

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Colorado National Monument

August 2007

CENTENNIAL INITIATIVE



Site: COLM

Year: 2007

Vision Statement

Bold, big, and brilliantly colored, the steep-walled canyons and towering masses of naturally sculpted rock provide an introduction to the red rock country of the Colorado Plateau. Easily accessible, Colorado National Monument provides awe-inspiring vistas and opportunities for solitude and personal connection to the natural and cultural heritage of western Colorado.

John Otto, a passionate visionary, came to Grand Valley in 1907 and was captivated by the lands and canyons of the area, so much so that he started a campaign to protect the area that ultimately received designation as Colorado National Monument in 1911. The monument's intent for the Centennial is to re-kindle the spirit of how one man's vision can become a reality to preserve treasures of national significance while adding to the economy and social fabric of the local communities.

While Otto provides a colorful chapter in local history, cultural and historic resources are evident throughout the monument, ranging from sites used by American Indians to structures built by local residents and the Civilian Conservation Corps. Seven structures are on the NRHS and one is listed as a Vanishing Treasure.

The rocks, faults, folds and spires in the area attract amateur and professional geologists from around the world. For others, recreational opportunities include hiking, climbing, photography and observing birds and wildlife unique to the high desert. Biking and motoring along historic Rim Rock Drive are extremely popular.

Our Centennial vision is to provide for the understanding, appreciation, preservation, and enjoyment of the monument. We will do so by: promoting partnerships; providing a secure, safe and healthful atmosphere for visitors and employees to work, play and learn; maintaining facilities to high standards and universal accessibility; connecting with diverse populations; reaching out to the local communities to compliment educational curriculums; expanding interpretive programs, improving displays and exploring innovative technologies for a new generation of visitors; and ensuring that the natural and cultural resources remain within levels of acceptable change for present and future generations.

As stewards and promoters of this treasure, the monument's staff and its partners stand ready, willing and able to meet the challenges of a new century of the National Park idea and to prepare to usher in a new 100 years of Colorado National Monument with a celebration in 2011.

Park/ Superintendent/ Program Manager

Joan Anzelmo / Dave Price

Site: COLM

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

Located in the Grand Valley of western Colorado, COLM is one of many venues for a variety of outdoor recreation. While complimenting the activities offered on other public lands, COLM offers unique experiences stressing education and scientific study in addition to hiking, motor tours and road biking. Interpretive programs will expand to inspire a diverse population of new users to discover the monument and its resources. Additional maintenance staff will address facility condition needs, including universal accessibility. Scientific discoveries will be shared through programs, publications and upgraded displays. With partners, COLM will continue to plan an interagency visitor center to better serve visitors to local public lands. (OFS #7563, #7273 and numerous PMIS projects)

Ensuring public safety is a high priority. Rim Rock Drive serves commuters traveling to and from private and public land beyond the monument. Non-recreational visitors are involved with most of the traffic accidents and a large percentage of other law enforcement incidents. There is a need to expand law enforcement staff and patrol functions to improve visitor and resource protection capabilities. (OFS #4467)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

STEWARDSHIP

Improve the condition of park resources and assets.

Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

Seven historic buildings on the NRHP are restored in order to preserve their historic integrity. Historic C-loop comfort station is re-habed, FCI improved, providing a safe and convenient facility for visitor use in the Saddlehorn Campground and Historic District. (OFS #7273 and PMIS #8119)

The work described currently is supported by OFS and/ or PMIS

Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

Exotic plant control has been a high priority initiative for several years. Success will be maintained by emphasizing prevention through public and staff education. Early detection efforts will continue with increased vigilance for new species. (PMIS #131565, #86324) Emphasis will be placed on the Rim Rock Drive road corridor and controlling alien plants that are invading miles of disturbed roadside after a Federal Highways resurfacing project. (PMIS #130126) Recruitment of VIPs to help with weed control will continue as will assistance from the Petrified Forest EPMT. Coordination with partners: BLM, Mesa County and Tamarisk Coalition will be essential to achieve success. Rare plant inventories and site restoration projects will be expanded.

