

National Park Service
U.S. Department of the Interior

Great Smoky Mountains National Park
Tennessee and North Carolina



STRATEGIC PLAN



GREAT SMOKY MOUNTAINS NATIONAL PARK

OCTOBER 1, 2005 - SEPTEMBER 30, 2008

Results Act and Planning Cycle:

PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:
 - * mission statement based in law, executive order, etc.;
 - * long-term goals, which are objective, quantified, and measurable, to accomplish mission;
 - * how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
 - * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
 - * key external factors which could positively or negatively affect goal accomplishment;
 - * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
 - * developed by federal employees (versus contractors, etc.).
2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:
 - * annual goals to incrementally achieve long-term goals in Strategic Plan;
 - * annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
 - * basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."
3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:
 - * what annual goals were met or exceeded;

- * what annual goals were not met;
- * why annual goals were not met; and
- * what remedial action will be taken for goals not met.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

Introduction

Great Smoky Mountains National Park was established by Congress on June 15, 1934, and has become the most visited of all national parks. Situated within a day's drive of over half of the population of the United States, the park provides for public benefit from and enjoyment of its resources by over 9 million visitors each year in such a way as to leave them basically unaltered by modern human influences. The Park's 800 square miles are almost equally divided between eastern Tennessee and western North Carolina.

Great Smoky Mountains National Park is world renowned for the diversity of its plant and animal resources, the beauty of its ancient mountains, the quality of its remnants of American early settlement culture, and the extent and integrity of the wilderness sanctuary within its boundaries. The Park preserves 160 historic buildings and structures and maintains over 800 miles of trails including a section of the Appalachian Trail with elevations ranging from 800 feet to 6,642 feet at Clingman's Dome. Residing in the Southern Appalachian Mountains, the Park is one of the most biologically diverse regions in the world and contains the richest flora and fauna of any temperate area of comparable size anywhere on earth. This is evident in the Park's status as the core unit of one of America's few International Biosphere Reserves and its designation as a World Heritage Site in 1983.

Foremost of all the challenges facing Great Smoky Mountains National Park are the impacts to the natural environment. Air pollution is dramatically shrinking scenic views, damaging plants, and degrading high elevation streams and soils. Human health is at risk from ozone pollution. Non-native insects and invasive species threaten forest health. On an operational level, the Park is dealing with the cumulative effect of years of absorbing fixed cost increases and across the board reductions without a significant base budget increase.

In recent years, the Park has seen extraordinary success in revenue enhancement through partnerships and support from gateway and adjacent communities. Annual contributions now exceed \$3 million in funds and volunteer services. Partnerships support numerous programs in science, education, and resource management; however, major shortfalls still exist. Budget shortfalls and reductions in staff have forced the park to consider which of its core functions are the most necessary. As the Park has increased its reliance on non-base, non-recurring funding to pay for its daily operations, Park management has been forced to cut back and rely heavily on project funding to maintain their basic level of function.

The Park has several long-term investments currently underway such as the building of a Science Center, conversion of the Park's radio system, and three Environmental Impact Statements that will amend the Park's General Management Plan.

Mission of National Park Service at Great Smoky Mountains National Park

The mission of the National Park Service at Great Smoky Mountains National Park is rooted in and grows from the Park's legislative mandate found in the Act of Congress dated May 22, 1926, which states that Great Smoky Mountains National Park is "for the benefit and enjoyment of the people." The Park's purpose is "to preserve exceptionally diverse resources and to provide for public benefit from and enjoyment of those resources in ways which will leave them basically unaltered by human influences." Our mission statement is a synthesis of this mandated purpose and the Park's primary significance as itemized below.

The mission of the National Park Service is to preserve the exceptionally diverse resources of Great Smoky Mountains National Park and "to provide for the enjoyment of these resources in such manner as will leave them unimpaired for the enjoyment of future generations."

Legislative Intent

The enabling legislation for the park states "The tract of land in the Great Smoky Mountains in the States of North Carolina and Tennessee being approximately seven hundred and four thousand acres, recommended by the Secretary of the Interior in his report of April 14, 1926, which area . . . shall be known as the Great Smoky Mountains National Park: Provided, that the United States shall not purchase by appropriation of public moneys any land within the aforesaid areas, but that such lands shall be secured by the United States only by public or private donation. . . ."

Purpose

The purpose of Great Smoky Mountains National Park is to preserve its exceptionally diverse natural and cultural resources, and to provide for public benefit from and enjoyment of those resources in ways that will leave them basically unaltered by modern human influences.

Significance

The primary significance of Great Smoky Mountains National Park can be summarized as:

- the extraordinary diversity and abundance of its plants and animals,
- the beauty of its mountain terrain and waterways.
- the quality of its remnants of pioneer culture, and
- the sanctuary it affords to those resources and for its modern human users.

