WAS ESTABLISHED IN 1916.

The NPS has four goal categories (Park Resources, Park Visitors, External Partnership Programs, and Organizational Effectiveness) and three kinds of Servicewide goals (Mission Goals that continue indefinitely, Long-term Goals that generally last five years, and Annual Goals of only one year in duration). The NPS states its Servicewide goals as measurable outcomes (results), embedding the performance measure into each long-term goal and stating its annual goals in the same way, to show clear and direct relationships between long-term goals and annual goals. Annual goals are simply one-year increments of the long-term goals. For example, the long-term goal for Exotic Species states that by September 30, 2005, exotic (nonnative) vegetation on 6.3% of target acres of parkland is contained (167,500 of 2,656,700 acres). The annual goal for 2001 parallels that long-term goal: By September 30, 2001, exotic vegetation on 1.3% of targeted parkland is contained (33,000 of 2,656,700 acres). The NPS, following

the requirements of GPRA implementation, bases goal targets on the appropriations that can reasonably be expected. Goals are directly related to budget requests on a goal-by-goal basis.

This Strategic Plan reflects five years of learning how best to implement performance management in the NPS. Several goals have been improved, most notably the Water Quality goal, which measured only "swimmable beaches." It now measures all impaired park waters. Most goals now have improved targets and baselines; several goals have been added, including Vital Signs, Geological Resources, National Natural Landmarks, Native Species of Special Concern, Educational Programs, Historic Research, and Parks Partnerships. These goals help "fit" the organization's mission, its activities, and its results more closely together. Parks and programs can supplement these servicewide mandatory goals with park-specific goals.

The National Park Service’s four goal categories include all that the organization accomplishes to fulfill its legislated mission. Category I goals — Preserve Park Resources — reflect the NPS 1916 Organic Act “to conserve the scenery and the natural and historic objects and the wild life therein.” Subsequent legislation reinforced and expanded this authority. This category includes all park goals related to knowledge from and about the resources. Category II goals — Provide for the Public Enjoyment and Visitor Experience of Parks — reflect the NPS Organic Act mandate “to provide for the

enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.” Category III goals — Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners — reflect the NPS legislated partnership programs to protect resources not directly managed by the National Park Service. Category IV goals — Ensure Organizational Effectiveness — support the mission of the NPS to have efficient and effective processes.

MISSION STATEMENT

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



GUIDING PRINCIPLES

To achieve this mission, the National Park Service follows these principles:

- **Excellent Service:** Providing the best possible service to park visitors and partners.
- **Productive Partnerships:** Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.
- **Citizen Involvement:** Providing opportunities for citizens to participate in the decisions and actions of the National Park Service.
- **Heritage Education:** Educating park visitors and the general public about their history and common heritage.
- **Outstanding Employees:** Empowering a diverse workforce committed to excellence, integrity, and quality work.
- **Employee Development:** Providing developmental opportunities and training so employees have the “tools to do the job” safely and efficiently.
- **Wise Decisions:** Integrating social, economic, environmental, scientific, and ethical considerations into the decision-making process.
- **Effective Management:** Instilling a performance management philosophy that works towards common goals fostering creativity, focusing on results, and requiring accountability at all levels.
- **Science and Research:** Applying scientific information to park management decisions to preserve park resources. Promoting parks as centers for broad scientific and scholarly inquiry to benefit society.
- **Shared Capabilities:** Sharing technical information and expertise with public and private land managers.
- **Environmental Leadership:** Complying with all environmental laws and applying the highest standards of environmental stewardship to our own operations. A system of in-park environmental audits, conducted by the Park Service and others, and environmentally sensitive standard procedures for park operations are necessary to demonstrate sound stewardship.

RELATIONSHIP OF NATIONAL PARK SERVICE GOALS TO DEPARTMENT OF THE INTERIOR GOALS

The Department of the Interior established five broad goals that encompass its major responsibilities:

- Protect the environment and preserve our nation’s natural and cultural resources.
- Provide recreation for America.
- Manage natural resources for a healthy environment and a strong economy.
- Provide science for a changing world.
- Meet our trust responsibilities to Indian tribes and our commitments to island communities.

The strategic goals of the National Park Service are consistent with and contribute primarily to the Department of the Interior’s Goal 1, to protect the environment and preserve our nation’s natural and cultural resources, and Goal 2, to provide recreation for America.

All NPS natural and cultural resources goals relate to Departmental Goal 1. All NPS goals for visitor satisfaction and understanding relate to Departmental Goal 2. External partnership goals relate to Departmental Goals 1 and 2. NPS goals for ensuring organizational effectiveness do not directly relate to Departmental goals. The following table lists all NPS goals and shows the relationships to Departmental Goals 1 and 2.

National Park Service Goals at a Glance

DOI Goals	NPS Goal Category	NPS Mission Goals
<p>DOI Goal 1: Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources</p>	<p>Goal Category I: Preserve Park Resources</p>	<p>Ia. Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.</p> <p>Ib. The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.</p>
<p>DOI Goal 2: Provide Recreation for America</p>	<p>Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks</p>	<p>Ila. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.</p> <p>Iib. Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.</p>
<p>DOI Goal 1: Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources</p> <p>DOI Goal 2: Provide Recreation for America</p>	<p>Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners</p>	<p>IIla. Natural and cultural resources are conserved through formal partnership programs.</p>

NPS Long-term Goals: By September 30, 2005

la1. Disturbed Lands/Exotic Plant Species: la1A — 10.1% of targeted parklands, disturbed by development or agriculture as of 1999 (22,500 of 222,300 acres) are restored; and la1B — exotic vegetation on 6.3% of targeted acres of parkland (167,500 of 2,656,700) acres is contained.

la2. Threatened and Endangered Species: la2A — 19% of the 1999 identified park populations (84 of 442) of federally listed threatened and endangered species with critical habitat on parklands or requiring NPS recovery actions have improved status; and la2B — an additional 18.1% (80 of 442) have stable populations.

la2X. Native Species of Special Concern: [Park-determined percentage of] populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species or native species classified as pests) are at scientifically acceptable levels. Optional Goal.

la3. Air Quality: Air quality in 70% of reporting park areas has remained stable or improved.

la4. Water Quality: 85% of 265 Park units have unimpaired water quality.

la5. Historic Structures: 50% (12,113 of 24,225) of the historic structures listed on the 1999 List of Classified Structures are in good condition.

la6. Museum Collections: 73.4% of preservation and protection standards for park museum collections are met.

la7. Cultural Landscapes: 33.1% of the 2,067 cultural landscapes on the 1999 Cultural Landscapes Inventory with condition information are in good condition (119 of 359).

la8. Archeological Sites: 50% of the recorded archeological sites with condition assessments are in good condition (FY 1999 baseline: 7,470 of 14,940).

la9. Geological Resources: la9A — Paleontological Resources: 20% of known paleontological localities in parks are in good condition; and la9B — Cave Floors: 72,500 square feet of cave floors in parks are restored.

lb1. Natural Resource Inventories: Acquire or develop 87% (2,203) of the 2,527 outstanding data sets identified in 1999 of basic natural resource inventories for all parks.

lb2. Cultural Resource Baselines: lb2A — Archeological sites inventoried and evaluated are increased by 30% (from FY99 baseline of 48,188 sites to 62,644); lb2B — Cultural landscapes inventoried and evaluated at Level II are increased by 136.4% (from FY99 baseline of 110 to 260); lb2C — 100% of the historic structures have updated information (24,225 of FY99 baseline of 24,225); lb2D — Museum objects cataloged are increased by 35.9% (from FY99 baseline 37.3 million to 50.7 million); lb2E — Ethnographic resources inventory is increased by 634.5% (from FY99 baseline 400 to 2,938); and lb2F — 31% of parks have historical research that is current and completed to professional standards (117 of 379 parks).

lb3. Vital Signs: 80% of 265 parks with significant natural resources have identified their vital signs for natural resource monitoring.

lb4. Geological Resources: Geological processes in 53 parks (20% of 265 parks) are inventoried and human influences that affect those processes are identified.

lb5. Aquatic Resources: The NPS has completed an assessment of aquatic resource conditions in 265 parks.

IIa1. Visitor Satisfaction: 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

IIa2. Visitor Safety: The visitor accident/incident rate will be at or below 7.96 per 100,000 visitor days (a 16% decrease from the FY 1992–FY 1996 baseline of 9.48 per 100,000 visitor days).

IIb1. Visitor Understanding and Appreciation: 86% of visitors understand and appreciate the significance of the park they are visiting.

IIb1X. Educational Programs: [Park determined percentage] of [park determined target number] of students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by the National Park Service and its Programs. Optional Goal.

IIIa1. Properties Designated: IIIa1A — National Historic Landmark Designations: An additional 6.6% (150) properties are designated as National Historic Landmarks (2,277 to 2,427); IIIa1B — National Register Listings: An additional 11% (7,800) significant historical and archeological properties are listed in the National Register of Historic Places (71,019 to 78,819); IIIa1C — Federal Agency Inventories: An additional 30.2% (221,800) significant archeological properties in Federal ownership are inventoried and evaluated (733,200 to 955,000 contributing properties); IIIa1D — State/Tribal/Local Inventories: An additional 19.7% (925,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and Certified Local Governments (4,701,000 to 5,626,000 contributing properties); and IIIa1E — National Natural Landmarks Designated: The number of National Natural Landmarks is increased by 10% (59) from the 1998 level (587 to 646).

National Park Service Goals at a Glance

DOI Goals	NPS Goal Category	NPS Mission Goals
<p>DOI Goal 1: Protect the Environment and Preserve Our Nation’s Natural and Cultural Resources</p> <p>DOI Goal 2: Provide Recreation for America</p>	<p>Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners</p>	<p>IIIa. Natural and cultural resources are conserved through formal partnership programs.</p> <hr/> <p>IIIb. Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.</p> <hr/> <p>IIIc. Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.</p>
	<p>Goal Category IV: Ensure Organizational Effectiveness</p>	<p>IVa. The National Park Service uses current management practices, systems, and technologies to accomplish its mission.</p> <hr/> <p>IVb. The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.</p>

NPS Long-term Goals: By September 30, 2005

IIIa2. Properties Protected: IIIa2A — National Historic Landmark Protection: 90% of National Historic Landmarks (2,184 of 2,427 designated landmarks) are in good condition; IIIa2B — Federal Protection: 1% of federally recognized historical and archeological properties (19,700 of 2,223,000 contributing properties) are protected through NPS administered programs or assistance; IIIa2C — State/Tribal/Local Protection: 3% of significant historical and archeological properties (140,000 of 4,681,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administered programs or assistance; and IIIa2D — National Natural Landmarks Protection: The number of damaged or threatened National Natural Landmarks is reduced by 7% based on level of reduction achieved in 1998.

IIIa3. Customer Satisfaction: 90% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.

IIIaX. Park Partnerships: The number of satisfactorily completed projects under formal agreements that assist partners in protecting their resources or serving their visitors is increased by [park-determined percentage]. Optional Goal.

