

**Title Page:**

STRATEGIC PLAN

FOR

GREAT SMOKY MOUNTAINS NATIONAL PARK

OCTOBER 1, 2008 - SEPTEMBER 30, 2012



## Results Act and Planning Cycle:

### REFACE

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. Individual park plans address the long-term goals in the DOI/NPS plan 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 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. The FY 2007 ONPS allocation and Core Operations Budget Cost Projections targets resulted in abolishment of 19 permanent positions, 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 2007, 2,300 volunteers donated over 117,000 hours of service which was valued at over \$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%.

#### 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  
Kevin Fitzgerald, Assistant Superintendent  
Donna Losson, Chief of Administration  
Alan Sumeriski, Chief of Maintenance  
Cathy Cook, Chief of Resource Education  
Nancy Finley, Chief of Resource Management and Science  
William Wright, Chief of Resource and Visitor Protection  
Lee Jewell, Budget Analyst

Jill Click, Secretary - Resource Education  
Imelda Wegwerth, Landscape Architect  
Joel Ossoff, Concessions Management Specialist  
Kristine Johnson, Supervisory Forester  
James Renfro, Physical Scientist  
Janet Rock, Botanist  
Erik Kreuzsch, Archeologist  
Matthew Kulp, Fishery Biologist  
Adriean Mayor, Museum Curator  
William Stiver, Wildlife Biologist  
George Minnigh, Park Ranger  
Mark Taylor, Fire Management Officer  
Terri Wales, Human Resources Specialist and GPRA Coordinator



## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: November 07, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia10

*Park/ Program Goal ID Number:* Ia10

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

Wilderness: acres of wilderness meeting wilderness character objectives

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

By September 30, 2012, 418000 acres (90% of 464544) of wilderness areas under GRSM management as of 2007 are meeting their heritage objectives under the authorizing legislation.

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Meeting condition

Each acre

Met

464544

448644

*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 acceptable resource changes through a volunteer program. Our goal is lower than our status in base year because of the fact that we have concerns about uncontrollable issues such as major storms or SARS which may require that we bring motorized equipment into the backcountry, thereby impacting the area of wilderness.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*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 plant species: acres infested with invasive plants that are being maintained as free of invasive plants

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

By September 30, 2012, 65 acres (7% of 863 acres) of GRSM lands infested with invasive (non-native) plants are controlled.

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Invasive plant acres

Acres

Maintained

863

*5-Year Results Plan:*

Fifty species of invasive exotic plants will be managed at a total of 945 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 11% of impacted lands by September of 2011. Each year we plan to control 20 acres.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*DOI Goal ID Number:* \_\_\_\_\_ *NPS Goal ID Number:* la1D *Park/ Program Goal ID Number:* la1D

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

NPS managed stream and shoreline miles in desired condition

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

By September 30, 2012, 2,065 miles (98% of 2,115 miles) of Great Smoky Mountains National Park managed stream channel and shoreline miles are in desired condition.

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Stream/shoreline Condition

Miles

2115

2065

*5-Year Results Plan:*

GRSM staff will continue to monitor stream channel conditions and identify areas in need of stream channel restoration. Once identified, PMIS statements will be drafted to solicit the funds necessary to mitigate stream channels which do not meet these desired conditions.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: November 05, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* la2A

*Park/ Program Goal ID Number:* la2A

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

Species Protected: Species of Federally listed species making progress toward recovery.

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

By September 30, 2012, 7 populations (50% of 14) of Great Smoky Mountains National Park's federally listed species are making progress toward recovery.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Making progress toward recovery

*Unit Measure:*

Each species

*Condition (Desired):*

Making progress toward recovery

*Total # Units in Baseline:*

13

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

8

*5-Year Results Plan:*

By Sep. 30, 2012, 7 (53% of 13) of GRSM's documented federally listed threatened or endangered species are making progress toward recovery. There are 3 plant species, 4 fish species, 1 bird species, 4 mammals, and 1 spider included in the total (13). Three of these are historic records (red wolf, red-cockaded woodpecker, and eastern puma). The 13 federally listed T&E species (as defined in the technical guidance) include the duskeytail darter, smoky madtom, yellowfin madtom, spot fin chub, red wolf, red-cockaded woodpecker, eastern puma, Indiana bat, northern flying squirrel, spruce fir moss spider, Virginia spiraea, rock gnome lichen, and geum radiatum.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*DOI Goal ID Number:* \_\_\_\_\_ *NPS Goal ID Number:* la2B *Park/ Program Goal ID Number:* la2B

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

Species of management concern managed to desired condition

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

By September 30, 2012, 1 population (100% of 1) of GRSM species of management concern is managed to desired condition.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Management status

*Unit Measure:*

Each species

*Condition (Desired):*

In Desired condition

*Total # Units in Baseline:*

1

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

1

*5-Year Results Plan:*

By Sep. 30, 2012, 1 animal Species of Management Concern (brook trout) is managed to self-sustaining levels. This population appears to be stable or improving.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* la2C

*Park/ Program Goal ID Number:* la2C

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

Invasive animal populations controlled

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

By September 30, 2012, 0 populations (0% of 4) of GRSM invasive animal species populations are controlled, however, 3 populations (75% of 4) are treated.

