



LAKE MEAD NATIONAL RECREATION AREA

STRATEGIC PLAN

1995 - 1999

## VALUES

Values reflect the standards or criteria by which people will operate when making decisions, taking action, and working with others in achieving the park mission and vision. Our park values are our ground rules, guiding principles, means to an end; they characterize how we operate.

- We are proactive, not reactive.
- We seek first to understand, then to be understood.
- We put first things first.
- We seek win-win solutions and display fairness in all interactions.
- We respect customers and their individual needs.
- We work together as a team understanding that our actions affect others.
- We engage in collaborative decision making as a means to reach the best solution.
- We carry out open, honest, and ethical actions which create an environment of trust.
- We incorporate safety into our actions.
- We are dependable; we follow through and do what we say we are going to do.
- We support employees taking initiative that advances the mission and vision.
- We believe in ourselves and are knowledgeable and competent in our respective roles.
- We respect differences in values, outlooks, background, ideas, and opinions.
- We are positive and have a "can-do" attitude.
- We are models, not critics.

## VISION

- Lake Mead National Recreation Area serves as a model for natural and cultural resource protection and stewardship. The park's resource management, maintenance, visitor protection, concession, safety, administrative, and information programs together create a high-quality recreational setting, appreciated and enjoyed by a diverse public.
- Lake Mead National Recreation Area is a leader of innovation in proactive, collaborative, interdependent management. In this light, we do the right thing right and have fun.
- There is an atmosphere of trust, integrity, respect, enjoyment, and support, embracing individual diversity, values, and differences.
- Employees are encouraged to take initiative to advance the mission and vision of the park. They take pride in their roles, seek challenges, and take responsibility in a proactive manner.

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Mission Statement No. 1

**Conserve and protect Lake Mead NRA's resource base for present and future generations through scientifically based, collaborative resource stewardship. (Resource Protection Stewardship)**

Goal No. 1

**Effectively manage discretionary park uses and sanctioned park activities to prevent surficial damage (Vail Agenda recommendations 1, 2, and 3).**

Desired Future Condition (1999)

The park will have implemented a Burro Management Plan and a Grazing Management Plan for the effective control of impacts by feral animals or grazing. Sensitive areas where grazing is not appropriate and priority areas for burro removals will have been established and implemented. The park will have in place effective monitoring and enforcement capabilities on a 24-hour basis, relating to illegal off-road vehicle operations, archeological resources protection, wildlife protection, and fisheries protection as well as internal review procedures and monitoring to ensure that park sponsored or permitted construction activities limit surface disturbance to the extent practical. The park will continue to manage the approved Minerals Management Plan to limit impacts of mining activities.

Goal No. 2

**Develop a comprehensive baseline inventory of park resources; include inventory of adjacent influences or regional context of park resources (Vail Agenda recommendations 1, 2, 3, and 12).**

Desired Future Condition (1999)

The park will have an integrated GIS system incorporating baseline resource areas and conditions. The park will have recent aerial photography to appropriate scale for the entire park, as well as completed order three soils inventories for the entire park. All springs will be inventoried and mapped, as well as sensitive plant and animals species and paleontological resources. Inventories of disturbed areas and restoration needs and potentials will be completed. State Heritage Programs and other regional data bases will be checked to place park resources in regional context of significance. The park will have

established monitoring protocols for the major natural resource components, emphasizing concepts of ecological risk and indicator species.

All developed areas and backcountry areas identified for specific plans or areas subject to impact because of proximity to easy access or regular visitor-use will be surveyed for archeological or historical resources. Additional areas of high probability will be surveyed so that at least 10 percent of the park has been surveyed for archeological resources.

The documentation for all significant sites and/or structures will have been submitted to the appropriate State Historic Preservation Officer for a determination of eligibility and those eligible placed on the National Register of Historic Places.

### Goal No. 3

**Develop a comprehensive monitoring program for park resources sufficient to detect trends and changes in the resource base and sufficient to track need for and effectiveness of park management actions for resource protection or enhancement. (Vail Agenda recommendations 1, 2,5, 11, and 13).**

#### Desired Future Condition (1999)

A comprehensive vegetation monitoring network will be in place for long term trend monitoring, including rare and sensitive species, utilization by burro and cattle, and plots for performing ecological risk analysis and detecting changes within all park vegetation associations and areas. The park will have identified key wildlife species for monitoring as indicators of long term change, and initiated monitoring of those species. Monitoring programs will be in place for water quality, air quality, and soil disturbance. Established peer review functions will be in place to ensure that the park's monitoring is scientifically sound, reflects the regional context of our resources, is feasible within budget constraints, and focuses on those ecological risk parameters and indicator species likely to detect changes over time. The park will be involved in regional planning as a means of monitoring proposed regional actions potentially impacting the park. A monitoring program for evaluating success of park mitigation and restoration efforts will be established.

