

Title Page:

STRATEGIC PLAN FOR CAPE HATTERAS NATIONAL SEASHORE

OCTOBER 1, 2006 - SEPTEMBER 30, 2011

Results Act and Planning Cycle:

PREFACE

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

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

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

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

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- * mission statement based in law, executive order, etc.;
- * long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- * how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * key external factors which could positively or negatively affect goal accomplishment;
- * GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- * developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- * annual goals to incrementally achieve long-term goals in Strategic Plan;
- * annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- * basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities

or goals need to be revised in the future, addressing:

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

ABOUT THIS PLAN

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

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

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

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

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

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

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance

Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

CAPE HATTERAS NATIONAL SEASHORE

(Cape Hatteras National Seashore is administered by the National Park Service Outer Banks Group. The Group also includes two other parks; Fort Raleigh National Historic Site and Wright Brothers National Memorial. The Group functions under one superintendent, management, and budget appropriation. Each park has a separate strategic plan.)

Cape Hatteras National Seashore is a fascinating combination of natural and cultural resources, and provides a wide variety of recreational opportunities. Once dubbed the "Graveyard of the Atlantic" for its treacherous currents, shoals, and storms, Cape Hatteras has a wealth of history relating to shipwrecks, lighthouses, and the U.S. Lifesaving Service. These dynamic islands provide a variety of habitats and are a valuable nesting and wintering area for waterbirds. The park's fishing and surfing are considered the best on the east coast.

Containing more than 30,000 acres, the Seashore was the first in a series of areas established to preserve significant segments of barrier islands along the coasts of the United States. Located on the Outer Banks of North Carolina, Cape Hatteras NS stretches over 64 miles of coast and includes Bodie, Hatteras, and Ocracoke Islands. The Seashore abuts, and/or surrounds eight unincorporated villages. Pea Island National Wildlife Refuge (5,834 acres), located within the boundary, is managed by the U.S. Fish & Wildlife Service through an agreement with the NPS.

The Seashore attracts 2.5 million visitors annually. The combination of the large number of visitors to the National Seashore and the dynamic and fragile shoreline pose unique challenges to park managers. One such challenge is the development of an Off-Road Vehicle Management Plan, currently underway and scheduled to be completed within this strategic cycle.

Seashore management is bound by the legislation that established the park; Congressional Act, H. R. 7022 on August 17, 1937. Other legal mandates having a direct impact in this strategic plan cycle include: The Endangered Species Act, the Migratory Bird Act, Executive Orders 11644 and 11989 regarding Use of Off-Road Vehicle on Public Lands, and the Historic Preservation Act.

The Group plays a major role in local communities, influencing tourism, jobs and land use. As a result, there is significant community, congressional and local media interest in the parks and management of the parks. Great opportunity exists for the NPS to partner with Dare and Hyde Counties on shared issues.

MISSION OF NATIONAL PARK SERVICE AT CAPE HATTERAS NATIONAL SEASHORE

The mission of the NPS at Cape Hatteras NS is rooted in the National Park Service Organic Act and the park's enabling legislation, Congressional Act, H. R. 7022 of August 17, 1937. The park's mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

The National Park Service Organic Act provides "...to promote and regulate the use of the...national parks...which purpose 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 manner and by such means as will leave them unimpaired for the enjoyment of future generations."

The park's enabling legislation states that: "Except for certain portions of the area, deemed to be especially

adaptable for recreational uses, particularly swimming, boating, sailing, fishing and other recreational activities of similar nature, which shall be developed for such uses as needed, the said area shall be permanently reserved as a primitive wilderness and no development of the project or plan for the convenience of visitors shall be undertaken which would be incompatible with the preservation of the unique flora and fauna or the physiographic conditions now prevailing in the area".

Purpose

The purpose of Cape Hatteras NS is to preserve and protect significant segments of barrier island coastline for the benefit and enjoyment of the people and to provide for recreational visitor use consistent with that purpose. Cultural resources reflecting and revealing the national maritime experience, cultural expressions and man's inherent relationships with the land are also protected and preserved.