IIIb1. Conservation Assistance: An additional 4,200 miles of trails, an additional 6,600 miles of protected river corridor, and an additional 223,200 acres of park and open space, over the 1997 totals, are conserved with NPS partnership assistance.

IIIb2. Community Satisfaction: 85% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.

IIIc1. Recreational Properties: 100% of the 34,602 recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.

IVa1. Data Systems: 66% (25 of 38) of the major NPS data systems are integrated/interfaced.

IVa2. Workforce Stewardship: IVa2A — 75% of NPS employees are satisfied with their job (as measured through employee satisfaction surveys); and IVa2B — 75% of NPS employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).

IVa3. Workforce Development and Performance: IVa3A — 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies; IVa3B — 95% of NPS employees demonstrate that they fully meet their competency requirements.

IVa4. Workforce Diversity: Increase the Servicewide representation of underrepresented groups over the 1999 baseline: IVa4A — by 25% in the 9 targeted occupational series in the permanent workforce; IVa4B — by 25% of women and minorities in the temporary and seasonal workforce; IVa4C — by 10% of individuals with disabilities in the permanent workforce; and IVa4D — by 10% of individuals with disabilities in the seasonal and temporary workforce.

IVa5. Employee Housing: 50% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.

IVa6. Employee Safety: IVa6A — The NPS employee lost time injury rate will be at or below 4.49 per 200,000 labor hours worked (100 FTE); and IVa6B — the Servicewide total number of hours of Continuation of Pay (COP) will be at or below 51,100 hours.

IVa7. Line Item Construction: 100% of line item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

IVa8. Land Acquisition: The average time between the appropriation and offer of just compensation is 171 days (a 5% decrease from 1997 level of 180 days).

IVa9. Environmental Leadership: IVa9A — 100% of NPS units will undergo an environmental audit to determine baseline performance by September 30, 2002; and IVa9B — 100% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.

IVb1. Volunteer Hours: Increase by 44.7% the number of volunteer hours (from 3.8 million hours to 5.5 million hours).

IVb2. Donations and Grants: IVb2A — Cash donations are increased by 3.6% (from \$14,476,000 in 1998 to \$15,000,000); IVb2B — Value of donations, grants, and services from Friends Groups and other organizations is increased to \$50,000,000; and IVb2C — Value of donations, grants, and services from Cooperating Associations is increased by 35% (from \$19,000,000 in 1997 to \$25,600,000).

IVb3. Concession Returns: Returns from park concession contracts are 10% of gross concessioner revenue.

IVb4. Fee Receipts: Receipts from park entrance, recreation, and other fees are increased by 33.1% over 1997 level (from \$121,000,000 to \$161,000,000).

IVbX. Park Partnerships: The number of projects satisfactorily completed by partners under formal agreement that protect park resources or serves the park visitors is increased by [park-determined percentage]. Optional Goal.

Goal Category I

Preserve Park Resources

CATEGORY I GOALS REFLECT THE NPS ORGANIC ACT MANDATE “TO CONSERVE THE SCENERY AND THE NATURAL AND HISTORIC OBJECTS AND THE WILD LIFE THEREIN.” SINCE THAT TIME, SUBSEQUENT LEGISLATION HAS REINFORCED AND EXPANDED NPS AUTHORITY TO PRESERVE AMERICA’S TREASURES FOR THIS GENERATION AND GENERATIONS TO COME.

All NPS goals on natural and cultural resource preservation in parks and the acquisition of knowledge from and about the resources are included here.

MISSION GOAL Ia: NATURAL AND CULTURAL RESOURCES AND ASSOCIATED VALUES ARE PROTECTED, RESTORED, AND MAINTAINED IN GOOD CONDITION AND MANAGED WITHIN THEIR BROADER ECOSYSTEM AND CULTURAL CONTEXT.

Encompassing both natural and cultural resources, this mission goal includes the concepts of biological and cultural diversity. The broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond park units to nearby lands. Park cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events and cultural processes. Special international designations, such as World Heritage Sites and Biosphere Reserves, are also part of the broader cultural and/or ecological context.

The NPS will protect, restore, and maintain these resources in the coming five years to ensure they are in good condition.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

Ia1. Disturbed Lands/Exotic Plant Species: Ia1A — 10.1% of targeted parklands, disturbed by development or agriculture, as of 1999 (22,500 of 222,300 acres) are restored; and Ia1B — exotic vegetation on 6.3% of targeted acres of parkland is contained (167,500 of 2,656,700 acres).

Park lands, where natural processes have been significantly altered by past land use and agricultural practices, must be restored to their natural condition. Impacts from land-use practices (including disturbances from grazing, roads, railroads, dams, mines or other abandoned sites) directly affect other natural resources and can result in severe and persistent changes to habitat conditions and ecosystem functions. By restoring these parklands, the NPS can help accelerate the recovery of the biological and physical components of the ecosystem (including soils, vegetation, and the geomorphic and hydrologic settings).

Exotic (nonnative) plant species also threaten parks because they often replace native species, disrupt

natural processes, and otherwise destroy natural systems. By eliminating or geographically containing the targeted species, the NPS can help restore the natural systems within parks.

la2. Threatened and Endangered Species: la2A — 19% of the 1999 identified park populations (84 of 442) of federally listed threatened and endangered species with critical habitat on parklands or requiring NPS recovery actions have improved status; and la2B — an additional 18.1% (80 of 442) have stable populations.

Threatened and endangered species in the national park system, such as the Florida panther, northern spotted owl, Haleakala silversword, black-footed ferret, whooping crane, and Presidio manzanita are integral to the parks' natural systems. The NPS complies with the Endangered Species Act that requires federal agencies to develop programs for the conservation of listed species and reflects the NPS responsibility to know the condition of its resources. Parks with federally listed species with recovery plans requiring NPS actions use this goal.

la2X. Native Species of Special Concern: [Park-determined percentage] of populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species, or native species classified as pests) are at scientifically acceptable levels. Optional Goal.

This goal captures park efforts to manage species of special concern (plants and animals) that are not federally listed as threatened, endangered, or nonnative. These include species identified in park resource management plans as having special significance to the park, or species on adjacent lands managed by other state or federal agencies where park habitat supports those species. Species of special concern are often called charismatic species (Yellowstone bison), native pest species (cowbirds and hydrilla), endemic species (Yorktown onion), or state-listed Threatened and Endangered Species.

la3. Air Quality: Air quality in 70% of reporting park areas has remained stable or improved.

Air Quality strongly impacts the conditions of both natural and cultural resources. The Clean Air Act holds the NPS responsible for protecting park air quality and air quality-related values from the adverse effects of air pollution. Because park air quality conditions result from the cumulative impacts of regional emission sources, the NPS has limited ability to effect changes in air quality. The NPS does participate in federal and state regulatory programs and policies that protect its resources. The goal now includes all parks that monitor air quality, not only those designated as Class I Air Quality parks and measures visibility, ozone, and acid precipitation.

la4. Water Quality: 85% of 265 Park units have unimpaired water quality.

The water quality of many parks is threatened by pollution from sources both inside and outside their boundaries. At Yellowstone National Park, antiquated sewage treatment facilities have discharged sewage into adjacent pristine waters. Historic grazing by domestic livestock has increased sedimentation to park waters in Channel Islands National Park. Degradation of water quality is occurring at Biscayne National Park through pollution generated by abandoned dumps and defense facilities in the surrounding areas.

This goal will reduce the amount of water pollution in park waterbodies that impacts drinking water, recreational uses, fisheries, and other aquatic life.



la5. Historic Structures: 50% (12,113 of 24,225) of the historic structures listed on the 1999 List of Classified Structures are in good condition.

Park historic structures include the Washington Monument, Fort Sumter, log cabins at Denali National Park, the Statue of Liberty, and the ship *Balclutha* at San Francisco Maritime National Historical Park, as well as prehistoric structures such as Balcony House at Mesa Verde National Park. Historic and prehistoric structures — and the events surrounding them — are key park cultural resources, the basis for 220 park units and integral to the health of many other parks. Maintaining these structures in good condition supports the National Historic Preservation Act and the cultural resource integrity of the national park system.

The List of Classified Structures (LCS) is the primary database containing condition information on the 24,225 park historic and prehistoric structures. Structures on the LCS are on, or eligible for, the National Register of Historic Places, or are otherwise treated as cultural resources. “Good condition” means structures and their significant features need only routine repairs or cyclic maintenance.

la6. Museum Collections: 73.4% of preservation and protection standards for park museum collections are met.

NPS museum collections include objects from prehistoric sandals to dinosaur bones to the derringer used to assassinate President Lincoln. Rather than maintain individual condition assessments on 77 million items, the NPS assesses conditions of facilities that house museum collections. Park environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified annually on the NPS “Checklist for Preservation and Protection of Museum Collections.” As of 1999, 63.4% of the conditions on the checklist were met servicewide. The NPS will increase that to 73.4%.

la7. Cultural Landscapes: 33.1% of the 2,067 landscapes on the 1999 Cultural Landscapes Inventory with condition information are in good condition (119 of 359).

Cultural landscapes range from large rural tracts covering several thousand acres (Gettysburg battlefield and the Blue Ridge Parkway) to formal designed landscapes (Meridian Hill Park and the National Mall) to gardens of less than two acres (Frederick Law Olmsted’s home and studio). Cultural landscapes provide the physical envi-

ronment associated with historical events and reveal aspects of our country's origins and development through their form, features, and use. They also illustrate the relationships between park cultural and natural resources.

The Cultural Landscapes Inventory is a national inventory of all park landscapes having historical significance. As of 1999, 2,067 cultural landscapes had been inventoried. The NPS will ensure that 33.1% of these resources are in good condition.

la8. Archeological Sites: 50% of the recorded archeological sites with condition assessments are in good condition (FY 1999 baseline: 7,470 of 14,940).

NPS archeological sites include the Chaco Canyon prehistoric road system, Mound City Group at Hopewell Culture National Historical Park, Jamestown National Historic Site, Shenandoah National Park homesites, and the Mississippian Indian temple mounds at Ocmulgee National Monument. The condition of the 14,490 currently recorded archeological sites with condition information is reported in the national archeological site database (Archeological Sites Management Information System).

A site in "good condition" is stable and not deteriorating due to natural processes, such as erosion, or due to human impacts, such as vandalism. This goal increases the number of recorded archeological sites listed in the 1999 Archeological Sites Management Information System in good condition to 50%.



la9: Geological Resources: la9A — Paleontological Resources: 20% of known paleontological localities in parks are in good condition; and la9B — Cave Floors: 72,500 square feet of cave floors in parks are restored.

Fossils, the physical evidence of past life on Earth, represent all forms of life. “Paleontological locality” is an area that preserves or did preserve a fossil. More than 130 parks have significant paleontological resources. This goal recognizes that both a physical locality and its scientific value, including specimens and associated information, are key aspects of the locality’s condition and must be considered together.