Key External Factors Affecting Plan's Accomplishment

In developing Great Smoky Mountains National Park's Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

- Heavy Visitation. Great Smoky Mountains is the most visited national park in America. Visitation has increased during the shoulder season (months before and after summer), during the evening hours and in certain areas which were historically less visited but are now popular with tourists such as Cataloochee Valley since the reintroduction of elk in the area. The heavy visitation level mandates that additional resources be devoted to road and backcountry patrol as well as intensive maintenance of public facilities.
- Air/Ozone Pollution. The effects of pollution include plant damage, dramatically shrinking scenic views, degradation of high elevation streams and soils, and risk to human health.
- Non-native Insects and Exotic Species. Overall forest health is threatened, and fraser firs and hemlocks may disappear from the Park if these issues are not addressed.
- Budget Issues. The Park is dealing with the cumulative effect of years of absorbing fixed cost increases and across-the-board reductions. This resulted in 19 essential positions going unfilled in 2004, which means fewer educational programs, facilities that are cleaned less often, grounds maintained on extended cycles, ineffective monitoring of archeological sites and insufficient curatorial storage. Additionally, the funding shortfall has resulted in a serious backlog in repair and rehabilitation of Park structures. Major Park programs have been forced to cut back and rely heavily on project funding to maintain their basic levels of operation.
- Long-Term Investments. The building of a Science Center is in the advanced stages of planning. The radio system conversion required by the Federal Communications Commission is an additional mandated strain on the budget. Several natural and cultural areas within the Park including the North Shore Road, Cades Cove, and Elkmont Historic District have major planning efforts underway that require careful analysis, field surveys, research and community discussions in order to achieve environmentally-sound decisions.

- Partnerships. The Park has initiated numerous partnerships with such groups as the Great Smoky Mountains Association, Friends of Great Smoky Mountains National Park, Great Smoky Mountains Institute at Tremont, Smoky Mountain Field School at the University of Tennessee, Discover Life in America, and numerous law enforcement partnerships with the surrounding counties and gateway communities. Each of these partnerships strengthen the Park and its ability to perform its mission. Through these partnerships, we are able to better ensure visitor safety and to provide additional services and funding for the Park.

- Volunteer Program. The Park's volunteer program has grown 84% since its reorganization in the fall of 1995 and is the largest in the Southeast Region of National Park Service. Volunteers help with resource management, provide resource education and interpretation, serve as campground hosts, assist in Park maintenance, and aid in resource and visitor protection. In FY 2003, 1,908 volunteers donated 95,585 hours of service which was valued at \$1.6 million to the Park. In addition to the volunteer hours reported by the Park, Great Smoky Mountains National Park receives volunteer services from the Smoky Mountains Hiking Club AT, the Ridgerunner/Caretaker programs, and GSM Institute at Tremont. The volunteer total also does not include numerous hours by Friends of the Smokies or Great Smoky Mountains Association volunteers.

- All Taxa Biodiversity Inventory (ATBI). The ATBI is a program to inventory all of the approximately 100,000 species located in the Great Smoky Mountains. Conceived in 1997 and run by the non-profit organization, Discover Life in America (DLIA), the ATBI initiative is expected to last 15 to 20 years and will enhance the scientific knowledge of the Park for the benefit of current and future generations. In fact, we have already increased our knowledge of the park by almost 40%. Funding for this program is almost totally non-federal.

Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS Service-wide plan. In the development of Great Smoky Mountains National Park's local Strategic Plan, the Park relied internal existing plans such as the Park's Resource Management Plan, its Fire Management Plan, the General Management Plan, various Environmental Impact Statements currently underway, previous strategic plans, and its ongoing, significant relationship with its partners.

Strategic Plan Preparers

The following Park staff members were intimately and extensively involved in preparing this strategic plan:

Dale Ditmanson, Superintendent
Phil Francis, Assistant Superintendent
Donna Losson, Chief of Administration
Shawn Benge, Chief of Maintenance
Cathy Cook, Chief of Resource Education
Larry Hartmann, Chief of Resource Management and Science
Jim Northup, Chief of Resource and Visitor Protection
Lee Jewell, Budget Analyst
Jill Click, Secretary - Resource Education
Janice Pelton, Secretary - Resource Management
Imelda Wegwerth, Landscape Architect
Joel Ossoff, Concessions Management Specialist
Keith Langdon, Supervisory Biologist
Kristine Johnson, Supervisory Forester
James Renfro, Physical Scientist
Janet Rock, Botanist

Erik Kreusch, Archeologist
Matthew Kulp, Fishery Biologist
Adrieen Mayor, Museum Curator
William Stiver, Wildlife Biologist
Terri Wales, Human Resources Specialist and GPRA Coordinator

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: la010

Park/ Program Goal ID Number: lao10

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Wilderness areas: TBD Percent of acres of designated wilderness achieving wilderness character objectives as specified by statute

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 362910 acres (93%) of recommended wilderness will meet wilderness character objectives.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Objectives

Each wilderness

Met

390500

335100

5-Year Results Plan:

GRSM will continue to monitor and document visitor and management activities in wilderness and implement the minimum requirements process for all recommended wilderness in the park. An active patrol presence will be maintained in wilderness in order to detect inconsistencies with wilderness requirements, policies and law. The Backcountry Management Specialist will actively coordinate with the Resource Education division to keep park publications and displays current with wilderness education needs, with the Maintenance Division to ensure trails maintenance is in conformance with minimum requirements for wilderness values and character, and with the Resource Management and Science staff to ensure all work conforms to the minimum requirements policy. The Backcountry Management Specialist will conduct a wilderness values and minimum requirements training session for park staff semi-annually. GRSM will monitor backcountry campsites for unacceptable resource changes through a volunteer program.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 11, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia01D

Park/ Program Goal ID Number: Ia01D

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Closely Associated riparian goal

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 0 of 2,128 miles (0%) of GRSM's riparian resources have been inventoried and current and desired conditions identified.

