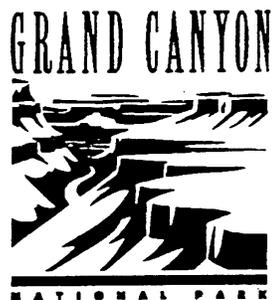


GRAND CANYON NATIONAL PARK

STRATEGIC PLAN



STRATEGIC PLAN LAYOUT

SECTION 1: Superintendent's letter of introduction and Executive Summary of the plan and overall goals and objectives.

SECTIONS 2-7: Goals and Objectives broken out; each of the six goals are broken out as follows:

<i>Goal Tab</i>	(Blue divider)
<i>Goal Cover Sheet -</i>	stated goal and associated objectives (Blue sheet)
<i>Objective A Cover Sheet -</i>	stated objective with corresponding tasks (Grey sheets)
<i>Tasks -</i>	the actual projects to be undertaken. Since projects will be completed, added and, sometimes, deleted, it is important for this document to flexible in its organization. You will notice that pages within the goals are not numbered, instead each task is numbered in the lower right corner of the page according to goal number, objective letter and the task.

* The total number of Objective Cover Sheets and corresponding tasks varies from goal to goal. Subsequent sets of objectives/tasks follow one after another within the goal dividers; the grey objective cover sheets indicate each new objective area.

SECTION 8: Appendices: Strategic Plan Acronyms
Strategic Plan Development Team Members

GRAND CANYON NATIONAL PARK STRATEGIC PLAN



OUR MISSION IS

...TO CONSERVE THE SCENERY AND THE NATURAL AND HISTORIC OBJECTS AND THE WILD LIFE THEREIN AND TO PROVIDE FOR THE ENJOYMENT OF THE SAME IN SUCH A MANNER AND BY SUCH A MEANS AS WILL LEAVE THEM UNIMPAIRED FOR THE ENJOYMENT OF FUTURE GENERATIONS.

—National Park Service Organic Act, 1916

OUR CHALLENGE IS.....

TO PROVIDE SUPERIOR STEWARDSHIP FOR AN INTERNATIONAL TREASURE THROUGH PEOPLE DEDICATED TO NATIONAL PARK SERVICE VALUES AND COMMITTED TO ACHIEVING EXCELLENCE IN SERVING THE PUBLIC.

In carrying out its mission at Grand Canyon National Park, the National Park Service plays three key and complementary roles: first as steward responsible for managing America's national parks and their resources; second as guide and teacher, helping people experience, value, and respect the meaning of our shared national heritage; and third as advocate for and partner in achieving a quality of life enhanced by natural and cultural resources and recreational open space. These roles derive from the agency's 1916 organic act and decades of subsequent legislation.

The National Park Service's three roles too often are seen as competing and conflicting charges. In fact, they are symbiotic. As exemplary stewards, we preserve a representative core of the nation's, and the world's, most significant heritage resources. As guide and teacher, we foster both a national and international culture protective of heritage values. And, as caring advocates and partners, we help extend the benefits of a rich natural and cultural heritage more widely throughout society, helping to conserve the biological and cultural diversity critical to the maintenance of healthy resource systems.

A fourth role of the National Park Service supports the other three. As an organization we provide the leadership, the employees, the relationships with our partners, and the management structure and systems needed to carry out all aspects of our mission at Grand Canyon. In this role we need to concentrate our organizational resources where they will maximize the public benefit.

There is considerable discussion today about government being more responsive to its customers. This is a valuable concept. However, when we in the National Park Service speak of



'our customers' we include not only park visitors, our partners in preservation and recreation at the national, state, and community levels, and the larger American public. We must also include future generations and the myriad plants and animals, cultural landscapes, structures, and artifacts, scenic vistas, even the night skies and natural quiet—all the tangible and intangible manifestations of our heritage that we and our partners seek to preserve.

This Strategic Plan has been developed to guide the managers of Grand Canyon National Park for the next several years as they undertake the mission of the National Park Service on behalf of American and global citizens who derive pleasure and pride in the protection of one of this planet's most spectacular resources. The Plan was developed by the senior managers of the park with significant input by all levels of the work force. It is a dynamic plan which provides for flexibility and ongoing tracking of accomplishments. The goals and objectives are reflective of the 1994 Strategic Plan for the National Park Service, as well as the Management Objectives articulated in the 1995 draft of the park's General Management Plan (GMP). As such, it is anticipated the goals and objectives will retain their viability over time. Each year the management team of the park will meet to determine accomplishments of the past year and to develop the next year's list of tasks to further each of the goals and objectives. A quarterly evaluation process sequenced with a similar budget tracking system assures program accountability.

"As caring advocates, we extend the benefits of a rich natural and cultural heritage throughout society."

Bear in mind, the Strategic Plan addresses specific projects which are beyond the normal scope of operations—it assumes that day-to-day, operational issues are being addressed through other avenues. The plan has been developed by the management team and the relative priorities of the tasks are agreed to by the team. It is the responsibility of the entire management team to not only advance their particular work unit tasks, but to work cooperatively with colleagues of other work units to advance those tasks as well. The plan gives focus, direction and priorities to what we hope to achieve as managers of this national park on behalf of the American people. Although there are quarterly progress assessments, and annual sessions to develop tasks, we envision the plan to be an ongoing plan—a two or three year plan, or longer, if needed. The value of the plan lies in our ability to use it to direct and prioritize our activities without hindering our flexibility in meeting and undertaking new challenges.

The strength of this plan is that it clearly outlines and prioritizes the direction that management will take in the park over the next few years. The work that we are committed to can be summarized in six broad goals. The specific tasks which we as a part will undertake fall under one of these six goals. They are:

- Goal I: Establish a scientific and scholarly basis for Resource Management decisions.
- Goal II: Strengthen protection of park resources.
- Goal III: Achieve sustainability in park use and development.
- Goal IV: Help people forge emotional, intellectual, and recreational ties with their natural and

- cultural heritage.
- Goal V: Manage our Human Resources to promote peak performance, job satisfaction, career growth and team work, becoming a more responsive, efficient and accountable organization.
- Goal VI: Pursue maximum public benefit through alternative approaches to support park operations including public-private partnerships, contributions, cooperative agreements or contracts.

These goals are the “vision” of where we are going. However, as fundamental to our work as these are, they don’t answer well what we are to do at work on any given day. The “Objectives” and “Tasks” that are included in the Strategic Plan provide the next level of detail for accomplishing our goals, and answer more of the day-to-day questions. The objectives further define the issues associated with each goal, while the tasks are the actual activities being done on the ground to meet the objectives and broader goals. The next few pages outline each of the six goals, along with their associated objectives and specific tasks. The tasks are restated in much greater detail in the second half of this document, with project descriptions, lead contact information, resources needed, possible barriers to success and project planning information.

GOAL I: ESTABLISH A SCIENTIFIC AND SCHOLARLY BASIS FOR RESOURCE MANAGEMENT DECISIONS.

Objective A: Inventory, monitor and maintain data on natural and cultural resources and values. Utilize this data in the most effective ways possible to facilitate park management decisions. This includes developing a park database of cultural resources including historical resource studies, administrative history, oral history, and archeological overviews and assessments.

Highest Priority Actions:

1. Develop a strategy to improve the park historic preservation program including historic research.
2. Analyze 51 fire effects plots within four monitoring types (Pinyon/Juniper Woodlands, South Rim Ponderosa, North Rim Ponderosa, and North Rim Mixed Conifer) through four different monitoring phases. Methodology and protocols for the analysis are outlined in the Western Region Fire Monitoring Handbook.
3. Develop a Habitat Restoration Plan which, a) identifies disturbed areas; b) prioritizes areas to be restored; c) identifies exotic plant species and their distribution; and d) identifies restoration techniques.
4. Develop a comprehensive research program that maximizes contributions from cooperating agencies and is focused on high priority park informational needs.
5. Develop and implement a monitoring program to define baseline flows, water quality and key riparian system features for those South Rim-area springs that could be effected by well development in the Tusayan area.



Other Important Actions:

None

Objective B: Coordinate and cooperate with the wide variety of government, academic, and research organizations to provide opportunities for scientific study and research. These mutually beneficial relationships will ensure that quality research forms the basis for resource preservation, planning and education. This knowledge will be broadly shared with staff and public.

Highest Priority Actions:

1. Enhance existing cooperative programs with educational institutions such as Northern Arizona University (NAU) and Museum of Northern Arizona (MNA). Explore and exploit new opportunities to develop cooperative programs that expands the educational potential of programs focused on Colorado Plateau Ecosystems.
2. Open a dialogue with the National Biological Survey (NBS), NAU, and other interested parties to develop a Grand Canyon science support unit in Flagstaff.

Other Important Actions:

3. Explore the feasibility of developing a Grand Canyon Field School for college students.

GOAL II. STRENGTHEN PROTECTION OF PARK RESOURCES.

Objective A: Natural and scenic resources and values will be preserved to assure the continuance of ecological processes, genetic integrity and habitat diversity that will sustain the biological diversity of the ecosystem. Preserving critical processes and linkages will ensure the preservation of rare, endemic, and specially protected plant and animal species.

Highest Priority Actions:

1. Complete the Backcountry Management Plan (BMP) with full public participation.
2. The first draft Resource Management Plan (RMP) was completed and reviewed by the park staff. Some of the comments received were incorporated into the second draft edition completed by Zera Osmond and Vince Santucci on Jan. 15th. The final review and draft must be completed by the park staff. Much additional work still needs to be done including a priority setting for projects.
3. Begin the process by defining a strategy to develop a comprehensive parkwide inventory and monitoring program.
4. Hold courses on National Environmental Policy Act (NEPA), National Historical Preservation Act (NHPA), the Native American Graves Protection and Repatriation Act (NAGPRA), and traditional use areas for park personnel.

Other Important Actions:

None



Objective B: The full spectrum of resources such as air quality, visibility, natural quiet and solitude, water quality, spring and stream resources will be preserved, and where necessary, will be enhanced or restored through the effective application of law, negotiation, and productive partnerships.

Highest Priority Actions:

1. Assume an active leadership role in the Visibility Transport Commission (VTC) and with the Colorado Plateau Cluster for the protection of air resources.
2. Develop an annual plan of resource issues that can be addressed through educational programs. This list would be prioritized and updated annually or during the year as the need arises. Generally, this list of issues would be developed at the beginning of each year by the Chief, Division of Interpretation and the Management Assistant.
3. Evaluate existing and proposed commercial uses and operations to assure that natural resources are protected from degradation or that mitigating measures are required by the concessionaires/users to the greatest extent reasonable.
4. Establish a data base on clean and quiet technology products, developments, etc., and evaluate park operations in light of this technology to formulate proposals for use at Grand Canyon.
5. Enhance our staff ability to evaluate aircraft overflight effects by making this function a primary duty of an existing but reclassified position within the Resource Management Division.
6. Continue to evaluate alternatives to water withdrawals from the Redwall Aquifer beneath Tusayan.
7. Initiate and continue compliance activities regarding Arizona Department of Environmental Quality (ADEQ) mandates on water, wastewater, landfills and related issues.

"The goals and objectives in this plan are reflective of the 1994 Strategic Plan for the entire National Park Service."

Other Important Actions:

None

Objective C: Altered ecosystems will be restored to their natural conditions when possible. In managing naturalized ecosystems, adaptive management based upon sound science will ensure the preservation of native components through active management of non-native components and processes.

Highest Priority Actions:

1. Complete the removal of the Bat Guano Mine towers located along the river in the



- western end of the park and restore the area to its natural condition.
2. Expand the Habitat Restoration Team of volunteers to help with implementation of the Habitat Restoration Plan.
 3. Complete a park wide wildfire prevention analysis to include risk, hazard, and values assessments. This information will provide the frame work for a wildfire prevention plan which will be an appendix to the 1996 Fire Management Plan revision.
 4. Complete FY95 funded projects which includes eight projects for 2,752 acres.
 5. Participate as a full partner in the development and implementation of long-term monitoring and adaptive management of the Colorado River.

"The strength of this plan is that it clearly outlines and prioritizes the direction that management and work will take in the park over the next few years."

Other Important Actions:

None

Objective D: Cultural resources reflective of past and present cultures will be protected as increasingly rare and valued repositories of our cultural heritage.

Highest Priority Actions:

1. Pursue all options to construct the shell of the new Museum Collection Storage and Research Facility which has been purchased and is being held by contractor.
2. Conduct a preliminary evaluation of the condition of park historic structures and set priorities for work to be include in the RMP.

Other Important Actions:

None

Objective E: Cultural diversity will be achieved by the recognition and preservation of the contributions and unique accomplishments and events which comprise the human experience at Grand Canyon.

Highest Priority Actions:

1. Expand educational programs throughout the park developed areas that emphasizes Native American cultural themes including prehistoric, historic and contemporary components.

Other Important Actions:

None

Objective F: Park resources will be protected from over use, abuse, vandalism, theft and other illegal activities through aggressive education and law enforcement programs.

Highest Priority Actions:

1. Develop programs and systems to more efficiently and thoroughly communicate park resource and critical issues messages to all park employees, concession employees and cooperating association employees.
2. Develop a five year plan to meet Service directives for minimum and full background investigations for all effected.
3. Coordinate with the Divisions of Interpretation and Resource Management for development of employee development training programs in line with Ranger Futures.
4. Coordinate implementation of two forty (40) hour law enforcement refresher training courses (spring and fall) and firearms training programs.
5. Improve relationships with U.S. Attorney's Office and U.S. Magistrate to enhance and professionalize Grand Canyon's law enforcement program.
6. Develop central office as a clearing house for all permit issues for Special Park Uses.

Other Important Actions:

7. Implement the Inner Canyon Sign Program consistent with the Backcountry Management Plan and the Approved Grand Canyon Sign System.
8. Two Backcountry Ranger FTE's (Full-Time Equivalents) are needed to conduct patrols of backcountry, 1,179,700 acres. Patrol is primarily by foot to address visitor services, visitor use patterns, resource protection, SAR (Search and Rescue) considerations, EMS (Emergency Medical Services) response, law enforcement needs, etc.
9. In 1994, a Law Enforcement Review of Grand Canyon's Law Enforcement Program stated that we needed to establish permanent court liaison and training positions. Consistent with professionalization for a park wide function in dispatch operations and the law enforcement office, two positions are needed to meet minimum standards identified in the evaluation.

Objective G: Resources meeting the criteria for wilderness designation will be managed as wilderness or potential wilderness.

Highest Priority Actions:

1. Establish a park Wilderness Management Policy Team that will define and coordinate the incorporation of wilderness concepts and practices into appropriate plans and operations.

Other Priority Actions:

None



GOAL III: ACHIEVE SUSTAINABILITY IN PARK USE AND DEVELOPMENT

Objective A: Subsequent to the completion and approval of the General Management Plan (GMP), pursue strategies and opportunities to implement the priority actions identified in the plan.

Highest Priority Actions:

1. Participate in and guide the conceptual planning for the Mather Orientation Center.
2. Recruit a team of employees whose responsibility will be to begin the process of implementing General Management Plan actions immediately following the Record of Decision for the GMP/EIS (Environmental Impact Statement). Team will focus on identifying actions in the appropriate sequence that can be accomplished immediately, and exploring partnerships/funding sources for other actions.
3. Re-evaluate the role and function of the Professional Services Division for the post-GMP era.

Other Important Actions:

None

Objective B: Park-related activities and development, whether inside or outside park boundaries, will be sustainable parts of the ecosystem and cultural context, working with natural processes and enhancing cultural values. They will require minimal manipulation of the environment, modification of cultural values or consumption of depletable resources.

Highest Priority Actions:

1. Complete design and begin construction of the North Rim Contact Station, with photovoltaic panels and a solar power interpretive display, if possible.
2. Complete design and begin construction of the North Rim Emergency Services Building.
3. Begin a dialogue with the Navajo Nation, Cameron Tribe, concerning development issues in the Cameron area. Particular emphasis on an information center in which the NPS could participate and the appearance of Rt. 64.

Other Priority Actions:

None

Objective C: Development alternatives are analyzed to determine need, environmental impact and monetary cost. We will consider adaptive reuse of historic structures, energy efficiency,

"It is the responsibility of the entire management team to not only advance their particular tasks, but to work cooperatively with other work units to advance those tasks as well."



rehabilitation options and long term facility maintenance relative to the priority use of park funds.

Highest Priority Actions:

1. Hire Environmental Engineer
2. Hire Architect
3. Develop a Standard Operating Policy (SOP) for Kolb Studio that provides direction for appropriate use of this space such as exhibits, meetings, offices, official receptions and functions etc. It should also include exhibit planning guidelines and schedules.
4. Analyze the old community building for park and community use.
5. With input from park community, design a new community building to satisfy most recreational needs of a diverse community.

Other Priority Actions:

None

Objective D: Park support facilities, including visitor lodging, employee housing and offices will be consolidated and located outside the park if feasible. There will be active participation with local and regional planning, development and governmental organizations to maximize opportunities. Public transportation systems will be energy efficient and non-polluting.

Highest Priority Actions:

1. Complete a functional analysis of the entire park organization in order to determine which components can be moved to offices outside the park without adverse effects on the park operations.
2. Prepare administratively for the increased shuttle bus operation in FY96 to a nine month operation.
3. Restore funding and complete construction documents for trailer replacement at Desert View, North Rim and Meadview.
4. Develop and implement plan for utilizing Maswik Transportation Center beginning in the spring of 1995.
5. Continue to work cooperatively with the Kaibab National Forest and others to make the Tusayan Land Exchange a sustainable and positive enhancement to the Tusayan area and a benefit to the park.
6. Develop a trailer removal plan for Pinyon Park and Trailer Village.
7. Pursue award of the FY 95 Housing Project (PKG 143BA) through the Denver Service Center (DSC), Washington Office (WASO), and the Secretary's Office.

Other Priority Actions:

None



Objective E: The park will act as a demonstration area where management practices work with ecosystem processes, conserve water and energy, avoid pollution, reusing and recycling a variety of materials.

Highest Priority Actions:

1. Fund and implement park based recycling program.
2. Establish a fueling station for natural gas vehicles and encourage DSC to begin writing specifications for the purchase of natural gas buses in FY96; convert shuttle buses, passenger cars and pickups to Liquefied Natural Gas (LNG) or Compressed Natural Gas (CNG).
3. Repair/rehabilitation or new construction on concession facilities will include energy efficiency considerations and conservation criteria, such as low flow water fixtures, insulation, consumption of electricity, heating/cooling efficiency, etc.
4. Evaluate the park's consumption of resources (such as power and water) and establish an integrated plan for consumption reduction.
5. Pursue new wastewater treatment technology (solar aquatics) for use at Desert View in place of or in addition to the existing lagoons. After initial evaluation of the technology, and feedback from Arizona Department of Environmental Quality, decide whether to use the new technology or to use conventional technology.
6. Continue support of the ongoing analysis of the feasibility of co-composting (composting solid waste and sludge together) for the Grand Canyon/Tusayan area.