Significance

This dynamic coastal barrier island system continually changes in response to natural forces of wind and wave. The flora and fauna that are found in a variety of habitats at the park include migratory birds and several threatened and endangered species. The islands are rich with maritime history of humankind's attempt to survive at the edge of the sea, and with accounts of dangerous storms, shipwrecks, and valiant rescue efforts. Today, the seashore provides unparalleled opportunities for millions to enjoy recreational pursuits in a unique natural seashore setting and to learn of the nation's unique maritime heritage.

KEY EXTERNAL FACTORS AFFECTIN THE PLAN'S ACCOMPLISHMENT

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing the Cape Hatteras National Seashore Strategic Plan and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

1. Barrier Island Dynamics - Barriers islands, such as those comprising Cape Hatteras NS, are by nature dynamic, and in a state of constant change through daily tide fluctuations, annual storm and hurricane impacts, and long term coastal erosion and sea level rise. Expectations of standardized and unchanging uses of Seashore lands by visitors and local users often conflict with the ever-changing park environment. This conflict is central to many park issues including: beach nourishment, protection/relocation of NC Highway 12, off-road vehicle use, protected species management, Oregon Inlet dredging, hardening of seashore beaches, relocation of historic structures, etc.
2. Partnerships - Park partners play a key role in Seashore management success. Although the Seashore has a good number of established partnerships to-date, there exists great potential for the establishment of additional partners, leading to improvements in visitor service and resource protection.
3. Limited Availability of External Lands - Increased development of lands adjacent to the Seashore, and increased population and demographic transformation of adjacent communities have changed, and continue to change, uses and use impacts at the Seashore. Due to limited availability of non-federal lands, the park is frequently pressured to permit land uses that are incompatible with Seashore values.
4. Tourism and Visitation - Successful local tourism marketing has resulted in significant rise in visitation to the Outer Banks and a corresponding rapid increase in visitation to the park. Impacts are seen, and will continue to increase as visitation increases, with both natural and cultural park resources and escalating conflict between various park user groups. Along with visitation increase, the park budget has remained flat, hampering

management's ability to keep services parallel with visitation and visitor needs.

5. Public Involvement - Public awareness on critical issues, and management decision-making and direction, is increasing. As this desirable public interest and concern grows, the Seashore must adapt and respond with effective and efficient opportunities for public involvement. Public involvement will play a significant role in the outcome of park planning efforts during this strategic cycle, including the: Off-Road Vehicle Management Plan, Commercial Services Plan and potentially an update of the Seashore's General Management Plan (1984).

6. Protected Species Use of Park Lands - The park's dynamic dunes and islands encompass a variety of habitats and are a valuable breeding and wintering area for many species protected under the Migratory Bird Treaty Act, and several species (Piping Plover and various sea turtle species) protected under the Endangered Species Act. The season-to-season change in land location use of these mobile species creates variations in the park protection responses, causing consternation to some park users, mainly off-road vehicle users.

CONSULTATION IN PLAN PREPARATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS service-wide plan. Some partner organizations were consulted in the development of the original Cape Hatteras NS Strategic Plan, from which this current plan is drawn. Interested parties will be involved in plan development as adaptations and revisions are made.

STRATEGIC PLAN PREPARERS

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

Michael B. Murray, Superintendent
Mark Hardgrove, Deputy Superintendent
LeAnn Cauthen, Administrative Officer
Thayer Broili, Chief of Resources Management
Charlie Sellars, Chief of Maintenance
Mary Doll, Chief of Interpretation
Norah Martinez, Chief Ranger
Sue Titchenell, GPRA Coordinator

Strategic Plan Note for Outer Banks Group Parks:

The three areas of the Outer Banks Group are combined under one budget appropriation and are managed through shared resources. Due to the difficulty of separating out financial and staffing resources, or due to the necessity of reporting goal results collectively, some of the GPRA goals for these three parks are reported as "Group Goals" within the Cape Hatteras National Seashore Strategic Plan.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 25, 2007

DOI Goal ID Number:

NPS Goal ID Number: Ia1A

Park/ Program Goal ID Number: Ia1A

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

Acres Restored: Number of disturbed parkland acres restored.