COLM has partnered with the CO Division of Wildlife to reintroduce Desert Bighorn Sheep. To monitor success and to ensure a viable, self-sustaining population into the future, we would like to conduct a habitat reassessment. (PMIS #108314)

White tailed prairie dogs were COLM residents in the recent past. Increased development in surrounding areas has affected the population. A Prairie Dog Reintroduction Plan will be prepared.

The work described currently is supported by OFS and/ or PMIS

Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

Park Maintenance staff will continue to implement the Facility Management Software System and develop a Park Asset Management Plan (PAMP). A 10- to 15-year strategic vision will be developed to enable better management of the park's asset portfolio. The PAMP will identify assets that are at risk of failure and/or incur significant repair and replacement costs, and will document the most cost-effective approach to maintaining, repairing, or replacing the asset portfolio. Park staff will continue to develop PMIS projects to support this initiative. (numerous PMIS projects)

Site: COLM

STEWARDSHIP

Improve the condition of park resources and assets.

Park will hire additional seasonal/term staff to maintain all visitor facilities in good condition, as measured by the Facility Condition Index and Asset Protection Index. (OFS #7273)

The work described currently is supported by OFS and/ or PMIS

Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.

COLM is an active partner in the Northern Colorado Plateau Network Inventory and Monitoring Program. We have identified vital signs and participated in developing monitoring protocols and are initiating monitoring programs for exotics species, uplands conditions, climate, land use, air quality, seeps and springs among others. (OFS #7562)

The work described currently is supported by OFS and/ or PMIS

Complete all cultural resource inventories for designated priority resources.

Maintain features and structures identified on the current List of Classified Structures and structures identified as National Register properties in good condition by seeking funding for staff to manage an efficient facilities management program. (multiple PMIS proposals)

Work with the Intermountain Regional Office to complete a Cultural Landscapes Inventory for seven identified properties using the WASO Material Weakness Fund.

As funds are available for a contract archeologist, continue to conduct cultural resource inventories and condition assessments for archeological sites and historic properties. Expand funding efforts to include CESUs and interagency partnerships. (PMIS #41114)

Complete Archeological and Ethnographic Overviews and Assessments that will provide a summary of previous research and a thorough synopsis of what is known about the prehistory of the area. Collect and analyze data on cultural resource status and trends. Identify cultural resource impacts and prioritize threats. Develop and implement actions to mitigate cultural resource threats. Evaluate program effectiveness and adapt management actions accordingly. (PMIS #115735)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

STEWARDSHIP

Set the standard of excellence in urban park landscape design and maintenance.

Other Park/ Program performance goal(s)

COLM is a partner with the Mesa County Trails planning process. Multiple federal, state, county and city planners are working together to design compatible trail systems with complimentary access, signing and standards. Serpents Trail, which is a connecting link to the City of Grand Junction and Mesa County trails in the wildland-urban interface will be consistent with urban trails standards including a high tech pedestrian highway crossing necessary for public safety and access. (PMIS #136594)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

STEWARDSHIP

Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Other Park/ Program performance goal(s)

The COLM story includes chapters about American Indians, early settlers, and John Otto who was significant in establishing the monument. In addition, the CCC and locally experienced men played important roles in constructing Rim Rock Drive and many historic structures. COLM will continue to consult with tribes of the Ute Nation and with local historians to ensure heritage stories are shared.

The park will strive to resolve three boundary issues discussed in the GMP. The first involves minor boundary discrepancies with adjacent private landowners. Resolving these issues will involve contracting surveyors, clarification of proclamations and unclear title claims, fence adjustments, and if necessary, technical corrections legislation.

The second involves revising legislation to include two parcels totally 44 acres of NPS land that were inadvertently excluded from the boundary between the original 1911 Presidential Proclamation and subsequent proclamations in 1933 and 1959.

The third adjustment seeks an administrative transfer of 140 acres of public lands managed by the BLM and Mesa County. Acquisition would improve and expand parking at two popular access points to the monument.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

STEWARDSHIP

Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.