Over 70 units of the national park system contain significant caves and karst features; these range from as few as 10 to 15 caves (the C&O Canal) to more than 400 caves (the Grand Canyon). Of the approximately 2,000 miles of known cave passages in NPS caves, less than 10% of the cave floors have been inventoried for floor impacts. Of the known impacted areas, even fewer have been restored to pre-impacted conditions. Visitation in caves causes some direct degradation by adding foreign materials such as lint, algae, and fungi. To help maintain a natural cave the NPS will restore the environment to a natural condition and keep it in good condition.

MISSION GOAL Ib: THE NATIONAL PARK SERVICE CONTRIBUTES TO KNOWLEDGE ABOUT NATURAL AND CULTURAL RESOURCES AND THEIR ASSOCIATED VALUES; MANAGEMENT DECISIONS ABOUT RESOURCES AND VISITORS ARE BASED ON ADEQUATE SCHOLARLY AND SCIENTIFIC INFORMATION.

The NPS has fundamental information needs for making decisions about managing parks natural and cultural resources. The NPS also contributes to scholarly and scientific research. Parks must routinely use scholarly and scientific research and must consult with park-associated communities. Park resource-based or research-based decision making is included here.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

Ib1. Natural Resource Inventories: Acquire or develop 87% (2,203 of 2,527) of the outstanding data sets identified in 1999 of basic natural resource inventories for all parks.

The preservation of natural resources requires a wide range of information. This information is contained in 12 data sets: historical database (bibliography); flora and fauna (including threatened and endangered species); species distributions; digitized vegetation maps; digitized cartographic data; digitized soil maps; digitized geological maps; inventory of water bodies and use classifications; water quality and basic water chemistry for key water bodies; identification of nearest air quality monitoring stations and sources; list of air quality related values; and meteorological data.

The Inventory and Monitoring Program is obtaining 12 basic data sets for approximately 250 parks: a total of 3,000 data sets. Of this total, 238 data sets are vegetation mapping projects funded and administered by the Biological Resources Division of the U.S. Geological Survey. The National Park Service will collect the remaining information needs (2,527 data sets).

Ib2. Cultural Resource Baselines: Ib2A — Archeological sites inventoried and evaluated are increased by 30% (from FY99 baseline of 48,188 sites to 62,644); Ib2B — Cultural landscapes inventoried and evaluated at Level II are increased by 136.4% (from FY99 baseline of 110 to 260); Ib2C — 100% of the historic structures have updated information (24,225 of FY99 baseline of 24,225); Ib2D — Museum objects cataloged are increased by 35.9% (from FY99 baseline of 37.3 million to 50.7 million); Ib2E — Ethnographic resources inventory is increased by 634.5% (from FY99 baseline of 400 to 2,938); and Ib2F — 31% of parks have historical research that is current and completed to professional standards (117 of 379 parks).

Knowledge about cultural resources and their conditions is crucial to preserving them. Cultural resource databases document historic and prehistoric structures (List of Classified Structures), museum collections (Automated National Catalog System), cultural landscapes (Cultural Landscapes Automated Inventory Management System), archeological sites (Archeological Sites Management Information System), ethnographic resources (Ethnographic Resources Inventory), and historical research (Cultural Resources Bibliography).

The NPS inventories and evaluates these resources, their condition and significance, making the information accessible for research, interpretation, planning, and decision making.

Ib3. Vital Signs: 80% of 265 parks with significant natural resources have identified their vital signs for natural resource monitoring.

Vital signs indicate key ecological processes that collectively show ecosystem health. They include keystone species, keystone habitats, or key processes such as nutrient cycling or hydrologic regimes.

Identifying vital signs of park ecosystems and the well-being of other resources of special concern allows tracking the status and trends of NPS natural resources. On this basis the NPS can define “healthy” conditions

of park resources, identify recommended treatments, and propose remedial and mitigating actions.

Ib4. Geological Resources: Geological processes in 53 parks (20% of 265 parks) are inventoried and human influences that affect those processes are identified.

Rates of geologic change are key environmental indicators. Used with other vital signs, they gauge the function of healthy ecosystems. Geologic processes must function in a relatively natural state. Factors affecting rates of geologic change include natural causes (weather patterns) and human-induced causes (dams and jetties).

Ib5. Aquatic Resources: The National Park Service has completed an assessment of aquatic resource conditions in 265 parks.

Aquatic resources are some of the most critical and biologically productive resources in the national park system. Aquatic resources — including rivers, streams, lakes, ponds, estuaries, ground water, coastal and marine waters, and riparian and wetland resources — are critical and biologically productive. Park aquatic resources are vulnerable to degradation from activities both within and external to parks. The NPS will develop and begin implementation of a rating system to classify the ecological condition (health) of aquatic resources in all NPS units.



Goal Category II

Provide for the Public Enjoyment and Visitor Experience of Parks

CATEGORY II GOALS REFLECT THE NPS ORGANIC ACT "TO PROVIDE FOR THE ENJOYMENT OF THE [RESOURCES] IN SUCH MANNER AND BY SUCH MEANS AS WILL LEAVE THEM UNIMPAIRED FOR THE ENJOYMENT OF FUTURE GENERATIONS." IN 1999, APPROXIMATELY 287 MILLION VISITORS ENJOYED THE NATIONAL PARKS.

All NPS goals for visitor satisfaction and understanding are included here.

MISSION GOAL IIa: VISITORS SAFELY ENJOY AND ARE SATISFIED WITH THE AVAILABILITY, ACCESSIBILITY, DIVERSITY, AND QUALITY OF PARK FACILITIES, SERVICES, AND APPROPRIATE RECREATIONAL OPPORTUNITIES.

Every visitor should enjoy parks and their resources. Such enjoyment and safety are affected by the quality of park programs, facilities, and services, whether provided by the NPS, a concessioner, or a contractor. Availability of park facilities, services, and recreational opportunities refers to locations and scheduling that fit visitors' needs. These also play an important role in the overall satisfaction of visitors.

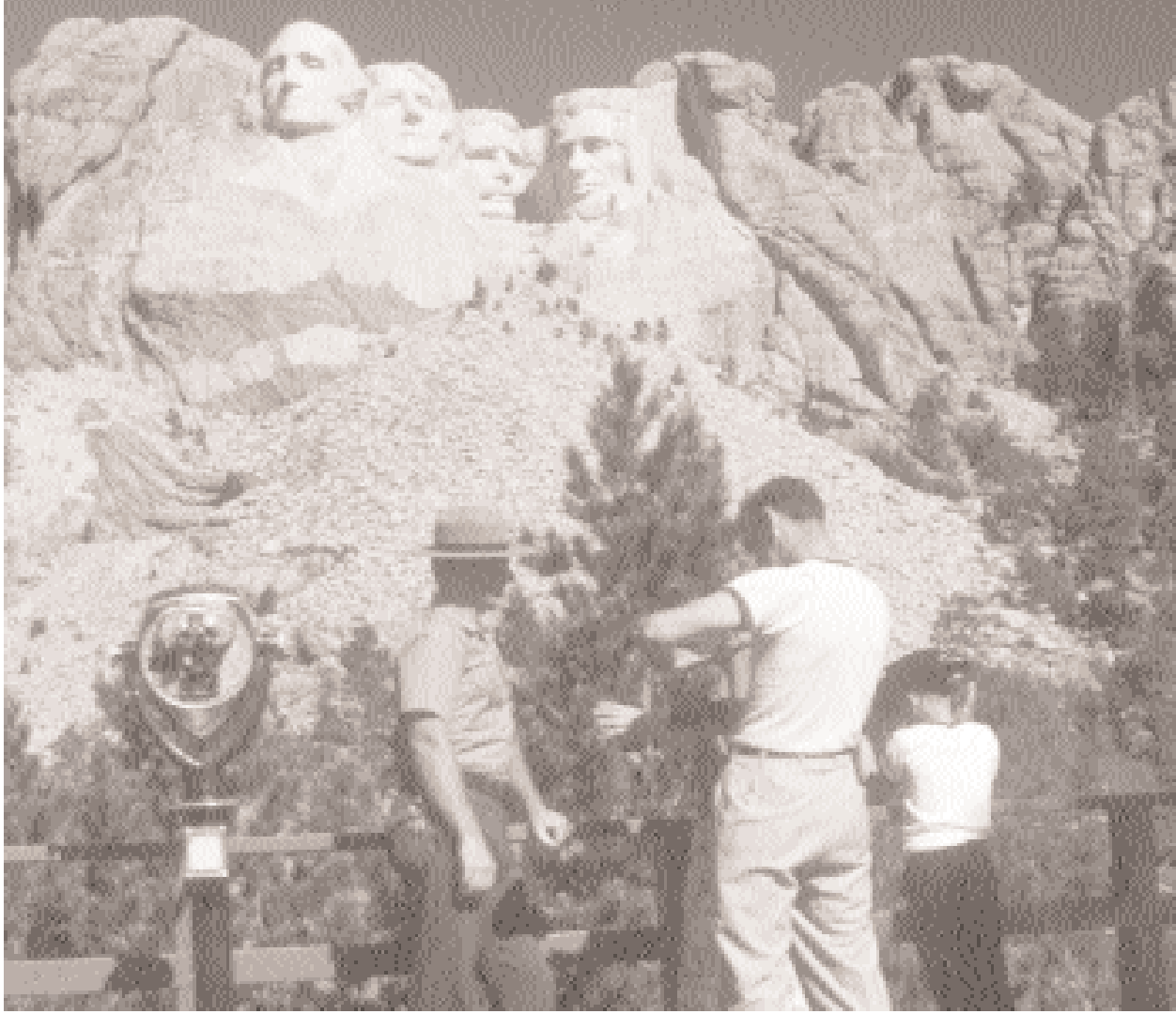
Diversity of facilities and services refers to a range of appropriate accommodations and recreational opportunities (at various prices and levels of expertise and interest) for park visitors. Quality of facilities and services refers to well-presented, knowledge-based orientation, interpretation, and educational programs.

Appropriate recreational opportunities are consistent with a park's purpose and management and do not harm park resources or visitors.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IIa1. Visitor Satisfaction: 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

People visiting parks should enjoy both their activities and their accommodations. Park facilities and services include campgrounds, roads and trails, water systems, hotels, stores, and boat tours. Visitor surveys and focus groups evaluate specific aspects of park visits to provide critical information in managing these facilities and services. "Satisfied Visitors" are those who rate park facilities, services and recreational opportunities as "good" or "very good." Data from the 1998 survey of parks shows an overall satisfaction rate of 95%, with a statistical margin of error of 6%. The NPS will maintain this rating (within the statistical margin of error) for the next five years.



Ila2. Visitor Safety: The visitor accident/incident rate will be at or below 7.96 per 100,000 visitor days (a 16% decrease from the FY 1992–FY 1996 baseline of 9.48 per 100,000 visitor days).