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

By September 30, 2011, 0 acres (0% of unknown acres) of Cape Hatteras National Seashore disturbed parkland acres are restored.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Disturbed land restored

Acres

Restored

0

5-Year Results Plan:

Cape Hatteras National Seashore contains approximately 300 acres of uplands. To date, the park lacks an acceptable total of acres, defined desired future conditions, and detailed condition assessments for these uplands. Although the park currently lacks the required information to meet the criteria for reporting to the service wide Upland goal, a park specific goal has been developed for the 2007-2011 Strategic Planning period to begin to delineate desired future conditions (and appropriate assessment indicators).

By September 30, 2011, CAHA has determined the amount of uplands within the park, developed measurable statement of desired condition for those lands, and assessed their current condition.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: December 22, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ia1B

Park/ Program Goal ID Number: Ia1B

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

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

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

By September 30, 2011, 0 canopy acres (0% of unknown acres) of Cape Hatteras National Seashore lands infested with invasive (non-native) plants are controlled.

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Invasive plant acres

Acres

Maintained

0

5-Year Results Plan:

By September 30, 2011, the multi-year PMIS Project to identify and assess invasive (non-native) plant populations, and identify needed management actions to manage the populations to effective control levels, in cooperation with affected States and others would be completed. If staff and funding are available, 10% (0 of 1) of the invasive (non-Native) park plant populations will be effectively controlled. This would be an approved park management document and assist the Southeast Coastal Network invasive plant removal swat team.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: April 02, 2007

DOI Goal ID Number:

NPS Goal ID Number: la1D

Park/ Program Goal ID Number: la1D

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

Land Condition: NPS managed stream and shoreline miles in desired condition

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

By September 30, 2011, 0 miles (0% of unknown miles) of Cape Hatteras National Seashore riparian areas are in desired condition.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Stream/shoreline Condition

Miles

In desired condition

0

0

5-Year Results Plan:

CAHA will work with the NPS Natural Resource Division which is currently working with a team of scientists to develop information and technical guidance on assessing conditions of streams, riparian areas, and other watershed resource types. Methods are expected to range from survey-level assessment (e.g., remote sensing techniques or checklist, assessments by teams of qualified experts) to assessments requiring intensive, site-specific data collection and interpretation. In all cases methods used will be scientifically credible, peer reviewed, published and citable, and replicable. The results of condition assessments will need to be meaningfully compared to desired condition established in park management plans for each resource on an individual basis. Therefore, a desired condition needs to be expressed in a quantifiable manner, ideally in units common to the each resource on an individual basis.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: la1H

Park/ Program Goal ID Number: la1H

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

Acres in Desired Condition

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

By September 30, 20XX, Y acres (Z% of X acres) of (name of park) parklands achieve desired conditions
 By September 30, 20XX, Y acres (Z% of X acres) of (name of park) parklands achieve desired conditions
 By September 30, 20XX, Y acres (Z% of X acres) of (name of park) parklands achieve desired conditions

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Acres in desired condition

Acres

In desired Condition

5-Year Results Plan:

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: April 02, 2007

DOI Goal ID Number:

NPS Goal ID Number: la2A

Park/ Program Goal ID Number: la2A

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

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

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

By September 30, 2011, 1 population (16% of 6) of Cape Hatteras's federally listed species in the park are making progress toward recovery.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Making progress toward recovery

Unit Measure:

Each species

Condition (Desired):

Making progress toward recovery

*Total # Units in
Baseline:*

6

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

0

5-Year Results Plan:

Cape Hatteras National Seashore contains six species known to be listed under the Endangered Species Act. These are piping plover (*Charadrius melodus*, Federally Threatened, status is breeders are at-risk/declining, non-breeding numbers are at-risk/increasing), seabeach amaranth (*Amaranthus pumilus*, Threatened, at-risk/stable) loggerhead (*Caretta caretta*, Threatened, at-risk/stable), leatherback (*Dermochelys coriacea*, Endangered, at-risk/stable), and green turtle (*Chelonia mydas*, Threatened, at-risk/stable) sea turtles. The kemp's ridley (*Lepidochelys kempii*, Endangered, at-risk/stable) which has routinely stranded along park shores, has been added as it is within the service wide criteria for "known to occur in the park". To date, the park lacks a management plan that will adequately protect these species to enable the populations to reach the "Not At-Risk" Trend Status Category. The Status is unknown for leatherback and green sea turtles. The park is working to develop protocols that will ensure accurate park population numbers, defined desired future conditions for their numbers and needed habitat, and detailed condition assessments for the T/E Species. The park currently collects periodic information to meet the criteria for reporting some park T/E Species to the service wide goal. This goal has been developed for the 2007-2011 Strategic Planning period to continue to improve the park ability to delineate desired future conditions (and appropriate assessment indicators). This would produce documentation the park can use into the future to ensure park T/E Species populations contribute needed productivity to assist in removing a species from the T/E Species List. As part of the park T/E Species recovery activity the park monitors for sea turtle stranding on both sound and ocean sides and responds to each reported incident.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 25, 2007

DOI Goal ID Number:

NPS Goal ID Number: la2B

Park/ Program Goal ID Number: la2B

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

Species Protected: number of species of management concern managed to desired condition

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

By September 30, 2011, 1 populations (14% of 7) of Cape Hatteras National Seashore species of management concern are managed to desired condition.

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Management status

Each species

In Desired condition

7

1

5-Year Results Plan:

Cape Hatteras National Seashore contains approximately 200 SMC. To date, the park lacks an acceptable total of SMC and their park population numbers, defined desired future conditions for their numbers and needed habitat, and detailed condition assessments for the SMC populations. Although the park currently lacks the required information to meet the criteria for reporting to the service wide SMC goal, a park specific goal has been developed for the 2007-2011 Strategic Planning period to begin to delineate desired future conditions (and appropriate assessment indicators).

By September 30, 2011, the multi-year PMIS Project to identify and assess native plant and animal Species of Management Concern populations, and identify needed management actions to manage the populations to self-sustaining levels, in cooperation with affected States and others would be completed. If staff and funding are available, 2% (0 of 1) of the Species of Management Concern will be managed to self-sustaining levels, in cooperation with affected States and others. This would be the approved park management document.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 25, 2007

DOI Goal ID Number:

NPS Goal ID Number: la2C

Park/ Program Goal ID Number: la2C

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

Invasive Plan Species: number of invasive animal populations controlled

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

By September 30, 2011, 0 populations (0% of 3) of Cape Hatteras National Seashore invasive animal species populations are controlled.

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Species status

Each species

Contained

3

0

5-Year Results Plan:

By September 30, 2011, the multi-year PMIS Project to identify and assess invasive (non-native) animal populations, and identify needed management actions to manage the populations to effective control levels, in cooperation with affected States and others would be completed.

If staff and funding are available, 10% (0 of 1) of the invasive (non-Native) park animal populations will be managed to effective control levels, in cooperation with affected States and others. This would be an approved park management document.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 26, 2007

DOI Goal ID Number:

NPS Goal ID Number: Ia5

Park/ Program Goal ID Number: Ia5

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

Resource Condition: number of Historic structures in good condition

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

By September 30, 2011, 21 (58% of 36) of Cape Hatteras National Seashore historic structures are in good condition.

Target Year:

2011

Performance Indicator (what is measured):

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

Total # Units in Baseline:

36

Status in Base Year (# Meeting Condition):

20

5-Year Results Plan:

The Cape Hatteras National Seashore Cultural Resource Management Program provides research, compliance, planning and stewardship of a rich diversity of archeological sites, cultural landscapes, and historic structures. Cape Hatteras National Seashore contains 36 historic structures, (20 of 36 historic structures are in good condition). By FY 2011 Bodie Island Lighthouse, Bodie Island Coast Guard Station and Life-Saving Station will be restored to good condition.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 10, 2007

DOI Goal ID Number:

NPS Goal ID Number: la6

Park/ Program Goal ID Number: la6

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

Resource Condition: number of preservation and protection standards met for park museum collections

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

By September 30, 2011, 82.95 %, 73 of 88 applicable preservation and protection standards for CAHA are met.

