

Title Page:

The narrative portion of the Strategic Plan for Rainbow Bridge NM is written and provided as part of the Strategic Plan for Glen Canyon NRA.

Results Act and Planning Cycle:

REFACE

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

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

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

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

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

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

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

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

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:

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

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. Individual park plans address the long-term goals in the DOI/NPS plan that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

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

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

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

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

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

Park Background Information:

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: November 06, 2007

DOI Goal ID Number:

NPS Goal ID Number: la1B

Park/ Program Goal ID Number: la1B

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

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

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

By September 30, 2012, 0 acres (0% of 10 acres) of RABR lands infested with invasive (non-native) plants are controlled.

Target Year:

2012

Performance Indicator (what is measured):

Invasive plant acres

Unit Measure:

Acres

Condition (Desired):

Maintained

Total # Units in Baseline:

10

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

No work is planned in FY2008-2012 due to a lack of funds.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ia4C

Park/ Program Goal ID Number: Ia4C

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

Water Quantity: Complete work products and management outcomes that protect or restore water quantity conditions in NPS managed or influenced surface and ground-water systems.

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

By September 30, 2012, Rainbow Bridge National Monument will complete 0 work products and/or 0 management outcomes that protect or restore water quantity conditions.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Product or outcome completed

Unit Measure:

Each product or outcome

Condition (Desired):

*Total # Units in
Baseline:*

0

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

0

5-Year Results Plan:

No work products or management outcomes are planned for 2008 - 2012.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ia4E

Park/ Program Goal ID Number: Ia4E

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

Water Quality Park Products

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

By September 30, 2012, complete 0 park targeted work products and protect, restore and monitor water quality conditions in NPS-managed surface and ground water systems.

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Each Product

Condition (Desired):

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

No work products related to protecting, restoring, or monitoring water quality conditions are planned for 2008 - 2012.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated:

DOI Goal ID Number: _____ *NPS Goal ID Number:* la7 *Park/ Program Goal ID Number:* la7

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

Number of the cultural landscapes in good condition

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

By September 30, 2012, 1 of 1 (100% of 1) Rainbow Bridge NM CLI cultural landscapes are in good condition.

Target Year:

2012

Performance Indicator (what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

No work is planned to complete the CLI nomination form during the Five Year Work Plan.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: October 24, 2007

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1A

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

Visitors: Percent of overall visitor satisfaction

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

By September 30, 2012, 96% of visitors to Rainbow Bridge NM are satisfied with appropriate park facilities, services, and recreational opportunities.

Target Year:

2012

Performance Indicator (what is measured):

Visitor satisfaction

Unit Measure:

Percent

Condition (Desired):

Satisfied

Total # Units in Baseline:

95

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

Visitor enjoyment of Rainbow Bridge NM begins with access during appropriate times and seasons to high quality facilities, services, and recreational opportunities. This goal outcome is measured using the annual visitor survey that assesses the percentage of visitors rating their satisfaction with park facilities, services, and recreational opportunities as "good" and "very good." Rainbow Bridge NM has become more of a challenge for visitors to enjoy with the low level of Lake Powell. Rather than boating directly to the Bridge, visitors must now hike for over one mile from the relocated marina to the Bridge.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: October 25, 2007

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2A

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

Visitors: The number of visitor injuries

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

By September 30, 2012, the annual number of visitor accidents/incidents at Rainbow Bridge NM is maintained at or less than two.

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Accidents/incidents

Each injury

Reduced

2

5-Year Results Plan:

We estimate that Rainbow Bridge NM visitor usage will increase at an annual rate of 3% per year over the next five years. Efforts will be focused on ensuring park visitors have access to safe and hazard-free facilities and services. Interpretive contacts, programs and media will incorporate relevant safety messages. Efforts will also include measures to ensure protection of visitors and property, search and rescue operations, criminal investigations, and all efforts in identifying, investigating, and correcting or mitigating sources of accidents/incidents experienced by the visiting public.