A comprehensive monitoring program will be in place for monitoring condition of known cultural sites, particularly those most susceptible to impact by visitors and/or natural weathering. Sensitive sites will be identified, a photo-monitoring program established for each, and regular monitoring accomplished. National Register sites will be inspected on a regular basis.

Housekeeping plans for regular monitoring of cultural materials in exhibits at contact stations will be in place, and the collections retained in the park will be monitored.

Goal No.4

**Develop a program of experimental and applied restoration treatments for park resources which have been or become damaged due to human activities. (Vail Agenda recommendations 2, 3, 4, 8, 9, and 11).**

Desired Future Condition (1999)

The park will establish criteria to prioritize and guide restoration efforts, including tamarisk removal and spring and shoreline restoration, and restoration of surficial damage from feral animals, mining or vehicles. Active programs and crews will be in place performing experimental treatments of terrestrial and riparian restoration, and applying results for general restoration. The park will have well established partnerships for the sharing of expertise, materials and staff for restoration projects with other land managers in the Mojave Desert and the Colorado Plateau. Routine methods of information and technology transfer will be in place. The park should be positioned to be among the leaders in arid lands restoration.

All National Register sites will have completed treatment reports and/or HABS/HAER reports. The sites will be maintained to the standard recommended in the report. All NHR sites will be inspected on a regular basis and stabilized or repaired, as needed.

Goal No. 5

**Establish an active research program for natural and cultural resources, social sciences and applied restoration ecology.**

Desired Future Condition (1999)

The park will have established a Science Advisory Board with periodic program review to ensure that our research priorities and goals represent the widest range and best sible scientific thought. Regular symposia will be conducted to involve a wide range of partners in the park's program, facilitate information sharing, and advertise our research needs. Through such peer review, the park will maintain a current list of prioritized research needs, and through base budget and partnerships, aggressively seek to implement needed research. The park will

seek to be known as an "outdoor laboratory," and facilitate research initiated from non-NPS sources, when not in conflict with park policies or objectives.

The park will be an active member of regional research frameworks, including Mojave Desert, Colorado Plateau and Colorado River research consortiums. The park will maintain strong relationships with the Cooperative Park Study Units of the National Biological Survey, and the University of Nevada system.

The park will maintain an active program of social science research as a basis for evaluating visitor needs, park staffing needs, appropriate recreational activities and services, and evaluating our delivery of customer service.

Park staff will actively promote information from park research through presentations in research symposia and publications.

#### Goal No. 6

**Create a data management system for efficient archival, retrieval and manipulation of resource data; provide pathways for the data management system to identify gaps in the baseline resource knowledge. (Vail Agenda recommendations 3, 8, and 9).**

#### Desired Future Condition (1999)

The park will have a comprehensive GIS system. Park technical files and reports will be organized with a computerized bibliography in place. Computerized slide and photo files will be in place, as well as archival procedures set for photos, including aerial photos. Data bases will be established for monitoring data, and subject matter, park spring, and project files and archival systems will be in place.

The park will maintain on-line connections for data management sharing with university research bibliographic services and other land managers. The park will expand regional connections with other area remote sensing and GIS managers for the enhancement of our capabilities.

#### Goal No. 7

**Develop minimally acceptable standards for personnel and fiscal resources to manage a professionally competent resource program. Manage an efficient operation of applied personnel and fiscal resources. Develop internal resource programs to base NPS operational standards. (Vail Agenda recommendations 3, 9, 12, 38, 39, and 45).**

Desired Future Condition (1999)

Resource Management Division will have in place minimally acceptable staffing levels as reflected in an updated position management plan and in the NPS R-MAP program and RMP needs assessments. Internal controls will be in place for efficient fiscal and property operations, realizing that a good proportion of the work will be accomplished through contracts or non-traditional(non-NPS personnel) sources. Resource Management Division personnel will be supported in their efforts to maintain professional contacts and standards, and to seek career and personal goal opportunities, within the framework of program needs.

The park will have in place professional standard programs for such generic NPS activities as collections management, IPM program, research and collection permits, and compliance review. The park will maintain comprehensive Resource Management Plan, strategic plans and needs assessments upon which to base, seek funding and track progress of resource management actions. Resource Management Division will be utilizing a variety of alternative funding sources.

Safety standards will be incorporated into resource action plans and standard operations.

A Cultural Resources program will be in place with staffing levels to meet minimum requirements for adequately protecting the park's cultural resources.

Goal No. 8

**Develop a cooperative framework for effective resource management programs with all resource agencies and entities with management roles within the recreation area; seek collaborative decision making and management for shared interests, while ensuring an understanding among all cooperators of appropriate NPS management responsibilities and policies. (Vail Agenda recommendations 8 and 11).**

Desired Future Condition (1999)

The park will have numerous interagency and public partnerships in place, and will seek to involve a wide range of interested agencies and publics in resource issues and solutions. Partnerships will increase the total financial and professional resources available for resource management, as well as provide a mechanism for solutions which recognize shared interests and broad support. The park will be actively involved in the long range management planning issues for adjacent land managing agencies and communities, as well as the broad regional planning

for Colorado River management, Colorado Plateau management, and Mojave Desert management.