Other Park/ Program performance goal(s)

The park will keep sound science in the forefront of all discussions involving management of natural and cultural resources. With the Northern Colorado Plateau I&M Network, we will use effective and efficient protocols for monitoring vital signs to measure the health of the park's natural systems.

To expand our knowledge base to we will seek researchers and funding to answer questions that will aid in decision making about geologic resources, T&E species and Species of Management Concern. We will work in partnership with other federal and state agencies, CESUs, and universities. (PMIS # 2831, #108314) Our proximity to Mesa State College provides continual opportunities for cooperative studies related to geology, restoration ecology, GIS and fire ecology. In cooperation with the CO DOW, we will expand efforts to collect population and habitat suitability data for desert bighorn sheep.

We will continue to review research permit applications for appropriateness and compliance with NPS and COLM conditions. We will require researchers to provide summaries of their studies. Information will be used to improve websites, interpretive program development, displays and publications.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

STEWARDSHIP

Encourage children to be future conservationists.

Other Park/ Program performance goal(s)

COLM's Environmental Education Program provides opportunities for students to acquire knowledge and supportive attitudes and values that will enhance commitment and promote participation in protecting and managing natural and cultural resources and environments in COLM and on other public lands. Participation in on-site programming encourages ownership and respect for the park and its resources. The monument currently provides approximately 100 curriculum-based programs for 3,000 plus students each year. Approximately 4,000 students visit the park without ranger services. Funding will be sought to hire additional seasonal staff. (OFS #7563 and PMIS #137472)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

ENVIRONMENT

Reduce environmental impacts of park operations.

Reduce the environmental impacts of park operations on air and water quality.

COLM will maintain strong relationships with the State of Colorado and Mesa County Departments of Health and Air Quality Divisions to ensure that air quality standards are not exceeded. As required for fuels management and prescribed fire projects and Wildland Fire Use operations, smoke management permits will be obtained and conditions monitored to ensure compliance. COLM collects ozone data that are shared with federal, state and local partners.

COLM is reducing its impact upon air quality by removing five vehicles from the maintenance fleet. The park would like to further reduce impacts by obtaining environmentally friendly vehicles such as electric, biodiesel, and hybrid vehicles.

Water quality is an identified Vital Sign. Monitoring is done by the USGS and NCPN I&M program. (OFS #7562) Domestic water is monitored to ensure compliance with state standards. Any deviation from standards will be investigated immediately and proper corrective actions taken. Chemical products used in operations are selected to be environmentally friendly and permitted via the PUPS system. Proper chemical storage is maintained. Hazmat kits are available to response to chemical spills.

The work described currently is supported by OFS and/ or PMIS

Other Park/ Program performance goal(s)

Colorado National Monument will continue to minimize its impact on the environment through the use of alternative energy, green cleaning products, recycling and reuse programs, use of bio-base lubricating oils, purchase of recycled content papers and products, replacing all of its incandescent bulbs with fluorescent, conserving water and energy through education and action, continue implementation of night sky friendly lighting plan, reducing night sky pollution and educating park staff and visitors on how to protect the environment from greenhouse gases.

The Monument will demonstrate and inspire leadership in innovation in environmental stewardship and green practices. Colorado National Monument is currently reducing its impact upon the environment by removing five vehicles from the Maintenance fleet. (multiple PMIS proposals) The park would like to further reduce impacts by obtaining environmentally friendly vehicles for park uses, such as electric, biodiesel, and hybrid vehicles.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

ENVIRONMENT

Inspire an environmental conscience in Americans.

Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

COLM serves as a role model for an environmental conscientiousness by providing recycling collection (glass, aluminum and plastic) drop off points for visitors and staff at the park's visitor center, campground, picnic areas and administrative offices. There is a central recycling collection area at the maintenance area. Employees are encouraged to recycle: paper, magazines, newspapers, cardboard, plastic, glass, aluminum and alkaline and NiCad batteries. The landscapes in all administrative areas have been redesigned as xeriscapes utilizing native plants resulting in significant savings of expensive and precious water in a desert environment. A native plant garden in front of the visitor center serves as an educational site and helps to promote the xeriscape concept and the use of desert adapted, drought resistant native materials to visitors, park neighbors and employees. (PMIS #86324 and #131565)

The work described currently is supported by OFS and/ or PMIS

Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

COLM believes in its obligation to be a leader in sustainable and environmentally friendly practices. We are reducing energy and water consumption by incorporating "green" design elements and xeriscapes in and around buildings, requiring the use of least impact chemicals and reducing the waste stream to our land fill.