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Species status

Each species

Contained

4

0

*5-Year Results Plan:*

There are four exotic invasive animal species indentified in GRSM; these include European wild hogs, balsam woolly adelgid, hemlock woolly adelgid, and rainbow trout. From 2008 through 2012, we plan to remove 1,000 wild hogs, treat 3,000 acres for hemlock woolly adelgid infestations, and repeatedly treat 5 acres for balsam woolly adelgid infestations.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 22, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* la3

*Park/ Program Goal ID Number:* la3

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

Air quality: air quality indicators are stable or improving

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

By September 30, 20XX, Air quality in [park name] has remained stable or improved.

*Target Year:*

2012

*Performance Indicator (what is measured):*

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 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ia4E

*Park/ Program Goal ID Number:* Ia4E

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

Water Quality Park Products

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

By September 30, 2012, complete 2 park targeted work products and protect, restore and monitor water quality conditions in NPS-managed surface and ground water systems.

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

Each Product

*Condition (Desired):*

*Total # Units in Baseline:*

2

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

*5-Year Results Plan:*

Annual reports and water quality results will annually be supplied to the GRSM database manager to be archived and the data will be added to the NPSTORET database. The University of Tennessee will be responsible for entering the parkwide water quality data into the NPSTORET database from which GRSM will review the data and forward it to the national STORET database.



## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 26, 2007

*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):*

Number of Historic structures 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, 2012, 121 (55% of 220) of Great Smoky Mountains National Park historic structures are in good condition.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in Baseline:*

220

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

117

*5-Year Results Plan:*

The Park will repair/rehabilitate one historic structure every other fiscal year to bring it into good condition. In addition, the Park will continue to perform routine maintenance on all of the 220 historic structures (201 listed on the LCS and 19 not listed on the LCS).

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 18, 2007

DOI Goal ID Number: NPS Goal ID Number: la6 Park/ Program Goal ID Number: la6

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

Number of preservation and protection standards 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, 2012, 265 (40.8% of 649) applicable preservation and protection standards for GRSM's museum collections are met.

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

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

Applicable standards

Each standard

Standards meet

649

225

*5-Year Results Plan:*

GRSM will increase the number of museum preservation and protection standards met from 233 in FY 2008 to 265 in FY 2012.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 24, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* la7

*Park/ Program Goal ID Number:* la7

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

Number of the cultural landscapes 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, 2012, 8 (50% of 16) of Great Smoky Mountains National Park cultural landscapes are in good condition.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each landscape

*Condition (Desired):*

Good

*Total # Units in Baseline:*

16

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

6

*5-Year Results Plan:*

The Park will continue to perform routine maintenance on the Voorheis Estate, Cades Cove, Cataloochee, and the other eligible landscapes to keep them in fair and good condition.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: November 05, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* la8

*Park/ Program Goal ID Number:* la8

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

Number of archeological sites 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, 2012, 292 (67% of 434) of GRSM archeological sites are in good condition.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Condition

*Unit Measure:*

Each archeological site

*Condition (Desired):*

Good

*Total # Units in Baseline:*

434

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

212

*5-Year Results Plan:*

Acheivement of the present goal will be acheived through public education, erosion control, and limiting visitor activities on known archaeological sites. To date, 100% (434 of 434) of all archeological sites in the park's database have completed condition assessments. As sites are recorded, we will continue to gather baseline condition assessments on the newly recorded sites.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*DOI Goal ID Number:* \_\_\_\_\_ *NPS Goal ID Number:* 1b4A *Park/ Program Goal ID Number:* 1b4A

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

Trails: miles of National Historic Trails and/or National Scenic Trails that meet heritage resource objectives

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

By September 30, 2011, 84% (61 miles) of National Historic and National Scenic Trails miles on NPS lands as of 2007 (72 miles), meet resource objectives.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Heritage objectives

*Unit Measure:*

Mile

*Condition (Desired):*

*Total # Units in Baseline:*

72

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

60

*5-Year Results Plan:*

- Continue routine maintenance with volunteer labor and ridge runner program to prevent loss of miles meeting standards
- Continue to utilize Appalachian Trail Conservancy crews to mitigate deficiencies on those miles of trail not meeting standards.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 24, 2007

*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):*

Visitors: Percent of overall visitor satisfaction

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

By September 30, 2012, 92% of visitors to Great Smoky Mountains National Park are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

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

Visitor satisfaction

Percent

Satisfied

92

*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,
- One visitor center interpretive film,
- 77 roadside exhibits and interior exhibits at two visitor centers
- 47 bulletin boards,
- 10 self-guided nature trails or sites,
- publications and productions (including a Park map/brochure, info folders, 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,

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 24, 2007

over 800 miles of trails, 100 backcountry campsites and shelters, 1,000 front country campsites in 10 campgrounds, 11 picnic grounds, 3 visitor centers, 72 comfort stations, 8 pit/vault toilets, 194 historic structures, 5 amphitheatres, 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

Although our baseline number is 94%, we are reducing our target to 92% due to concerns over how visitor satisfaction might be impacted because of budgetary issues and the Core Operations process.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 25, 2007

*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):*

Visitors: Percent of park visitors 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, 2012, at least 79% of park visitors are satisfied with commercial in the park (as measured by VCS card).