Goal No. 9

**Monitor and mitigate transboundary threats to the recreation area resources (Vail Agenda recommendations 5, 6, 7, 10, and 16).**

Desired Future Condition (1999)

The park will be active in regional land use and activity planning to play a proactive role in issues which may affect the park. The park will have in place resource monitoring programs which will provide information for regional decisions. All such activities will be actively monitored and mitigation for park resources will be sought.

Mission Statement No. 2

**Provide a diversity of high-quality, appropriate recreational opportunities, programs, and experiences for visitors where safety is emphasized. (Park Use, Enjoyment and Safety)**

Goal No. 1

**Provide for a safe and enjoyable environment for all users during all hours of the day, week, and times of year (Vail agenda recommendations 20, 21, and 22) .**

Desired Future Condition (1999)

Lake Mead NRA's Visitor Protection function will be operating at an acceptable standard for 24-hour emergency service coverage. This will include not only enhanced patrol coverage but increased dispatch service, navigational aides service, and water boating patrols.

Since Lake Mead NRA has one of the largest law enforcement type operations in the entire service, the park will have the highest quality professional rangers on staff and will provide leadership for the entire service in this area.

The park will take back areas currently dominated by gangs and other undesirable activities for general public enjoyment. The recreation area will be a fun and safe place for all family members to enjoy.

A comprehensive Park Watch Program will be in place to enhance the reporting of incidents throughout the recreation area to include campgrounds, marinas, backcountry usage, and use in high visitation areas. The 911 telephone system and a 1-800 number will be monitored and recorded full-time by dispatch.

Funding will be in place to provide for replacement of structural fire equipment on all engines.

A safe swimming environment will be in place at key swimming beaches through the reinstatement of the lifeguard program.

Visitor safety while walking, swimming, and boating will be enhanced through establishing a glass-free program for the park.

## Goal No. 2

**Provide leadership in the area of water activities, water safety, training, and boating operations (Vail Agenda recommendations 14, 20, and 21).**

### Desired Future Condition (1999)

Have two boating specialist positions to work for the assistant chief branch of water activities one on each lake at the GS 7/9 level. These positions will provide day-to-day water operations on the lakes.

Lake Mead NRA will be recognized as a leader within the National Park Service in water-related activities. The park will be actively involved in writing regulations, developing training packages, assisting other areas and agencies in developing water related programs. Lake Mead will be the principal training base for specialized law enforcement for boating officers in the National Park Service.

A nationwide recognized departmental boating training center under the direction of the National Park Service will be in place at Lake Mead NRA.

The park's boat fleet will meet a high standard with adequate boats and patrols provided.

Goal No. 3

**Aggressively pursue all appropriate means to bring the park's existing facility infrastructure up to acceptable standards (Vail Agenda recommendations 17 and 46).**

Desired Future Condition (1999)

The environmental standards established for drinking water and waste water utility systems have evolved under regulations developed by the Environmental Protection Agency and the States of Arizona and Nevada. The National Park Service at Lake Mead NRA will provide leadership in providing quality services incorporating current technology on a schedule to satisfy regulatory requirements for all facilities.

Goal No. 4

**Establish new visitor facilities where there is demonstrated need for such facilities identified through the planning process (Vail Agenda recommendations 14, 18, and 47).**

Future Desired Condition (1999)

Lake Mead NRA will provide the appropriate visitor facilities responding to visitor needs. Facilities will be designed to meet strict architectural standards for each developed area and be of such quality and be of sustainable design that they are an asset to the visitor. Sizing and locations of new facilities will be determined through site planning, incorporating public input.

Goal No 5

**Upgrade and improve public facilities to industry and accessibility standards (Vail Agenda recommendations 14 and 46).**

Desired Future Condition (1999)

The public boat launching facilities at Lake Mead NRA will reflect the industry standard which provides adequate width and slope for efficient water access. Each launch facility will have adequate space for boat preparation. Launch ramps and parking will have been designed to accommodate specific vehicles and levels of use determined through physical, biological and social carrying capacity analysis.

Campgrounds throughout the recreation area are designed to provide adequate space for today's vehicles and provide sufficient separation between campsites incorporating a water efficient approach to landscaping. Restrooms are designed to

minimize maintenance and water use. Campgrounds are fully accessible and designed as vacation destinations.

All airstrips will be designed and maintained to appropriate standards.

All public facilities are constructed and maintained to high architectural, sustainability and construction standards. Facilities within the park will be consistent with the purpose of the area and provide services consistent with visitor needs.

#### Goal No. 6

**Provide a program wherein all concessioners services and facilities exceed the quality expectations of park visitors (Vail Agenda recommendations 14, and 15).**

#### Desired Future Condition (1999)

All concessioner facilities provided are necessary and appropriate within the recreation area and are compatible with an architectural theme and maintained to the highest industry standards. Capitol improvement accounts will be established for each concessioner and managed to improve facilities and services.