Target Year:

2008

Performance Indicator (what is measured):

Park Must Determine

Unit Measure:

Acres

Condition (Desired):

Park Must Determine

Total # Units in Baseline:

2128

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

We have no resources or work plans to address this goal at this time.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a07

Park/ Program Goal ID Number: 1a07

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other Cultural Landscapes

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 11 of 13 (85%) of Great Smoky Mountains National Park cultural landscapes not listed on the current Cultural Landscapes Inventory are in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in Baseline:

13

Status in Base Year (# Meeting Condition):

11

5-Year Results Plan:

All 13 cultural landscapes in the baseline are located at Cades Cove. The Cades Cove Development Concept and Transportation Management Plan (Environmental Impact Statement) is currently underway and is not due to be complete until fiscal year 2008. Until that plan is completed, it is anticipated that no efforts will be made to improve the two Cades Cove cultural landscapes that are currently in fair condition. The Park will continue routine maintenance to keep the Cades Cove Valley Floor and the Elijah Oliver Homestead in their current condition of fair. The Park will also continue to perform routine maintenance on the other 11 Cades Cove cultural landscapes rated in good condition, so as to keep them in such condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 07, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia1B

Park/ Program Goal ID Number: Ia1B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Invasive species: 250,000 acres (9.6% of 2.6 million) of acres infested with invasive plant species are contained.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 560 acres (57% of 988 acres) of (GRSM) lands impacted by invasive (non-native) plants are effectively controlled.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Impacted Lands

acres

Contained

988

460

5-Year Results Plan:

Fifty species of invasive exotic plants will be managed at a total of 820 documented sites throughout the park. Treatments will be based on the park's Integrated Pest Management plan. New sites will be identified and documented and inactive sites will be monitored. Depending on available funds we expect to control a total of 57% of impacted lands by September of 2008. In base year 460 out of a total of 988 impacted acres were under control. Each year we plan to control 25 acres.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia2A

Park/ Program Goal ID Number: Ia2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

448 (43% of 1,042) threatened or endangered species are stabilized or improved.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By Sep. 30, 2008, 7 (50% of 14) of GRSM's documented federally listed threatened or endangered species are making progress towards recovery.

Target Year:

2008

Performance Indicator (what is measured):

Status

Unit Measure:

Each species

Condition (Desired):

Improving

Total # Units in Baseline:

14

Status in Base Year (# Meeting Condition):

2

5-Year Results Plan:

By Sep. 30, 2008, 7 (50% of 14) of GRSM's documented federally listed threatened or endangered species are making progress towards recovery. 3 plant species, 4 fish species, and 7 animals (birds, mammals, and a spider) are included in the total (14).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia2B

Park/ Program Goal ID Number: Ia2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

5,431 (70% of 7,759) species of management concern that are managed to self-sustaining levels, in cooperation with affected States and others, as defined in approved management documents

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By Sep. 30, 2008, 8 (25% of 32) species of GRSM populations of native plant and animal Species of Management Concern are managed to self-sustaining levels.

Target Year:

2008

Performance Indicator (what is measured):

Management status

Unit Measure:

Each species

Condition (Desired):

Desired level

Total # Units in Baseline:

32

Status in Base Year (# Meeting Condition):

2

5-Year Results Plan:

By Sep. 30, 2008, 8 of 32 species of GRSM populations of native plant and animal Species of Management Concern are managed to self-sustaining levels. 2 fish species, 2 animals, and 28 plant species are included in the total. (SOMC Database)

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 13, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ia2C

Park/ Program Goal ID Number: Ia2C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (4% of ZZ) of invasive animal populations are controlled.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 1 (9% of 11) of GRSM invasive (non-native) animal and insect populations have been effectively controlled.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Species status

Each population

Contained

11

11

5-Year Results Plan:

Although there are several non-native animal and insect populations in GRSM, we have identified 11 which are "invasive"; these include European wild hogs, feral cats, balsam woolly adelgid, hemlock woolly adelgid, beech bark scale, fire ants, gypsy moth, Chinese jumping worm, Asian tiger mosquito, rainbow trout, and European starling. From 2004 through 2008, we plan to remove 1,050 wild hogs, treat 3,000 acres for hemlock woolly adelgid infestation, repeatedly treat 5 acres for balsam woolly adelgid infestation and remove rainbow trout from 1.5 miles of stream. Fire ants will be treated as nests are found. Although we are working diligently on several invasive populations, we plan to "effectively control" one population.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 13, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1a3

Park/ Program Goal ID Number: 1a3

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Air quality in 70% of NPS reporting park areas has remained stable or improved

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, air quality in GRSM has remained stable or improved.