Other Priority Actions:

None

Objective F: An adequate environment is provided and managed to preserve and maintain its functional use in supporting the park's mission.

Highest Priority Actions:

1. Establish phase one of a multi-skill housing crew. Phase One will establish three full time members of the housing crew. Later phases will add five more members to provide the ability to address all aspects of housing rehabilitation.
2. Establish two full-time trail crews.
3. Complete design, fund and implement improvements to North Rim sewage treatment plant.
4. Obtain snow removal equipment for North Rim roads.

Other Priority Actions:

5. Rehabilitate Desert View rest rooms.



GOAL IV: HELP PEOPLE FORGE EMOTIONAL, INTELLECTUAL, AND RECREATIONAL TIES WITH THEIR NATURAL AND CULTURAL HERITAGE.

Objective A: Preserve the integrity of the park as a World Heritage Site with natural and cultural resources of national and international significance.

Highest Priority Actions:

1. Organize Public Affairs function so that media interest is attracted to issues of management concern before they become problems.

Other Priority Actions:

None

Objective B: Opportunities to enjoy the park will be diverse so long as they are not illegal, inappropriate, harmful or threatening to resources, values and visitor experience. The use of park resources for purposes important to people's cultural traditions and for resource-based recreation is accommodated without harming resources or visitor experience. Managing visitor use is essential in order to ensure that the highest desired quality visitor experience is delivered within acceptable impacts on the resource.

Highest Priority Actions:

1. Complete Interpretive Prospectus
2. Develop a proactive social science program.
3. Rewrite existing park filming permit policy to ensure resources are adequately protected and administrative/support costs are recovered to the park.
4. In compliance with the latest national-level directives, establish a process for the charging and collection of revenue for issuance of Special Use Permits (the new title will be Incident/Business Permit).

Other Priority Actions:

None

Objective C: Visitor services will be efficiently managed to meet the needs of the wide cross-section of the U.S. population and foreign visitors who come to the park. Facilities will be appropriately accessible, transportation systems will be reasonably provided, and advance information systems will contribute to achieving desired visitor experiences.

"Our Mission is to conserve the scenery and the natural and historic objects and the wild life . . . and to provide for the enjoyment of the same in such a manner and by such a means as will leave them unimpaired for the enjoyment of future generations."

**Highest Priority Actions:**

1. Develop a prospectus for solicitation of proposals from private businesses to issue GRCA backcountry permits for a charge.
2. Revise the Backcountry Trip Planner in order to provide visitors with information on making backcountry trips. The Backcountry Permit requires revision to incorporate language which addresses trip leader requirements under mail-out permit systems.
3. Explore and exploit a wide variety of means to disseminate advance trip planning information locally, regionally, nationally, and internationally.
4. Install new voice mail system for the park.
5. Update accessibility audit and set priorities.
6. Establish schedule and process by which each division chief will audit the visitor experience with feedback to Deputy Superintendent.
7. Develop an Information Services Plan that will provide local park information (weather, roads, lodging, campgrounds, resources, trails, local visit opportunities, safety, river use, etc., in a consistent manner, through a wide variety of media. Capitalize on strengths of various organizations. Build in redundancies.
8. Complete the planning for development of a two-way microwave relay system. identify infrastructure needs, resources, funding needs, and organizational structure.
9. Do a CD-Rom product that adds value to the Young Geonauts program, but also stands alone as an educational product, curriculum based for home or school use.
10. Continue project to load Grand Canyon Trip Planning information onto an Internet service.
11. Revise the Emergency Medical Dispatch process for notification of all principal answering points.

"Our challenge is to provide superior stewardship for an international treasure through people dedicated to NPS values and committed to achieving excellence in serving the public."

Other Priority Actions:

None

Objective D: High quality interpretive programs will educate the public, both on-site and off-site, about the significance of the park. Visitors will gain clearer understandings of nature and culture, the ecological and social value of the park, the interrelationships of natural and cultural processes through educational programs meeting the highest scholarly and interpretive technique standards.

Highest Priority Actions:

1. Redesign, write, and integrate the Junior Ranger Program.
2. Develop and broadcast a prototype distance learning program titled, *Geonauts*.
3. Make better use of local resources with an expanded and enhanced Volunteers-In-Parks program. Develop recruitment, training, monitoring, feedback, and recognition programs.
4. Develop a 3-5 year plan that prioritizes cooperating association aid to the NPS.
5. Current Ranger Career position descriptions call for positions in the 025 series to present formal interpretive programs. This task would analyze where interpretive services are desirable and deliverable by employees outside the Division of Interpretation. For example, it would formalize where and when protection rangers could deliver formal interpretive programs at sites where major resource project is being implemented such as South Rim deer removal program.
6. Organize and formalize an environmental education program plan with schools in the Grand Canyon area. Use the Grand Canyon School as a focus for development and testing of curriculum.

Other Priority Actions:

None

GOAL V: MANAGE OUR HUMAN RESOURCES TO PROMOTE PEAK PERFORMANCE, JOB SATISFACTION, CAREER GROWTH AND TEAM WORK, BECOMING A MORE RESPONSIVE, EFFICIENT AND ACCOUNTABLE ORGANIZATION.

Objective A: Each employee understands and supports the NPS mission and his or her role as part of the organization carrying out that mission. Leadership will be based upon shared visions, carried out by work units, individuals and work teams who have been given the commensurate required responsibilities, based upon knowledge of law, policy and operational procedure.

Highest Priority Actions:

1. Provide supervisor training (design and implement).
2. Plan and implement annual park breakfast for all park employees (North Rim and South Rim).
3. Provide at least one all-employee meeting this year and evaluate effectiveness.
4. The Superintendent and Deputy Superintendent will each attend a division's monthly meeting at least twice a year.
5. Plan and implement cross canyon hike for division chiefs.
6. Communicate to the staff the process and progress of the park's Strategic Plan, and provide for wide distribute of the final plan.
7. Provide labor relations training as necessary for supervisors and employees in order to successfully negotiate a contract.
8. Develop new housing bid system in a re-written Housing Policy to meet changing



- housing inventories and needs.
9. Develop Standard Operating Procedures for assignment of housing on North Rim, Desert View, Indian Garden and Phantom Ranch.
 10. Carry out an audit of all park committees to determine effectiveness, contributions to overall park management goals, efficiency, impacts on park operations, and formulate proposals for improvement.
 11. Working through division chiefs, identify a management issue/area appropriate for team-based decision/management. Develop process for implementing team-based decision/management approach within this issue area. Report on process/outcome with recommendations for use in other areas.

Other Priority Actions:

None

Objective B: The organization will adapt to changing needs providing for a diverse, professional and productive work force. Organizational operations and position management plans will reflect changing conditions and provide for career learning opportunities, greater technical expertise, employee involvement in decisions, increased efficiency, innovation, experimentation and educated risk taking. Employees will be treated equitably and appropriately. Leadership potential will be identified and developed. The work environment will be safe, healthy, and productive. Employees' personal and family lives, concerns about adequate housing, child care, isolation, recreation, dual careers, and minority issues will be cornerstones of effective management practice.

Highest Priority Actions:

1. Prepare new Position Management Plan that is in line with parkwide Strategic Plan and new regional structure.
2. Design a new employee orientation program. All new employees would be required to attend within the first 60-90 (pick one) days of entering on duty at the park. Instructors would be recruited from all divisions.
3. Update the current Grand Canyon Pet Policy to implement resource protection programs.
4. Advertise to supervisors and employees the availability and benefits of the park's incentive awards program.
5. Prepare an analysis of the park's current supervisor/employee ratio with recommendations for improvement.
6. Develop a plan for a private employee vehicle/boat storage area, and pending availability of funds construct necessary fences, etc.
7. Establish inter-divisional team to review examine current policies, procedures, practices, and make recommendations for streamlining, modification, or elimination based on NPS national organizational directions.
8. Develop an improved park performance management system including establishment



of regularly scheduled quarterly performance reviews by supervisors.

9. Complete North Rim Management Plan that will govern general operations on North Rim. Two major components: Summer Operations and Winter Operations. Goal of the plan is to improve efficiency and minimize cost while maintaining quality.
10. Establish a cross-connection (potable v. non-potable water) control team to identify areas of sanitation concern and recommend remediations.
11. Consolidate all Park emergency operations plans into one document for distribution and annual update.
12. Emergency plan will address procedures for evacuation of residents and visitors from the North Rim, particularly the developed area.
13. Develop a North Rim Structural Fire Plan.

Other Priority Actions:

None

Objective C: Improve organizational effectiveness and efficiency through improved operational and administrative processes and systems. More authority will be delegated, unit and individual responsibilities increased, and improved accountability by work units and individuals will be required. Administrative systems will support work units and will not burden them with duplicative or cumbersome requirements. Unit operations will be conducted effectively and employees held accountable to assure their activities are preserving resources and creating value for the public. Employees will be rewarded who have demonstrated that they have created value through the system. Work and financial expenditures will reflect service wide and park priorities, managed by sound tracking and accountability processes.

Highest Priority Actions:

1. Develop a Budget Execution and FTE Management Plan as a guide for consistent formulation and execution.
2. Network (Local Area Network - LAN) computers within the Headquarters building and other operational buildings and begin plans to wide-area-networking (WAN) the entire park.
3. After new performance appraisal system is in place, review and revise division chief standards to bring them into NPS conformance and to relate them to the park Strategic Plan.
4. Develop performance standards to support the generic Ranger Careers position descriptions.

Other Priority Actions:

None



GOAL VI: PURSUE MAXIMUM PUBLIC BENEFIT THROUGH ALTERNATIVE APPROACHES TO SUPPORT PARK OPERATIONS INCLUDING PUBLIC-PRIVATE PARTNERSHIPS, CONTRIBUTIONS, COOPERATIVE AGREEMENTS OR CONTRACTS.

Objective A: The park will participate in, or initiate, regional planning exercises. These will include broader bio-regional initiatives on the Colorado Plateau that will act as a catalyst for protection of resources within the park and the broader eco-region.

Highest Priority Actions:

1. Initiate the Greater Grand Canyon Partnership regional planning process.
2. Open a dialogue with the National Park Foundation to work out the details of how funds raised by the Grand Canyon Public/Private Partnership Act will be handled.
3. Identify means of significantly reducing park motor vehicle accident rate in 1996.

Other Priority Actions:

None

Objective B: The park will cooperate with other federal, state or private land-managing agencies to accomplish work and professional or technical assistance exchanges. The park will maximize opportunities with the private sector to accomplish operational or development needs without compromising park resources, quality visitor experience or the integrity of the NPS mission.

Highest Priority Actions:

1. Initiate dialogue with community leaders in Tusayan and commence a process for recovery of costs associated with emergency response for law enforcement and structural fire, or a transition, whereby, we terminate assistance.

Other Priority Actions:

None

Objective C: The park will effectively manage volunteer and cooperator programs seeking the highest appropriate public gain. The park will develop friendships with a diversity of groups actively promoting partnership, cooperation and financial contributions.

Highest Priority Actions:

1. Operate a two crew YCC Camp each year.
2. Sponsor two APS work days in 1995.
3. Establish agreement with US Army Reserve unit to complete park projects.

**UNDER
PROMISE ...**

**OVER
DELIVER.**

Other Priority Actions:

4. Establish agreement with National Conservation Corps.

Objective D: The park will evaluate operations to determine where visitors and other park users pay their fare share of the costs of serving them while ensuring no one is denied access because of their inability to pay. The park will develop innovative systems to maximize return of revenues to the park to assist in sustaining park operations.

Highest Priority Actions:

1. Revise the commercial voucher system to meet the needs of new fee legislation and improve ability to manage tour operator access to the park through Memorandum of Understanding (MOU) or other appropriate means.
2. Evaluate options to the existing MISTIX contract which expires in 1996 and improve visitor services operations and reservation processes.
3. Finalize negotiations for cellular telephone service within the park.
4. Review project statements submitted by divisions for proposed uses of concessioner Special Account funds.
5. Adjust utility rates to reflect all allowable costs.

Other Priority Actions:

None



GOAL I & OBJECTIVES

GOAL I: *ESTABLISH A SCIENTIFIC AND SCHOLARLY BASIS FOR RESOURCE MANAGEMENT DECISIONS.*

- Objective A:** Inventory, monitor and maintain data on natural and cultural resources and values, and utilize this data in the most effective ways possible to facilitate park management decisions. This includes developing a park database of cultural resources including historical resource studies, administrative history, oral history, and archaeological overviews and assessments.
- Objective B:** Coordinate and cooperate with the wide variety of government, academic, and research organizations to provide opportunities for scientific study and research. These mutually beneficial relationships will ensure that quality research forms the basis for resource preservation, planning and education. This knowledge will be broadly shared with staff and public.



Inventory, monitor and maintain data on natural and cultural resources and values, and utilize this data in the most effective ways possible to facilitate park management decisions. This includes developing a park database of cultural resources including historical resource studies, administrative history, oral history, and archeological overviews and assessments.

Highest Priority Actions:

1. Develop a strategy to improve the park historic preservation program including historic research.
2. Analyze 51 fire effects plots within four monitoring types (Pinyon/Juniper Woodlands, SR Ponderosa, NR Ponderosa, and NR Mixed Conifer) through four different monitoring phases. Methodology and protocols for the analysis process are outlined in the Western Region Fire Monitoring Handbook.
3. Develop a Habitat Restoration Plan which, a) identifies disturbed areas; b) prioritizes areas to be restored; c) identifies exotic plant species and their distribution; and d) identifies restoration techniques.
4. Develop a comprehensive research program that maximizes contributions from cooperating agencies and is focused on high priority park informational needs.
5. Develop and implement a monitoring program to define baseline flows, water quality and key riparian system features for those south rim area springs that could be effected by well development in the Tusayan area.

Other Important Actions:

None

Project: Develop historic preservation strategy.

Project Description: Develop a strategy to improve the park historic preservation program including historic research.

Product Description: Two products. Historic preservation strategic plan based on the historic preservation section of the 1995 RMP.

Lead: Chief, Division of Resources Management
Dave Haskell
Extension: 7759

Target Date: October 1995

Sequence of Steps: Complete RMP, then develop strategy.

Resources Needed: Existing Resource Management staff with assistance from Professional Services and Chief of Maintenance.

Warnings/
potential Barriers: None known

Project: Fire Effects Monitoring

Project Description: Analyze 51 fire effects plots within four monitoring types (P/J Woodlands, SR Ponderosa, NR Ponderosa, and NR Mixed Conifer) through four different monitoring phases. Methodology and protocols for the analysis process are outlined in the Western Region Fire Monitoring Handbook.

Product Description: Develop a database for Species Specific Fire Prescription Perimeters.

Lead: Chief, Branch of Fire and Aviation
Dan Oltrogge
Extension: 7822

Target Date: October 1996

Sequence of Steps: Install, immediate post burn, 1 year post burn, and 2 year post burn.

Resources Needed: Park Bio-technicians, GRCA Firepro, Division of Resources Mgmt., NAU and personnel under interagency agreements.

Warnings/
Potential Barriers: State regulatory restrictions and other incident operations impacting availability of resources.

Goal I
Objective A
Project #2

Project: Develop Habitat Restoration Plan

Project Description: Develop a Habitat Restoration Plan which, a) identifies disturbed areas; b) prioritizes areas to be restored; c) identifies exotic plant species and their distribution; and d) identifies restoration techniques.

Product Description: Habitat Restoration Plan document

Lead: Revegetation Specialist
Frank Hayes
Extension:7857

Target Date: April 1996

Sequence of Steps: a) Identify disturbed areas,
b) prioritize areas to be restored,
c) identify exotic plant species and their distribution, and
d) identify restoration techniques.

Resources Needed: The resources necessary to accomplish this item are contained within the base and special project funds and FTE available to Professional Services.

Warnings/
Potential Barriers: None

Project: Develop a comprehensive research program.

Project Description: Develop a comprehensive research program that maximizes contributions from cooperating agencies and is focused on high priority park informational needs.

Product Description: A revised section of the 1995 Resource Management Plan (RMP) describing the research program and associated project statements to be included in the 1996 RMP update.

Lead: Chief, Division of Resources Management
Dave Haskell
Extension: 7759

Target Date: January 1996

Sequence of steps: Fill senior scientist position, conduct meeting with all possible partners to scope and define the program, begin implementation of the group product.

Resources Needed: Existing RM staff, Interpretive Division liaisons, and cooperators.

Warnings/
Potential Barriers: None known

Project: Develop and implement a program to monitor south rim area springs.

Project Description: Develop and implement a monitoring program to define baseline flows, water quality and key riparian system features for those south rim area springs that could be effected by well development in the Tusayan area.

Product Description: Monitoring protocol and implementation strategy.

Lead: Park Hydrologist
John Rihs
Extension: 7817

Target Date: April 1995

Sequence of steps: Prepare monitoring protocol and implement.

Resources Needed: Existing RM staff and assistance from WASO Water Resources Division.

Warnings/
Potential Barriers: None known



GOAL I
OBJECTIVE B

Coordinate and cooperate with the wide variety of government, academic, and research organizations to provide opportunities for scientific study and research. These mutually beneficial relationships will ensure that quality research forms the basis for resource preservation, planning and education. This knowledge will be broadly shared with staff and public.

Highest Priority Actions:

1. Explore the feasibility of developing a Grand Canyon Field School for college students.
2. Enhance existing cooperative programs with educational institutions such as Northern Arizona University (NAU) and Museum of Northern Arizona (MNA). Explore and exploit new opportunities to develop cooperative programs that expands the educational potential of programs focused on Colorado Plateau Ecosystems.

Other Important Actions:

3. Open a dialogue with the National Biological Survey (NBS), NAU, and other interested parties to develop a Grand Canyon science support unit in Flagstaff.

Project Title: Expand Cooperative Education Partnerships

Project Description: Enhance existing cooperative programs with educational institutions such as Northern Arizona University and Museum of Northern Arizona. Explore and exploit new opportunities to develop cooperative programs that expands the educational potential of programs focused on Colorado Plateau Ecosystems.

Product Description: Arizona science curriculum materials, distance learning programs, CD-Rom products, field seminar programs, joint publications, INTERNET access and services, regional, national and international trip planning services, special exhibit services and assistance including design, construction, etc.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: Curriculum materials: Sep. 30, '95; Distance learning prototype/field test: April 30, '95; CD-rom: May 31, '96; INTERNET access: Sep, '96.