#### Goal No. 7

**Manage a backcountry road maintenance program that will provide reasonable access to the lakeshore environment while protecting the sensitive natural and cultural resources of the area (Vail Agenda recommendations 18 and 21).**

#### Desired Future Condition (1999)

Primitive park roads providing access to the shoreline are maintained to a defined and appropriate road standard that is generally understood by the visitor. Backcountry roads are maintained to provide a variety of recreational opportunities including primitive and rural recreational experiences.

#### Goal No. 8

**Provide appropriate signing in the park to meet the changing needs of the visiting public including the international visitor (Vail Agenda recommendation 23).**

Desired Future Condition (1999)

A parkwide sign program is in place that provides appropriate information and direction to park visitors, minimizes the number of signs, and enhances the image of Lake Mead NRA. The sign program will accommodate the international as well as domestic visitor.

Goal No. 9

**Provide a modern in-park telecommunications system capable of responding to multiple communication needs and events (Vail Agenda recommendation 14).**

Desired Future Condition (1999)

A modern, multifrequency, in-park communications system with an independent frequency dedicated to visitor safety will be in place. These will include water system alarms, fire and burglar alarms, telemetry systems and video surveillance equipment.

Goal No. 10

**Provide for an innovative program of land and water oriented recreation planning to provide diverse recreational opportunities in order to enhance the recreation experience for visitors and preserve park resources (Vail Agenda recommendations 18, 19, 20, 21, 23, and 24).**

Desired Future Condition (1999)

Lake Mead NRA will have an expanded social science capability and integrate it into the park's lake management planning activities and operational programs. In addition to the visitor-use data, the park will have developed economic information that will highlight the significance of the park to the regional economy.

Lake Mead NRA will have an active planning program that will address the major development issues facing the park. Through cooperative planning and the establishment of partnerships with park neighbors, adjacent land use conflict will be minimized and natural and cultural resources will be preserved.

The park will provide a broad range of appropriate backcountry experiences, based upon visitor need assessments and resource inventories.

### Mission Statement No. 3

**Serve the community through public information and education (Inform and Educate).**

#### Goal No. 1

**Provide the opportunity for each visitor and potential visitor to Lake Mead NRA to receive basic interpretation and information about the unit's significance, its features and how to enjoy the unit safely with least impact to its resources. (Vail Agenda recommendations 25, 27 and 33)**

#### Desired Future Condition (1999)

Visitors to Lake Mead NRA will have the opportunity to receive basic orientation to the recreation area and information that will allow them to safely enjoy its resources with the least amount of impact at each of the ten visitor centers/contact stations. Stations at the heavily visited Boulder Beach (Alan Bible Visitor Center), Katherine and Las Vegas Bay areas will be staffed daily, year around. The other stations will be modified to be self service and provide basic information and orientation, even if the facilities are not staffed.

The Interpretive Program will be balanced between personal services which includes information services at contact stations, roving and public programs and nonpersonal services which includes exhibits, signs, waysides and handouts. A comprehensive evaluation of visitor use and needs will be completed and interpretive programming will be scheduled which best meets the needs of the different user groups in all areas of the park. All programming will take into consideration the diverse visitor opportunities, the reality of climate and size of the park, the reasons that visitors come (thou shalt not inflict interpretation) and park management goals. Roving or being where the visitors are will be considered to be part of the core or basic interpretation. Interpretation methods will reflect the most current state of the art techniques and innovation will be standard in searching for solutions to management issues.

A variety of interpretive methods will be in place so that messages covering basic orientation and information, resource protection, visitor safety and the interpretive park story are available to the diverse user groups. Exhibits in each of the 10 contact stations provide basic orientation and interpret park themes identified for each area. A coordinated wayside exhibit/interpretive plan will be in place, with a prioritized list of interpretive sign needs. The first 22 waysides will be completed and installed. A handout program will be in place that produces professional looking handouts that

have been evaluated for appropriateness of the media, designed, and produced according to park guidelines.

## Goal No. 2

**Lake Mead NRA will serve as an outdoor classroom in which students, visitors, and local residents can learn about the ecological, natural, cultural and recreational values which are preserved at Lake Mead NRA, how those relate to their lives and how they can be committed stewards of those values.**

### Desired Future Condition (1999)

Lake Mead NRA's situation in the middle of the Mojave Desert and adjacent to a major metropolitan population of one million residents provides outstanding opportunities for using the cultural, natural and recreational resources in a variety of educational experiences.

Every student in the communities surrounding the park will be exposed to the Lake Mead NRA environmental education concepts in at least 3 grades. This will be accomplished through a multi-approach program that makes use of several methods of presentation and a varying degrees of NPS participation. Approaches will include NPS-led on-site day programs, NPS-offered off-site programs, NPS-led teacher workshops, Teacher-led on-site trips, overnight programs and NPS-produced materials for use by teachers in classrooms.