About 287 million recreational visitors experienced the national park system units in FY 1999. All visitors should have safe park experiences, free from injuries or fatalities. The NPS has determined the five-year (1992–96) average visitor accident rate, based on 100,000 visitor-days, and established its baseline for the 16% reduction. Analysis of case incident reports will identify the primary sources of accidents and where the greatest improvements in visitor safety can be made.

MISSION GOAL Iib: PARK VISITORS AND THE GENERAL PUBLIC UNDERSTAND AND APPRECIATE THE PRESERVATION OF PARKS AND THEIR RESOURCES FOR THIS AND FUTURE GENERATIONS.

Visitor understanding reflects quality experiences, from enjoying the park and its resources to understanding why the park exists and recognizing the significance of its resources. Showing the value of parks to today's visitors helps ensure that parks and their resources will be available for the enjoyment of future generations.

Support for parks also comes through recognition by international designations such as World Heritage Sites and Biosphere Reserves. NPS formal educational programs provide better understanding and appreciation of parks and their resources.

**LONG-TERM GOALS TO BE ACHIEVED BY
SEPTEMBER 30, 2005:**

IIb1. Visitor Understanding and Appreciation:

86% of visitors understand and appreciate the significance of the park they are visiting.

Visitors learn much about this Nation's cultural and natural heritage from parks. This goal measures visitor understanding and appreciation of park's meanings and resources. Park efforts to provide visitors information, orientation, interpretation, and education help them discover a park's most significant meanings and make connections between the tangible natural and cultural resources and a park's intangible values.

This goal measures visitor understanding (grasping a park's meaning) and appreciation (valuing a park and its resources) through feedback from visitor surveys (the Visitor Survey Card Project) and focus groups. These surveys sample visitors' understanding of the significance of the park they visit. Data from the 1998 survey of parks show an overall rate of 75%. The NPS will increase that to 86% understanding.

IIb1X. Educational Programs: [Park determined percentage]of [target number] of students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by the National Park Service and its Programs. Optional Goal.

Curriculum-based programs link park themes to national standards and state curriculums and involve educators in planning and development. They can help students of all ages better understand the importance of parks — what they tell and show of the country's heritage. These programs usually include pre-visit and post-visit materials, address different learning styles, include an evaluation mechanism, and provide learning experiences linked directly to clear objectives.



Goal Category III

Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

WORKING WITH ITS PARTNERS, THE NPS MANAGES MANY PRESERVATION AND RECREATION PROGRAMS. THESE PROGRAMS PROTECT RESOURCES SUCH AS PROPERTIES LISTED ON THE NATIONAL REGISTER OF HISTORIC PLACES, WILD AND SCENIC RIVERS, NATIONAL TRAILS, NATIONAL HISTORIC LANDMARKS, NATIONAL NATURAL LANDMARKS, AND HERITAGE AND RECREATION AREAS.

Generally outside park boundaries and not directly managed by the NPS, these legislated formal partnership programs receive NPS support through federal funding, incentives and technical assistance.

Category III goals relate to the partnership programs legislated under the National Historic Preservation Act, the Historic Sites Act, the Land and Water Conservation Fund Act, the Wild and Scenic Rivers Act, and others. These programs in historic preservation, conservation, and recreation help the NPS fulfill its mission.

MISSION GOAL IIIa: NATURAL AND CULTURAL RESOURCES ARE CONSERVED THROUGH FORMAL PARTNERSHIP PROGRAMS.

Many of the country's natural and cultural resources are conserved through partnerships. These include areas and programs such as Chimney Rock National Historic Site, Dinosaur Ridge National Natural Landmark, South Florida Ecosystem Restoration Task Force, and more

than 70,000 properties listed on the National Register of Historic Places.

The NPS partners with more than 60 other federal agencies, 59 states and territories (especially with state historic preservation offices and state liaison offices), more than 1,200 local governments, approximately 300 (of the more than 800) Indian tribes, foreign governments, private organizations, Friends Groups, and academic institutions as well as the general public to help ensure these programs and sites are conserved and enjoyed by visitors.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IIIa1. Properties Designated: IIIa1A — National Historic Landmark Designations: An additional 6.6% (150) properties are designated as National Historic Landmarks (2,277 to 2,427); IIIa1B — National Register Listings: An additional 11% (7,800) significant historical

and archeological properties are listed in the National Register of Historic Places (71,019 to 78,819); IIIa1C — Federal Agency Inventories: An additional 30.2% (221,800) significant archeological properties in Federal ownership are inventoried and evaluated (733,200 to 955,000 contributing properties); IIIa1D — State/Tribal/Local Inventories: An additional 19.7% (925,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and Certified Local Governments (4,701,000 to 5,626,000 contributing properties); and IIIa1E — National Natural Landmarks Designated: The number of National Natural Landmarks is increased by 10% (59) from the 1998 level (587 to 646).

Designation of a historic or archeological property is the official (federal, state, tribal or local) governmental listing of a property whose historical significance has been determined through identification and evaluation. Designation of properties (such as on the federal National Register of Historic Places) often makes them eligible for various incentives. Such designation reduces inadvertent or deliberate damage or destruction and is used by courts to support legal protection. Information about designated properties helps determine the impacts of proposed actions on them and helps minimize adverse impacts to them. The information gathered

also helps improve the quality of education and increases awareness of the role historic places play in preserving America's heritage, quality of life, economic development, and tourism.

IIIa2. Properties Protected: IIIa2A — National Historic Landmark Protection: 90% of National Historic Landmarks (2,184 of 2,427 designated landmarks) are in good condition; IIIa2B — Federal Protection: 1% of federally recognized historical and archeological properties (19,700 of 2,223,000 contributing properties) are protected through NPS administered programs or assistance; IIIa2C — State/Tribal/Local Protection: 3% of significant historical and archeological properties (140,000 of 4,681,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administered programs or assistance; and IIIa2D — National Natural Landmarks Protection: The number of damaged or threatened National Natural Landmarks is reduced by 7% based on the level of reduction achieved in 1998.

Significant natural, historic, and archeological properties are not renewable resources. If not protected, they are lost forever. Natural, historical or archeological properties are protected if the elements of the property that make it significant are maintained, or if damage to,





or destruction of, the property's significant elements is avoided or minimized. A property can be protected by law or regulation or because its owner is protecting it using various incentives such as easements, grants, or tax credits.

The NPS wants to increase the number of sites in good condition whose historic value, once gone, can never be reclaimed.

IIIa3. Customer Satisfaction: 90% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.

By law and expertise, the NPS is a major provider of archeological and historic preservation technical training, education, and assistance to governmental partners and the general public. NPS also provides support to the international conservation community. Inadequate knowledge can lead to otherwise avoidable but irretrievable loss of historical and archeological resources.

Useful information helps requesters/users deal with preservation issues. Technical assistance provides knowledge on the background, meaning, operations, or implications of the National Archeology and Historic Preservation Program. Technical assistance includes guidance on identifying, evaluating, and nominating a variety of cultural resources, to repointing masonry structures, window replacement, and photographic research.

IIIaX. Park Partnerships: The number of satisfactorily completed projects under formal agreements that assist partners in protecting their resources or serving their visitors is increased by [park-determined percentage]. Optional Goal.

NPS partnerships assist others to help preserve cultural and natural resources and serve the public beyond park boundaries (including NPS collaboration on federal interagency and international projects). These partnerships provide NPS expertise to community and nonprofit projects to benefit resources owned or managed by others. *(This goal contrasts with Goal IVbX that measures partners' efforts within park boundaries).*



MISSION GOAL IIIb: THROUGH PARTNERSHIPS WITH OTHER FEDERAL, STATE, AND LOCAL AGENCIES AND NONPROFIT ORGANIZATIONS, A NATION-WIDE SYSTEM OF PARKS, OPEN SPACE, RIVERS, AND TRAILS PROVIDES EDUCATIONAL, RECREATIONAL, AND CONSERVATION BENEFITS FOR THE AMERICAN PEOPLE.

Partnership programs support state and local governments and nonprofit organizations in protecting conservation areas and providing recreational opportunities through financial and technical assistance, as well as coordination of federal assistance. By supporting more resources such as trails, rivers, and open spaces for the American people, the NPS and its partners enhance visitor experiences and ensure that resource integrity remains intact.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IIIb1. Conservation Assistance: An additional 4,200 miles of trails, an additional 6,600 miles of protected river corridor, and an additional 223,200 acres of park and open space, over the 1997 totals, are conserved with NPS partnership assistance.

Since 1958, assessments of American outdoor recreational needs and opportunities have identified major shortages of parks (state and local), open space, trails, and protected waterways. Most inadequate are close-to-home outdoor opportunities.

The NPS provides technical assistance to states, communities, and nonprofit organizations to protect more of these resources and to improve local recreational opportunities. Projects are selected for maximum community impact, strong public involvement and local support, and the high likelihood that NPS technical assistance will protect significant resources and enhance recreational opportunities.

IIIb2. Community Satisfaction: 85% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.

The National Park Service provides technical assistance to states, communities, and nonprofit organizations to help them protect significant land and water resources to provide more local recreational opportunities. On-the-ground results, dependent on partner groups and other local interests, often will not take place unless NPS-provided technical assistance services are satisfactory. Project evaluations measure community satisfaction with the technical services NPS provides.



MISSION GOAL IIIc: ASSISTED THROUGH FEDERAL FUNDS AND PROGRAMS, THE PROTECTION OF RECREATIONAL OPPORTUNITIES IS ACHIEVED THROUGH FORMAL MECHANISMS TO ENSURE CONTINUED ACCESS FOR PUBLIC RECREATIONAL USE.

Partnership programs — such as grants from the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program — use assistance and formal legal mechanisms to protect public recreational opportunities. These programs have provided state and local parks millions of acres and invested billions of federal matching dollars. The NPS prevents unauthorized conversions of lands from agreed-upon conservation and recreational uses.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IIIc1. Recreational Properties: 100% of the 34,602 recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.

During the past decades, grants from the Land and Water Conservation Fund, Urban Park and Recreation Recovery Program, and transfers from the Federal Lands to Parks Program have significantly enlarged the outdoor recreational estate of states, territories, and American communities for recreation and conservation purposes. This goal keeps 100% of those recreational properties available to the public.

Goal Category IV

Ensure Organizational Effectiveness

TO BE A SUCCESSFUL ORGANIZATION, THE NPS MUST BE EFFECTIVE AND EFFICIENT BY MANAGING ITS FINANCIAL AND HUMAN RESOURCES AND BY GARNERING ADDITIONAL RESOURCES. THE NPS MUST HAVE SYSTEMS AND PROGRAMS THAT SUPPORT SUSTAINABILITY, ENVIRONMENTAL LEADERSHIP, ITS EMPLOYEES, VOLUNTEERS, AND PARTNERS. IT MUST FIND WAYS TO INCREASE ITS FINANCIAL AND HUMAN RESOURCES.