Target Year:

2008

Performance Indicator (what is measured):

Park air quality

Unit Measure:

percent

Condition (Desired):

Improved or stable

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Air quality monitoring efforts at GRSM will be maintained and supported to collect valid data to allow the NPS-Air Resources Division meet their Servicewide goal of showing improvement over the next 5 years. Air quality-related research is conducted specifically to relate data collected to resource condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a4A

Park/ Program Goal ID Number: 1a4A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Water quality: Surface waters -130,381miles of streams and rivers (99.3% of 131,300 miles) meet State (EPA approved) water quality standards.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, GRSM streams will continue to meet or exceed all state and federal water quality standards in 99.3% (2,085 miles) of the 2,100 miles of streams and rivers managed by GRSM.

Target Year:

2008

Performance Indicator (what is measured):

Water quality

Unit Measure:

Miles and/or acres

Condition (Desired):

Unimpaired

Total # Units in Baseline:

2100

Status in Base Year (# Meeting Condition):

2095

5-Year Results Plan:

We will collect water quality samples from 32 sites in 6 watersheds bi-monthly and 11 sites in one watershed bi-annually from 2004 through 2008. Each sample will be analyzed for anions, cations, metals, and other basic water quality constituents to ensure that GRSM streams meet or exceed all state and federal water quality standards. All collection sites are co-located with fish and aquatic macroinvertebrate monitoring sites in order to identify causal trends in the aquatic ecosystem.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia5

Park/ Program Goal ID Number: Ia5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

47% of historic structures on the current List of Classified Structures are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 118 of 194 (61%) of Great Smoky Mountains National Park historic structures on the current List of Classified Structures are in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

Total # Units in Baseline:

197

Status in Base Year (# Meeting Condition):

114

5-Year Results Plan:

The Park will repair/rehabilitate one historic structure each fiscal year to bring it into good condition. In addition, the Park will continue to perform work on many of the 114 structures listed on the LCS to be in "good condition". Many of these structures have been ranked in "fair or poor condition" as measured by the Facility Condition Index in FMSS.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia6

Park/ Program Goal ID Number: Ia6

NPS Servicewide Goal Description (Mission or Long-term Goal text):

75.5% of preservation and protection standards are met for park museum collections .

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 305 (75.5%) of 404 applicable preservation and protection standards for GRSM's museum collections are met.

Target Year:

2008

Performance Indicator (what is measured):

Applicable standards

Unit Measure:

Each standard

Condition (Desired):

Standards meet

Total # Units in Baseline:

404

Status in Base Year (# Meeting Condition):

293

5-Year Results Plan:

GRSM will increase the number of museum preservation and protection standards met from 293 in FY 2004 to 305 in FY 2008.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ia7

Park/ Program Goal ID Number: Ia7

NPS Servicewide Goal Description (Mission or Long-term Goal text):

33% of the cultural landscapes on the current Cultural Landscapes Inventory are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 0 of 1 (0%) of Great Smoky Mountains National Park cultural landscapes on the current Cultural Landscapes Inventory are in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Park operations currently conducted/housed at the Voorheis Estate will change over the next five years when the new Science Center is completed. This will allow the Park to develop a plan for removing non-contributing features and restoring vegetation patterns so that the condition of the cultural landscape may be improved to good based on the CLI criteria. It is not anticipated that any efforts to improve its current condition will take place until after fiscal year 2008. The Park will continue to perform routine maintenance on the Voorheis Estate to keep it in fair condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 25, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1a8

Park/ Program Goal ID Number: 1a8

NPS Servicewide Goal Description (Mission or Long-term Goal text):

50% of the recorded archeological sites with condition assessments are in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 41 (100% of 41) of GRSM archeological sites listed on the current Archeological Sites Management Information System (ASMIS) with condition assessments, are in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each archeological site

Condition (Desired):

Good

Total # Units in Baseline:

41

Status in Base Year (# Meeting Condition):

40

5-Year Results Plan:

By September 30, 2008, 100% (41 of 41) of the recorded archaeological sites with condition assessments are in good condition. Achievement of the present goal will be achieved through public education, erosion control, and limiting visitor activities on known archaeological sites. The current status of the registry of condition assessments within the recorded sites in the park's ASMIS database is sporadic. To date, only 41 sites of the 273 listed sites in the park's ASMIS database have completed condition assessments. The reasons for this discrepancy in the incomplete condition assessment data field in ASMIS is due to putting previously recorded sites, prior to the establishment of protocols for recording of site features such as condition assessments, into the current database. Presently, 40 ASMIS sites are listed as being in "good" condition. One is listed in "fair" condition. The other 232 sites have not been assessed. The GRSM will attempt will evaluate conditions on 10 previously unassessed archaeological sites a year and enter the condition assessments into ASMIS.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b01

Park/ Program Goal ID Number: 1b01

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other NR data sets

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, all basic (12 primary categories) GRSM natural resource inventories identified in a Resource Management Plan and General Management Plan are completed, including soil mapping and vegetation mapping.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

12

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Five Year Plan of Work and Results

All primary (12 basic inventories) will be complete by Sept. 30, 2008. This includes soil mapping and vegetation mapping.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b02C

Park/ Program Goal ID Number: 1b2C.2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Other

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 200X, the number of (name of unit) historic structures inventoried (but not to required standards) is increased by X to Y (Z%) from FY 2003.