Relationships will be in place with at least one school in each of the gateway communities and with at least 2 targeted "at risk" schools, in which park staff members are regular participants in school programs that relate to park resources and values. Park staff will be recognized by students and seen as role models and mentors.

## Goal No. 3

**Provide an aggressive program of educational and information outreach that serves present and potential park visitors, as well as citizens who do not visit Lake Mead NRA, and broadly communicate and relate the scope and value of Lake Mead NRA and the National Park Service.**

### Desired Future Condition (1999)

Basic orientation and information about recreation opportunities, recreation safety, resource protection, environmental ethics and park values will be readily available to all of the diverse user groups and local communities. Lake Mead NRA policies and

recreation opportunities will be familiar to diverse publics who will appreciate the resources, understand the issues and support park programs as committed stewards. Lake Mead NRA will be recognized by the local community as an important component of the National Park System.

Basic park information will be available in a variety of languages. Nontraditional users will feel welcome as a result of efforts to identify and reach out to these peoples. The NRA will be seen as a valued member of the community, one who is willing to participate in community activities to solve community problems. The values protected at Lake Mead NRA will be widely understood, appreciated and supported by the local communities.

#### Goal No. 4

**Demonstrate environmental leadership by "leading by example."**

#### Desired Future Condition (1999)

Lake Mead NRA facilities and operations will reflect the most current techniques in the field of conservation and environmental living. All operations will include the most energy efficient methods of transportation and energy consumption. Recycling will be done by all employees and concessions and visitors will be encouraged to participate in a program that includes recycling all materials that can be recycled. The park will subscribe and demonstrate the philosophy of reduce, reuse and recycle. All purchasing will be done with that philosophy in mind. Park landscaping will reflect the natural climate and emphasize the use of native, or at least drought-tolerant species. Park staff will be knowledgeable about park programs and actively support them by example, in a leadership role.

All new facilities constructed will be designed to take advantage of the "natural " insulating adaptations and conditions of this environment. Appropriate alternative energy sources will be incorporated into all new facilities. A cyclic retrofit program will be in place to address previously constructed facilities. All new landscaping will include irrigation systems that reflect the current state of the art in water conserving systems. An ongoing program to retrofit all other irrigation systems will be

implemented. The uses of reclaimed water in irrigation systems will have been researched and a plan to convert present irrigation systems will be in place.

A water quality-monitoring program will be in place at all marinas. An underwater dive inspection program will be conducted annually at all marinas. An inspection program will be in place

at all marinas to assure sealed overboard discharge. All docks will have encapsulated foam or tube flotation. All concessioner dry boat and/or maintenance storage areas will be kept in an orderly manner and appropriately screened, where necessary. Dry boat storage areas and marinas will have improved security measures to reduce losses from theft and vandalism. Glass containers sold at concession facilities will be reduced to a minimum.

#### Mission Statement No. 4

**Operate an efficient, well-run organization that supports staff members in their effort to serve the public. (Organizational Effectiveness)**

#### Goal No. 1

**Create and maintain a highly professional organization and work force (Vail Agenda recommendations 39 and 45). Provide for a comprehensive program for employee training and development (Vail Agenda recommendations 38 and 43).**

#### Desired Future Condition (1999)

Lake Mead NRA employees will meet the highest educational, professional and/or technical standards and have ample opportunity for training, continuing education, and developmental opportunities. They are leaders in their fields and regularly participate in regional and national park operation initiatives and peer professional organizations.

Grade structure and position analysis will reflect standards required and be commensurate with those available in comparable professional agencies and organizations. A monitoring and evaluation process will be in place to assure that staffing patterns are providing the skills and aptitudes needed to manage Lake Mead NRA in today's environment and into the 21st century. Work environments will support innovation, experimentation and risk-taking and recognize the importance of teamwork and accountability.

Open and receptive communication where listening skill and understanding are exercised. Communication is systematically maintained through the park between field and headquarters and between divisions in all locations. The park reflects a positive and empowered work environment where the staff receives active support from management and minimum bureaucratic policies.

Employee Development Plans (EDP) will be an effective and productive employee development tool at Lake Mead NRA and

mechanisms will be in place to assess individual achievement toward career goals. A comprehensive program of broad-based, mission-driven employee training will be available, and ample opportunities provided for specific skills-type training.

A formal upward mobility program (General Schedule) and multiple pay or grade program will be in place as well as a formal job sharing/swapping program with opportunities for rotational assignments.

## Goal No. 2

**Strengthen recruitment, hiring, and retention of a culturally diverse work force (Vail Agenda recommendation 37).**

### Desired Future Condition (1999)

A work force that represents and profiles the surrounding area both culturally and demographically which creates and implements programs and operations that meet the needs of the Region's diverse population. Lake Mead NRA decisions will be strengthened by the range of values brought to bear by diverse work force. Lake Mead NRA will be utilizing both contemporary and creative means to reach out to school children and visitors in under-represented groups to familiarize them with the National Park Service and its career opportunities. The park will be taking full advantage of special hiring authorities such as student coop programs and will systematically program selected positions for competitive placement of student coop graduates and other special program initiative placements. Lake Mead NRA will have in place an aggressive Career Conservation Development Corps that enhances conservation and education outreach to local minority urban youths and is used as a recruitment tool.