Category IV goals support the NPS mission by improving its organizational effectiveness. These goals measure workplace standards, such as diversity and competency levels, as well as program execution efficiencies, such as the accuracy of construction cost estimates.

MISSION GOAL IVa: THE NATIONAL PARK SERVICE USES CURRENT MANAGEMENT PRACTICES, SYSTEMS, AND TECHNOLOGIES TO ACCOMPLISH ITS MISSION.

To become more responsive, efficient, and accountable, the NPS will integrate its planning, management, accounting, reporting, and other information systems to provide better communication among the park units, central offices, and program centers.

The NPS will improve its environmental leadership, workforce diversity, employee safety, employee housing, and employee performance standards.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IVa1. Data Systems: 66% (25 of 38) of the major NPS data systems are integrated/interfaced.

The National Park Service is a highly decentralized organization with complex data requirements. By integrating and interfacing its electronic systems, it can provide access to a broader range of current and accurate data for planning and operational purposes in a more timely and cost-effective manner.

The NPS will develop a shared data environment, establishing connectivity to all field locations through current data management technology. Software applications and enhancements (both custom developed and off-the-shelf) will assist in developing this environment by providing efficient data flow and interface capability and reducing duplicate data entry. As used here, a major data system is a servicewide or departmental system.

IVa2. Workforce Stewardship: IVa2A — 75% of NPS employees are satisfied with their job (as measured through employee satisfaction surveys); and IVa2B — 75% of NPS employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).

Employees greatly affect the NPS's ability to fulfill its mission. Employees will be recognized and valued as key resources contributing to the NPS's success. Satisfied employees better protect resources, serve visitors, and carry out the legislated partnership programs. By improving NPS processes and systems that employees use to perform their duties, all employees will become more effective and efficient.

IVa3: Workforce Development and Performance: IVa3A — 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies; and IVa3B — 95% of NPS employees demonstrate that they fully meet their competency requirements.

This goal directly connects individual performance to organizational outcomes by linking performance agreements with annual performance goals. Performance agreements and standards are tied to the essential competencies required for individual employees to meet the goals effectively and efficiently.

IVa4. Workforce Diversity: Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A — by 25% in the 9 targeted occupational series in the permanent workforce; IVa4B — by 25% of women and minorities in the temporary and seasonal workforce; IVa4C — by 10% of individuals with disabilities in the permanent workforce; and IVa4D — by 10% of individuals with disabilities in the seasonal and temporary workforce.

The NPS will recruit, hire, develop, promote, and retain a qualified, highly-skilled, and dedicated workforce that reflects the rich diversity of our national parks and nation. Such diversity ensures that employees in all occupations and grade levels are valued and provides

the opportunity for everyone to work at their full potential, whether they are permanent, temporary/seasonal, or employees with disabilities.

IVa5. Employee Housing: 50% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.

Having employees reside in parks better protects park resources and visitors. The NPS will improve the condition of park housing so that employees have decent, safe, and sanitary housing units the NPS can maintain with limited funding. Of approximately 5,200 NPS housing units, 2,100 are in less than "good condition." The NPS will bring 50% of all employee housing to "good condition" standards.

IVa6. Employee Safety: IVa6A — The NPS employee lost time injury rate will be at or below 4.49 per 200,000 labor hours worked (100 FTE); and IVa6B — the servicewide total number of hours of Continuation of Pay (COP) will be at or below 51,100 hours.

By maintaining a safe and healthful working environment and promoting safe work practices, the NPS helps prevent mishaps that result in employee injury and illness. This requires an extensive, multi-faceted program that involves all employees. If mishaps occur, the NPS will return the employee back to work as soon as medically able to reduce time off the job.

IVa7. Line-Item Construction: 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

The NPS line-item construction program covers historic preservation, rehabilitation, and new construction projects approved by Congress. This goal measures the percent of line-item construction projects that are completed within allocated funds, project schedule, and specific project parameters based on project agreements or comparable documents and measures the degree of achievement on stated project goals.

IVa8. Land Acquisition: The average time between the appropriation and offer of just compensation is 171 days (a 5% decrease from 1997 level of 180 days).

The NPS acquires land or interests in land, as authorized by Congress, to support its mission. Making more timely offers of just compensation to landowners will hasten the process of acquiring the identified park lands needed to better protect resources.

IVa9. Environmental Leadership: IVa9A — 100% of NPS units will undergo an environmental audit to determine baseline performance by September 30, 2002; and IVa9B — 100% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.

The NPS Environmental Audit Program provides a systematic, documented, periodic, and objective review of facilities and operations for environmental management and practices. This program determines park and concessioner compliance status and facilitates compliance with environmental regulations. It also promotes awareness, education, and environmental accountability, and integrates sustainability and pollution prevention strategies.

MISSION GOAL IVb: THE NATIONAL PARK SERVICE INCREASES ITS MANAGERIAL CAPABILITIES THROUGH INITIATIVES AND SUPPORT FROM OTHER AGENCIES, ORGANIZATIONS, AND INDIVIDUALS.

The NPS will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations

and partnership programs. Partners include nongovernment organizations such as Friends Groups, foundations, cooperating associations, and concessioners, as well as federal, state, and local government organizations.

LONG-TERM GOALS TO BE ACHIEVED BY SEPTEMBER 30, 2005:

IVb1. Volunteer Hours: Increase by 44.7% the number of volunteer hours (from 3.8 million hours in 1997 to 5.5 million hours).

The NPS Volunteer-in-Parks (VIP) program annually contributes millions of hours of support to parks. Since 1990, volunteers have increased by 30,000 individuals — from young children to senior citizens — from 85,000 to 115,000 VIPs, each year providing varied talents and skills to the NPS.

IVb2. Donations and Grants: IVb2A — Cash donations are increased by 3.6% (from \$14,476,000 in 1998 to \$15,000,000); IVb2B — Value of donations, grants, and services from Friends Groups and other organizations is increased to \$50,000,000; and IVb2C — Value of donations, grants, and services from Cooperating Associations is increased by 35% (from \$19,000,000 in 1997 to \$25,600,000).

Since their inception, national parks have benefited from the generosity of private individuals, foundations, and corporations. Some of this support flows directly to individual parks, but increasingly NPS partners, cooperating associations, Friends Groups, and, at the national level, the National Park Foundation, actively and effectively solicit and otherwise provide private support for



the national parks. Achieving this goal will enhance the ability of the NPS to increase park and program services and projects.

IVb3. Concession Returns: Returns from park concession contracts are 10% of gross concessioner revenue.

Park concessions provide a variety of services for visitors, including hotel rooms, gas stations, meals, and merchandise. The average return for park concession contracts includes franchise fees and building use fees which are sent to the U.S. Treasury. The return to the government is projected to be 10% of gross concessions revenue by 2005, based on additional and renewed contracts with increased returns to the government.

IVb4. Fee Receipts: Receipts from park entrance, recreation, and other fees are increased by 33.1% over 1997 level (from \$121,000,000 to \$161,000,000).

Park fees provide additional financial resources to help parks meet their missions. Increased fee receipts result

from the national fee program's expansion. Factors affecting that expansion include enactment of permanent fee legislation, expansion of the Fee Demo Program, implementation of the new National Park Passport, commercial tour fee structure revision, and fee collection operation's professionalization. Public reaction to fees, and Congressional support for expanding the program, are key to meeting this goal.

IVbX. Park Partnerships: The number of projects satisfactorily completed by partners under formal agreements that protect park resources or serve park visitors is increased by [park-determined percentage]. Optional Goal.

Partners of many kinds help parks fulfill their missions. This goal measures a park's partners activity (including other federal agency cooperation and collaboration) in assisting the park to protect resources and serve park visitors within its boundaries. *(This goal contrasts with Goal IIIaX that measures park's efforts to assist partners to protect resources outside park boundaries).*



Strategies for Accomplishing NPS Goals

Strategy	I: Preserve Park Resources	II: Provide Visitor Enjoyment
1. Visitor Needs & Expectations		<ul style="list-style-type: none"> • Visitor experiences are affected by both the NPS and its partners, especially concessioners and cooperating associations. NPS will strengthen these partnerships. • NPS interpretation will include different perspectives and be fully inclusive. • NPS will target key external audiences to inform them about the park system as a whole, its mission, resources and values. • NPS will update interpretive plans to ensure that both content and presentation of park themes and significance are current and appropriate. • NPS will research why visitors consistently rate some aspects of their experiences lower—commercial services and restrooms—and develop actions to improve those ratings.
2. Public Education and Outreach	<ul style="list-style-type: none"> • NPS will increase interaction with the public to ensure greater understanding of park resource conditions, needs and threats as well as the impact visitors have on park resources (such as the effects of air pollution). 	<ul style="list-style-type: none"> • NPS will develop consistent and compelling ways to communicate the value and relevance of parks and programs and their associated resources to all sectors of the American public and to expand public education about these valued resources. • NPS will expand pre-visit information available electronically to help visitors plan their park visits, including alerting them to medical risks and hazards they could encounter and make personal connections. • NPS will upgrade both the presentation and content of interpretive media such as films, waysides and exhibits throughout the National Park System.
3. Resource Priorities	<ul style="list-style-type: none"> • Priority for treatment of natural resources will be given to the most critical natural resource preservation and restoration needs. • Priority for treatment of cultural resources will be given to nationally significant resources and severely threatened park resources. 	
4. Resource Assessments	<ul style="list-style-type: none"> • Improve field expertise by training non-specialists in parks to augment specialists to inventory and monitor resource conditions. • Information exchanges will be formalized to share personnel, technologies, best practices and techniques. For example, parks will receive training, guidance and tools to identify vital signs and assess condition of historic structures. 	
5. Decision Making	<ul style="list-style-type: none"> • NPS will use the servicewide Strategic Plan as the primary driver in budget decisions. The Director, Deputy Directors, each Regional Director and Associate Director will allocate sufficient resources (staff, funds, etc.) to meet the NPS Goals servicewide. 	

	III: External Partnership Programs	IV: Organizational Effectiveness
	<ul style="list-style-type: none"> NPS will develop consistent and compelling ways to communicate the value and relevance of historic, archeological, and natural resources and programs to all sectors of the American public and to expand public education about these valued resources. 	<ul style="list-style-type: none"> NPS will increase the diversity of park staffs to provide greater welcoming of and understanding of the population's diverse needs and interests to reflect changing demographics. NPS will strengthen partnerships with concessioners and cooperating associations because they so strongly affect visitor experiences. NPS will research why visitors consistently rate some aspects of their experiences lower—commercial services and restrooms—and develop actions to improve those ratings.
	<ul style="list-style-type: none"> NPS will develop consistent and compelling ways to communicate the NPS mission to communities and expand public education about those resources such as the rarity and value of National Historic Landmarks, or the value to private landowners of National Natural Landmarks, and the importance of recreational opportunities. 	<ul style="list-style-type: none"> NPS will educate the public about fees and their uses in parks.
	<ul style="list-style-type: none"> Priority for treatment of natural resources will be given to the most critical natural resource preservation and restoration needs. Priority for treatment of cultural resources will be given to nationally significant resources. 	