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

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

Visitor satisfaction

Percent

Satisfied

79

*5-Year Results Plan:*

New concession contracts will be developed for eight concession operations. 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.

A Commercial Services Plan will be completed for the Park to provide an overall planning document for authorizing and managing commercial services in the Park. The improvements in the management of commercial services that result from this plan should lead to an increase in visitor satisfaction with commercial services.



## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 30, 2007

*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):*

Visitors: The number of visitor injuries

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

By September 30, 2012, the annual number of visitor injuries at GRSM is 190 or less.

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

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

Accidents/incidents

Each injury

Reduced

190

*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 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 31, 2007

*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):*

Visitors: number of visitor fatalities

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

By September 30, 2012, the annual number of visitor fatalities at GRSM is at or below 7.

*Target Year:*

2012

*Performance Indicator (what is measured):*

Fatalities

*Unit Measure:*

Each fatality

*Condition (Desired):*

Reduced

*Total # Units in Baseline:*

7

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

*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 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 24, 2007

*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):*

Visitors: Percent of visitors that understanding and appreciation

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

By September 30, 2012, 87% of Great Smoky Mountains National Park visitors understand the significance of the park

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Visitor understanding

Percent

Understand

87

*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:

- Two visitor centers staffed with Rangers and VIP,
- Three campgrounds with ranger and VIP led programming,
- Over 100 different ranger-led walks, talks, and programs,
- Ten 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),
- Five 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 the ATBI, and exotic control. Emphasis will also be placed on developing cultural resource education awareness with added emphasis on Cades Cove. The Park web-site will continue to be improved and revised.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 23, 2007

*DOI Goal ID Number:*

*NPS Goal ID Number:* 11b2

*Park/ Program Goal ID Number:* 11b2

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

Visitor Satisfaction with 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, 2012, 93% of park visitors are satisfied with park facilitated Programs.

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

Visitor Satisfaction

*Unit Measure:*

Percent from VSC survey

*Condition (Desired):*

*Total # Units in  
Baseline:*

93

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

*5-Year Results Plan:*

The Resource Education Division will continue to provide education programs through personal interpretive services to visitors through:

- Formal scheduled ranger/volunteer programs both onsite and offsite. Onsite programs will be provided from Memorial Day through late October.
- Curriculum-based education programs for community schools both onsite and offsite will be offered fall, winter, and spring.
- Ten Special Events each year with at least one Special Event in each District.
- Cultural Demonstrations in all three Districts from Memorial Day through late October.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: November 01, 2007

*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):*

Employees: Number of employee accidents (DART)

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

By September 30, 2012, the number of GRSM employee lost-time injuries is maintained at or below the previous 5-year annual average.

*Target  
Year:*

2012

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

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

Injuries or fatalities

Each injury or fatality

Reduced

17

*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 does not exceed 17 per year. We have increased the expected number of employee lost time injuries over the baseline figure due to concerns about how budgetary issues and the Core Operations process have impacted our workforce. We have had many retirements in the recent past and we are expecting many more in the near future. Many of these jobs will not be filled, and we are relying on additional seasonal staff to assist with the workload. These new employees will not have the experience or the benefit of many years of safety training which our retiring employees had. However, GRSM will do all that it can to quickly train these employees, provide a safe working environment, and ensure that all of our employees are safe.

## Strategic Plan Report, FY 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 30, 2007

*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):*

Employees: Number of servicewide Continuation of Pay (COP) hours

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

By September 30, 2012, the number of GRSM hours of Continuation of Pay is at or below 1600.

*Target Year:*

2012

*Performance Indicator (what is measured):*

COP hours

*Unit Measure:*

Each COP hour

*Condition (Desired):*

Reduced

*Total # Units in Baseline:*

1600

*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 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated:

*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):*

Partners: NPS has X community partnerships

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

By September 30, 2012 GRSM will participate in 250 formal and informal partnerships designed to enhance the park's ability to carry out its mission.

*Target Year:*

2012

*Performance Indicator (what is measured):*

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 2008-2012

Park/ Program Name: GREAT SMOKY MOUNTAINS NATIONAL PARK

Park/ Program Org Code: 5460

Date Last Updated: October 24, 2007

*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):*

Visitors: Number of 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 30,2012, Great Smoky Mountains National Park's attendance at facilitated programs will increase to 2,907,000 (from 2,900,000 in 2006).

*Target Year:*

2012

*Performance Indicator (what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in Baseline:*

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

Facilitated programs

Each visitor

Attended

2900000

*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 2011 we anticipate that visitors attending public programming will increase by slightly for the next five years. However we are concerned with the impact of the Core Operations Process and other budgetary issues which might impact the number of programs which our park is able to present. 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)
- Implement cultural resource demonstrations as appropriate at the Mountain Farm Museum and Cades Cove,
- 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 2008-2012**

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