Sequence of Steps: Curriculum and distance learning projects currently underway through Education Specialist. Coordination with APS a needed current step for curriculum support and teacher involvement. Distance learning also currently underway with education specialist. Full implementation depends on two-way video system. CD-Rom currently being written and developed through park writer/editor. An NSF Grant is also a possibility for exhibit development for visitor center. Finalization of visitor center rehabilitation plan and schedule a necessary early step for the grant process.

Resources Needed: Assistance from state teachers, production and design services from NAU. Park education specialist is already assigned to this project. Additional funding requirements currently provided by cooperating association. CD-Rom project is also currently funded and FTE assigned.

Warnings/

Potential Barriers:

The two-way video system is a major component need for long term distance learning, INTERNET access, community education programs etc. The cooperating association will be considered a potential funding source. It is also being considered for major research support and fundraising support and other special projects. It can't fund all of our needs. Other potential barriers include transfer of either the education specialist or writer/editor.

Goal 1
Objective B
Task #1

Project Title: Develop a Grand Canyon science support in Flagstaff.

Project Description: Open a dialogue with the National Biological Survey (NBS), NAU, and other interested parties to develop a Grand Canyon science support unit in Flagstaff.

Product Description: A report by Jan. 1, 1996 describing progress made to date.

lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: January 1996

Sequence of steps: Move GIS unit Flagstaff and combine with NBS program, fill senior scientist position, set up meeting with all possible partners and explore interests and opportunities.

Resources Needed: Existing RM staff, Interpretive Division liaisons and cooperators.

Warnings/
Potential Barriers: None known

Project Title: College field school.

Project Description: Explore the feasibility of developing a Grand Canyon Field School for college students.

Product Description: A report or proposal.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: January 1996

Sequence of Steps: Meet with potential project cooperators. Identify options and interests. Prepare proposal.

Resources Needed: Existing staff, an new senior scientist.

Warnings/
Potential Barriers: Lack of interest or lack of funding from cooperators.



GOAL II & OBJECTIVES

GOAL II. *STRENGTHEN PROTECTION OF PARK RESOURCES.*

- Objective A:** Natural and scenic resources and values will be preserved to assure the continuance of ecological processes, genetic integrity and habitat diversity that will sustain the biological diversity of the ecosystem. Preserving critical processes and linkages will ensure the preservation of rare, endemic, and specially protected plant and animal species.
- Objective B:** The full spectrum of resources such as air quality, visibility, natural quiet and solitude, water quality, spring and stream resources will be preserved, and where necessary, will be enhanced or restored through the effective application of law, negotiation, and productive partnerships.
- Objective C:** Altered ecosystems will be restored to their natural conditions when possible. In managing naturalized ecosystems, adaptive management based upon sound science will ensure the preservation of native components through active management of non-native components and processes.
- Objective D:** Cultural resources reflective of past and present civilizations will be protected as increasingly rare and valued repositories of our cultural heritage.
- Objective E:** Cultural diversity will be achieved by the recognition and preservation of the contributions and unique accomplishments and events which comprise the human experience at Grand Canyon.
- Objective F:** Park Resources will be protected from over use, abuse, vandalism, theft and other illegal activities through aggressive education and law enforcement programs.
- Objective G:** Resources meeting the criteria for wilderness designation will be managed as wilderness or potential wilderness.



Natural and scenic resources and values will be preserved to assure the continuance of ecological processes, genetic integrity and habitat diversity that will sustain the biological diversity of the ecosystem. Preserving critical processes and linkages will ensure the preservation of rare, endemic, and specially protected plant and animal species.

Highest Priority Actions:

1. Complete the Backcountry Management Plan with full public participation.
2. The first draft RMP was completed and reviewed by the park staff. Some of the comments received were incorporated into the second draft edition completed by Zera Osmond and Vince Santucci on Jan. 15th. The final review and draft must be completed by the park staff. Much additional work still needs to be done including a priority setting for projects.
3. Begin the process by defining a strategy to develop a comprehensive parkwide inventory and monitoring program.
4. Hold courses on National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), the Native American Graves Protection and Repatriation Act (NAGPRA), and traditional use areas for park personnel.

Other Important Actions:

None

Project Title: Complete Backcountry Management Plan

Project Description: Complete the Backcountry Management Plan with full public participation.

Product Description: Backcountry Management Plan and FONSI

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: November 1995

Sequence of Steps: Send out scoping mailers (March 17)
Complete Draft plan and begin internal review (June 30)
Complete internal review (July 21)
Revised plan sent out to the public (August 25)
Comments received by (October 15)
Final plan and FONSI released (November 3)

Resources Needed: This project will require funds for mailing and printing. The expertise needed is currently available on staff in the divisions of Resources Management, Visitor Protection, and Interpretation but the project will have to compete for priority.

Warnings/
Potential Barriers: The busy summer season could drop this project in priority (particularly for Visitor Protection and Interpretation staff) and funds could be allocated elsewhere.

Project Title: Complete the Resource Management Plan.

Project Description: The first draft RMP was completed and reviewed by the park staff. Some of the comments received were incorporated into the second draft edition completed by Zera Osmond and Vince Santucci on Jan. 15th. The final review and draft must be completed by the park staff. Much additional work still needs to be done including a priority setting for projects.

Product Description: Completed RMP.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: May 1995

Sequence of Steps: Review existing draft, make work assignments, assemble final products, conduct final internal review, evaluate need for any external public review.

Resources Needed: Existing staff.

Warnings/
Potential Barriers: This will take the full concentration of the entire RM staff to complete on this tight schedule. Too many additional unplanned priorities can prevent completion.

Project Title: Develop a comprehensive park Inventory and Monitoring (I&M) program.

Project Description: Begin the process by defining a strategy to develop a comprehensive parkwide inventory and monitoring program.

Product Description: Inventory and Monitoring Strategic Plan.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: September 1996

Sequence of steps: Fill senior scientist position. Set up inter-agency I&M task force.

Resources Needed: Existing RM staff, Interpretive Division liaisons and cooperators.

Warnings/
Potential Barriers: None known

Project Title: Compliance Training

Project Description: Hold courses on National Environmental Policy Act (NEPA), National Historic Preservation Act (NHPA), the Native American Graves Protection and Repatriation Act (NAGPRA), and traditional use areas for park personnel.

Product Description: A series classes.

Lead: Compliance Officer
Doug Brown
Extension: 7859

Target Date: September 1995

Sequence of Steps: Determine the need March 20
Design the classes April 30
Hold the classes May - Sept

Resources Needed: This project may require funds for training materials but those are expected to be available from Professional Services.

Warnings/
Potential Barriers: A sudden increase in compliance workload or reorganization of Professional Services could derail this project.



GOAL II OBJECTIVE B

The full spectrum of resources such as air quality, visibility, natural quiet and solitude, water quality, spring and stream resources will be preserved, and where necessary, will be enhanced or restored through the effective application of law, negotiation, and productive partnerships.

Highest Priority Actions:

1. Assume an active leadership role in the Visibility Transport Commission and with the Colorado Plateau Cluster for the protection of air resources.
2. Develop an annual plan of resource issues that can be addressed through educational programs. This list would be prioritized and updated annually or during the year as the need arises. Generally, this list of issues would be developed at the beginning of each year by the Chief, Division of Interpretation and the Management Assistant.
3. Evaluate existing and proposed commercial uses and operations to assure that natural resources are protected from degradation or that mitigating measures are required by the concessionaires/users to the greatest extent reasonable.
4. Establish a data base on clean and quiet technology products, developments, etc., and evaluate park operations in light of this technology to formulate proposals for use at Grand Canyon.
5. Enhance our staff ability to evaluate aircraft overflight effects by making this function a primary duty of an existing but reclassified position within the Resource Management Division.
6. Continue to evaluate alternatives to water withdrawals from the Redwall aquifer beneath Tusayan.
7. Initiate and continue compliance activities regarding ADEQ mandates on water, wastewater, landfills and related issues.

Other Important Actions:

None

Project Title: Provide leadership for NPS air quality issues in the Colorado Plateau area.

Project Description: Assume an active leadership role in the Visibility Transport Commission (VTC) and with the Colorado Plateau Cluster for the protection of air resources.

Product Description: Attendance at VTC meetings and retain air quality protection as a high NPS regional priority.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: Ongoing

Sequence of Steps: (No information provided)

Resources Needed: Fill Air Quality Technician position so that the Air Quality Program manager can accomplish this task.

Warnings/
Potential Barriers: Budget shortfall may prevent filling of this position which will greatly slow up our ability to exert leadership.

Project Title: Public Education of Park Resource Issues

Project Description: Develop an annual plan of resource issues that can be addressed through educational programs. This list would be prioritized and updated annually or during the year as the need arises. Generally, this list of issues would be developed at the beginning of each year by the Chief, Division of Interpretation and the Management Assistant.

Product Description: Educational Programs, messages, exhibits etc. that place more effort towards educating the public concerning park resources and threats to them. Involves cooperative efforts with Information services and public affairs.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Management Assisitant
Mallory Smith
Extension: 7903

Target Date: Ongoing.

Sequence of Steps: Prior to each year's budget process meet with park management and determine priority for park resource issues that can be addressed with educational/informational programming. Develop work groups, budget and task/project descriptions.

Resources Needed: Probably NHA funding assistance. Cooperation and participation from other divisions.

Warning/potential barriers: No significant barriers.

Goal II
Objective B
Task# 2

Project Title: Evaluate Commercial Uses for Natural Resource Protection Criteria

Project Description: Evaluate existing and proposed commercial uses and operations to assure that natural resources are protected from degradation or that mitigating measures are required by the concessionaires/users to the greatest extent reasonable

Product Description: Concession contracts-permits, Special Use Permits, or Commercial Use Licenses that reflect operations-uses-activities which protect or mitigate potential damage to natural resources

Lead: Chief, Division of Concessions
Raymond Gunn
Extension: 7709

Target Date: Existing Documents: September 30, 1995, or upon expiration, whichever occurs first, to see if the services are necessary and appropriate, and if mitigating measures can be incorporated to reduce negative impacts; Future Documents: Will be designed to mitigate or eliminate negative impacts at time of creation

Sequence of Steps: Review existing documents; identify sources of natural resource degradation; develop mitigation measures if the activity is to continue; terminate activities that are not necessary and appropriate; develop new documents with protection and/or mitigation measures as part of the prospectus/bid process

Resources Needed: Existing Concessions Division FTE and \$; interdivisional, Regional, and WASO advice

Warnings/
Potential Barriers: Concessioner opposition to new requirements; political repercussions due to canceled or denied commercial uses.

Project Title: Clean and Quiet Technology

Project Description: Establish a data base on clean and quiet technology products, developments, etc., and evaluate park operations in light of this technology to formulate proposals for use at Grand Canyon.

Product Description: A clean and quiet technology library.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: November 1995.

Sequence of Steps: Search for existing data bases. Locate periodicals, reference materials, organizations, etc. Establish park data base. Place orders for relevant materials, etc.. Locate space for housing data base/library. Develop means of surveying park operations to locate areas for conversion, etc.. Consider SOP that requires clean and quiet certification for acquisition of various equipment, etc.

Resources Needed: Personnel (technician to maintain data base); Funding for materials; Space to house data base.

Warnings/
Potential Barriers: Time, personnel availability, appropriate space.

Goal II
Objective B
Task #4

Project Title: Enhance ability to evaluate the effects of aircraft overflights on park resources and values.

Project Description: Enhance our staff ability to evaluate aircraft overflight effects by making this function a primary duty of an existing but reclassified position within the Resource Management Division.

Product Description: New position description and performance expectations.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: May 1995

Sequence of Steps: Complete new position description and fill existing vacant position.

Resources Needed: Staff position that has a major responsibility to manage this program. The newly defined program manager can accomplish this task in cooperation with the GIS specialist.

Warnings/
Potential Barriers: Budget shortfall may prevent filling of this position which will greatly slow up our ability to exert leadership.

Project Title: Mitigate the impact of water wells in Tusayan

Project Description: Continue to evaluate alternatives to water withdrawals from the Redwall aquifer beneath Tusayan.

Product Description: An alternative water source for Tusayan, and/or State recognition that the permits they are issuing could be damaging to the Grand Canyon.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1996

Sequence of Steps: Request assistance from Water Resources Division in working with the State of Arizona (February)
Continue working on alternative water sources for Tusayan and Grand Canyon (Ongoing).

Resources Needed: Assistance from the Water Resources Division and our own Resources Division in crafting a strategy with the State.
Also may need technical assistance from DSC.

Warnings/
Potential Barriers: The State of Arizona could refuse to recognize the potential impacts of well drilling in Tusayan on the canyon springs, the potential for a privately managed alternative water source could dry up, and the funding for spring monitoring in the canyon could end.

Project Title: Arizona Department of Environmental Quality (ADEQ)
Compliance mandates

Project Description: Initiate and continue compliance activities regarding
ADEQ mandates on water, wastewater, landfills and
related issues.

Product Description: Meeting ADEQ compliance requirements within ADEQ's
time frame

Lead: Sanatarian
John Beck
Extension 7707

Target Date: On-going

Sequence of Steps: On-going response to mandates as they become effective

Resources Needed: Staff support from Maintenance and Resource Management

Warnings/
Potential Barriers: Equipment malfunctions; unfunded mandates

Goal II
Objective B
Task #7



Altered ecosystems will be restored to their natural conditions when possible. In managing naturalized ecosystems, adaptive management based upon sound science will ensure the preservation of native components through active management of non-native components and processes.

Highest Priority Actions:

1. Complete the removal of the Bat Guano Mine towers located along the river in the western end of the park and restore the area to its natural condition.
2. Expand the Habitat Restoration Team of volunteers to help with implementation of the Habitat Restoration Plan.
3. Complete a park wide wildfire prevention analysis to include risk, hazard, and values assessments. This information will provide the frame work for a wildfire prevention plan which will be an appendix to the 1996 Fire Management Plan revision.
4. Complete FY95 funded projects which includes eight projects for 2,752 acres.
5. Participate as a full partner in the development and implementation of long-term monitoring and adaptive management of the Colorado River.

Other Important Actions:

None

Project Title: Remove bat guano mine towers.

Project Description: Complete the removal of the Bat Guano Mine towers located along the river in the western end of the park and restore the area to its natural condition.

Product Description: A restored natural area where the towers had been.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: June 1995

Sequence of Steps: Action plan, consultation, compliance, action, restoration, celebration.

Resources Needed: Navy demolition team and park staff.

Warnings/
Potential Barriers: Short time frame to accomplish task caused by return of bats in early March has placed hardship on planning to get the demolition done prior to March 5th.

Project Title: Expand habitat restoration team

Project Description: Expand the Habitat Restoration Team of volunteers to help with implementation of the Habitat Restoration Plan.

Product Description: An assembled team of volunteers which could include visitors, local conservation groups, APS or other civic groups, etc.

Lead: Revegetation Specialist
Frank Hayes
Extension: 7857

Target Date: April 1996

Sequence of Steps: No information

Resources Needed: Cooperation of Dennis Hamm as volunteer coordinator, assistance from Interpretation and Resources Management Divisions in putting the program into effect.

Warnings/
Potential Barriers: Insufficient numbers of volunteers could be a problem. Also, other priorities could arise.

Project Title: Fire Prevention Analysis

Project Description: Complete a park wide wildfire prevention analysis to include risk, hazard, and values assessments. This information will provide the frame work for a wildfire prevention plan which will be an appendix to the 1996 Fire Management Plan revision.

Product Description: Data base program for staffing and implementation.

Lead: Fire Management Officer
Dan Oltrogge
Extension: 7822

Supervisory Wildfire Specialist / Helibase Manager
Doug Ottosen
Extension 7895 / 7823

Target Date: June 1996

Sequence of Steps: Training in D-base assessment, identify work to be accomplished, and documentation of information.

Resources Needed: Personnel from the national Fire Office and limited use of Grand Canyon Resource Management Personnel.

Warnings/
Potential Barriers: None

Project Title: Management Ignited Fire

Project Description: Complete FY95 funded projects which includes eight projects for 2,752 acres.

Product Description: Complete 90 percent of identified work.

Lead: Fire Management Officer
Dan Oltrogge
Extension: 7822

Prescribed Fire Specialist
Jesse Duhnkrack
Extension: 7820

Target Date: September 1995

Sequence of Steps: Identify hazard fuel areas, develop individual management ignited fire plans, pursue funding, clearances, implementation.

Resources Needed: GRCA resource management personnel, GRCA fire personnel, personnel based on interagency agreements.

Warnings/
Potential Barriers: State regulatory standards and availability of resources.

Project Title: Develop interagency long-term river monitoring program.

Project Description: Participate as a full partner in the development and implementation of long-term monitoring and adaptive management of the Colorado River.

Product Description: A adaptive management monitoring plan that meets the management needs of the NPS.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Park senior scientist.

Target Date: February 1996

Sequence of Steps: In cooperation with the Bureau of Reclamation (BOR) and other agencies develop an interim monitoring plan for FY96 and then formulate the final plan which will start in FY97.

Resources Needed: Existing staff.

Warnings/
Potential Barriers: Uncertainty as the final approval and establishment of the interagency Colorado River Research Station.



GOAL II
OBJECTIVE D

Cultural resources reflective of past and present cultures will be protected as increasingly rare and valued repositories of our cultural heritage.

Highest Priority Actions:

1. Pursue all options to construct the shell of the new Museum Collection Storage and Research Facility curatorial storage building which has been purchased and is being held by contractor.
2. Conduct a preliminary evaluation of the condition of park historic structures and set priorities for work to be include in the RMP.

Other Important Actions:

None

Project Title: Complete construction of new museum building shell.

Project Description: Pursue all options to construct the shell of the Baly curatorial storage building which has been purchased and is being held by contractor.

Product Description: The new museum collection storage and research facility set on the existing foundation.

Lead: Museum Curator
Carolyn Richard
Extension 7835 / 7769

Target Date: November 1995

Sequence of Steps: Find the money. Contract for construction.

Resources Needed: Curatorial supervisor and assistance from contracting office and maintenance. Funding Approx. \$100,000.

Warnings/
Potential Barriers: Funding sources are scarce and this is a big ticket item.

Project Title: Establish priorities for historic structures preservation.

Project Description: Conduct a preliminary evaluation of the condition of park historic structures and set priorities for work to be include in the RMP.

Product Description: Resource Management Plan (RMP) project statement on historic building preservation.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: May 1995

Sequence of Steps: Conduct evaluation and incorporate information into the new RMP.