Target Year:

2008

Performance Indicator (what is measured):

Number updated

Unit Measure:

Each record

Condition (Desired):

Increased

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Five Year Plan of Work and Results

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2A

Park/ Program Goal ID Number: 1b2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Archeological sites inventoried and evaluated are increased by 14.3% (from FY 2003 baseline of 57,752 sites to 66,000).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of GRSM archeological sites inventoried, evaluated and listed in the Archeological Sites Management Information System (ASMIS) is increased from 273 in FY04 to 313 (14% increase).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Number in database

Each site added

Increased

273

273

5-Year Results Plan:

GRSM will conduct archaeological identification and evaluation studies of sites as a result of Section 106 of the National Historic Preservation Act (NHPA) activities. These studies will evaluate archaeological sites for inclusion in the National Register of Historic Places and identify potential "adverse effects" to archaeological sites as a result of any federal undertaking.

The current status of the registry of condition assessments within the recorded sites in the park's ASMIS database is sporadic. To date, only 41 sites of the 273 listed sites in the park's ASMIS database have completed condition assessments. The reasons for this discrepancy in the incomplete condition assessment data field in ASMIS is due to putting previously recorded sites, prior to the establishment of protocols for recording of site features such as condition assessments, into the current database. Presently, 40 ASMIS sites are listed as being in "good" condition. One is listed in "fair" condition. The other 232 sites have not been assessed. The GRSM will attempt to evaluate conditions on 10 previously unassessed archaeological sites a year and enter the condition assessments into ASMIS.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2B

Park/ Program Goal ID Number: 1b2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 110.8% from FY 2003 (from 148 to 312 landscapes).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

As of September 30, 2008, the GRSM cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate, and reliable information is increased by 100% from FY2003 (From 1 to 2 landscapes)

Target Year:

2008

Performance Indicator (what is measured):

Number in database

Unit Measure:

Each landscape

Condition (Desired):

Increase

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

1

5-Year Results Plan:

As of 2004, 1 landscape is listed in the CLI. By September of 2008, GRSM will evaluate at least one additional area for inclusion in the CLI. In coordination with the Regional CLI Coordinator, the landscape will be added to the CLI providing complete, accurate, and reliable information.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2C

Park/ Program Goal ID Number: NONE

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of the historic structures on the FY 2003 List of Classified Structures have complete, accurate and reliable information (26,531 of 26,531 structures).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 197 of 197 (100%) structures on GRSM's List of Classified Structures will have accurate, complete, and reliable information. In early 1994, the District was placed on the National Register of Historic Places, with 49 of the 74 structures listed as contributing to the character of Elkmont. By September 30, 2008, these 49 historic structures will be added to the FY 2007 List of Classified Structures and 100% of these structures will have complete, accurate and reliable information.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Number updated

Each record

Increased

197

197

5-Year Results Plan:

Currently, 197 structures are listed on GRSM's LCS list. These structures have accurate, complete, and reliable data. In 1998, an assessment of the LCS was conducted in coordination and collaboration between GRSM and the Regional LCS Coordinator. The Park's LCS information is scheduled for an assessment by the Regional LCS Coordinator in 2006. GRSM is conducting and will continue to conduct identification and evaluation of the condition of historic structures as a result of Section 106 of the National Historic Preservation Act (NHPA) and National Environmental Policy Act (NEPA) planning as it relates to the Elkmont Historic District. These studies will provide complete, up-to-date, accurate, and reliable information to the Regional LCS coordinator for inclusion of 49 additional records in the Park's LCS.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 20, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1b2D

Park/ Program Goal ID Number: 1b2D

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Museum objects cataloged are increased by 39.6% (from FY 2001 baseline of 42.4 million to 59.2 million). Percent increase in NPS museum objects cataloged

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of GRSM museum objects cataloged and submitted to the National Catalog is increased from 395852 in FY2004 to 447852 (13.1% increase).

Target Year:

2008

Performance Indicator (what is measured):

Number of museum objects cataloged

Unit Measure:

Each museum object added

Condition (Desired):

Increased

Total # Units in Baseline:

156772

Status in Base Year (# Meeting Condition):

395852

5-Year Results Plan:

GRSM museum personnel will catalog 10,000-Cultural and 3,000-Natural objects each year for FY2005 through FY2008.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2E

Park/ Program Goal ID Number: 1b2E

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Ethnographic resources inventory is increased 117.7% (from FY 2001 baseline of 929 to 2,022).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of GRSM ethnographic resources inventoried, evaluated, and entered on the NPS Ethnographic Resources Inventory (ERI) is increased from 0 in FY2001 to 4 (400% increase).