• NPS Strategic Goals will be used as the criteria for setting priorities within each servicewide fund source.

Strategies for Accomplishing NPS Goals

Strategy	I: Preserve Park Resources	II: Provide Visitor Enjoyment
6. Partnerships	<ul style="list-style-type: none"> NPS will emphasize accomplishing these goals by collaborating with partners of all kinds — other federal, state, local and tribal governments and their agencies; communities, neighbors, inholders, volunteers, professional societies, cooperating associations, Friends Groups, concessioners; academic institutions and all other appropriate organizations, both public and private. Partnerships will acquire/share information, foster research and improve management of resources. NPS will provide additional tools to assist partners, including “best practices.” Partnerships are especially critical in multi-regional resource issues (such as air quality). NPS will work with community planning and tourism organizations when decisions are made affecting park visitors and resources. NPS will work with partners to ensure quality visitor experiences. 	
7. Employee and Volunteer Needs & Expectations		
8. Planning	<ul style="list-style-type: none"> NPS will participate in regional planning for transportation and mass transportation systems to reduce auto emissions, to protect resources and to improve visitor experiences. 	
9. Management Tools		
10. Environmental Audits	<ul style="list-style-type: none"> NPS will establish environmental program performance baselines in all parks to determine their compliance status; facilitate compliance with environmental regulations; promote understanding of requirements; and to integrate sustainability and pollution prevention strategies. Corrective action assistance tools will be provided. 	
11. Information Technology	<ul style="list-style-type: none"> Data quality will be improved significantly. Develop user-friendly, integrated databases, accessible servicewide, that compile information from diverse sources. All databases will be improved, created if necessary, and linked. Shortages of subject matter expertise affect data quality. A biological resources management division will help with exotic species issues. As appropriate, NPS will make data on cultural, natural and recreational resources accessible to the public. Current data on impaired waters will be compiled. NPS will continue to use its visitor surveys annually to measure visitor satisfaction and understanding. 	

III: External Partnership Programs

IV: Organizational Effectiveness

• NPS will emphasize accomplishing these goals by collaborating with partners of all kinds—other federal, state, local and tribal governments and their agencies; communities, neighbors, inholders, volunteers, professional societies, cooperating associations, Friends Groups, concessioners; academic institutions and all other appropriate organizations, both public and private. Partnerships will acquire/share information, foster research and improve management of resources. NPS will provide additional tools to assist partners, including “best practices.” Such partnerships are especially critical in multi-regional resource issues (such as air quality).

• Park employees will know about the goals of national historic preservation partnership programs and conservation and recreation programs; NPS employees working in those programs will know about park goals.

- Develop an employee survey comparable to the 1983 survey, to measure employee and internal-customer satisfaction. If results fall below 75% satisfaction, develop and implement action plan.
- Provide additional training such as Design/Construction training for Superintendents, volunteer management, and concession contracts.
- Human resources: have greater integration of competencies.
- Employee and volunteer program: develop additional partnerships with other federal agencies and target seniors as potential volunteers.
- Improve communication internally and provide training about policy, pertinent court cases, legislation, and current management practices.

- Performance management: use Goal Groups to refine process.
- Construction: use capital asset planning, Servicewide cost estimating program and standardized electronic tracking for all line-item construction projects, validation teams to improve design methodology, improved contracting procedures and the Development Advisory Board.
- Land acquisition: improve land protection plans, strengthen relationships with non-profit partners and use indefinite quantity contracts to streamline portions of the land acquisition process.
- Fees: implement more fee changes, i.e., commercial tour fee structure.

- Establish environmental program performance baselines in the more than 600 concessioner facilities to determine concession compliance status, facilitate compliance with environmental regulations, promote understanding of requirements and integrate sustainability and pollution prevention strategies. Corrective action assistance tools will be provided.

- Data quality will be improved significantly.
- Develop user-friendly, integrated databases, accessible servicewide, that compile information from diverse sources.
- All databases will be improved, created if necessary, and linked.

- As appropriate, NPS will make data on cultural, natural and recreational resources accessible to the public.
- National Register of Historic Places will be on-line and an archival management program implemented.
- NPS will continue to survey its primary partners and customers for their satisfaction.

- NPS will increase its use of emerging technologies and electronic media such as the Web and satellite broadcasts.
- Technical expertise will be increased.
- NPS will use ParkNet Volunteer Recruitment website more effectively.

Key External Factors Affecting Goal Achievement

Key External Factor	I: Preserve Park Resources	II: Provide Visitor Enjoyment
Environmental Issues	<p>Resources are affected by:</p> <ul style="list-style-type: none"> • Environmental catastrophes (oil spills), and climate changes (including global ones). • Natural disasters such as hurricanes and volcanoes which sometimes make resource damage and/or loss unavoidable. • Natural forces, such as wind, water, floods, rockfalls, earthquakes, freeze-thaw cycle, fire, weather, etc., affect condition of natural and cultural resources. • External environmental pollutants and exotic plants/animals (including internationally generated ones) affect park resources as does the lack of consistent international conservation efforts. 	<p>Visitors are affected by:</p> <ul style="list-style-type: none"> • Environmental catastrophes (oil spills), and climate changes (including global ones). • Natural disasters such as hurricanes and volcanoes which sometimes make resource damage and/or loss unavoidable. • Natural forces, such as wind, water, floods, rockfalls, earthquakes, freeze-thaw cycle, fire, weather, etc., affect condition of natural and cultural resources. • External environmental pollutants and exotic plants/animals (including internationally generated ones) affect park resources as does the lack of consistent international conservation efforts.
Human caused impacts	<ul style="list-style-type: none"> • Criminal activities, including arson (historic structures), vandalism (defacing statues), theft (petrified wood, archeological artifacts), poaching (mushrooms, bears). • Adjacent landowners (private, other agencies) affect resources by harvesting timber, mining, and polluting park waters. • Development adjacent to or in proximity to parks may damage fragile resources and their setting by detracting from the historic scene or damaging ecosystem processes. • Because NPS lacks adequate regulatory authority to prevent damage to park resources, it must work with multiple jurisdictions that oversee or affect park resources (such as underwater archeological resources located within park boundaries but under state jurisdiction). • Controversy and litigation affects park policies such as Yellowstone bison. 	<ul style="list-style-type: none"> • Adjacent development that drastically changes historic viewsheds, making understanding of historic events/processes difficult. • New park uses and activities, such as new recreational technologies incompatible with resource preservation (including personal watercraft and hang gliding). • Increasing public interest in high-risk recreational activities, while ignoring the hazards and personal responsibility involved, results in litigation. • Controversy and litigation affect costs and permissible activities, such as nude beaches or personal watercraft usage. • Demonstrations, special events, commemorations.
Partner Relationships	<ul style="list-style-type: none"> • Given the nature of outcomes, NPS depends on its partners and their ability/willingness to accomplish many goals. NPS partners share information and for various services at little or no cost, such as Cooperative Ecosystem Studies Units. Other federal agencies have different policies and regulations, often with changing requirements. 	
Economic Factors	<ul style="list-style-type: none"> • Market value affects collecting of park resources (poaching plants and animals, pot hunting, fossil collecting, etc.). • Unbudgeted activities (special events, public demonstrations) shift money from preserving resources. 	<ul style="list-style-type: none"> • Income levels, foreign exchange rates and price of gasoline affect park visitation. Economic well-being of the visiting public affects sales of cooperating associations and concessioners.

	III: External Partnership Programs	IV: Organizational Effectiveness
	<p>Partnership Resources are affected by:</p> <ul style="list-style-type: none"> • Environmental catastrophes (oil spills), and climate changes (including global ones). • Natural disasters such as hurricanes and volcanoes which sometimes make resource damage and/or loss unavoidable. • Natural forces, such as wind, water, floods, rockfalls, earthquakes, freeze-thaw cycle, fire, weather, etc., affect condition of natural and cultural resources. • External environmental pollutants and exotic plants/animals (including internationally generated ones) affect historic, archeological and natural resources as does the lack of consistent international conservation efforts. 	<p>Effectiveness affected by:</p> <ul style="list-style-type: none"> • Bad weather increases construction timing/costs. • Remote locations and isolation. • Lack of infrastructure.
	<ul style="list-style-type: none"> • Criminal activities, including arson (historic structures), vandalism (defacing statues), theft (petrified wood, archeological artifacts), poaching (mushrooms, bears). • Adjacent landowners (private, other agencies) affect resources by harvesting timber, mining, and polluting waters. • Development adjacent to or in proximity to parks may detract from the historic scene or damage ecosystem processes. • National and local controversies polarize support for natural and cultural resources. 	<ul style="list-style-type: none"> • Office of Personnel Management approval needed to move forward with validation of competencies.
	<ul style="list-style-type: none"> • Given the nature of outcomes, NPS depends on its partners and their ability/willingness to accomplish many goals. NPS partners share information and for various services at little or no cost, such as Cooperative Ecosystem Studies Units. Other federal agencies have different policies and regulations, often with changing requirements. 	
	<ul style="list-style-type: none"> • NPS relationships with, and varied requirements of, other agencies, institutions, partners, state historic preservation officers, tribes and local governments affect ability to accomplish goals, especially in historic preservation and conservation programs. • Tribal and local governments are sometimes unable/unwilling to assume historic preservation responsibilities. 	<ul style="list-style-type: none"> • Concessioners and cooperating associations provide key interfaces with visitors, greatly affecting the quality of visitor experiences. • Concessioners play major roles in the NPS's ability to be environmentally sustainable. Concessioner contract renewal dates will affect implementation of environmental audits' findings.
	<ul style="list-style-type: none"> • Increased disposable income can lead either to improved or demolished historical and archeological properties. • Market value affects collecting of resources especially pot hunting, fossil collecting, etc. 	<ul style="list-style-type: none"> • Competition for employees. • Economy affects employee satisfaction, donations, and volunteer hours.

Bureau Crosscut Issues

The NPS is involved in several crosscutting initiatives with other bureaus in the Department of the Interior and other Departments to achieve goals and fulfill the mission of the NPS and others. These activities include:

- Working with the United States Fish and Wildlife Service (USFWS), United States Geological Survey (USGS), Bureau of Reclamation (BOR), and U.S. Army Corps of Engineers (COE) on the South Florida Ecosystem Restoration to restore a natural hydrologic regime and perpetuate habitat for endangered species.
- Partnering with the Bureau of Land Management (BLM), USGS, USFWS, and U.S. Forest Service on the Pacific Northwest Forest Plan to preserve and perpetuate old-growth forests and sustain local economies in Northern California, Oregon, and Washington.
- Partnering with the BLM, USFWS, and Department of Defense on the Southern California Desert to protect and perpetuate wilderness values and endangered species habitat on public lands.
- Partnering with the BLM, BOR, USFWS, and Bureau of Indian Affairs (BIA) on the Southwest Strategy to improve planning and decision making regarding community development and natural resource conservation in Arizona and New Mexico.
- Joining with BLM, USFWS, BIA, and the U.S. Forest Service on the Federal subsistence board in Alaska to manage fish and wildlife of federal public lands in that state.