Resources Needed: Existing RM staff with assistance from Professional Services, and maintenance staff.

Warnings/
Potential Barriers: None.

Goal II
Objective D
Task #2



GOAL II
OBJECTIVE E

Cultural diversity will be achieved by the recognition and preservation of the contributions and unique accomplishments and events which comprise the human experience at Grand Canyon.

Highest Priority Actions:

1. Expand educational programs throughout the park developed areas that emphasizes Native American cultural themes including prehistoric, historic and contemporary components.

Other Important Actions:

None

Project Title: Native American Interpretation

Project Description: Expand educational programs throughout the park developed areas that emphasizes Native American cultural themes including prehistoric, historic and contemporary compnenents.

Product Description: A variety of personal and non-personal services that focus on Native American Cultural themes including interpretive programs, special events, exhibits, books and multi-media.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: May 1995 and ongoing.

Sequence of Steps: Inventory of current offerings. Brainstorm ideas for additional programs. Assignment to districts. Program development. Training of interpretive staff. Program scheduling. evaluation.

Resources Needed: Additional Native American interpreters. Some available from other divisions.

Warnings/
Potential Barriers: Scheduling employees from other divisions. Separating what can and should be interpreted from what should not.



GOAL II OBJECTIVE F

Park Resources will be protected from over use, abuse, vandalism, theft and other illegal activities through aggressive education and law enforcement programs.

Highest Priority Actions:

1. Develop programs and systems to more efficiently and thoroughly communicate park resource and critical issues messages to all park employees, concession employees and cooperating association employees.
2. Develop a five year plan to meet Service directives for minimum and full background investigations for all effected.
3. Coordinate with the Divisions of Interpretation and Resource Management for development of employee development training programs in line with Ranger Futures.
4. Coordinate implementation of two forty (40) hour law enforcement refresher training courses (spring and fall) and firearms training programs.
5. Improve relationships with U.S. Attorney's Office and U.S. Magistrate to enhance and professionalize Grand Canyon's law enforcement program.
6. Develop a central office as a clearing house for all permit issues for special park uses.

Other Important Actions:

7. Implement the Inner Canyon Sign Program consistent with the Backcountry Management Plan and the Approved Grand Canyon Sign System.
8. Two Backcountry Ranger FTE's are needed to conduct patrols of backcountry, 1,179,700 acres. Patrol is primarily by foot to address visitor services, visitor use patterns, resource protection, SAR considerations, EMS response, law enforcement needs, etc.
9. In 1994, a Law Enforcement Review of Grand Canyon's Law Enforcement Program stated that we needed to establish permanent court liaison and training positions. Consistent with professionalization for a park wide function in dispatch operations and the law enforcement office, two positions are needed to meet minimum standards identified in the evaluation.

Project Title: Communicate Resource Messages to the Grand Canyon community.

Project Description: Develop programs and systems to more efficiently and thoroughly communicate park resource and critical issues messages to all park employees, concession employees and Association employees.

Product Description: Publications such as Nature Notes, concession orientation programs, joint training programs, Seminars and special programs. Final product should be a more unified community with a common goal of communicating resource issues messages to all park visitors.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: Ongoing.

Sequence of Steps: Inventory current available methods of communication within GRCA. Assemble a community team to brainstorm new uses and new media. Determine what can be done within available resources. Develop schedule and timeline. Implement. Develop feedback systems. Modify.

Resources Needed: No additional resources needed.

Warnings/
Potential Barriers: Traditional lines of authority and stereotypes of different work groups. There may be many more ideas than we have FTE or money for.

Project Title: Background Investigations

Project Description: Develop a five year plan to meet Service directives for minimum and full background investigations for all effected.

Product Description: Meet mandatory investigations.

Lead Person: Supervisory Law Enforcement Specialist
Dave Swickard
Extension: 7803

Target Date: September 1999

Sequence of Steps: Satisfy background investigations on those commissions that will expire, prorate remaining commissions against budget, request funding.

Resources Needed: Financial assistance from park management, regional, and/or WASO levels.

Warnings/
Potential Barriers: Commitment will necessitate cutting services in other areas to meet this requirement if not funded.

Goal II
Objective F
Task #2

Project Title: Specialized Training Assistance

Project Description: Coordinate with the Divisions of Interpretation and Resource Management for development of employee development training programs in line with Ranger Futures.

Product Description: Complete training requirements.

Lead Person: Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Target Date: September 1996

Sequence of Steps: Identify training curriculum and establish dates for rotation of personnel.

Resources Needed: Division of Interpretation and Resource Management

Warnings/
Potential Barriers: Commitments of other programs/operations.

Project Title: In- Service Training

Project Description: Coordinate implementation of two forty (40) hour law enforcement refresher training courses (spring and fall) and firearms training programs.

Product Description: Satisfy mandatory training requirements.

Lead Person: Supervisory Law Enforcement Specialist
Dave Swickard
Extension: 7803

Target Date: September 1995

Sequence of Steps: Identify course curriculum, select instructions, request funding from Western Regional Office (WRO) Law Enforcement Specialist, accomplish training.

Resources Needed: WRO funding, assistance from cooperating agency instructors, and GRCA personnel.

Warnings/Barriers: Insufficient funding will necessitate fazing back training.

Project Title: Cooperative Relations

Project Description: Improve relationships with U.S. Attorney's Office and U.S. Magistrate to enhance and professionalize Grand Canyon's law enforcement program.

Product Description: Prosecution of case work and a resource protection fund.

Lead Person: Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Target Date: September 1995

Sequence of Steps: Contact officials of the U.S. Attorney's Office, through the U.S. Magistrate assistance, host river trip, obtain funding.

Resources Needed: Grand Canyon ONPS (Operations of the NPS) funding.

Warnings/Barriers: Workload of U.S. Attorney and support staff.

Project Title: Streamline Special Park Uses Program

Project Description: Develop a central office as a clearing house for all permit issues for Special Park Uses.

Product Description: Consolidation of the administration of the Park Special Park Use Permit System would increase consistency and objectivity to the overall program.

Lead Person: River Permits Park Ranger
Susan Cherry
Extension: 7844

Target Date: September 1996

Sequence of Steps: Consolidate input of all persons dealing with special uses programs. Assignment of overall program management functions to responsible parties.

Resources Needed: Assistance from Administrative Office, Public Information Office (PIO), Interpretation, and Resource Management.

Warnings /
Potential Barriers: Currently special park use fees are being annualized as a Servicewide issue and new changes or direction may occur.

Project Title: Backcountry Sign System

Project Description: Implement the Inner Canyon Sign Program consistent with the Backcountry Management Plan and the Approved Grand Canyon Sign System.

Product Description: Installation of regulatory and informational signs.

Lead Person: Supervisory District Ranger, Backcountry
Bev Perry
Extension 7834

Target Date: September 1996

Sequence of Steps: Identify replacement signs, initiate work orders, obtain funding.

Resources Needed: Personnel, Division of Maintenance and Division of Resource and Visitor protection.

Warnings/
Potential Barriers: Other workload commitments from Maintenance lack of funding to achieve sign replacement.

Project Title: Two Backcountry Resource Patrol Ranger Subject-to-furlough Positions.

Project Description: Two Backcountry Ranger FTE's are needed to conduct patrols of backcountry, 1,179,700 acres. Patrol is primarily by foot to address visitor services, visitor use patterns, resource protection, Search and Rescue (SAR) considerations, EMS response, law enforcement needs, etc.

Product Description: Results include meeting the significant demands on personnel in response to medical, poaching activities, and criminal activity in ARPA (Archaeological Resources Protection Act) sites.

Lead Person: Supervisory District Ranger, Backcountry
Bev Perry
Extension: 7834

Target Date: September 1996

Sequence of Steps: Secure funding through available resources/options.

Resource Needs: 1.8 Subject to Furlough (STF) positions at the GS-9 level.
Cost: \$74,000.00

Warning\
Potential Barriers: Parkwide priorities, FTE ceiling and funding.

Project Title: Support Positions for Branch of Law Enforcement

Project Description: In 1994, a Law Enforcement Review of Grand Canyon's Law Enforcement Program stated that we needed to establish permanent court liaison and training positions. Consistent with professionalization for a park wide function in dispatch operations and the law enforcement office, two positions are needed to meet minimum standards identified in the evaluation.

Product Description: Meet Service training standards and court liaison (criminal prosecution and judicial processing) requirements.

Lead Person: Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Target Date: September 1996

Sequence of Steps: Secure funding through available resources/options.

Resource Needs: 2 Permanent FTE, GS-9. Cost - \$98,000.00

Warnings\
Potential Barriers: Park priorities, funding and FTE ceilings.



GOAL II
OBJECTIVE G

Resources meeting the criteria for wilderness designation will be managed as wilderness or potential wilderness.

Highest Priority Actions:

1. Establish a park Wilderness Management Policy Team

Other Important Actions:

None

Project Title: Establish a park Wilderness Management Policy Team.

Project Description: Establish a park Wilderness Management Policy Team that will define and coordinate the incorporation of Wilderness concepts and practices into appropriate plans and operations.

Product Description: An established Wilderness Management Policy Team.

Lead: Team Leader
Resource Management Specialist
Kim Crumbo
Extension: 7857

Assistant leader
North Rim Unit Manager
Dan Davis
Extension: 7869

Target Date: February 1995 for establishment of team.

Sequence of Steps: Establish Wilderness Management Policy Team.

Resources Needed: Existing park staff.

Warnings/
Potential Barriers: None



GOAL III & OBJECTIVES

GOAL III: *ACHIEVE SUSTAINABILITY IN PARK USE AND DEVELOPMENT*

- Objective A:** Subsequent to the completion and approval of the General Management Plan, pursue strategies and opportunities to implement the priority actions identified in the plan.
- Objective B:** Park-related activities and development, whether inside or outside park boundaries, will be sustainable parts of the ecosystem and cultural context, working with natural processes and enhancing cultural values. They will require minimal manipulation of the environment, modification of cultural values or consumption of depletable resources.
- Objective C:** Development alternatives are analyzed to determine need, environmental impact and monetary cost. We will consider adaptive reuse of historic structures, energy efficiency, rehabilitation options and long term facility maintenance relative to the priority use of park funds.
- Objective D:** Park support facilities, including visitor lodging, employee housing and offices will be consolidated and located outside the park if feasible. There will be active participation with local and regional planning, development and governmental organizations to maximize opportunities. Public transportation systems will be energy efficient and non-polluting.
- Objective E:** The park will act as a demonstration area where management practices work with ecosystem processes, conserve water and energy, avoid pollution, reusing and recycling a variety of materials.
- Objective F:** An adequate environment is provided and managed to preserve and maintain its functional use in supporting the park's mission.



GOAL III
OBJECTIVE A

Subsequent to the completion and approval of the General Management Plan (GMP), pursue strategies and opportunities to implement the priority actions identified in the plan.

Highest Priority Actions:

1. Participate in and guide the conceptual planning for the Mather Orientation Center.
2. Recruit a team of employees whose responsibility will be to begin the process of implementing General Management Plan actions immediately following the Record of Decision for the GMP/EIS (Environmental Impact Statement). Team will focus on identifying actions in the appropriate sequence that can be accomplished immediately, and exploring partnerships/funding sources for other actions.
3. Re-evaluate the role and function of the Professional Services Division for the post-GMP era.

Other Important Actions:

None

Project Title: Plan Mather Orientation Center

Project Description: Participate in and guide the conceptual planning for the Mather Orientation Center.

Product Description: Conceptual Plan for Mather Center

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: Denver Service Center (DSC) Dependent

Sequence of Steps: (No information provided)

Resources Needed: Design funds at DSC

Warnings/
Potential Barriers: Design funding has not been made available to date and could fail to materialize.

Project Title: Form General Management Plan implementation team

Project Description: Recruit a team of employees whose responsibility will be to begin the process of implementing General Management Plan actions immediately following the Record of Decision for the GMP/EIS. Team will focus on identifying actions in the appropriate sequence that can be accomplished immediately, and exploring partnerships/funding sources for other actions.

Product Description: Implement components of General Management Plan.

Lead: Superintendent
Rob Arnberger
Extension: 7946

Target Date: July 1995

Sequence of Steps: Identify and appoint team members: April 1, 1995. Locate appropriate office space in Flagstaff: May 1, 1995. Transfer team to Flagstaff Office space: August 1, 1995.

Resources Needed: Office space and equipment in Flagstaff. Funds for office space and employee transfers. Clerical support (1 FTE).

Warnings/
Potential Barriers: Finding appropriate office space. Adequate funding. Adequate FTE.

Project Title: Re-valuate Division of Professional Services

Project Description: Re-evaluate the role and function of the Professional Services division for the post-GMP era.

Product Description: Mission, role & function statements and a new Position Management Plan (PMP) if the division is to remain. New position descriptions if the division is to be disbanded.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: June 1995

Sequence of Steps: Develop a strategy and share it with the squad. Establish an effective date. Make the recommended changes.

Resources Needed: Assistance from Personnel could be critical to this item as could assistance from other divisions if the division is to be disbanded.

Warnings/
Potential Barriers: This item may require union review. It also could be grade impacting to some employees. The personnel work may have to be farmed out which would cost money we don't currently have budgeted.



GOAL III OBJECTIVE B

Park-related activities and development, whether inside or outside park boundaries, will be sustainable parts of the ecosystem and cultural context, working with natural processes and enhancing cultural values. They will require minimal manipulation of the environment, modification of cultural values or consumption of depletable resources.

Highest Priority Actions:

1. Complete design and begin construction of the North Rim Contact Station, with photovoltaic panels and a solar power interpretive display, if possible.
2. Complete design and begin construction of the North Rim Emergency Services Building.
3. Begin a dialogue with the Navajo Nation, Cameron Tribe, concerning development issues in the Cameron area. Particular emphasis on an information center in which the NPS could participate and the appearance of Rt. 64.

Other Priority Actions:

None

Project Title: North Rim contact station

Project Description: Complete design and begin construction of the North Rim Contact Station, with photovoltaic panels and a solar power interpretive display, if possible.

Product Description: Construction drawings and ground breaking for the new facility.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: June 1995

Sequence of Steps: Designs complete by April 1, 1995.

Resources Needed: Assistance from DSC or A/E (generic term for contract Architect/Engineer) other than the ones who drew up the building the first time.

Warnings/
Potential Barriers: The original A/E refused to make changes necessary, requiring someone else to pick up the project. This will cost money. Funding source not yet identified. Funding for construction of the building may be tied up in the sale of T.W. Services, delaying ground breaking into another year.

Project Title: North Rim Emergency Services building

Project Description: Complete design and begin construction of the North Rim Emergency Services Building.

Product Description: Construction drawings and ground breaking for the new facility.

Lead: Landscape Architect
Mary Devine
Extension: 7862

Target Date: September 1995

Sequence of Steps: Designs complete by June 15, 1995.

Resources Needed: Funds to continue design. These may need to come from one of the concession funds.

Warnings/
Potential Barriers: The pending sale of T.W. Recreational Services Co. could effect the availability of funds or the ability of the concessioner to carry this project out.

Project Title: Discuss development issues with the Navajo Nation

Project Description: Begin a dialogue with the Navajo Nation, Cameron Tribe, concerning development issues in the Cameron area. Particular emphasis on an information center in which the NPS could participate and the appearance of Rt. 64.

Product Description: An agreement on the management of an information center and a tribally generated plan to improve the appearance of the park approach.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1995

Sequence of Steps: Meet with tribal representatives in the spring at the invitation of Grand Canyon Trust.

Resources Needed: None

Warnings/
Potential Barriers: The tribe or the chapter may not be willing to accept the park's terms (i.e. no uniformed personnel manning the information center, etc.)



Development alternatives are analyzed to determine need, environmental impact and monetary cost. We will consider adaptive reuse of historic structures, energy efficiency, rehabilitation options and long term facility maintenance relative to the priority use of park funds.

Highest Priority Actions:

1. Hire an Environmental Engineer.
2. Hire an Architect.
3. Develop a Standard Operating Policy (SOP) for Kolb Studio that provides direction for appropriate use of this space such as exhibits, meetings, offices, official receptions and functions etc. It should also include exhibit planning guidelines and schedules.
4. Analyze the old community building for park and community use.
5. With input from park community, design a new community building to satisfy most recreational needs of a diverse community.

Other Priority Actions:

None

Project Title: Environmental Engineer

Project Description: Hire an Environmental Engineer

Product Description: Provide expertise to address environmental issues including water, wastewater, solid waste management, and underground storage tanks

Lead: Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: July 1995

Sequence of Steps: Utilize Operation Opportunity (OPOP) for response by March 1, 1995; if no selection, then utilize Merit Promotion for hiring by July 1, 1995

Resources Needed: Personnel support

Warnings/
Potential Barriers: (No information provided)

Project Title: Architect

Project Description: Hire an Architect

Product Description: Provide architectural services for park projects

Lead: Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: October 1995

Sequence of Steps: Fill Subject-To-Furlough position through Merit
Promotion; classify position description and prepare hiring
packet

Resources Needed: Personnel support

Warnings/
Potential Barriers: (No information provided)

Project Title: Kolb Studio Policy

Project Description: Develop a Standard Operating Policy for Kolb Studio that provides direction for appropriate use of this space such as exhibits, meetings, offices, official receptions and functions etc. It should also include exhibit planning guidelines and schedules.

Product Description: A written plan.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: Signed policy/plan by June 1995

Sequence of Steps: A Kolb use committee has already been formed and is meeting regularly. Greer Price is the committee chair. An exhibit format has been developed and an initial schedule made. Issues of alarm monitoring, security, scope of use etc. are being developed. A draft should be available by May, and final document should be ready by early June.

Resources Needed: No additional resources required.

Warnings/
Potential Barriers: Kolb has many potential uses not all of which would be appropriate, but which may be attractive. Office space would also be attractive, but not appropriate. One need is for a donation box in the auditorium that is dedicated to supporting the Kolb exhibit program.

Project Title: Former Community Building Use.

Project Description: Analyze the old community building for park and community use.

Product Description: A written policy and guideline document.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: July 1995

Sequence of Steps: Determine future of Church use of upstairs in Community Building. Determine condition of building, weight limits of upper story, condition of any equipment that becomes property of NPS. Analyze for potential site of education center that would include station that receives video signal from two-way video system. If that use becomes impractical or long delayed form a committee (task group) from different divisions and interests to develop a list of potential uses. Analyze the list of suggested uses. Develop draft. Review and develop final for supt. signature.

Resources Needed: No additional FTE or money needed.

Warnings/
Potential Barriers: Current religious use of upstairs. Condition and location of building. Maintenance and cost of upkeep.