## Goal No. 3

**Provide for a comprehensive program for employee training and development (Vail agenda recommendations 38 and 43).**

### Desired Future Condition (1999)

Employee Development Plans will be an effective and productive employee development tool at Lake Mead and mechanisms will be in place to assess individual achievement toward career goals. A comprehensive program of broad-based, mission-driven employee training will be available, and ample opportunities provided for specific skills-type training.

A formal apprenticeship program (Maintenance), upward mobility program (General Schedule) and multiple pay or grade program will be in place as well as a formal job sharing/swapping program with opportunities for rotational assignments. All employees will receive training upon reporting to the initial job site as well as a thorough orientation to their specific tasks and responsibilities.

Goal No. 4

**Strengthen the identification and loyalty of all employees with the mission of the National Park Service (Vail Agenda recommendations 36, 43, and 13).**

Desired Future Conditions (1999)

Each employee will understand the mission of the National Park Service and Lake Mead NRA and his/her role in carrying it out. A top-quality orientation program for all Lake Mead employees, volunteers, and key concessioner staff that covers both the Service's and Lake Mead NRA's mission, traditions, objectives, history, and organization will be in operation. A similar but more basic orientation on the Service and Lake Mead NRA will be in operation and mandatory for all concession employees.

Goal No. 5

**Strengthen the financial management capacity of the organization to ensure funds are spent in the most cost-effective manner (Vail Agenda recommendations 41, 47, 48, and 49).**

Desired Future Conditions (1999)

Park operations will be conducted efficiently with full organizational accountability. All managerial personnel and those directly involved in budget administration, development, and concession management will have received financial management training and held accountable for analyzing and applying innovative financing strategies to stretch their budgets. The park will have a fully operational entrance and boat user fee program in place. Fees and charges that are fair and market competitive in concessions contracts, utility rates, special-use permits, filming permits, and others will be in place.

Goal No. 6

**Make use of technology to improve efficiency of operations (Vail Agenda recommendation 48).**

Desired Future Conditions (1999)

Lake Mead NRA will be a leader in applying modern technology to improve the efficiency of its operations from communications systems to flood-warning systems, and computers to Geographic Information System and other areas. Lake Mead NRA employees will have access to current information on advances in technology, practices, and methods that will enable them to maintain their proficiency as professionals and to perform their duties effectively.

Goal No. 7

**Correct staffing and funding deficiencies to meet minimum operating standards (Vail Agenda recommendation 46).**

Desired Future Conditions (1999)

Staffing and funding will be sufficient to meet defined minimum operating standards. The investment in the park's facilities and infrastructure will be protected by adequate routine and cyclic maintenance.

Goal No. 8

**Develop alternative funding sources (Vail Agenda recommendation 47 and 48).**

Desired Future Condition (1999)

The park will have inventoried, evaluated, and aggressively utilized, where appropriate, all available alternative funding sources for both operational and facility development that might supplement Congressional appropriations. An entrance-fee program will be operational with revenues, further enhancing Lake Mead's operations.

Goal No. 9

**Institutionalize a positive customer service ethic and excel in how employees deal with visitors and fellow employees (Vail Agenda recommendations 43, 30, and 13).**

Desired Future Conditions (1999)

An outstanding customer service ethic will be the cornerstone to Lake Mead NRA's operation. Employees and volunteers will excel in how they deal with visitors and fellow employees. Park

programs and services will be continually adjusted to further enhance our service to the visiting public. Training programs on providing quality customer service will be in place and mandatory to all employees. A cooperative program with the concessioner to promote quality customer service will be in place.

Goal No. 10

**Provide a safe work environment for employees. (Vail Agenda recommendations 20 and 21).**

Desired Future Conditions (1999)

Safety will become so instilled in employees that it becomes second nature. Lake Mead NRA will have in place the best employee safety program for an area of its size in the National Park Service.(A)

All employee work places are in compliance with OSHA regulations and other applicable standards, codes, etc. Employees are provided with all required personal protective equipment/clothing as appropriate.

Supervisors will have achieved a successful safety program through arranging for employees to attend scheduled training offerings; overseeing the selection and use of personal protection gear; monitoring work practices in the office and in the field for compliance with NPS, Departmental, and OSHA requirements; performance standards including employee accountability for meeting their listed safety responsibilities; and evaluation, by supervisors, to determine compliance with standards (accountability via observed safe work practices linked with good monitoring/evaluation techniques by the supervisor with consequences via performances appraisal system for failing to meet established standards).

Goal No. 11

**Provide quality housing and tenant service to those employees residing within the park (Vail Agenda recommendation 40).**

Desired Future Conditions (1999)

Lake Mead NRA housing will be considered the best the service can offer and equal to and in most cases superior to common industry standards, normally found in well established cities and towns.