Management and Data Issues Facing the NPS

MANAGEMENT ISSUES

NPS programs have been audited and investigated by outside agencies for effectiveness and efficiency at carrying out the activities and achieving the desired results. Some results of those audits follow.

Inventorying and Monitoring

The General Accounting Office (GAO) and many others have criticized the NPS's poor or lacking inventory data for cultural and natural resources.

With this plan, the NPS has begun the necessary challenge of revitalizing natural resources management. All facets of natural resource inventory and monitoring are being accelerated.

Operations and Maintenance

GAO, the Office of Management and Budget (OMB), and the Department of the Interior Inspector General (DOI IG) have criticized the NPS for its inadequate knowledge of the condition of its infrastructure — roads, trails, campgrounds, water treatment plants, utility systems, historic structures, etc.

The NPS has begun development and implementation of a program to collect detailed comprehensive inventory and condition assessment data on critical NPS assets, identifying those in poor condition and building a systemwide inventory and condition assessment database.

Fee Programs

In response to the GAO's *"Recreation Fees: Demonstration Fee Program Successful in Raising Revenues But Could Be Improved"* (November 1998), NPS is working with BLM, the National Tour Association, and NPS regions to address fee issues, including commercial tour fees, and to find innovative approaches to fees.

An audit of special use fees found that the NPS unevenly applied the authorities and that parks were depositing, in local accounts, funds beyond the costs of program administration. It also found that the funds were being inappropriately treated as "no year money." The NPS agreed with the findings and committed to rectifying the deficiencies by the update of *NPS-53: Special Park Uses Guideline* (published in 1998) and by presenting extensive training to field personnel on the subject. The "no year" money situation was corrected.

A report on cost recovery for Search and Rescue (SAR) and Emergency Medical Services (EMS) criticized the NPS for not recovering the costs of SAR and EMS. The NPS and the IG have not come to a conclusion on this report. While NPS agrees that it can recover EMS costs, it objects, for several reasons, to collecting SAR costs. NPS and the Solicitor are working with the IG on a solution.

Employee Housing

The NPS has been criticized by the GAO and the IG for not adequately justifying the need for employee housing units or showing that employee housing funds were spent cost-effectively and consistently. The NPS has implemented a servicewide process to conduct comprehensive needs and condition assessments in parks to determine the minimum number of mission-critical housing units needed, the availability of the private market to meet NPS employee needs, and viable alternatives for employee housing at each park.

OTHER KEY DATA ISSUES INCLUDE:

As performance management is implemented throughout the organization, many data verification and validation issues must be addressed. For example, few databases were previously used as management tools. Now that

they have more prominence in the NPS, problems with them have surfaced. In addition, several databases needed to be developed to meet management needs.

Other key data issues include:

- 1. Integrated, accessible databases:** NPS must develop user-friendly, integrated databases, accessible servicewide. Some databases are not current, comprehensive, or interfaced. Some have yet to be developed. Some data is limited, uneven, and subjective.

Consideration should be given to developing common databases for various goals. Currently, too many goals have their “own” databases. Visitor safety, housing, cultural resources, natural resources, operations, and incident reporting systems each has its own — or several — separate databases. NPS has a servicewide group tasked with integrating/ interfacing major NPS data systems, but new ones continue to be developed without adequate coordination.

- 2. Technology:** Changing technology makes transfer of data to newer systems expensive and difficult. NPS currently has inadequate bandwidth for efficient data transfer — a problem that will worsen with greater quantities of data. Adequate technological support is needed.

External DOI-mandated systems (such as financial, personnel, payroll and other administrative systems, and Safety Management Information System) affect NPS’s ability to integrate our own data systems. The NPS needs greater use of Geographic Information Systems (GIS), Global Positioning Systems (GPS), and remote sensing to increase data reliability. NPS will also increase use of the Web to distribute guidance and gather information with external partners (especially for Goal Category III, External Partnerships). Finally, the NPS needs to strengthen its infrastructure for publishing and maintaining Web-based materials. Maintaining data systems and current data are major ongoing costs.

- 3. Changing baselines:** Baselines continue to change as identification of resources moves forward and as resource conditions change. Baselines are missing for some new goals such as impaired waters and miles of cave restored. Protocols for data collection need to be designed and documented. Procedures for verification and validation continue to be developed. Consistency of “condition” assessments, especially for park-based data, remains difficult to verify. Definitions are not consistently used servicewide; definitions of “good condition” of various resource types need to be clarified.

- 4. Partner-generated data:** NPS compiles national data from partners with different procedures and methods for gathering and validating information. NPS depends on partners to provide quality data in formats compatible with NPS formats. Some data, such as in the concessioner database, is proprietary data and must be kept especially secure.

Program Evaluations

DURING THE NEXT FIVE YEARS, THE NPS WILL CONTINUE TO DEVELOP AND REFINE A SYSTEMATIC PROGRAM OF EVALUATIONS. RECENT EVALUATIONS HAVE INCLUDED GAO AND IG REPORTS ON FEE RECEIPTS AND MANAGEMENT, PARK EMPLOYEE HOUSING, RECOVERY OF COSTS FOR SEARCH AND RESCUE AND EMERGENCY MEDICAL SERVICES, CONDITION OF NPS INFRASTRUCTURE AND DATA ON NATURAL AND CULTURAL RESOURCES.

NPS previously conducted park management reviews known as "Operations Evaluations." Since 1995, the NPS has developed various tools to evaluate programs, including a Best Practices Program, Park Superintendent Accountability Checklist, Management Assistance Program and regional reviews. Each of the 379 park units now has annual visitor surveys to assess primary customer satisfaction. These tools are being refined to satisfy GPRA program evaluation requirements assessing organizational efficiency and effectiveness.

The IG will be going to parks throughout the system to verify and validate park data on goal achievement.

A university-based group will be conducting an extensive national telephone survey of park visitors to validate in-park surveys of visitor satisfaction.

States will be reviewing water quality data in parks for compliance with state standards.

Program Evaluation

Program Evaluation	Scope	Methodology	Goal(s) Affected	Schedule
Natural Resources Programs	Assess effectiveness and efficiency of Natural Resource Programs by park/region and verify performance targets and accomplishment.	Performance review and program evaluation	Ia1, Ia2, Ia3, Ia4, Ia9, Ib1, Ib3, Ib4, Ib5	May 2001
Historic Structures and Cultural Landscapes Program	Establish common protocols for managing and reporting on historic structures and cultural landscapes.	Review teams and program evaluation	Ia5, Ia7	December 2000
Archeology and Ethnography Program and Museum Management Program	Establish common protocols for validating condition information for archeological resources. Establish common protocols for managing museum collections.	Review teams and program evaluation Museum collections management will be evaluated by random sampling	Ia6, Ia8, Ib2E	December 2001
Visitor Satisfaction with Park Facilities and Services	Validate Visitor Survey Card project methodology.	Outside review of VSC project	Ila1	December 2000
Availability of Park Facilities and Services for Visitors	Review park decisions concerning maintenance levels, open hours of facilities, and provision of commercial services.	Review teams and program evaluation		Ongoing, starting Spring 2000
Safety of Park Visitors	Determine causes and patterns of serious visitor accidents/incidents. Identify how risks in parks are communicated to the visitors.	Regional visitor safety management assistance teams Contracted examination of 30 typical parks	Ila2	March 2002 March 2000 to September 2001
Visitor Understanding and Appreciation of Park Resources	Review and assess park-determined percentage of visitor understanding and appreciation.	Field review	Ilb1	Ongoing, starting Spring 2000
Formal Educational Activities	Evaluate effectiveness and measurement of park formal park education programs.	Field review	Ilb1X	Ongoing, starting Spring 2000
National Historic Landmarks Assistance Initiative	Assess processes for enhancing the protection of National Historic Landmarks (NHLs).	Teams review data collected and sources used	IIIa2A	Start in 2000 and continue to 2003
National Natural Landmarks Designation Process	Assess the NPS's process for the designation of National Natural Landmarks.	NPS will act on DOI's Inspector General's Office audit recommendations	IIIa1E	2003
Rivers, Trails and Conservation Assistance Program	Review the Rivers, Trails and Conservation Assistance (RTCA) program.	Review teams will evaluate program	IIIb1, IIIb2	2000
Data Systems	Assess the results of data systems integration.	Performance audit	IVa1	Start 2000
Workforce Diversity	Determine accuracy of EEO data on diversity.	Program review	IVa4	Start 2000
Employee Safety	Determine if Department of Labor data accurately reflect NPS employee safety rate.	Program review	IVa6	Start 2000

Goal Changes from the 1997 to the 2000 NPS Strategic Plan

Goal	Subject	Change in 2000 Strategic Plan
Ia1	Disturbed Lands	Goal revised to include past agricultural use; exotic animal species removed. Targets updated
Ia2	T & E species	Baselines included
Ia2X	Native species of special concern	New "optional" goal for tracking native species of special concern
Ia3	Air quality	Revised to include all parks
Ia4	Water quality	Old goal dropped. New goal: unimpaired water quality in parks
Ia5	Historic structures	Baseline updated
Ia6	Museum collection standards	Target and baseline updated
Ia7	Cultural landscapes	Target and baseline updated
Ia8	Archeological sites	Target and baseline updated, indicator refined
Ia9	Geological resources	New goal for paleontological and cave and karst resources
Ib1	Natural resource inventories	Target updated
Ib2	Cultural resources inventories	Targets and baselines updated; Historical research added
Ib3	Vital signs	New goal for identifying natural resource vital signs
Ib4	Geological resources	New goal for identifying human impact on geologic processes
Ib5	Aquatic resources	New goal for assessing aquatic resource condition
Ila1	Visitor satisfaction	Target updated
Ila2	Visitor safety	Target and baseline updated
Ilb1	Visitor understanding and appreciation	Target updated
Ilb1X	Educational programs	New "optional" goal for tracking educational programs
Illa1	Properties designated	Each category of designation shown, targets and baselines updated, National Natural Landmarks added
Illa2	Properties protected	Each category of designation shown, targets and baselines updated, National Natural Landmarks added
Illa3	Customer satisfaction	Target updated
IllaX	Park partnerships	New "optional" goal for tracking park assistance to partners
IIlb1	Conservation assistance	Targets updated
IIlb2	Community satisfaction	Target updated
IIlc1	Recreational properties	Target updated
IVa1	Data systems	Target updated
IVa2	Workforce stewardship	Goal revised to track employee satisfaction with job and NPS
IVa3	Workforce development and performance	Goal revised to track link between employee performance agreements and goals; also track employees meeting competency requirements
IVa4	Workforce diversity	Added persons with disabilities and temporary workforce
IVa5	Employee housing	Target updated
IVa6	Employee safety	Targets and baselines updated; Changed from costs to hours for COP
IVa7	Construction project management	Revised to cover line-item construction
IVa8	Land acquisition	Target updated
IVa9	Construction and maintenance backlog	Annual goal only
IVa9	Environmental leadership	New goal for environmental leadership
IVb1	Volunteer hours	Target updated, baseline established
IVb2	Donations and grants	Targets updated, baselines established
IVb3	Concession returns	Target updated
IVb4	Fee receipts	Target updated, baseline established
IVbX	Park partnerships	New "optional" goal for tracking assistance from partners to parks

Consultations

NPS BEGAN REVIEWING AND REVISING ITS 1997 STRATEGIC PLAN BY HOLDING FOUR WORKSHOPS BEGINNING IN JANUARY 1999 — NATURAL RESOURCES, CULTURAL RESOURCES, VISITOR EXPERIENCES, AND ORGANIZATIONAL EFFECTIVENESS. A TOTAL OF 120 PEOPLE PARTICIPATED IN THESE WORKSHOPS WHICH INCLUDED BOTH PARK PERSONNEL AND SUBJECT-MATTER EXPERTS. THE NPS THEN USED MEETINGS OF ITS NPS GPRA TASKFORCE AND DEPUTY REGIONAL DIRECTORS TO REFINE THE GOALS FURTHER.