Project Title: Design New Community Building

Project Description: With input from Park Community, design a new community building to satisfy most recreational needs of a diverse community.

Product Description: Design for construction of a Community Building.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Landscape Architect
Mary Devine
Extension: 7862

Target Date: May 1995

Sequence of Steps: Survey entire park community to determine recreational needs, interests. Provide survey findings to architect. Locate space for new structure. Have architect design appropriate facility, constrained by space, funds, and park design criteria. Review design, initiate Environmental Assessment. Approve final design.

Resources Needed: Committee to carry out and evaluate survey. Funding for architect. Architectural services.

Warnings/
Potential Barriers: Funding. Staff support for survey, environmental and design requirements.



GOAL III
OBJECTIVE D

Park support facilities, including visitor lodging, employee housing and offices will be consolidated and located outside the park if feasible. There will be active participation with local and regional planning, development and governmental organizations to maximize opportunities. Public transportation systems will be energy efficient and non-polluting.

Highest Priority Actions:

1. Complete a functional analysis of the entire park organization in order to determine which components can be moved to offices outside the park without adverse effects on the park operations.
2. Prepare administratively for the increased shuttle bus operation in FY96 to a nine month operation.
3. Restore funding and complete construction documents for trailer replacement at Desert View, North Rim and Meadview.
4. Develop and implement plan for utilizing Maswik Transportation Center beginning in the spring of 1995.
5. Continue to work cooperatively with the Kaibab National Forest and others to make the Tusayan Land Exchange a sustainable and positive enhancement to the Tusayan area and a benefit to the park.
6. Develop a trailer removal plan for Pinyon Park and Trailer Village.
7. Pursue award of the FY95 Housing Project (PKG 143BA) through the Denver Service Center (DSC), Washington Office (WASO), and the Secretary's Office.

Other Priority Actions:

None

Project Title: Assess Park Organization for Relocation Outside the Park.

Project Description: Complete a functional analysis of the entire park organization in order to determine which components can be moved to offices outside the park without adverse effects on the park operations.

Product Description: A plan that identifies the components to be moved with detail on how it can be accomplished, with cost/benefits demonstrated.

Lead: Superintendent
Rob Arnberger
Extension: 7946

Target Date: September 1995

Sequence of Steps: Form an evaluation team with representatives from all divisions: March 15, 1995. Complete functional analysis, prepare draft report: June 1, 1995. Complete in-house review: July 1, 1995. Inform AFGE: July 2, 1995. Communicate analysis to park employees: July 10, 1995. Complete action plan for moves: August 1, 1995. Review action plan: August 21, 1995. Communicate action plan with AFGE and employees: September 1, 1995.

Resources Needed: Team members staff time: 1200 hours. Meeting facilities. Clerical support: 240 hour.

Warnings/
Potential Barriers: AFGE concerns; employee morale factors; possible legal issues concerning employee moves.

Project Title: Extended Shuttle Bus Operation

Project Description: Prepare administratively for the increased shuttle bus operation in FY'96 to a nine month operation.

Product Description: Extension of existing Shuttle Bus Contract to Mayflower.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: December 1995

Sequence of Steps: Obtain final approval from Contracting Officer, Gary Harris to extend operation under the existing contract. Obtain the additional funding for FY'96. Develop contract specifications for extended service. Negotiate with Mayflower for the extended operation. Through DSC Contracting purchase additional buses and rehabilitate existing fleet to sustainable fuel types. Purchase new fueling station for alternate fueled buses. (assigned to another activity). Mayflower must hire additional drivers and support staff for the extended operation.

Resources Needed: Contracting support from existing Park, Western Region, and DSC Contracting staff. Additional buses. New fuel station. Additional time dedicated by program official, Jim Tuck throughout these steps. Additional monitor time from the contract monitor, Peg Geiger. Coordination with park and Fred Harvey housing officials for additional trailer sites or housing for additional drivers.

Warnings/
Potential Barriers: Funding not appropriated. Delays in contract negotiations with Mayflower, bus manufacturing company, or fuel station construction/rental company. Lack of available trailer sites or housing within the park due to competing operational and construction needs.

Project Title: Trailer Replacement

Project Description: Restore funding and complete construction documents for trailer replacement at Desert View, North Rim and Meadview.

Product Description: Construction documents for Desert View, North Rim, and Meadview

Lead: Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: October 1995

Sequence of Steps: Restore funding by completing our housing assessment to justify raising our project priority. Complete construction documents

Resources Needed: \$210,000 total required - \$100,000 committed by Western Regional Office as of 2/95. Work will be completed with Park staff with assistance from Bureau of Reclamation.

Warnings/
Potential Barriers: Restoration of additional funding will require a justification to move our projects ahead of other Parks at a national level. DOI's interest in this project and GRCA's visibility in housing construction (PKG 143) puts our project at risk since we are viewed as already having major housing improvements underway from a different funding source.

Project Title: Maswik Transportation Center

Project Description: Develop and implement plan for utilizing Maswik Transportation Center beginning in the spring of 1995

Product Description: Utilize Maswik Transportation Center beginning April 1, 1995

Lead: Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: April 1995

Sequence of Steps: Complete plan by March 1, 1995 and approve plan by March 15, 1995

Resources Needed: Trail construction; sign installation; facility maintenance; information services from Interpretation; security and patrol from Ranger Operations; and concessions reservations from Fred Harvey, Inc.

Warnings/
Potential Barriers: Short time frame for full review along with limited funding for implementing the plan may result in a lack of support from Park staff. If funding shortens the shuttle season we may have a full parking area without an easy way for visitor to access the Rim.

Project Title: Shape the Tusayan land exchange to have a positive impact on Northern Arizona.

Project Description: Continue to work cooperatively with the Kaibab National Forest and others to make the Tusayan Land Exchange a sustainable and positive enhancement to the Tusayan area and a benefit to the park.

Product Description: A Draft Environmental Impact Statement (EIS) with a land use plan which has wide public support.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1996

Sequence of Steps: Announce an alliance with the USFS, the County, and Northern Arizona Council of Governments (NACOG) which will help get accurate information to the public and start to build consensus for some form of land exchange in the Tusayan area. March. Hold public meetings to provide information and obtain comments. Start in March and continue. Complete EIS by summer 1996

Resources Needed: Public Affairs assistance, timely appearances by the Superintendent, and help from the Professional Services staff.

Warnings/
Potential Barriers: This project has been perceived by the public so far as a disaster and major changes need to happen and be successful in order to change that public perception.

Project Title: Develop a trailer removal plan

Project Description: Develop a trailer removal plan for Pinion Park and Trailer Village.

Product Description: A trailer removal plan.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: August 1995

Sequence of Steps: Identify priorities for removal. Identify relocation options (both where and how). Develop a phasing plan.

Resources Needed: Will need assistance from NPS Housing Manager and from Fred Harvey Housing Manager. May also involve the Concessions Division.

Warnings/
Potential Barriers: Could be considered pre-decisional to the GMP if done before the Record of Decision (ROD). Also, this will be a very controversial issue and may draw union interest.

Project Title: Construct housing - Phase II

Project Description: Pursue award of the FY 95 Housing Project (PKG 143BA) through the Denver Service Center, WASO, and the Secretary's Office

Product Description: PKG 143BA awarded by July 1, 1995

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: March 1995

Sequence of Steps: Attend Housing Needs meeting in Denver February 14 and 15, 1995; and continue WASO contacts on project status

Resources Needed: (No information provided)

Warnings/
Potential Barriers: Department of Interior (DOI) Policy may be set without regard to Grand Canyon's housing needs since NPS housing is a national issue



The park will act as a demonstration area where management practices work with ecosystem processes, conserve water and energy, avoid pollution, reusing and recycling a variety of materials.

Highest Priority Actions:

1. Fund and implement park based recycling program.
2. Establish a fueling station for natural gas vehicles and encourage DSC to begin writing specifications for the purchase of natural gas buses in FY96; convert shuttle buses, passenger cars and pickups to Liquefied Natural Gas (LNG) or Compressed Natural Gas (CNG).
3. Repair/rehabilitation or new construction on concession facilities will include energy efficiency considerations and conservation criteria, such as low flow water fixtures, insulation, consumption of electricity, heating/cooling efficiency, etc.
4. Evaluate the park's consumption of resources (such as power and water) and establish an integrated plan for consumption reduction.
5. Pursue new wastewater treatment technology (solar aquatics) for use at Desert View in place of or in addition to the existing lagoons. After initial evaluation of the technology, and feedback from Arizona Department of Environmental Quality (ADEQ), decide whether to use the new technology or to use conventional technology.
6. Continue support of the ongoing analysis of the feasibility of co-composting (composting solid waste and sludge together) for the Grand Canyon/Tusayan area.

Other Priority Actions:

None

Project Title: Recycling

Project Description: Fund and implement park based recycling program

Product Description: Replace Dow Chemical's participation in park's recycling program; reduce solid waste entering the landfill and extend the life of the landfill

Lead: Assistant Chief, Division of Maintenance and Engineering
Paul Strobak
Extension: 7734 +223

Target Date: On-going

Sequence of Steps: Prepare Statement of Work; continue negotiation with Fred Harvey, Inc.

Resources Needed: Funding

Warnings/
Potential Barriers: Fred Harvey, Inc., will not be able to pass through entire cost of the recycling program. NPS funding will be required which will eliminate exiting activities.

Project Title: Establish natural gas fueling station

Project Description: Establish a fueling station for natural gas vehicles and encourage DSC to begin writing specifications for the purchase of natural gas buses in FY96; convert shuttle buses, passenger cars and pickups to Liquefied Natural Gas (LNG) or Compressed Natural Gas(CNG).

Product Description: A fueling station, specifications for gas buses, and 2 vehicles from the current fleet converted.

Lead: Management Assistant, Division of Professional Services
Jim Tuck
Extension: 7708

Target Date: May 1996

Sequence of Steps: (No information provided)

Resources Needed: Funding for the fueling station will have to come from private industry.

Warnings/
Potential Barriers: There may not be the quantity of gas consumption necessary to attract private funding.

Project Title: Energy Efficiency/Conservation Criteria in Concession Facilities

Project Description: Repair/rehabilitation or new construction on concession facilities will include energy efficiency considerations and conservation criteria, such as low flow water fixtures, insulation, consumption of electricity, heating/cooling efficiency, etc.

Product Description: Concession construction projects that incorporate current energy efficiency technology and conservation criteria

Lead: Chief, Division of Concessions
Raymond Gunn
Extension: 7709

Target Date: September 1995

Sequence of Steps: Develop energy efficiency/conservation criteria guidelines; convey guidelines to concessionaires as needed; standard project reviews will address compliance with energy efficiency/conservation criteria issues on a project basis

Resources Needed: Existing Concessions Division FTE and \$; interdivisional cooperation during the planning and design phases to assure that energy efficiency/conservation criteria are met

Warnings/
Potential Barriers: Criteria may affect project costs, especially in historic structures; subsequent repair and maintenance costs of these systems may be higher than for conventional systems.

Project Title: Reduce park consumption of resources

Project Description: Evaluate the park's consumption of resources (such as power and water) and establish an integrated plan for consumption reduction.

Product Description: Release of a Request for Quotes (RFQ) or a Request for Proposal (RFP).

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1995

Sequence of Steps: (No information provided)

Resources Needed: Assistance from the Contracting Officer.

Warnings/
Potential Barriers: The type of contract envisioned would be breaking new ground for Grand Canyon.

Project Title: Pursue solar aquatic technology for Desert View

Project Description: Pursue new wastewater treatment technology (solar aquatics) for use at Desert View in place of or in addition to the existing lagoons. After initial evaluation of the technology, and feedback from Arizona Department of Environmental Quality (ADEQ), decide whether to use the new technology or to use conventional technology.

Product Description: An informed decision on the type of treatment technology to use at Desert View.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1995

Sequence of Steps: Get the providers of the technology out to the site and discuss with ADEQ personnel. Determine the best way to procure the technology.

Resources Needed: Funding to get the technology provider to the site.
Feedback from Maintenance Division personnel.

Warnings/
Potential Barriers: It may not be easy to get the supplier out here to talk with us or with ADEQ without picking up their travel. ADEQ may not even consider such technology. Procuring a sole source may also be difficult.

Project Title: Support feasibility study of co-composting

Project Description: Continue support of the ongoing analysis of the feasibility of co-composting (composting solid waste and sludge together) for the Grand Canyon/Tusayan area.

Product Description: Co-composting feasibility study.

Lead: Assistant Chief, Division of Maintenance and Engineering
Paul Strobak
Extension 7734 +223

Target Date: Western Regional Office dependent

Sequence of Steps: (No information provided)

Resources Needed: Information to the A/E (contract Architect/Engineer) contractor on NPS operations as well as the operation in Tusayan.

Warnings/
Potential Barriers: Getting information from Tusayan may be difficult.



GOAL III
OBJECTIVE F

An adequate environment is provided and managed to preserve and maintain its functional use in supporting the park's mission.

Highest Priority Actions:

1. Establish phase one of a multi-skill housing crew. Phase One will establish three full time members of the housing crew. Later phases will add five more members to provide the ability to address all aspects of housing rehabilitation.
2. Establish two full-time trail crews.
3. Complete design, fund and implement improvements to North Rim sewage treatment plant.
4. Obtain snow removal equipment for North Rim roads.

Other Priority Actions:

5. Rehabilitate Desert View rest rooms.

Project Title: Housing Crew

Project Description: Establish phase one of a multi-skill housing crew. Phase One will establish three full time members of the housing crew. Later phases will add five more members to provide the ability to address all aspects of housing rehabilitation.

Product Description: Turn over rehabilitation of empty housing during a shorter time gram with more extensive work performed; have less backlog of housing work orders

Lead: Buildings and Utilities Supervisor
Tom Gieger
Extension: 7734+232

Target Date: October 1995 (funding dependent)

Sequence of Steps: Obtain funds; obtain FTE's; recruit and fill positions

Resources Needed: Personnel, funding and shop space

Warnings/
Potential Barriers: Lack of funds and FTE's plus a lack of shop space for even existing crews

Project Title: Trail Crews

Project Description: Establish two full-time trail crews.

Product Description: Two full-time trail crews to provide adequate maintenance to park trails

Lead: Trails Supervisor
Dan Blackwell
Extension: 7734+225

Target Date: FY 95

Sequence of Steps: Hiring of personnel will establish two subject-to-furlough trail crews

Resources Needed: Funding needed to extend trail crews to provide year-round trail maintenance

Warnings/
Potential Barriers: Lack of funds is the biggest challenge to accomplishing this task. An alternative of adding concessioner funds to our trail program may require direction from Congress.

Project Title: North Rim Sewage Treatment Plant

Project Description: Complete design, fund and implement improvements to North Rim sewage treatment plant.

Product Description: Renovation per 1994 Denver Service Center recommendations are complete

Lead: Phase I
North Rim Maintenance Supervisor
Charlie Jackson
Extension: 7866

Phase II
Environmental Engineer

Target Date: Phase I - April 1995. Phase II cannot be completed until funding is obtained. Sequence of Steps: Complete design per DSC recommendations.

Resources Needed: Funding for design and construction documents required for Phase II

Warnings/
Potential Barriers: Potential shut down of the North Rim if the Plant fails. Funding for major improvements may be difficult to locate. Work must be completed in the spring or fall during poor weather conditions.

Project Title: North Rim snow removal equipment

Project Description: Obtain snow removal equipment for North Rim roads.

Product Description: Provide adequate equipment to clear emergency snow in administrative and visitor areas

Lead: Roads and Trails Supervisor
Joe Bice
Extension: 7734+233

Target Date: FY95

Sequence of Steps: Locate and obtain snow removal equipment from Department of Defense.

Resources Needed: Cinder spreader; snow plow; ve plow attachments; and snow blower.

Warnings/
Potential Barriers: Lack of suitable equipment at Department of Defense disposal sites and our limited time to track available equipment

Project Title:	Desert View rest rooms
Project Description:	Rehabilitate Desert View rest rooms.
Product Description:	(No information provided)
Lead:	(No information provided)
Target Date:	(No information provided)
Sequence of Steps:	(No information provided)
Resources Needed:	(No information provided)
Warnings/ Potential Barriers:	(No information provided)



GOAL IV & OBJECTIVES

GOAL IV. *HELP PEOPLE FORGE EMOTIONAL, INTELLECTUAL, AND RECREATIONAL TIES WITH THEIR NATURAL AND CULTURAL HERITAGE.*

- Objective A:** Preserve the integrity of the park as a World Heritage Site with natural and cultural resources of national and international significance.
- Objective B:** Opportunities to enjoy the park will be diverse so long as they are not illegal, inappropriate, harmful or threatening to resources, values and visitor experience. The use of park resources for purposes important to people's cultural traditions and for resource-based recreation is accommodated without harming resources or visitor experience. Managing visitor use is essential in order to ensure that the highest desired quality visitor experience is delivered within acceptable impacts on the resource.
- Objective C:** Visitor services will be efficiently managed to meet the needs of the wide cross-section of the U.S. population and foreign visitors who come to the park. Facilities will be appropriately accessible, transportation systems will be reasonably provided, and advance information systems will contribute to achieving desired visitor experiences.
- Objective D:** High quality interpretive programs will educate the public, both on-site and off-site, about the significance of the park. Visitors will gain clearer understandings of nature and culture, the ecological and social value of the park, the interrelationships of natural and cultural processes through educational programs meeting the highest scholarly and interpretive technique standards.



GOAL IV
OBJECTIVE A

Preserve the integrity of the park as a World Heritage Site with natural and cultural resources of national and international significance.

Highest Priority Actions:

1. Organize Public Affairs function so that media interest is attracted to issues of management concern before they become problems.

Other Priority Actions:

None

Project Title: Make Park Public Affairs Function More Pró-active

Project Description: Organize public affairs function so that media interest is attracted to issues of management concern before they become problems.

Product Description: Pro-active media policy

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Management Assistant
Mallory Smith
Extension: 7903

Target Date: September 1995

Sequence of Steps: Develop list of writers in the areas of environment and public policy. Identify issues of either current management concern or areas likely to become issues in the future. Attempt to match the issues with writers in order to highlight these areas of interest/concern in the public media before they become issues and require staff attention and time. Process will allow Grand Canyon and the National Park Service to frame these issues and set the public affairs agenda for them.

Resources Needed: Public Affairs staff time.

Warnings/
Potential Barriers: Lack of sufficient staff time, difficulty in preparing media list. Overcoming media suspicion.