Rainbow Bridge NM visitor safety concerns have significantly changed due to Lake Powell being 100 below normal because of the five-year drought. Rather than simply disembarking from a tour boat at a dock and being at the bridge, visitors now have to hike over a mile on a park maintained trail to view the bridge. Trail maintenance and visitor safety education - particularly the importance of drinking water - will be the key elements of visitor safety.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ila2B

Park/ Program Goal ID Number: Ila2B

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

Visitors: number of visitor fatalities

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

By September 30, 2012, the annual number of visitor fatalities at Rainbow Bridge NM will remain at zero.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Fatalities

Each fatality

Reduced

0

5-Year Results Plan:

We estimate that Rainbow Bridge NM visitor usage will increase at an annual rate of 3% per year over the next five years. Efforts will be focused on ensuring park visitors have access to safe and hazard-free facilities and services. Interpretive contacts, programs and media will incorporate relevant safety messages. Efforts will also include measures to ensure protection of visitors and property, search and rescue operations, criminal investigations, and all efforts in identifying, investigating, and correcting or mitigating sources of accidents/incidents experienced by the visiting public.

Rainbow Bridge NM visitor safety concerns have significantly changed due to Lake Powell being 100 below normal because of the five-year drought. Rather than simply disembarking from a tour boat at a dock and being at the bridge, visitors now have to hike over a mile on a park maintained trail to view the bridge. Trail maintenance and visitor safety education - particularly the importance of drinking water - will be the key elements of visitor safety.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: November 06, 2007

DOI Goal ID Number:

NPS Goal ID Number: 11b1

Park/ Program Goal ID Number: 11b1

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

Visitors: Percent of visitors that understanding and appreciation

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

By September 30, 2012, 93% of Rainbow Bridge NM visitors understand the significance of the park.

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Visitor understanding

Percent

Understand

93

5-Year Results Plan:

Through various methods of interpretation and formal education, the significance of Rainbow Bridge NM is conveyed to park visitors and students.

Understanding is gauged by the percentage of visitors whose survey response to this question matches one of the park-identified significance statements.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: 11b2

Park/ Program Goal ID Number: 11b2

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

Visitor Satisfaction w Facilitated Programs

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

By September 30, 2012, 93% of park visitors to Rainbow Bridge are satisfied with park facilitated Programs.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Visitor Satisfaction

Unit Measure:

Percent from VSC survey

Condition (Desired):

*Total # Units in
Baseline:*

96

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

5-Year Results Plan:

Limited staff at Rainbow Bridge makes it difficult to have rangers on site during all periods of visitation. Rangers are implementing a "core hours" strategy. Interpretive rangers are committed to being at Rainbow Bridge during a 5-6 hour period when visitation is the heaviest.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: October 15, 2007

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

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

Partners: NPS has X community partnerships

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

By September 30, 2012, Rainbow Bridge NM has one community partnership designed to enhance the park's ability to manage recreation activities seamlessly.

Target Year:

2012

Performance Indicator (what is measured):

Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

On an annual basis a consultation meeting will be held with the staff and members of the Rainbow Bridge Consultation Committee to share information on the resources and visitor experiences at Rainbow Bridge NM.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

Date Last Updated: October 26, 2007

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

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

Visitors: Number of visitors served by facilitated programs

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

By September 30, 2012, Rainbow Bridges's attendance at facilitated programs will be 42,000

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Facilitated programs

Each visitor

attended

38000

5-Year Results Plan:

Visitation to the Monument increased slightly in 2007. Visitation numbers are still well below numbers from the 1990's. Low lake levels ensure that it is still nearly a mile walk one-way to the bridge. Efforts to cover the bridge at core hours (when most visitors are likely to be there) have increased the number of contacts we have made this year. The numbers of visitors attending these programs has fluctuated significantly from year to year, making a realistic projection difficult. The projected numbers may well be revised in coming years.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: RAINBOW BRIDGE NATIONAL MONUMENT

Park/ Program Org Code: 1449

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:*

2012

*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 2008-2012