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Number of records

Each record

Increased

0

0

5-Year Results Plan:

GRSM will gather ethnographic interviews, photos, and other documents from previous pre-park residents and their descendants. This information will be used to develop ethnographic and ethnohistorical life histories of select areas of the park. In combination, this work will be used to develop an ethnographic overview and assessment of the GRSM and identify "traditionally associated" people(s). This information will be entered into the Ethnographic Resources Inventory (ERI). Ethnographic studies will be undertaken as part of larger planning processes for the North Shore Road Project and the Cades Cove Opportunities Plan.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 09, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2F

Park/ Program Goal ID Number: 1b2F

NPS Servicewide Goal Description (Mission or Long-term Goal text):

18.7% (72 of 384) of parks have historical research (an approved Historic Resource Study AND an approved Administrative History) that is current and completed to professional standards as of 1985.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, GRSM's Historic Resource Study (HRS) and Administrative History are not completed to professional standards.

Target Year:

2008

Performance Indicator (what is measured):

Studies

Unit Measure:

Each park

Condition (Desired):

Updated

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

No staff and/or funding is available at this time to undertake a Historic Resource Study and Administrative History of the GRSM. As staff and funding become available, GRSM will complete historic overview of the administrative history and development of the Park. Complete 2 new National Register nominations to professional standards.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 06, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b3B

Park/ Program Goal ID Number: 1b3B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

88% of 270 parks with significant natural resources have implemented natural resource monitoring of key vital signs parameters

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By Sep.30, 2008, GRSM has implemented natural resource monitoring of key vital signs parameters.

Target Year:

2008

Performance Indicator (what is measured):

Vital signs

Unit Measure:

Each park

Condition (Desired):

Monitoring

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

By Sep. 30, 2008 GRSM has implemented natural resource monitoring of key vital signs parameters.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: 1b5

Park/ Program Goal ID Number: 1b5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

TBD Percent of the 75 park units with wilderness/backcountry resources that have approved plans that address the management of those resources

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

GRSM has an approved plan that addresses the management of backcountry resources.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Wilderness plan

Each wilderness

Approved

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

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

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Great Smoky Mountains National Park will continue to meet or exceed the NPS Servicewide goal of 95% visitor satisfaction with appropriate park facilities, services, and recreational opportunities.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor satisfaction

percent

Satisfied

97

5-Year Results Plan:

The Resource Education Division will continue to provide education programs and orientation through both personal and non-personal interpretive services to visitors through:

- Formal and informal ranger/volunteer programs both on-site and off-site,
- Three visitor centers receiving about 2.5 million visits a year,
- One visitor center interpretive film,
- Six Park information radio stations,
- 77 roadside exhibits and interior exhibits at two visitor centers
- 47 bulletin boards,
- 13 self-guided nature trails or sites,
- publications and productions (including a free Park map/brochure, free info folders, free Park Trip Planner, Park newspaper, booklets, folios, books, videos, and other sales items
- Park Website receiving over 200,000 visits per month.

External partnerships with the cities of Townsend, Gatlinburg, and Sevier County in Tennessee include liaisons with their welcome center personnel to offer a Park Service presence and/or appropriate information at welcome centers.

The Maintenance Division will continue to provide operational maintenance to all facility assets that support visitor use and enjoyment.

Park recreational facilities include but are not limited to the following: 384 miles of roads with associated parking areas and pulloffs, 169 bridges, 5 tunnels, over 800 miles of trails, 100 backcountry campsites and shelters, 1,000 front country campsites in 10 campgrounds, 11 picnic grounds, 3 visitor

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 10, 2004

centers, 72 comfort stations, 8 pit/vault toilets, 194 historic structures, 5 amphitheaters, 5 horse camps, 143 cemeteries, 4 wastewater treatment plants, 22 water systems, and 41 maintained landscapes.

Maintenance of the park recreational facilities includes but is not limited to the following: road maintenance, road rehabilitation projects, drainage maintenance, road striping, mowing, brushing, vista clearing, sign maintenance, litter pickup, trail maintenance, cemetery maintenance, hazard tree removal, campsite maintenance, building maintenance, snow and ice removal, utility system maintenance, and solid waste disposal.

The Division of Resource and Visitor Protection will continue and enhance a comprehensive program of visitor services including providing basic park information and resource education, providing visitor assistance, performing law enforcement, emergency medical services, search and rescue, wildland firefighting, and operation of the Park Communication Center.