GOAL IV
OBJECTIVE B

Opportunities to enjoy the park will be diverse so long as they are not illegal, inappropriate, harmful or threatening to resources, values and visitor experience. The use of park resources for purposes important to people's cultural traditions and for resource-based recreation is accommodated without harming resources or visitor experience. Managing visitor use is essential in order to ensure that the highest desired quality visitor experience is delivered within acceptable impacts on the resource.

Highest Priority Actions:

1. Complete Interpretive Prospectus
2. Develop a proactive social science program.
3. Rewrite existing park filming permit policy to ensure resources are adequately protected and administrative/support costs are recovered to the park.
4. In compliance with the latest national-level directives, establish a process for the charging and collection of revenue for issuance of Special Use Permits (the new title will be Incident/Business Permit).

Other Priority Actions:

None

Project Title: Complete Interpretive Prospectus

Project Description: Same.

Product Description: A planning document that analyzes the interpretive themes of the park, where best to place interpretive efforts for those themes, and what medium to use.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: September 1995

Sequence of Steps: The major steps have been completed. A draft plan is currently being written in Denver and should be ready for review this spring/early summer. Final could be ready by end of summer.

Resources Needed: None.

Warnings/
Potential Barriers: Current restructuring could impact the planning process. No significant barriers exist, outside the health of the planner.

Project Title: Develop a proactive social science program.

Project Description: Develop a proactive social science program focused on evaluating and gaining information about areas of visitor and user group conflicts.

Product Description: Social science program description in the 1995 Resource Management Plan and new project statements in the 1996 Resource Management Plan update.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: February 1996

Sequence of Steps: Redescribe existing vacant position (vic Mitchell) to include professional science based duties. Focus this position on gaining information on critical social issues such as aircraft overflights, carrying capacity studies, crowding, river allocation issues, etc.

Resources Needed: Professional level social scientist position.

Warnings/
Potential Barriers: New funding constraints may prevent the filling of this position in FY95. In this event this program will be delayed until the position is filled or an alternative can be found.

Project Title: Rewrite Park Film Permit Policy

Project Description: Rewrite existing park filming permit policy to ensure resources are adequately protected and administrative/support costs are recovered to the park.

Product Description: New Filming Policy.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Management Assistant
Mallory Smith
Extension: 7903

Target Date: September 1995

Sequence of Steps: Analyze current Western Regional and Grand Canyon NP Filming Permit Policy. Review Inspector General Report on Special Use Permit Fee Policy. Develop a table of administrative costs and ensure accuracy and updating (administrative costs, overhead, transportation, compliance, etc.). Communicate with other parks with an eye toward procedural uniformity. Develop accounting process as part of new policy that accounts for all monies taken in. Formulate draft policy for review. Analyze comments on draft, prepare final policy for approval. Initiate.

Resources Needed: Time, information on actual costs.

Warnings/
Potential Barriers: Western Regional resistance to any change in filming permit policy. Possible WASO pressure to defer any action until fee legislation has gone through Congress.

Project Title: Special Use Permits Program

Project Description: In compliance with the latest national level directives, establish a process for the charging and collection of revenue for issuance of Special Use Permits (the new title will be Incident/Business Permit).

Product Description: Process will result in Service discontinuance of NPS-21 (Filming) and services under said guideline covered in NPS-53 (Special Park Uses). This will aid in collection and retention of revenue as an operational function.

Lead Person: Special Uses Coordinator
Susan Cherry
Extension: 7844

Target Date: September 1996

Sequence of Steps: Service directive out of WASO followed by Field, System Support Office (SSO) and park implementation.

Resources Needed: Division of Resource and Visitor Protection and Public Information Office.

Warnings\Barriers: Changes based on Inspector General (IG) audits, Department or Service reconsideration.



Visitor services will be efficiently managed to meet the needs of the wide cross-section of the U.S. population and foreign visitors who come to the park. Facilities will be appropriately accessible, transportation systems will be reasonably provided, and advance information systems will contribute to achieving desired visitor experiences.

Highest Priority Actions:

1. Develop a prospectus for solicitation of proposals from private businesses to issue GRCA backcountry permits for a charge.
2. Revise the Backcountry Trip Planner in order to provide visitors with information on making backcountry trips. The Backcountry Permit requires revision to incorporate language which addresses trip leader requirements under mail-out permit systems.
3. Explore and exploit a wide variety of means to disseminate advance trip planning information locally, regionally, nationally, and internationally.
4. Install new voice mail system for the park.
5. Update accessibility audit and set priorities.
6. Establish schedule and process by which each division chief will audit the visitor experience with feedback to Deputy Superintendent.
7. Develop an Information Services Plan that will provide local park information (weather, roads, lodging, campgrounds, resources, trails, local visit opportunities, safety, river use, etc., in a consistent manner, through a wide variety of media. Capitalize on strengths of various organizations.
8. Complete the planning for development of a two-way microwave relay system. identify infrastructure needs, resources, funding needs, and organizational structure.
9. Do a CD-Rom product that adds value to the *Geonauts* program, but also stands alone as an educational product, curriculum based for home or school use.
10. Continue project to load G. C. Trip Planning information onto an Internet service.
11. Revise the Emergency Medical Dispatch process for notification of all principal answering points.

Other Priority Actions:

None

Project Title: Contract Backcountry Reservation System

Project Description: Develop a prospectus for solicitation of proposals from private businesses to issue GRCA backcountry permits for a charge.

Product Description: Documentation of needs for contacting operation.

Lead Person: Supervisory District Ranger, Backcountry
Bev Perry
Extension 7834

Target Date: September 1995

Sequence of Steps: Submit to the Backcountry Management Plan coordinator for possible public review process.

Resources Needed: Assistance from the Branch of Professional, Division of Administration, Division of Interpretation.

Warnings/
Potential Barriers: Delays in the planning process will prevent moving forward this fiscal year.

Project Title: Trip Planner & Backcountry Permit

Project Description: Revise the Backcountry Trip Planner in order to provide visitors with information on making backcountry trips. The Backcountry Permit requires revision to incorporate language which addresses trip leader requirements under mail-out permit systems.

Product Description: Updating will eliminate inaccurate information and misunderstandings concerning visitor expectations.

Lead Person: Supervisory District Ranger, Backcountry
Bev Perry
Extension: 7834

Target Date: September 1995

Sequence of Steps: Draft changes for submission to Government Printing Office and to GCA.

Resources Needed: Assistance from the Grand Canyon Association (formely GCNHA).

Warnings/
Potential Barriers: None

Project Title: Disseminate Advance Trip Planning

Project Description: Explore and exploit a wide variety of means to disseminate advance trip planning information locally, regionally, nationally, and internationally.

Product Description: INTERNET Services, trip planning publications, support to private tour/travel services, etc.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Management Assistant, Division of Professional Services
Jim Tuck
Extension 7708

Target Date: Ongoing

Sequence of Steps: Inventory current resources for information sharing.
Merge with other tasks identified earlier?

Resources Needed: Microwave relay tower/system.

Warnings/
Potential Barriers: Microwave relay tower/system development.

Project Title: Voice Mail

Project Description: Install new voice mail system for the park.

Product Description: Same as above.

Lead: Computer Specialist
Paul Glazer
Extension: 7738

Target Date: March 1995

Sequence of Steps: Installation of actual equipment during the week of Feb. 6, 1995. Program new equipment during Feb. 15 weekend with a slightly modified matrix of the existing Microlog system, with a switch over from the existing Microlog system. "Fine-tune" with modifications of the matrix as requested by staff and other users of the system within one month of initial installation.

Resources Needed: Dedicated time from the park Telephone Technician during this entire time. Attention to details from staff to provide input to improving the matrix, etc.

Warnings/
Potential Barriers: Cumbersome number of "tiers" within the matrix.

Project Title: Accessibility

Project Description: Update accessibility audit and set priorities.

Product Description: Updated/prioritized accessibility audit

Lead: Accessibility Co-coordinator
Candace Tinkler
Extension: 7856

Target Date: October 1995

Sequence of Steps: Review and update existing audit with input from all divisions

Resources Needed: (No information provided)

Warnings/
Potential Barriers: (No information provided)

Project Title: Schedule Division Chiefs for Visitor Operations Audit

Project Description: Establish schedule and process by which each division chief will audit the visitor experience with feedback to Deputy Superintendent.

Product Description: Visitor Operations Audit Process.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: September 1995

Sequence of Steps: Develop audit process and schedule for Division Chiefs to participate as visitors various components of the park operation. Each such audit will result in specific reports to Deputy Superintendent to include recommendations. Prepare draft process for review, prepare final, implement schedule.

Resources Needed: Time.

Warnings/
Potential Barriers: Time. Possible WASO pressure to defer.

Project Title: Develop an Information Services Plan

Project Description: Develop an information services plan that will provide local park information (weather, roads, lodging, campgrounds, resources, trails, local visit opportunities, safety, river use, etc., in a consistent manner, through a wide variety of media. Capitalize on strengths of various organizations.

Product Description: Maps, trip planners, books, videos, information boards, interactive kiosks, site bulletins, etc.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: January 1996

Sequence of Steps: Assemble all of the information developed for visitors by various offices, businesses etc. Analyze for who does what best. Analyze for missing sectors, such as where kiosks would work well, what mediums are we missing. Plan for filling the holes.

Resources Needed: Additional money will be needed from the cooperating association. Concessionaires and businesses will need to buy into the value of some products.

Warnings/
Potential Barriers: Complexity and scope of task. Many players, some with traditional stakes.

Project Title: Microwave Relay System

Project Description: Complete the planning for development of a two-way microwave relay system. identify infrastructure needs, resources, funding needs, and organizational structure.

Product Description: Microwave Relay tower, sending/receiving system. Home for signal when it reaches the park.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Computer Specialist
Paul Glazer
Extension: 7738

Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: July 1995

Sequence of Steps: Analyze proposals from Cellular West and others. Develop organizational plan/staffing needs and need for project coordinator. Develop funding needs.

Resources Needed: Unknown.

Warnings/
Potential Barriers: Could be a very high cost project. includes cellular phone service issue. Cooperating Association is major possible player. need to include Albright Academy and Grand Canyon School into planning effort.

Project Title: CD-Rom

Project Description: A CD-Rom product that adds value to the *Geonauts* program, but also stands alone as an educational product, curriculum based for home or school use.

Product Description: Same.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: Christmas 1996.

Sequence of Steps: In progress.

Resources Needed: None additional at this time.

Warnings/
Potential Barriers: Need for numerous contributors to text, mostly outside the service. Coordination is complex.

Project Title: Trip Planning on INTERNET

Project Description: Continue project to load Grand Canyon Trip Planning information onto an INTERNET service.

Product Description: Grand Canyon trip planning information, similar to what is currently available in the Trip Planner and Backcountry Trip Planner will become available to anyone with access to the INTERNET.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: January 1996

Sequence of Steps: Trip planning information has been written and provided to NAU/Dept. of Education. Services. An electronic trip planner has been developed. Next step appears to be negotiating with an online service to provide the information to the INTERNET.

Resources Needed: None in FY95.

Warnings/
Potential Barriers: A technology in its infancy. Also the Grand Canyon Trust has already put out an information service using the name we would have used.

Project Title: Emergency Medical Dispatch

Project Description: Revise the Emergency Medical Dispatch process for notification of all principal answering points.

Product Description: Improved Dispatch operations, accurate and timely updates on incidents.

Lead: Dispatch Supervisor
Barb Brutvan
Extension: 7805

Target Date: March 1995

Sequence of Steps: Identify answering points, determine training needs, obtain funding assistance, and obtain national certification for appropriate staff.

Resources Needed: Certified instructors for certification of GRCA Dispatchers and state programs for Public Safety Answering Points (PSAP).

Warning\
Potential Barriers Limited training sources.



GOAL IV OBJECTIVE D

High quality interpretive programs will educate the public, both on-site and off-site, about the significance of the park. Visitors will gain clearer understandings of nature and culture, the ecological and social value of the park, the interrelationships of natural and cultural processes through educational programs meeting the highest scholarly and interpretive technique standards.

Highest Priority Actions:

1. Redesign, write, and integrate the Junior Ranger Program.
2. Develop and broadcast a prototype distance learning program titled, *Geonauts*.
3. Make better use of local resources with an expanded and enhanced Volunteers-In-Parks program. Develop recruitment, training, monitoring, feedback, and recognition programs.
4. Develop a 3-5 year plan that prioritizes cooperating association aid to the NPS.
5. Current Ranger Career position descriptions call for positions in the 025 series to present formal interpretive programs. This task would analyze where interpretive services are desirable and deliverable by employees outside the Division of Interpretation. For example, it would formalize where and when protection rangers could deliver formal interpretive programs at sites where major resource project is being implemented such as South Rim deer removal program.
6. Organize and formalize an environmental education program plan with schools in the Grand Canyon area. Use the Grand Canyon School as a focus for development and testing of curriculum.

Other Priority Actions:

None

Project Title: Reorganize the park's Junior Ranger Program

Project Description: Redesign, write, and integrate the Junior Ranger Program.

Product Description: A newly designed children's newspaper or booklet integrating the Grand Canyon School with the park program and provision for using local teachers and classes. Implement a reorganized award program. A revision of the Young Adventurers newspaper will be the product for this year. Next year we will focus on a more substantial booklet, (see Petrified Forest).

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: April 1995 for publication of newspaper.

Sequence of Steps: Candace Tinkler currently developing materials, changes etc and delivers to Kim Bucheit by end of February. Publication occurs by Easter.

Resources Needed: No additional.

Warnings/
Potential Barriers: None.

Project Title: Develop Young Geonauts Program

Project Description: Develop and broadcast a prototype distance learning program titled, *Geonauts*.

Product Description: Curriculum based materials designed to teach earth and biological sciences to schools anywhere in the country via satellite up-link through the microwave system to be developed in park. Initial uplink via satellite truck.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: April 1995

Sequence of Steps: An education specialist position has been established at the park. A curriculum developer has been hired. A resource teacher has also been hired. (Both by NAU). Curriculum remains to be developed. Actual activities and locations also need to be developed.

Resources Needed: No additional needed.

Warnings/
Potential Barriers: Ultimate continuity and success of program depends on microwave system that provides uplink access.

Project Title: Expand the Volunteer Program

Project Description: Make better use of local resources with an expanded and enhanced Volunteers-In-Parks program. Develop recruitment, training, monitoring, feedback, and recognition programs.

Product Description: An analysis of resources available in community. If successful, products will include more jobs identified for volunteers, recognition programs, training programs and better services to visitors and park resources.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: July 1995

Sequence of Steps: Assessment of availability of volunteers in the community. Development of appropriate jobs. announcement, selection, training, evaluation and recognition components.

Resources Needed: None.

Warnings/
Potential Barriers: Lack of available spouses with an interest in volunteering for the park. Lack of housing for volunteers from outside park.

Project Title: Long Range Plan for Cooperating Association

Project Description: Develop a 3-5 year plan that prioritizes cooperating association aid to the NPS.

Product Description: A written plan that describes core NPS programs and activities funded by cooperating association aid as well as new or limited programs. This plan would also include projections for administrative expenses and programs.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: July 1995

Sequence of Steps: Determine highest priority NPS needs. Project cooperating association income and expenses. Prioritize aid budget. Present to GCA Board of Directors for approval.

Resources Needed: (No information provided)

Warnings/
Potential Barriers: Large number of major competing needs for GCA resources such as fund raising, building projects, exhibit design, expanded research program. These programs should be coordinated and matched to projected earnings and priority of needs.

Project Title: Interpretation by Non-Interpreters

Project Description: Current Ranger Career position descriptions call for positions in the 025 series to present formal interpretive programs. This task would analyze where interpretive services are desirable and deliverable by employees outside the Division of Interpretation. It would formalize where and when, for example, protection rangers could deliver formal interpretive programs at sites where major resource project is being implemented such as South Rim deer removal program.

Product Description: Short interpretive talks of 2 to 10 minutes. Evening programs at Phantom Ranch, Indian Garden and Cottonwood campgrounds when an interpretive ranger is unavailable. Environmental education programs in cooperation with the Grand Canyon School. Direct product might be certification of staff to present interpretive programs through a skills training course conducted at the park.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Target Date: (No information provided)

Sequence of Steps: Determine the kinds of programs and locations desirable. Develop a training program to certify employee competence interpretive skills. Schedule activities. Develop a mentoring or auditing service for feedback to supervisors.

Resources Needed: (No information provided)

Warnings/
Potential Barriers: Attitudes

Goal IV
Objective D
Task #5

Project Title: Develop Environmental Education Program

Project Description: Organize and formalize an environmental education program plan with schools in the Grand Canyon area. Use the Grand Canyon School as a focus for development and testing of curriculum.

Product Description: Curriculum materials for use by school groups visiting Grand Canyon. Includes pre-visit, on-site and post visit materials/activities. Materials are based on Arizona education curriculum requirements.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: Spring 1996

Sequence of Steps: Initial steps already taken. Next steps should include meeting with Arizona Public Service Company environmental education specialists, school officials at Grand Canyon and teachers. Curriculum should be drafted by Fall of 1995. Field testing should be organized with the 95-96 school year. Program should be ready for final publication in the spring of 1996.

Resources Needed: Publication budget or assistance. Teacher collaboration.

Warnings/
Potential Barriers: (No information provided)



GOAL V & OBJECTIVES

GOAL V: *MANAGE OUR HUMAN RESOURCES TO PROMOTE PEAK PERFORMANCE, JOB SATISFACTION, CAREER GROWTH AND TEAM WORK, BECOMING A MORE RESPONSIVE, EFFICIENT AND ACCOUNTABLE ORGANIZATION.*

Objective A: Each employee understands and supports the NPS mission and his or her role as part of the organization carrying out that mission. Leadership will be based upon shared visions, carried out by work units, individuals and work teams who have been given the commensurate required responsibilities, based upon knowledge of law, policy and operational procedure.

Objective B: The organization will adapt to changing needs providing for a diverse, professional and productive work force. Organizational operations and position management plans will reflect changing conditions and provide for career learning opportunities, greater technical expertise, employee involvement in decisions, increased efficiency, innovation, experimentation and educated risk taking. Employees will be treated equitably and appropriately. Leadership potential will be identified and developed. The work environment will be safe, healthy, and productive. Employees' personal and family lives, concerns about adequate housing, child care, isolation, recreation, dual careers, and minority issues will be cornerstones of effective management practice.

Objective C: Improve organizational effectiveness and efficiency through improved operational and administrative processes and systems. More authority will be delegated, unit and individual responsibilities increased, and improved accountability by work units and individuals will be required. Administrative systems will support work units and will not burden them with duplicative or cumbersome requirements. Unit operations will be conducted effectively and employees held accountable to assure their activities are preserving resources and creating value for the public. Employees will be rewarded who have demonstrated that they have created value through the system. Work and financial expenditures will reflect service wide and park priorities, managed by sound tracking and accountability processes.