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Applicable standards

Each standard

Standards meet

124

71

5-Year Results Plan:

By September 30, 2011, 82.95 %, 73 of 88 applicable preservation and protection standards for CAHA are met. (Baseline year: 2006, 70.45 %, 62 of 88 standards met).

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: December 13, 2006

DOI Goal ID Number:

NPS Goal ID Number: la7

Park/ Program Goal ID Number: la7

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

Resource Condition: number of the cultural landscapes in good condition

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

By September 30, 2011, 1 of (100% of 1) of Cape Hatteras National Seashore cultural landscapes are in good condition.

Target Year:

2011

Performance Indicator (what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Cape Hatteras Light Station cultural landscape historic district will be restored according to the Cultural Landscape Report (2003) if funding (PMIS # 18950) becomes available. The park lacks other Cultural Landscape Reports within Cape Hatteras NS.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: July 02, 2007

DOI Goal ID Number: _____ *NPS Goal ID Number:* la8 *Park/ Program Goal ID Number:* la8

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

Resource Condition: number of archeological sites in good condition

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

By September 30, 2011, 25 (93% of 27) of Cape Hatteras National Seashore archeological sites are in good condition.

Target Year:

2011

Performance Indicator (what is measured):

Condition

Unit Measure:

Each archeological site

Condition (Desired):

Good

Total # Units in Baseline:

27

Status in Base Year (# Meeting Condition):

25

5-Year Results Plan:

Cape Hatteras National Seashore has 27 archeological sites listed on the current Archeological Sites Management Information System (ASMIS); 25 are in good condition. The park will maintain the existing 25 archeological sites in good condition.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1A

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

Visitors: Percent of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

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

By September 30, 2011, 95% of visitors to Cape Hatteras National Seashore are satisfied with appropriate park facilities, services, and recreational opportunities.

Target Year:

2011

Performance Indicator (what is measured):

Visitor satisfaction

Unit Measure:

Percent

Condition (Desired):

Satisfied

Total # Units in Baseline:

92

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The park will complete the comprehensive Interpretive Plan, and continue to maintain buildings and grounds, conduct LE patrols throughout the park, maintain exhibits and provide publications and maps. Staff Visitor Centers as appropriate.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila1B

Park/ Program Goal ID Number: Ila1B

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

Visitors: Percent of park visitors satisfied with commercial services in the parks.

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

By September 30, 2011, 90% of park visitors are satisfied with commercial services in Cape Hatteras National Seashore. (as measured by VCS card).

Target Year:

2011

Performance Indicator (what is measured):

Visitor satisfaction

Unit Measure:

Percent

Condition (Desired):

Satisfied

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Reissue the Oregon Inlet concessions contract. Review and update ten park partnership agreements. By September 30, 2011, 90% of Cape Hatteras National Seashore park visitors are satisfied with Commercial Services in the park.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2A

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

Visitors: The number of visitor accident/incidents

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

By September 30, 20011, the number of visitor accidents/incidents at Cape Hatteras National Seashore is no higher than its baseline number of 16.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Accidents/incidents

Each injury

Reduced

16

5-Year Results Plan:

Each Cape Hatteras National Seashore operation focuses on promoting the highest standards of visitor safety. Visitor use of park resources and activities are monitored and hazards are identified and mitigated in a timely manner.

Programs anticipated in FY 07-12 include: 1) completion of a comprehensive structural fire plan, 2) continued implementation of a comprehensive park safety program, 3) continued routine protection patrols, 4) continued ocean lifeguard program, and 5) enhanced visitor safety messages during interpretive personal services contacts.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: Ila2B

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

Visitors: number of visitor fatalities

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

By September 30, 2011, the number of visitor fatalities at Cape Hatteras National Seashore will be no higher than 0.