Park housing management will be a participatory process, providing for complete tenant/management involvement. Tenants to

participate in management process as co-managers, providing for shared day-to-day maintenance and repair.

Goal No. 12

**Strengthen the Contracting, Procurement, and Property Management capability of the organization to ensure appropriate and accurate asset accountability.**

Desired Future Conditions (1999)

Park Procurement and Property Management will be conducted efficiently and provide for strong organizational effectiveness and accountability. All procurement will be within established Congressional law, and property will be utilized in accordance within established guidelines. Fraud, waste, and abuse potential will be thoroughly mitigated.

Goal No. 13

**Provide for a comprehensive program in Special Park Uses and Lands.**

Desired Future Condition (1999)

All backlogged right-of-ways and special use permits are current with a mechanism in place to follow up on permits annually. Boundaries will be adjusted to have incorporated adjacent BLM lands identified as sensitive and warranting inclusion within Lake Mead NRA.

Mission Statement No. 5

**Provide maximum public benefit through partnerships and other alternative approaches to support park operations. (Partnerships)**

Goal No. 1

**Public/Private Partnerships - Actively engage public and private partners in resource protection, research, education, and visitor enjoyment in ways that are consistent with the objectives of protecting park values and conveying their meaning to the public (Vail agenda recommendations 28, 42, and 44).**

Desired Future Condition 1999

Lake Mead NRA is known for its diversity of innovative, collaborative partnerships. Lake Mead NRA proactively initiates and positively responds to internal and external partnerships, adding value to mission-oriented initiatives. Lake Mead NRA, as a body of people, is "out-in-front" in its commitment to partnerships as a day-to-day way of doing business. Interdependent relationships represent a wide variety of interest groups, individuals, and businesses.

Lake Mead NRA has established relationships with neighboring public agencies which identify shared goals and interests in facilities, visitor services, recreational opportunities, and natural and cultural resource conservation. Regular forums and coordination meetings take place with neighboring federal, state and local agencies, for the purposes of identifying the total funds, personnel and expertise across the area which are available to meet the public needs.

Goal No. 2

**Alternative Funding Support - Actively pursue grants, donations, and alternative sources of support for special projects and unfunded priority needs.**

Desired Future Condition (1999)

Public interest groups and friends understand and support park goals and objectives. Park works closely with partners and friends to develop methods and programs for generating donations and contributions. Park works closely with friends and partners to collaboratively develop, administer, and manage. The park receives a variety of grants, donations, and alternative forms of support.

Lake Mead NRA has established an effective network for obtaining excess and surplus equipment, supplies, and materials.

Goal No. 3

**Volunteers/Alternative Staffing Support - Provide an arena in which individuals, groups and organizations are willing to provide their time, ideas, and assistance to enhance the park and its resources and to support identified park values.**

Desired Future Condition 1999

Lake Mead NRA has a strong contingent of informed and empowered volunteers participating in a variety of disciplines and

capacities, assisting the National Park Service to achieve its mission. Volunteers are supported by a solid Volunteer-in-Parks program that includes a full time VIP coordinator, complete and accurate positions descriptions, an active and well planned recruitment program, basic orientation and training, and an evaluation and recognition program.

A docent program is in place to assist in presenting environmental education, interpretive programs, and roving. Program consists of selective (targeted) recruitment, comprehensive core training in interpretive skills and resource subject matter, continuing education and commitment to schedules. Program is directed by docents, advised by NPS staff.

Community groups, families and individuals are regular contributors to Lake Mead NRA's Adopt-A-(cove, beach, trail, road, etc.) program. Adoption program is self sustaining, with staff and volunteer support to recruit participants, assign projects, develop recognition programs and coordinate and track accomplishments.

Lake Mead NRA has an established reputation as an innovator in the use of alternative staffing programs. The Youth Conservation Corps, Job Training Partnership Act, Title V, Student Conservation Association, Community Service, Stay-In-School, Cooperative Education, and other such programs are fully utilized to the benefit of the park, cooperating agency and participating individuals.

#### Mission Statement No. 6

**Expand zone of influence to ensure that park and broader National Park Service (mandates) values are considered in regional planning, to provide leadership in regional conservation issues, and to enhance Government effectiveness through collaborative management opportunities. (Leadership)**

#### Goal No. 1

**California/Mojave Desert - As the lead National Park Service coordinator for the California Desert Ecosystem initiative, Lake Mead is providing progressive leadership to help assure that the guiding principles approved by the Secretary and the National Park Service and the Bureau of Land Management Directors are met.**

**Implement a coordinated bio-regional planning and management strategy for the 28 million acres of Mojave Desert within California and southern Nevada that ensures protection of biological diversity quality visitor services and maintenance of economic viability and effective government.**

### Desired Future Condition (1999)

The ecoregion planning approach and framework developed by the Bureau of Land Management as part of the California\Biodiversity Agreement is utilized and improved to accommodate land-use planning needs of the Bureau of Land Management, National Park Service, Fish and Wildlife Service and Department of Defense. The National Park Service re-invents its planning process to integrate into this new planning model and provides leadership in the Northern and Eastern Mojave ecoregions and active involvement in the other five ecoregions.