Each employee understands and supports the NPS mission and his or her role as part of the organization carrying out that mission. Leadership will be based upon shared visions, carried out by work units, individuals and work teams who have been given the commensurate required responsibilities, based upon knowledge of law, policy and operational procedure.

Highest Priority Actions:

1. Provide supervisor training (design and implement).
2. Plan and implement annual park breakfast for all park employees (North Rim and South Rim).
3. Provide at least one all-employee meeting this year and evaluate effectiveness.
4. The Superintendent and Deputy Superintendent will each attend a division's monthly meeting at least twice a year.
5. Plan and implement cross canyon hike for division chiefs.
6. Communicate to the staff the process and progress of the park's Strategic Plan, and provide for wide distribute of the final plan.
7. Provide labor relations training as necessary for supervisors and employees in order to successfully negotiate a contract.
8. Develop new housing bid system in a re-written Housing Policy to meet changing housing inventories and needs.
9. Develop Standard Operating Procedures for assignment of housing on North Rim, Desert View, Indian Garden and Phantom Ranch.
10. Carry out an audit of all park committees to determine effectiveness, contributions to overall park management goals, efficiency, impacts on park operations, and formulate proposals for improvement.
11. Working through division chiefs, identify a management issue/area appropriate for team-based decision/management. Develop process for implementing team-based decision/management approach within this issue area. Report on process/outcome with recommendations for use in other areas.

Other Priority Actions:

None

Project Title: Supervisor Forum

Project Description: Provide supervisor training (design and implement).

Product Description: Provide quarterly supervisory forum including a variety of leadership courses and topics of common interest to all GRCA supervisors.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: October 1995

Sequence of Steps: Select vendors and speakers; schedule training

Resources Needed: Funding

Warnings/
Potential Barriers: (No information provided)

Project Title: Annual park breakfast

Project Description: Plan and implement annual park breakfast for all Park employees (North Rim and South Rim).

Product Description: Provide annual park breakfast on North Rim and South Rim

Lead: Division of Maintenance and Engineering
Curt Edlund
Extension: 7730

Target Date: June 1995

Sequence of Steps: Schedule breakfasts - establish menu - assign duties for each division chief

Resources Needed: Funding

Warnings/
Potential Barriers: (No information provided)

Goal V
Objective A
Task #2

Project Title: All employee meeting

Project Description: Provide at least one all employee meeting this year and evaluate effectiveness.

Product Description: Successful meeting is held.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: April 1995

Sequence of Steps: Plan meeting and hold.

Resources Needed: Existing staff.

Warnings/
Potential Barriers: Difficulty in scheduling.

Project Title: Superintendent/Deputy Superintendent Attend Division Meetings

Project Description: The Superintendent and Deputy Superintendent will each attend a division's monthly meeting at least once each six months.

Product Description: Same

Lead: Superintendent
Rob Arnberger
Extension: 7946

Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: Ongoing

Sequence of Steps: Project the dates for division meetings and send a schedule to the Supt. secretary for future scheduling.

Resources Needed: (No information provided)

Warnings/
Potential Barriers: Do all divisions hold monthly or regular division-wide meetings? How are they scheduled?

Goal V
Objective A
Task #4

Project Title: Annual cross-canyon hike

Project Description: Plan and implement cross canyon hike for division chiefs.

Product Description: Complete cross canyon hike including a complete review of projects and issues at each location.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: October 1995

Sequence of Steps: Schedule hike; schedule inter-canyon meetings during hike.

Resources Needed: (No information provided)

Warnings/
Potential Barriers: An office job can be hazardous to your health.

Project Title: Communicate Park's Strategic Plan

Project Description: Communicate to the staff the process and progress of the park's Strategic Plan, and provide for wide distribute of the final plan.

Product Description: Sound understanding and support of the park's Strategic Plan.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: March 1995

Sequence of Steps: Finalize and print the document in professional bound quality. All supervisors briefed, etc. Distribute a copy to each employee within the park at a series of park-wide meetings in which Management officials will explain the process and purpose of the document. Supervisors must be involved in the distribution. Provide copies to appropriate officials in the Regional offices.

Resources Needed: Staff time from the Division of Interpretations and Visitor Services to final the document. Administrative staff to make the necessary copies and bind them.

Warnings/
Potential Barriers: Union involvement and timing.

Project Title: Labor Relations

Project Description: Provide labor relations training as necessary for supervisors and employees in order to successfully negotiate a contract.

Product Description: Negotiated Contract with AFGE Local 1305 and adequately train staff.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: July 1995

Sequence of Steps: Develop and agree upon Ground Rules for negotiating an initial contract by March 1, 1995. Develop a training program and contract for same to properly train the negotiating team and the negotiating committee. Develop management's proposals for negotiating a contract. Review the Union's proposals and prepare for the actual contract negotiations. Identify and provide needed training for supervisors to effectively carry-out the negotiated agreement. After completion of an final negotiated agreement, begin discussions with the Union for partnership relations.

Resources Needed: Extensive staff time devoted to the preparation and actual negotiation of an initial agreement. Support from the park's contracting staff. Review assistance from the regional and WASO office staffs of interim and final agreement documents.

Warnings/
Potential Barriers: Limited expertise of staff in effectively negotiating an agreement. Lack of knowledge of staff in implementation of the final negotiated agreement.

Goal V
Objective A
Task #7

Project Title: Employee Housing

Project Description: Develop new housing bid system in a re-written Housing Policy to meet changing housing inventories and needs.

Product Description: Revised Housing Policy

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: September 1995

Sequence of Steps: Prepare a draft with needed changes. Solicit input and comments from supervisory staff. Provide an opportunity for input from the Union.

Resources Needed: Staff time from the park's Housing Officer. Spend staff time negotiating revisions with the Union.

Warnings/
Potential Barriers: Very controversial and agreement with the Union.

Project Title: Outlying Area Housing Plans

Project Description: Develop Standard Operating Procedures for assignment of housing on North Rim, Desert View, Indian Garden and Phantom Ranch.

Product Description: Separate, possibly similar procedures for assigning housing to permanent, year-round employees, other permanent, subject to furlough (STF), and temporary employees at the outlying areas listed above.

Lead: All division chiefs

Target Date: To Be Announced

Sequence of Steps: Schedule meetings with appropriate employees and Division Chiefs. List options and discuss features. Reach consensus. Write plans.

Resources Needed: (No information provided)

Warnings/
Potential Barriers: (No information provided)

Project Title: Audit park committee system; propose improvements.

Project Description: Carry out an audit of all park committees to determine effectiveness, contributions to overall park management goals, efficiency, impacts on park operations, and formulate proposals for improvement.

Product Description: Park committee Standard Operating Procedure (SOP); improved charter for each committee. Elimination of non-functioning committees.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: September 1995

Sequence of Steps: Designate a working group of managers, supervisors, and employees tasked to organize an audit process. Carry out audit. Analyze audit results. Prepare draft/final report on park committee system with proposals for necessary changes for Superintendent's approval.

Resources Needed: Committee to carry out and evaluate audit. Time.

Warnings/
Potential Barriers: Time for management and committee to carry out this task.

Project Title: Develop pilot for team-based decision/management system for 1996.

Project Description: Working through Division Chiefs, identify a management issue/area appropriate for team-based decision/management. Develop process for implementing team-based decision/management approach within this issue area. Report on process/outcome with recommendations for use in other areas.

Product Description: Team based decision/management process appropriate for Grand Canyon NP.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: January 1996

Sequence of Steps: Accumulate information on team-based management. Work with division chiefs to identify an appropriate area for team-based management, with high probability of success. Arrange for team-based management training for participants. Apply team-based management principles to the specific management issue/area. Monitor process and results, incorporate data in report, with recommendations, if appropriate, for further application.

Resources Needed: Funding for data collection and training. Adequate time to carry out research, application. Potential staff person time for clerical work (data collection, typing, etc.).

Warnings/
Potential Barriers: Time, funding.



The organization will adapt to changing needs providing for a diverse, professional and productive work force. Organizational operations and position management plans will reflect changing conditions and provide for career learning opportunities, greater technical expertise, employee involvement in decisions, increased efficiency, innovation, experimentation and educated risk taking. Employees will be treated equitably and appropriately. Leadership potential will be identified and developed. The work environment will be safe, healthy, and productive. Employees' personal and family lives, concerns about adequate housing, child care, isolation, recreation, dual careers, and minority issues will be cornerstones of effective management practice.

Highest Priority Actions:

1. Prepare new Position Management Plan that is in line with parkwide Strategic Plan and new regional structure.
2. Design a new employee orientation program. All new employees would be required to attend within the first 60-90 (pick one) days of entering on duty at the park. Instructors would be recruited from all divisions.
3. Update the current Grand Canyon Pet Policy to implement resource protection programs.
4. Advertise to supervisors and employees the availability and benefits of the park's incentive awards program.
5. Prepare an analysis of the park's current supervisor/employee ratio with recommendations for improvement.
6. Develop a plan for a private employee vehicle/boat storage area, and pending availability of funds construct necessary fences, etc.
7. Establish inter-divisional team to review examine current policies, procedures, practices, and make recommendations for streamlining, modification, or elimination based on NPS national organizational directions.
8. Develop an improved park performance management system including establishment of regularly scheduled quarterly performance reviews by supervisors.

9. Complete North Rim Management Plan that will govern general operations on North Rim. Two major components: Summer Operations and Winter Operations. Goal of the plan is to improve efficiency and minimize cost while maintaining quality.
10. Establish a cross-connection (potable v. non-potable water) control team to identify areas of sanitation concern and recommend remediations.
11. Consolidate all park emergency operations plans into one document for distribution and annual update.
12. Emergency plan will address procedures for evacuation of residents and visitors from the North Rim, particularly the developed area.
13. Develop a North Rim Structural Fire Plan.

Other Priority Actions:

None

Project Title: Write Position Management Plan

Project Description: Prepare new Position Management Plan that is in line with Parkwide Strategic Plan and new Regional structure.

Product Description: Current Position Management Plan (PMP).

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: January 1996

Sequence of Steps: Review current Position Management Plan with division chiefs. Assign rewrites to division chiefs with instructions to align organization to fit Strategic Plan goals and new NPS organizational structure. Combine divisional input into park-wide PMP in draft form. Review with division chiefs, Superintendent. Incorporate recommendations for change, prepare final for Superintendent's approval.

Resources Needed: Time, clerical support.

Warnings/
Potential Barriers: Lack of adequate time.

Project Title: Design an employee orientation program.

Project Description: Design a new employee orientation program. All new employees would be required to attend within the first 60-90 (pick one) days of entering on duty at the park. Instructors would be recruited from all divisions.

Product Description: A one day to one week or longer orientation/training program delivered either consecutively or spread over a longer period of time. Topics would cover a variety of subjects but overall goal would be the development of a common vision and mission within the entire park staff.

Lead: Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: March, 1996

Sequence of Steps: Form a task group to develop the curriculum. Gather input from throughout the park. Division Chiefs develop the overall mission goals. Select trainers. Develop trainer orientation program. Test and implement. Develop feedback program. Adjust and continue.

Resources Needed: Cooperation from all divisions.

Warnings/
Potential Barriers: Positive signals must be sent in the form of commitment and accomplishments to the goals of this program. It would be counterproductive to develop an orientation program, but then show a lack of commitment to this goal other actions we take.

Goal V
Objective B
Task #2

Project Title: Pet Policy

Project Description: Update the current Grand Canyon Pet Policy to implement resource protection programs.

Product Description: Through an approved pet policy implement, with Grand Canyon Housing, and effective registration program for enforcement of Grand Canyon Policy and codified regulations.

Lead: South Rim District Ranger
Sherrie Collins, Acting
Extension: 7830

Target Date: September, 1995

Sequence of Steps: Update the GRCA Pet Policy, community notification of policy and regulatory requirements, implementation of the policy, including trapping and disposition of feral animals.

Resources Needed: Divisions of Resource and Visitor Protection, Resource Management, Interpretation and Visitor Services, and Division of Maintenance and Engineering.

Warnings/
Potential Barriers: Unforeseen problems associated with Animal Protection Rights, etc.

Project Title: Employee Relations

Project Description: Advertise to supervisors and employees the availability and benefits of the park's incentive awards program.

Product Description: Effective Incentive Awards Program

Lead: Personnel Officer
Michelle Jackson
Extension: 7781

Target Date: July 1995

Sequence of Steps: Distribute the suggestions boxes and associated materials to various locations within the park. Provide information and instructions to supervisors and staff. During a park-wide employee meeting and during specific supervisory training discuss the awards program and its importance.

Resources Needed: Administrative staff time.

Warnings/
Potential Barriers: Union involvement and funding.

Project Title: Position Management

Project Description: Prepare an analysis of the park's current supervisor/
employee ratio with recommendations for improvement.

Product Description: Recommendation to management

Lead: Personnel Officer
Michelle Jackson
Extension: 7781

Target Date: September 1995

Sequence of Steps: Prepare an analysis. Based on analysis, prepare written
recommendations to management.

Resources Needed: Administrative staff time.

Warnings/
Potential Barriers: Due to the small size some park divisions and work units
not be able to comply with the 'suggested' ratios. Potential
effects on grade structures.

Project Title: Employee Housing

Project Description: Develop a plan for a private employee vehicle/boat storage area, and pending availability of funds construct necessary fences, etc.

Product Description: Storage area for employee vehicles that can not be parked in the housing areas.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: July 1995

Sequence of Steps: Develop a draft plan. Obtain input from the staff and Union. Final the plan. Obtain funding. Construct.

Resources Needed: Staff time to obtain input and develop a plan. Funds to construct the necessary facilities. Staff time to adequately administer the facility.

Warnings/
Potential Barriers: Lack of funds, security and liability concerns.

Project Title: Establish Policy/Procedures Streamlining Téam

Project Description: Establish inter-divisional team with a charter to review examine current policies, procedures, practices, and make recommendations for streamlining, modification, or elimination based on NPS national organizational directions.

Product Description: Streamlined procedural process; on-going process.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: November 1995

Sequence of Steps: Designate a working group of managers, supervisors, and employees tasked as an oversight group to identify policies, procedures, practices. Develop priority list based on time requirements for such policies, procedures, practices. Focus on high priority areas, carry out analysis, make recommendations on regular basis. On-going process.

Resources Needed: Commitment of time on the part of division chiefs for employee time.

Warnings/
Potential Barriers: Time for management and committee to carry out this task.

Goal V
Objective B
Task #7

Project Title: Improve Performance Management

Project Description: Develop an improved park performance management system including establishment of regularly scheduled quarterly performance reviews by supervisors.

Product Description: Parkwide performance management system guidelines for supervisors.

Lead: Chief, Division of Resource Management
Dave Haskell
Extension: 7759

Target Date: May 1995

Sequence of Steps: Prepare draft. Circulate to management team for review, discuss, prepare final, and implement guidelines.

Resources Needed: Existing staff.

Warnings/
Potential Barriers: None.

Project Title: Complete North Rim Management Plan

Project Description: Complete North Rim Management Plan that will govern general operations on North Rim. Two major components: Summer Operations and Winter Operations. Goal of the plan is to improve efficiency and minimize cost while maintaining quality.

Product Description: North Rim Operations Plan

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

North Rim Unit Manager
Dan Davis
Extension 7869

Target Date: November 1995

Sequence of Steps: Assign development of Summer and Winter Operations Plans to each division. Meet and negotiate overlaps, priorities, etc. Prepare final plan in draft. Circulate for review. Incorporate recommendations in final plan for Superintendent's approval.

Resources Needed: Commitment of time on the part of division chiefs. Travel costs to North Rim. Clerical support.

Warnings/
Potential Barriers: Time/funding.

Project Title: Establish cross-connection control team

Project Description: Establish a cross-connection (potable v. non-potable water) control team to identify areas of sanitation concern and recommend remediations.

Product Description: Establish the team and the mission and goals of the team.

Lead: Sanitarian
John Beck
Extension: 7707

Target Date: June 1995

Sequence of Steps: Identify team members. Identify mission and goals of the team.

Resources Needed: Will require time from the sanitarian and others trained in cross-connection detection, mostly in the Maintenance Division.

Warnings/
Potential Barriers: Once this team gets going, there may be unpleasant things discovered.

Project Title: Emergency Operations

Project Description: Consolidate all Park emergency operations plans into one document for distribution and annual update.

Product Description: Completed document for quick access of information on emergency incidents.

Lead Person: North Rim Unit Manager
Dan Davis
Extension 7869

Target Date: July 1995

Sequence of Steps: Obtain existing information on plans, update of information, and consolidation into one document.

Resources Needed: Division of Administration for processing.

Warning\
Potential Barriers: None

Project Title: North Rim Evacuation Plan

Project Description: Emergency plan will address procedures for evacuation of residents and visitors from the North Rim, particularly the developed area.

Product Description: Completed document outlining evacuation.

Lead Person: North Rim District Ranger
Kevin Cochary
Extension: 7869

Target Date: September 1995

Sequence of Steps: Identify applicable incidents, equipment, transportation availability, services.

Resources Needed: Division of Maintenance, Division of Resource and Visitor Protection, and outside cooperating agencies.

Warning\
Potential Barriers: Park resources available for consolidation of information.

Project Title: North Rim Structural Fire Plan

Project Description: Develop a North Rim Structural Fire Plan.

Product Description: Plan completion for inclusion with parkwide plan.

Lead Person: North Rim District Ranger
Kevin Cochary
Extension: 7869

Target Date: September 1995

Sequence of Steps: Development of pre plan for summer and winter operations, training, assessment of needs for emergency equipment, and obtain funding.

Resources Needed: State and Federal cooperating agencies, National Fire Center, Western Regional Office, and Divisions of Maintenance of Interpretation.

Warning\Barriers: Other work projects that potentially impact the ability for involvement of training partners and GRCA personnel.



Improve organizational effectiveness and efficiency through improved operational and administrative processes and systems. More authority will be delegated, unit and individual responsibilities increased, and improved accountability by work units and individuals will be required. Administrative systems will support work units and will not burden them with duplicative or cumbersome requirements. Unit operations will be conducted effectively and employees held accountable to assure their activities are preserving resources and creating value for the public. Employees will be rewarded who have demonstrated that they have created value through the system. Work and financial expenditures will reflect service wide and park priorities, managed by sound tracking and accountability processes.