Target Year:

2011

Performance Indicator (what is measured):

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Five Year Plan of Work and Results

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: January 03, 2007

DOI Goal ID Number:

NPS Goal ID Number: 11b1

Park/ Program Goal ID Number: 11b1

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

Visitors: Percent of visitors that understand and appreciate the significance of the park they are visiting

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

By September 30, 2011, 88% of Cape Hatteras National Seashore visitors understand the significance of the park

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Visitor understanding

Percent

Understand

90

5-Year Results Plan:

Provide interpretive, orientation, and education services to increase visitor understanding. Increase number of natural history program offerings. Improve exhibits in visitor centers. Develop hand-outs/temporary exhibits on significant issues. Establish education programming in local schools. Establish community-based interpretive programs. Revitalize Junior Ranger programs. Develop in-depth information for park website. Improve on hospitality services.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: IVa6A

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

Employees: Number of employee accidents (DART)

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

By September 30, 2011, the number of Cape Hatteras National Seashore (including Wright Brothers National Memorial and Fort Raleigh National Historic Site) employee lost time injuries is reduced from the 5 year annual average (FY 2002-2007) of 3.993 to 2.

Target Year:

2011

Performance Indicator (what is measured):

Injuries or fatalities

Unit Measure:

Each injury or fatality

Condition (Desired):

Reduced

Total # Units in Baseline:

4

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The Outer Banks Group is committed to reducing the lost time injury (DART) rate each year. The Group will provide a safe and healthful work environment for all employees, will identify and eliminate all potential sources of injury, will train employees to work safely, and will evaluate the safety performance of all employees, contractors, concessioners, volunteers and partners. Programs and activities will be monitored, hazards identified and mitigated in a timely manner.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVa6B

Park/ Program Goal ID Number: IVa6B

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

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

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

By September 30, 2011, the Cape Hatteras National Seashore (including Wright Brothers National Monument and Fort Raleigh National Historical Site) total number of Continuation of Pay will be at or below 241 hours.

Target Year:

2011

Performance Indicator (what is measured):

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Cape Hatteras National Seashore will actively maintain a safe and healthful workplace in conformity with applicable Federal, state and local law and guidelines, policies and best practices as defined by OSHA, NFPA, DOI, the NPS and other applicable sources.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

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

Partners: NPS has X community partnerships designed to enhance the NPS's ability to manage resources

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

By September 30, 2011, Cape Hatteras National Seashore has 30 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target
Year:*

2011

*Performance Indicator
(what is measured):*

Park Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

*Total # Units in
Baseline:*

30

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

5-Year Results Plan:

By September 30, 2011, the Outer Banks Group (Cape Hatteras National Seashore, Fort Raleigh National Historic Site, and Wright Brothers National Memorial) will continue to have 30 community partnerships in place to enhance protection of park resources, the visitor experience, and mutual aid/assistance to local communities and organizations. Of these two will be reviewed and/or revised each year. By 9/30/2011, ten partnershipo agreements will have been revised.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated: November 06, 2006

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

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

Visitors: Number of visitors served by facilitated programs

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

By September 30, 2011, Cape Hatteras National Seashore's attendance at facilitated programs will increase to 950400.

Target Year:

2011

Performance Indicator (what is measured):

Facilitated programs

Unit Measure:

Each visitor

Condition (Desired):

attended

Total # Units in Baseline:

950000

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Offer wider range of cultural and natural history programs throughout the seashore; increase educational opportunities, and continue to offer opportunities to climb the Cape Hatteras Lighthouse.

Strategic Plan Report, FY 2007-2011

Park/ Program Name: CAPE HATERAS NS, (FORA ?, WRBR?)

Park/ Program Org Code: 5190

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: OVERHEAD

Park/ Program Goal ID Number: OVERHEAD

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

Overhead

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

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

Target Year:

2011

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Strategic Plan Report, FY 2007-2011