A strong partnership approach and positive atmosphere of cooperation/collaboration among agencies and stakeholders is in place, where continuous dialogue occurs and where understanding between diverse interests and values is emphasized. A common GIS database and software program (ARC/INFO) are in place. Advanced technology available from the military and others is being utilized and serves as a national model for ecosystem management. Leadership is being demonstrated in arid land management, ecological restoration, arid land wilderness research and in environmental education and study.

A unified public outreach program to provide visitors with informed choices on how and where to experience the Mojave Desert is in place. This includes the production of recreational maps, joint signing, shared staffing, co-location of resources, and full coordination of law enforcement, fire activities, and other visitor protection activities. The Mojave Desert serves as a National Performance Review laboratory for ecosystem planning and management and for agency reinvention efforts. The organizational structure of Bureau of Land Management and National Park Service operations demonstrates consolidation of like or similar functions, elimination of duplication and effective use of personnel, equipment, supplies and facilities. A coordinated budget strategy between the Bureau of Land Management and National Park Service is being utilized.

### Goal No. 2

**Lower Colorado River - Serve as a member of the Department of the Interior Lower Colorado River Management Group to coordinate activities and develop strategic plan and integrated management approach to the Lower Colorado River.**

### Desired Future Condition (1999)

Through effective coordination/collaboration between the Interior agencies, the operation of the river system by the Bureau of Reclamation includes balancing water and power deliveries,

providing and maintaining recreation facilities, supporting a recreational fishery, protecting and restoring riparian and wetland habitats and threatened or endangered species.

A strategic plan to guide the coordinated management of the 280 miles of the Lower Colorado River and adjacent land is in place and being implemented. Joint agency funding packages are prepared to assist in implementing high-priority initiatives. All agencies are coordinating their planning programs and mutual interests and assist each other in providing visitor services where appropriate. Each agency is striving to anticipate and avoid conflict and seek to resolve conflicts that arise at the lowest organizational level possible.

### Goal No. 3

**Regional Planning - Ensure that the park is actively engaged in those priority regional collaborative planning and management mechanisms that place us in a position to protect park resources from transboundary environmental issues, align compatible adjacent land uses, assist in solutions to regional biodiversity and conservation biology concerns, serve the needs of the visiting public, provide an evaluation of the regional significance of our recreational, cultural and natural resources.**

### Desired Future Condition (1999)

The park serves a key leadership role as a member of a federal, state, and local agency team, along with major stakeholders in producing a land-use plan for the Las Vegas Valley and adjacent lands. The land-use plan which was developed reaches a balance between development and conservation for the Las Vegas Valley and provides for compatible land-uses adjacent to Lake Mead NRA and other sensitive national conservation lands. The plan also provides direction for disposal of public land and deals appropriately with utility corridors and flood plain protection needs.

The park is an active member of the Federal Managers Group for southern Nevada, southern Utah, and northern Arizona. The group's efforts result in improved coordination and collaborative decision making, information exchange, conflict resolution and improved information services to the visiting public relative to informed choices on how and where to experience the spectrum of resources and activities on Federal lands. This is done through provision of joint agency recreation maps, co-location of visitor contact facilities, cross training of agency personnel, and utilization of interactive technology.

The park has active partnerships for resource stewardship and visitor services with other agencies, such as the Bureau of

Reclamation, Nevada Department of Wildlife, and Arizona Game and Fish Department with a role in the management of Lakes Mead and Mohave.

Goal No. 4

**Transition Agents/Field Station - Lake Mead NRA staff serves as transition agents in Regional and National level conservation and organizational initiatives and as a field station for broader NPS mandates. Cost-effective solutions to doing business are established in line with the National Performance Review.**

Desired Future Conditions (1999)

The Lake Mead NRA staff is viewed as progressive positive change agents, broad thinkers, and leaders; therefore, the area called upon to participate in important Regional and National level conservation and organizational initiatives. Because the park and its staff operate so effectively in providing leadership within their circle of influence, they provide positive models for others and are called upon to assist other parks/organizations.

In line with the National Park Service restructuring, Lake Mead NRA assumes a larger role in representing the broader mandates of the National Park Service. This is done through obtaining knowledge and effective brokering of assistance from throughout the National Park Service to assist in local heritage issues.

The park, as a result, raises its profile and leadership presence in adjacent communities and exercises a stronger voice on various land-use and sustainability issues.

Lake Mead NRA is viewed as a leader in encouraging and modeling cooperative support among members of the Pacific/Great Basin Ecosystem Cluster. The park is proactive in mobilizing human and financial resources from diverse sources to accomplish shared cluster objectives.

**\*\*PLEASE NOTE: Tasks are developed each year to accomplish these goals and desired future conditions.**