Highest Priority Actions:

1. Develop a Budget Execution and FTE Management Plan as a guide for consistent formulation and execution.
2. Network (Local Area Network - LAN) computers within the Headquarters building and other operational buildings and begin plans to wide-area-networking (WAN) the entire park.
3. After new performance appraisal system is in place, review and revise division chief standards to bring them into NPS conformance and to relate them to the park Strategic Plan.
4. Develop performance standards to support the generic Ranger Careers position descriptions.

Other Priority Actions:

None

Project Title: Budget Administration

Project Description: Develop a Budget Execution and FTE Management Plan as a guide for consistent formulation and execution.

Product Description: Written Plan

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: February 1995

Sequence of Steps: Develop a draft plan and obtain input from Management Team. Revise as necessary.

Resources Needed: Administrative staff time.

Warnings/
Potential Barriers: (No information provided)

Project Title: Information Management

Project Description: Local-area-network (LAN) computers within the Headquarters building and other operational buildings and begin plans to wide-area-networking (WAN) the entire park.

Product Description: Local Area Network

Lead: Computer Specialist
Paul Glazer
Extension: 7738

Target Date: Individual LAN's in Headquarters, Maintenance, Operations, Backcountry Office, Professional Services, and Clinic by August 1995. Planning for Wide Area Network (WAN) to network the entire park by December 1995.

Sequence of Steps: Prioritize LAN sites. Install and train in priority order. Develop a plan and cost estimates for WAN.

Resources Needed: Administrative staff time. Funds for the WAN. (No estimate at this time.)

Warnings/
Potential Barriers: Lack of funds for the WAN

Project Title: Revise Division Chiefs Performance Standards.

Project Description: After new performance appraisal system is in place, review and revise division chief standards to bring them into NPS conformance and to relate them to Park Strategic Plan.

Product Description: New Division Chief performance standards.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Target Date: January 1996

Sequence of Steps: Examine new NPS performance appraisal standards. Review current standards with individual division chief, draft new standards that meet criteria for service-wide program, and incorporate goals, objectives, and tasks in the GRCA Strategic Plan. Negotiate final draft with each division chief, finalize.

Resources Needed: New NPS performance appraisal guidelines, time.

Warnings/
Potential Barriers: Delay in releasing new NPS performance appraisal program, time.

Project Title: Write Performance Standards for Ranger Career position descriptions (PD's).

Project Description: Develop performance standards to support the generic Ranger Careers position descriptions.

Product Description: Generic performance standards for Interpretive Ranger, Protection Ranger, and Generalist Ranger position descriptions.

Lead: Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Chief, Division of Visitor Services and Interpretation
Ellis Richard
Extension: 7760

Target Date: December 1995

Sequence of Steps: (No information provided)

Resources Needed: (No information provided)

Warnings/
Potential Barriers: Uncertainty over whether employees in these positions will actually be assigned to perform the duties as described in the benchmark position descriptions.



GOAL VI & OBJECTIVES

GOAL VI: PURSUE MAXIMUM PUBLIC BENEFIT THROUGH ALTERNATIVE APPROACHES TO SUPPORT PARK OPERATIONS INCLUDING PUBLIC-PRIVATE PARTNERSHIPS, CONTRIBUTIONS, COOPERATIVE AGREEMENTS OR CONTRACTS.

- Objective A:** The park will participate in, or initiate, regional planning exercises including broader bio-regional initiatives on the Colorado Plateau that will act as a catalyst for protection of resources within the park and the broader eco-region.
- Objective B:** The park will cooperate with other federal, state or private land-managing agencies to accomplish work and professional or technical assistance exchanges. The park will maximize opportunities with the private sector to accomplish operational or development needs without compromising park resources, quality visitor experience or the integrity of the NPS mission.
- Objective C:** The park will effectively manage volunteer and cooperator programs seeking the highest appropriate public gain. The park will develop friendships with a diversity of groups actively promoting partnership, cooperation and financial contributions.
- Objective D:** The park will evaluate operations to determine where visitors and other park users pay their fare share of the costs of serving them while ensuring no one is denied access because of their inability to pay. The park will develop innovative systems to maximize return of revenues to the park to assist in sustaining park operations.



The park will participate in, or initiate, regional planning exercises. These will include broader bio-regional initiatives on the Colorado Plateau that will act as a catalyst for protection of resources within the park and the broader eco-region.

Highest Priority Actions:

1. Initiate the Greater Grand Canyon Partnership regional planning process.
2. Open a dialogue with the National Park Foundation to work out the details of how the funds raised by the Grand Canyon Public/Private Partnership Act will be handled.
3. Identify means of significantly reducing park motor vehicle accident rate in 1996.

Other Priority Actions:

None

Project Title: Initiate Greater Grand Canyon Partnership

Project Description: Initiate the Greater Grand Canyon Partnership regional planning process.

Product Description: Partnership is formed.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: June 1995

Sequence of Steps: (No information provided)

Resources Needed: Chief of Interpretation has expressed an interest in this partnership and will be needed.

Warnings/
Potential Barriers: The Tusayan Land Exchange may be an early focus of this partnership and, given the volatility of that project, could spell success or failure of this initiative. The national team of supporters from the Sustainability Workshop may lose interest if the focus is too narrow.

Project Title: Negotiate with National Park Foundation (NPF) over new McCain Bill

Project Description: Open a dialogue with the National Park Foundation to work out the details of how the moneys to be raised by the Grand Canyon Public/Private Partnership Act will be handled.

Product Description: A Memorandum of Agreement with the NPF.

Lead: Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: September 1995

Sequence of Steps: Obtain a copy of the legislation as it reads upon passage. Establish a contact person with the NPF. Negotiate the way the funds will be handled.

Resources Needed: Assistance from Fee Collection, and Budget from park staff and review by the Solicitor.

Warnings/
Potential Barriers: Agreement must be able to withstand an audit.

Project Title: Reduce Park Motor Vehicle Accident Rate

Project Description: Identify means of significantly reducing park motor vehicle accident rate in 1996.

Product Description: A Standard Operating Procedure (SOP) regarding operation of government vehicles.

Lead: Deputy Superintendent
Gary Cummins
Extension: 7702

Safety and Occupational Health Manager
Lois Hoddenbach
Extension: 7858

Target Date: September 1995

Sequence of Steps: Analyze history of park motor vehicle accidents. Prioritize causal factors. Develop operating procedures that attack primary causal factors. Incorporate procedures into parkwide SOP that includes supervisors responsibilities and accountability in this area.

Resources Needed: Time.

Warnings/
Potential Barriers: Employee resistance to change; follow-through, especially in area of accountability.



GOAL VI
OBJECTIVE B

The park will cooperate with other federal, state or private land-managing agencies to accomplish work and professional or technical assistance exchanges. The park will maximize opportunities with the private sector to accomplish operational or development needs without compromising park resources, quality visitor experience or the integrity of the NPS mission.

Highest Priority Actions:

1. Initiate dialogue with community leaders in Tusayan and commence a process for recovery of costs associated with emergency response for law enforcement and structural fire, or a transition, whereby, we terminate assistance.

Other Priority Actions:

None

Project Title: Cooperative Protection Response

Project Description: Initiate dialogue with community leaders in Tusayan and commence a process for recovery of coasts associated with emergency response for law enforcement and structural fire or a transition, whereby, we terminate assistance.

Product Description: Better utilization of funding programs and personnel.

Lead Person: Chief, Division of Visitor and Resource Protection
Steve Bone
Extension: 7800

Chief, Division of Professional Services
Brad Traver
Extension: 7861

Target Date: March 1996

Sequence of Steps: Seek Solicitor opinion on funding reimbursement options, establish plan of action, initiate dialogue with community leaders, establish reimbursable accounts and/or transition out of responding.

Resources Needed: Regional Solicitor, Division of Administration, Western Regional Office.

Warning\
Potential Barriers: Congressional involvement and WASO



GOAL VI
OBJECTIVE C

The park will effectively manage volunteer and cooperator programs seeking the highest appropriate public gain. The park will develop friendships with a diversity of groups actively promoting partnership, cooperation and financial contributions.

Highest Priority Actions:

1. Operate a two crew Youth Conservation Corps (YCC) Camp each year.
2. Sponsor two Arizona Public Service Company (APS) volunteer work days in 1995.
3. Establish agreement with US Army Reserve unit to complete park projects.

Other Priority Actions:

4. Establish agreement with National Conservation Corps.

Project Title: Youth Conservation Corps (YCC) Camp

Project Description: Operate a two crew YCC Camp each year.

Product Description: Provide visual quality and accessibility at park overlooks.

Lead: Trails Supervisor
Dan Blackwell
Extension: 7734+225

Target Date: Summer of each year

Sequence of Steps: Plan projects, obtain funds, and recruit crews

Resources Needed: Funding and NPS work leaders

Warnings/
Potential Barriers: Funding and work leaders not available to implement program

Project Title: Arizona Public Service (APS) volunteer work days

Project Description: Sponsor two APS work days in 1995.

Product Description: Provide accessibility to campground sites and picnic areas

Lead: Roads and Trails Supervisor
Joe Bice
Extension: 7734+233

Target Date: Spring and fall of 1995

Sequence of Steps: Make arrangements with APS and set dates

Resources Needed: Materials and supervision from maintenance

Warnings/
Potential Barriers: Inclement weather on designated work days.

Project Title: Army Reserve Projects

Project Description: Establish agreement with US Army Reserve (USAR) unit to complete Park projects

Product Description: Cooperative Agreement with Army Reserve Unit to accomplish projects during their annual summer camps.

Lead: Buildings and Utilities Supervisor
Tom Gieger
Extension: 7734+232

Target Date: October 1995

Sequence of Steps: Locate USAR unit that can complete building and/or road projects; establish contact and complete Cooperative Agreement for annual summer camps. Draft agreement to be completed by July, 1995 to allow time for Western Regional Office review

Resources Needed: Funding for materials

Warnings/
Potential Barriers: (No information provided)

Project Title: National Conservation Corps

Project Description: Establish agreement with National Conservation Corps

Product Description: (No information provided)

Lead: (No information provided)

Target Date: (No information provided)

Sequence of Steps: (No information provided)

Resources Needed: (No information provided)

Warnings/
Potential Barriers: (No information provided)



The park will evaluate operations to determine where visitors and other park users pay their fare share of the costs of serving them while ensuring no one is denied access because of their inability to pay. The park will develop innovative systems to maximize return of revenues to the park to assist in sustaining park operations.

Highest Priority Actions:

1. Revise the commercial voucher system to meet the needs of new fee legislation and improve ability to manage tour operator access to the park through Memorandum of Understanding (MOU) or other appropriate means.
2. Evaluate options to the existing MISTIX contract which expires in 1996 and improve visitor services operations and reservation processes.
3. Finalize negotiations for cellular telephone service within the park.
4. Review project statements submitted by divisions for proposed uses of concessioner Special Account funds.
5. Adjust utility rates to reflect all allowable costs.

Other Priority Actions:

None

Project Title: Commercial Voucher System

Project Description: Revise the commercial voucher system to meet the needs of new fee legislation and improve ability to manage tour operator access to the park through Memorandum of Understanding (MOU) or other appropriate means.

Product Description: Process for more efficient handling of commercial transportation and tour services.

Lead Person: Fee Management Supervisor
Jennifer Sypher
Extension: 7848

Target Date: March 1995

Sequence of Steps: Identify applicable commercial operators for shuttle vs. tour functions, develop documentation process, initiate communication for notification of process.

Resources Needed: Division of Administration, Division of Resource and Visitor Protection, Division of Concession, Division of Maintenance, and Division of Interpretation.

Warning\
Potential Barriers: Priorities for development of visitor information.

Project Title: MISTIX Contract

Project Description: Evaluate options to the existing contract which expires in 1996 and improve visitor services operations and reservation processes.

Product Description: Process to more effectively and efficiently manage camping reservation.

Lead Person: South Rim District Ranger
Sherrie Collins, Acting
Extension: 7830

Target Date: March 1996

Sequence of Steps: Work with existing task force in pursuing options, obtain travel funding, and meet with principals to pursue contract options.

Resources Needed: Division of WASO Ranger Activities and other MISTIX managers.

Warning\
Potential Barriers: WASO Division of Contracting

Project Title: Telecommunications

Project Description: Finalize negotiations for cellular telephone service within the park with cellular providers.

Product Description: Special Use Permit if determined to go with the service.

Lead: Chief, Division of Administration
Nicky Lindig
Extension: 7711

Target Date: August 1995

Sequence of Steps: Exchange proposals and negotiates with the cellular providers. If there is agreement with the providers at the park level, prepare a Special Use Permit, and obtain legal review/approval from the Regional Contracting and Solicitors offices.

Resources Needed: Park staff time devoted to the preparation and review of proposals and counter proposals. Over sight of the actual installations.

Warnings/
Potential Barriers: The cellular providers may not want to meet the demands of the National Park Service, if they do not the service will not be located within the park. Potential political interference. Need to develop a park procedure for park use of cellular phones.

Project Title: Concessioner Special Account Funds

Project Description: Review project statements submitted by divisions for proposed uses of concessioner Special Account funds.

Product Description: Projects funded through concessioner Special Account.

Lead: Chief, Division of Concessions
Raymond Gunn
Extension: 7709

Target Date: Ongoing

Sequence of Steps: Special Accounts (SA) established by contract amendment (ongoing); funds deposited to SA by concessionaires (ongoing); develop Standard Operating Procedure (SOP) for each concessioner's SA (ongoing); project statements based on October 1994 meeting are submitted to Concessions Div. in writing (3/31/95); review project statements for compliance with contract terms and approve or reject at the park (4/30/95); park-approved project statements sent to Region for approval by the Regional Director (or WASO, if required); approved projects implemented as funds are available (ongoing).

Resources Needed: Immediate - existing Concessions Division FTE and \$;
Long term - FTE and \$ for a GS-12/13 position to oversee and monitor Special Account/contracting activity

Warnings/
Potential Barriers: Congress, Office of Management and Budget (OMB), and others will be intensely interested in how NPS manages these funds; many worthwhile projects will not qualify for funding because of legal/contractual definitions; we should err on the side of caution when approving projects rather than risk Congressional elimination of this fund source; if Congress eliminates this fund source, outstanding SA balances would be returned to the Treasury; projects in progress may require other concessioner or NPS funding to complete.

Goal VI
Objective D
Task #4

Project Title: Adjust utility rates

Project Description: Adjust utility rates to reflect all allowable costs.

Product Description: Complete annual utility rate adjustments

Lead: Assistant Chief, Division of Maintenance and Engineering
Paul Strobak
Extension: 7734 +223

Target Date: March 1995

Sequence of Steps: Per NPS policies

Resources Needed: Staffing from Maintenance and Engineering along with Administration review.

Warnings/
Potential Barriers: Potential large increase in inter-canyon operational costs will not be available prior to setting 1995 rates.

STRATEGIC PLAN ACRONYMS

A/E	Architect/Engineer (generic term for a contracted architect/engineer)	OMB	Office of Management and Budget
ADEQ	Arizona Department of Environmental Quality	ONPS	Operation of the National Park Service
ARPA	Archaeological Resource Protection Act	OPOP	Operation Opportunity
BMP	Backcountry Management Plan	PD	Position Description
BOR	Bureau of Reclamation	PIO	Public Information Officer
DOI	Department of Interior	PMP	Position Management Plan
DSC	Denver Service Center	PSAP	Public Safety Answering Points
EIS	Environmental Impact Statement	RFP	Request for Proposal
EMS	Emergency Medical Services	RFQ	Request for Quotes
FONSI	Finding of No Significant Impact	RMP	Resource Management Plan
FTE	Full-Time Equivalent	ROD	Record of Decision
GCA	Grand Canyon Association (formerly GC Natural History Assn.)	SAR	Search and Rescue
GCEIS	Glen Canyon Environmental Impact Statement	SCA	Student Conservation Association
GIS	Geographic Information Systems	SOP	Standard Operating Procedure
GMP	General Management Plan	SSO	System Support Office
GRCA	Grand Canyon National Park	STF	Subject to Furlough
I&M	Inventory and Monitoring Plan	TWRS	T.W. Recreational Services
ICAP	Inventory Condition and Assessment Program	USFS	United States Forest Service
IG	Inspector General	VTC	Visibility Transport Commission
IP	Interpretive Prospectus	WASO	Washington Office
MNA	Museum of Northern Arizona	WRO	Western Regional Office
NACOG	Northern Arizona Council of Governments	YCC	Youth Conservation Corps
NAGPRA	Native American Graves Protection and Repatriation Act		
NAU	Northern Arizona University		
NBS	National Biological Survey		
NEPA	National Environmental Policy Act		
NHPA	National Historic Preservation Act		
NOTAR	No Tail Rotar (McDonald Douglas Helicopter)		
NPF	National Park Foundation		

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Deputy Superintendent

Rob Arnberger
Gary Cummins

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Chief, Division of Concessions, Acting
Chief, Division of Maintenance and
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Asst. Chief, Division of Maintenance and
Engineering
Chief, Division of Professional Services
Chief, Division of Resource Management
Chief, Division of Visitor Services and
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United States Department of the Interior



NATIONAL PARK SERVICE

Grand Canyon National Park

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Grand Canyon, Arizona 86023-0129

IN REPLY REFER TO:

A6419 (GRCA 8211)

JUN 07 1995

Memorandum

To: All Employees
From: Superintendent
Subject: Strategic Plan for Grand Canyon National Park

In January of 1995 I spent 2 days in Flagstaff with all of the Division Chiefs at Grand Canyon National Park. Our purpose was to clarify the goals which we, as a park, would establish for the next few years--to chart our course for the future. The result was the Grand Canyon National Park Strategic Plan which you hold in your hands.

The plan identifies the significant objectives which we as park managers have set forth for ourselves. The specific tasks identified are the way in which we will meet these goals and objectives. Most of the tasks listed fall outside the scope of our routine duties and responsibilities, but they are very much a part of who we are and what we're all about. They involve virtually every member of the park staff. The Strategic Plan reflects the goals of the park's General Management Plan, and it clearly identifies the direction which we must take in this crucial time. We hope the plan will serve as a guide for both managers and staff. Taken in its entirety, the plan reflects the priorities which we have established.

This is not a static plan. We will update it and amend it as necessary. Its impact and direction will extend beyond the coming year. Remember that while our needs and immediate challenges may change as time goes by, our mission will not.

Please read the Strategic Plan. Note the tasks to which your division is committed. Note, too, the tasks to which we as a park are committed. It is imperative that this plan be shared with all employees, and I will hold supervisors accountable for the full involvement of all employees. We must all share in the responsibilities articulated in this plan and work together to accomplish them. All divisions are responsible for, and to, other divisions in assuring we accomplish our work as a single team, not multiple divisions and personalities. I trust in you and look forward to working with all of you.

Robert L. Arnberger