Our efforts will include:

- providing a front-line uniformed ranger presence throughout the park, for the purposes of providing visitor information and services, resource education and crime deterrence
- enforcing laws and regulations focused on resource protection and public safety
- conducting criminal and administrative investigations
- providing emergency medical services
- conducting search and rescue operations for lost and injured persons
- managing wildland fires in conjunction with the Division of Science and Resource Management
- operating the park's campground visitor service and fee collection programs, and management of the campground reservation system within the park
- management of the park's backcountry visitor use, NPS and cooperator operations
- management of the park-wide volunteer program
- management of various land protection issues within the park
- management of First Amendment and other special use permit activities
- management of large scale emergencies and special events
- management and operation of the park's Communication Center

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila1B

Park/ Program Goal ID Number: Ila1B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

79% of park visitors are satisfied with commercial services in the parks.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, GRSM will meet or exceed the NPS Servicewide goal of 79% park visitor satisfaction with commercial services in the park (as measured by VCS card)

Target Year:

2008

Performance Indicator (what is measured):

Visitor satisfaction

Unit Measure:

percent

Condition (Desired):

Satisfied

Total # Units in Baseline:

86

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

New concession contracts will be developed for seven concession operations that are currently operating under extensions. New contracts will include contract terms and operating and maintenance plans that will require improvements in the type and quality of services offered. The contract language improvements, and associated opportunity for closer oversight of concession operations, are expected to lead to the projected increase in visitor satisfaction with commercial services. Operating and maintenance plans for current concession contracts will be updated as necessary to assure a high level of service by concessioners.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of visitor accidents/incidents at GRSM is remains at or below the FY2001-FY2004 annual average of 198.

Target Year:

2008

Performance Indicator (what is measured):

Accidents/incidents

Unit Measure:

Each accident/incident

Condition (Desired):

Reduced

Total # Units in Baseline:

198

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The Division of Resource and Visitor Protection will continue and enhance a proactive program of visitor education and enforcement, designed to prevent visitor accidents/incidents. Division personnel will actively contribute in providing basic visitor services, resource education, and preventing violations of park regulations and visitor accident/incidents.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 03, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: Ila2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The number of servicewide visitor fatalities will be at or below 100 (an 11% decrease from the FY2000 - FY2001 baseline of 112).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the visitor fatalities at GRSM is reduced from the FY 2000 - FY 2003 annual average of 6 to 5.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Fatalities

Each fatality

Reduced

6

5-Year Results Plan:

GRSM will continue and enhance a proactive program of visitor education and enforcement, designed to prevent visitor fatalities. We will provide basic visitor services, resource education, and prevention of violations of park regulations and visitor fatalities.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: 11b1

Park/ Program Goal ID Number: 11b1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

87% of visitors understand and appreciate the significance of the park they are visiting

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, Great Smoky Mountains National Park will continue to meet or exceed the NPS Servicewide goal of an 87% rate of visitor understanding of the significance of the park

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Visitor understanding

percent

Understand

88

0

5-Year Results Plan:

The Division will continue to develop appropriate exhibits, waysides, films, web-content, printed materials and educational programs to provide visitor understanding and serve our year-round visitation. Interpretive and educational services for visitors and the general public are provided through:

- Three visitor centers staffed with Rangers and VIP,
- Six campgrounds with ranger and VIP led programming,
- Over 125 different ranger-led walks, talks, and programs,
- Thirteen self-guided nature/history trails,
- One all-access self-guided interpretive trail,
- Three motor nature trails,
- The Mountain Farm Museum (a living history museum with seasonal demonstrations and special events),
- Seven special events to interpret the cultural and historic heritage of the area. These events serve visitors at various times of the year depending on theme.

Partnership with Pi Beta Phi Elementary School to refine an educational program for nine levels of instruction will continue and will continue to include a Parks-as-Classrooms coordinator. The design of the PAC curriculum will be completed.

The Division will continue to develop and update publications and programming pertaining to current issues such as HWA awareness, the ATBI, and exotic control. Emphasis will also be placed on developing cultural resource education awareness with added emphasis on Cades Cove. The Park website will continue to be improved and revised.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 02, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa10A

Park/ Program Goal ID Number: IVa10A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X(TBD) (Y% of Z) of NPS heritage assets are in fair or good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 51% (36 of 71) of Great Smoky Mountains National Park heritage assets are in fair or good condition as measured by the FCI.

Target Year:

2008

Performance Indicator (what is measured):

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

Total # Units in Baseline:

71

Status in Base Year (# Meeting Condition):

32

5-Year Results Plan:

The Park will improve the condition of one heritage asset each year to bring it up to a fair or good condition as measured by the FCI.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 10, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10B

Park/ Program Goal ID Number: IVa10B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS Non-historic buildings condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 160 of 207 (77%) of Great Smoky Mountains National Park non-historic buildings are in fair or good condition as measured by the FCI.