NPS held seven public meetings in July and August 1999 to elicit public views and opinions on the proposed NPS goals. Meetings were held in Washington, D.C.; Philadelphia, PA; Atlanta, GA; Denver, CO; Rapid City, SD; San Francisco, CA; and Anchorage, AK. NPS held six employee meetings in July and August 1999. Two were held in Washington, D.C., one in Atlanta, one in Denver, one in Rapid City, and one in Anchorage. A total of 300 people attended the public and employee meetings.

NPS set up two Web sites for comments on the NPS proposed goals, a public Internet site and an employee Intranet site. A total of 885 comments were received. Each was carefully considered; their opinions are reflected in this strategic plan. The comments and consultations recommended several additional goals such as vital signs and environmental leadership, and refined others such as air quality, water quality, history, education, native species, and partnership goals.

The NPS National Leadership Council approved the goals on September 9, 1999. Strategies, Key External Factors, and Data Issues were developed by the five NPS Goal Groups (Natural Resources, Cultural Resources, Visitor Experience, External Partnerships, and Organizational Effectiveness) with assistance from the Regional GPRA Coordinators, GPRA Taskforce, and Goal Coordinators. The Washington Office of Strategic Planning coordinated the reviews and revisions.

Congressional consultations consisted of phone calls or meetings with key Congressional staff members, House and Senate, on authorization and appropriation committees. The proposed goals were presented and discussed with them for their approval during August 1999. An August 4th Senate hearing on NPS GPRA implementation provided further discussion.

Preparers and Contributors

THIS DOCUMENT WAS PREPARED WITH THE CONTRIBUTIONS OF MANY NPS EMPLOYEES, MEMBERS OF THE NPS NATIONAL LEADERSHIP COUNCIL, NPS GPRA TASKFORCE, NPS GOAL TEAMS, AND NPS REGIONAL GPRA COORDINATORS.

*Also on GPRA Taskforce

**Also on Goal Team (team in parenthesis)

NATIONAL LEADERSHIP COUNCIL

Robert Stanton, Director

Denis Galvin, Deputy Director *

Jacqueline Lowey, Deputy Director

Terrel Emmons, Washington Office

Maureen Finnerty, Washington Office

** (II — Visitors)

Sue Masica, Washington Office *

** (IV - Organizational Effectiveness)

Michael Soukup, Washington Office

** (I - Natural Resources)

Katherine Stevenson, Washington Office

** (I — Cultural Resources, and
III — External Partnerships)

Robert Barbee, Alaska Region

** (I — Natural Resources)

Jerry Belson, Southeast Region

** (II — Visitors)

Terry Carlstrom, National Capital Region

** (IV — Organizational Effectiveness)

Marie Rust, Northeast Region

** (I — Cultural Resources)

John Reynolds, Pacific West Region

** (III — External Partnerships)

William Schenk, Midwest Region

** (II — Visitors)

Karen Wade, Intermountain Region

** (I — Natural Resources)

GPRA TASKFORCE

(former members in italics)

Paul Anderson, Alaska Region

** (I — Natural Resources)

Connie Backlund, Carl Sandburg

Home NHS ** (II — Visitors)

Lawrence Belli, Everglades NP

Mary Bomar, Oklahoma City NM

** (IV — Organizational Effectiveness)

Warren Brown, Washington Office

Linda Canzanelli, Washington Office

** (II — Visitors)

Darrell Cook, Bighorn Canyon NRA

John Cook, Intermountain Region

Constantine Dillon, Fire Island NS

** (II — Visitors)

John Duran, National Capital Region

** (IV — Organizational Effectiveness)

Ronald Everhart, Intermountain Region

** (I — Natural Resources)

James Giammo, Washington Office

David Given, Midwest Region

** (II — Visitors)

Richard Gregory, Washington Office

Lee Gurney, Northeast Region

** (III — External Partnerships)

Ann Hitchcock, Washington Office

Heather Huyck, Washington Office

** (I - Cultural Resources)

Daniel Kriebler, Sleeping Bear Dunes NL

Abigail Miller, Washington Office

GPRA TASKFORCE (CONTINUED)

Steven Miller, Tallgrass Prairie NPres
 Francis Peltier, Southeast Region
 Richard Ring, Everglades NP
 Michael Tollefson, Sequoia and Kings Canyon NPs
 Chrysandra Walter, Northeast Region
 *(I — Cultural Resources)
 Rory Westberg, Pacific West Region
 *(III — External Partnerships)
 Alex Young, Washington Office
 *(IV — Organizational Effectiveness)

NPS GOAL TEAMS

(other team members listed above)

I — Natural Resources

Richard Harris, Washington Office
 Chris Johnson, Great Smoky Mountains NP
 Abigail Miller, Washington Office
 Bobbie Simpson, Congaree Swamp NM
 Michael Tollefson, Sequoia and Kings Canyon NPs
 Lou Waller, Alaska Region

I — Cultural Resources

Robert Arnberger, Grand Canyon NP
 Michael Brown, Washington Office
 Valetta Canouts, Washington Office
 Kirk Cordell, Southeast Region
 Glen Fulfer, Salinas Pueblo Missions NM
 Gayle Hazelwood, New Orleans Jazz NHP
 Vikki Keys, National Capital Parks, Central
 Mark Lynott, Midwest Region
 John Maounis, Northeast Region
 Robert McIntosh, Northeast Region
 Linda Moery, Denver Service Center
 de Teel Patterson Tiller, Washington Office
 Stephanie Toothman, Pacific West Region

II - Visitors

Martha Aikens, Independence NHP
 Daniel Brown, Southeast Region
 William Fink, Midwest Region
 Richard Harris, Washington Office
 Norman Hellmers, Lincoln Home NHS
 Gary Machlis, Visiting Chief Social Scientist
 Charles Mayo, Washington Office
 Richard Powell, Washington Office
 Rick Shireman, Washington Office

III - External Partnerships

Michael Brown, Washington Office

Cal Calabrese, Midwest Region
 Valetta Canouts, Washington Office
 Keith Everett, Northeast Region
 Gayle Hazelwood, New Orleans Jazz NHP
 Brian O'Neill, Golden Gate NRA
 John Renaud, Washington Office
 John Robbins, Washington Office
 Tom Ross, Washington Office
 Craig Shafer, Washington Office
 Nancy Stromsen, Pacific West Region
 de Teel Patterson Tiller, Washington Office
 Susan Waldron, Washington Office
 William Walters, Pacific West Region

IV — Organizational Effectiveness

Maureen Foster, Washington Office
 Arnold Goldstein, National Capital Parks Central
 Michael Henderson, Morristown NHP
 John Latschar, Gettysburg NMP
 Joseph Lawler, National Capital Region
 Eileen Peterson, Washington Office
 Patrick Reed, Chickamauga & Chattanooga NMP

REGIONAL GPRA COORDINATORS

John Duran, National Capital Region
 William Fink, Midwest Region
 Lee Gurney, Northeast Region
 Troy Lissimore, Southeast Region
 Ron Thoman, Intermountain Region
 Lou Waller, Alaska Region
 Rory Westberg, Pacific West Region

WASO - Strategic Planning Office

Heather Huyck (now with Colonial NHP)
 Michael Brown
 Richard Harris
 Eileen Peterson

Plan Contributors

Terry Bergerson, University of Idaho
 Amy Bolte, Women's Executive Leadership Program
 Neil DeJong, Intermountain Region
 Jon Dick, Santa Monica Mountains NRA
 Dianne Gray, Women's Executive Leadership Program
 Glenda Heronema, Denver Service Center
 Greg Jarvis, Denver Service Center
 Mary Ryan, Denver Service Center
 Ron Walls, Intermountain Region
 Edward Wood Jr., Arkansas Post NMem

Office of Strategic Planning
National Park Service
P.O. Box 25287
Denver, CO 80225
Email: gpra@doi.gov
Website: <http://nps.gov/planning/sp>

Photo Credits:

- P7 (top to bottom)
Kayaking — Glen Canyon NRA — NPS Photo
Watching Wildlife, Glacier NP — NPS Photo
Educating Cactus Rangers, Saguaro NP — NPS Photo
Exploring Mangroves, Biscayne NP — NPS Photo
- P10 Halfdome, Yosemite NP — NPS Photo
- P18 Martin Luther King Birthplace, Martin Luther King NHS — NPS Photo by E. Wood
- P19 Landscape, Sleeping Bear Dunes NL — NPS Photo
- P21 Cliff Walk, Dinosaur NM — NPS Photo
- P23 Mount Rushmore NM — NPS Photo
- P24 Fishing Tournament, Arkansas Post N Mem — NPS Photo by E. Wood
- P26 Ga'an Point, War in the Pacific NHP — NPS Photo by E. Wood
- P27 Cataloging Artifacts, Arkansas Archeological Survey — NPS Photo by B. McCutchen
- P28 Acadia Coastline, Acadia NP — NPS Photo by Ruth Williams
San Antonio Missions NHP — NPS Photo
- P29 Backcountry Hiking, Glacier NP — NPS Photo
- P32 Memorial, Theodore Roosevelt Island — NPS Photo
- P33 Mt. McKinley, Denali NP — NPS Photo
- P40 (top to bottom)
Desert Tortoise, Lake Mead NRA — NPS Photo
Monitoring Water Quality, Indiana Dunes NL — NPS Photo
Blue Heron, Everglades NP — NPS Photo by Greg Jarvis

As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environment and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The Department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their use. The Department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

NPS D-1383/August 2000

United States Department of the Interior / National Park Service