Target Year:

2008

Performance Indicator (what is measured):

Condition of asset

Unit Measure:

Each asset

Condition (Desired):

Fair or good

Total # Units in Baseline:

207

Status in Base Year (# Meeting Condition):

148

5-Year Results Plan:

The Park will improve the condition of three non-historic buildings per fiscal year to bring them into fair or good condition as measured by the FCI.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 10, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa10C

Park/ Program Goal ID Number: IVa10C

NPS Servicewide Goal Description (Mission or Long-term Goal text):

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 38 (16% of 245) other assets are in fair to good condition as measured by the FCI at (name of park).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Condition of asset

Each asset

Fair or good

245

30

5-Year Results Plan:

The Park will improve the condition of two other facilities (non-historic) each year to bring them into good or fair condition as measured by the FCI.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: November 22, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa3

Park/ Program Goal ID Number: IVa3

NPS Servicewide Goal Description (Mission or Long-term Goal text):

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 100% of GRSM employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Employee performance plans

Each employee

Linked to goals

332

96

5-Year Results Plan:

The Personnel Office will review employee performance plans to ensure that they reflect the strategic plan, annual performance results, and competencies required for the position. All GRSM employees will have performance plans which incorporate strategic plan and annual performance results. Additionally, all employees' performance plans will reflect the position competencies required for that position.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: January 10, 2005

DOI Goal ID Number:

NPS Goal ID Number: IVa5

Park/ Program Goal ID Number: IVa5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

25% of employee housing units are in fair or good condition as measured by the Facilities Condition Index (FCI), based on condition assessments and data in FMSS.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, 86% (44 of 51) employee housing units are in fair or good condition as measured by the FCI at Great Smoky Mountains National Park.

Target Year:

2008

Performance Indicator (what is measured):

Employee housing

Unit Measure:

Each housing unit

Condition (Desired):

Fair or Good

Total # Units in Baseline:

46

Status in Base Year (# Meeting Condition):

40

5-Year Results Plan:

Each year the Park will repair/rehabilitate one employee housing unit to fair or good condition as measured by the FCI.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 06, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: IVa6A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 3,000.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of GRSM lost-time injuries is reduced from the previous 5-year annual average number of 13 to 11. Actual number of employee fatalities will be reported.

Target Year:

2008

Performance Indicator (what is measured):

Incidents

Unit Measure:

Each incident resulting in injury

Condition (Desired):

Reduced

Total # Units in Baseline:

13

Status in Base Year (# Meeting Condition):

13

5-Year Results Plan:

GRSM will provide ongoing safety training, provide all needed personal protective equipment, share information regarding workplace safety, perform accident investigations, and conduct supervisory and management safety audits in order to ensure that the number of lost time injuries is reduced from 13 to 11 per year.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: IVa6B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The servicewide Continuation of Pay (COP) hours will be at or below 54,100 hours (a 27% reduction from the FY 1997-2001 average of 73,775 hours).

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, the number of GRSM hours of Continuation of Pay is at or below the FY 1999-2003 5-year annual average of 791 hours.

Target Year:

2008

Performance Indicator (what is measured):

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

Total # Units in Baseline:

791

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Workplace safety will be constantly emphasized. Employees will receive safety training on numerous subjects impacting workplace safety and will participate in all types of events such as tailgate sessions, formal classroom training from NPS and training from other sources such as health care providers. Supervisors will work with employees to return them to duty as soon as is safely possible after an injury occurs.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: IVa6c

NPS Servicewide Goal Description (Mission or Long-term Goal text):

The NPS number of employee fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

Longterm goal text not available. Enter the text on the Annual Work Plan Results tab for the final year of the Strategic Plan.

Target Year:

2008

Performance Indicator (what is measured):

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 03, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, GRSM will maintain or exceed the current number of 224 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Park Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

*Total # Units in
Baseline:*

224

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

GRSM will continue to reach out to colleges and universities and other community organizations to increase our partnerships for the purpose of improving our knowledge about park resources, increasing educational opportunities, and enhancing our management of park resources and visitor safety and satisfaction.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: GREAT SMOKY MOUNTAINS NP

Park/ Program Org Code: 5460

Date Last Updated: December 07, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

156 million visitors served by facilitated programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2008, attendance at Great Smoky Mountains National Park facilitated programs will increase to 2,999,242 (2% over 2,940,000)

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Facilitated programs

Each visitor

attended

2940000

5-Year Results Plan:

The Resource Education Division will continue to offer traditional programming as well as implement programs on GRSM current issues and concerns including walks, talks, historical demonstrations, education programs, special events and community outreach. By 2008 we anticipate that visitors attending public programming will increase by .5% per year for the next five years.. To this end we will:

- Maintain core visitor center hours,
- Conduct summer public education programs,
- Conduct fall programming through October and later as staffing allows,
- Conduct staff training in late spring or early summer (typically during PP 13),
- Continue offering Community Outreach utilizing TOPS staff and volunteers,
- Continue core Park-wide Special Events (Cosby in the Park, Wildflower Pilgrimage, Festival of Christmas Past, Women's Work, Mountain Life Demonstrations, Harvest Hayrides, Wilderness Wildlife Week, and International Migratory Bird Day,
- Introduce a Winter Lecture Series as an offering at Sugarlands Visitor Center,
- Implement cultural resource demonstrations as appropriate at the Mountain Farm Museum and Cades Cove,
- Continue to implement HWA awareness,
- Continue to conduct Parks as Classrooms programs focusing on in-Park programming with some in-class programs presented to targeted schools and communities,
- Continue offering EYS in Blount and Sevier Counties,
- Continue informal ranger and volunteer led programming along major roadways, in parking areas, along interpretive trails and in campgrounds,
- Continue to offer Junior Ranger programs.

Strategic Plan Report, FY 2005-2008