We will continue to utilize "green" products, energy efficient appliances, sustainable design and low impact techniques in our daily operations and when developing new projects. Ensure facilities and equipment operate safely, reliably and in a cost efficient (total life-cycle management) and environmentally responsible manner.

The climate of the Colorado Plateau is ideal for the use of photovoltaic panels for power generation. (PMIS #137468) The park will continue investigations into how we can best utilize this and other clean alternative energy sources for facilities and our vehicle fleet.

Staff will develop programs and displays to inform the public about how the park saves precious water, reduces wastes and conserves energy. We will suggest ways they can adapt these methods in their own lives and management of homes, landscapes, businesses and transportation.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

ENVIRONMENT

Inspire an environmental conscience in Americans.

Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

Colorado National Monument will implement LEED standards developed by the US Green Building Council, for future facility design and construction. (PMIS #137468)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

ENVIRONMENT

Engage partners, communities, and visitors in shared environmental stewardship.

Other Park/ Program performance goal(s)

Ranger programs on and off-site encourages partners, communities and visitors to share in environmental stewardship. COLM partners with Colorado Nat'l. Monument Assoc., School District 51, Museum of Western Colorado, W. Colorado Botanical Gardens, W. Colorado Astronomy Club, and LiveWell (Steps to a Healthier Mesa County) to offer programs that are designed to promote stewardship and an appreciation and understanding of the park's resources. As a result of attending programs participants develop a greater sense of respect and ownership for natural and cultural resources, therefore reducing future resource damage.

Park managers also participate with other federal, state and local governments and non-governmental organizations in planning and decision making processes that require an environmental voice to be heard. NEPA compliance documents also promote environmental stewardship participation throughout the community. Staff will be dedicated to community outreach to serve more organizations and potential partners. Additional outreach programs would have a positive affect on creating a shared environmental stewardship throughout the region (W. Colorado and E.Utah). (OFS #7563)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

RECREATION

- Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.
- Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

The 44.5 miles of designated and undeveloped trails and routes in COLM are critical park assets and popular with visitors connecting with the park. All trails are in need of maintenance and some historic structures are deteriorating. Over \$450,000 in trail maintenance backlog has been identified through the Comprehensive Condition Assessment process.

COLM's goals are to move the FCI of trails from poor to good, ensure the safety of park visitors and staff, improve accessibility and protect park resources. Implementation of a Trails Plan will include: reconstruct and preserve historic trail structures; perform critical deferred maintenance; add links to the Mesa County trails system; improve accessibility for visitors with disabilities and remove unsustainable routes and social trails. Trailheads will provide for safety, accessible parking and sanitary facilities to meet the current and future demands of a fast growing urban interface. (OFS #7273 and multiple PMIS projects)

Trail work will be accomplished by establishing a seasonal and term trail crew, utilizing trained VIPs and expanding partnerships with Western Colorado Conservation Corps and other trails organizations.

- The work described currently is supported by OFS and/ or PMIS

Site: COLM

RECREATION

- Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.
- Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

Colorado N. M. depends heavily on local volunteers who donated over 5349 hours in 2006. To create additional volunteer opportunities we will expand our partnership with Volunteers for Outdoors Colorado (VOC). In the past VOC has worked in partnership with COLM to organize conservation volunteer stewardship projects such as maintaining and building trails. Part of VOC's mission is to create volun-tourism conservation opportunities in Colorado. VOC will provide a marketing segment for COLM by advertising future projects on their website and annual project catalog. Projects will be designed to last one or two days in duration and attract 100 plus volunteers per project. A single 2-day project with 100 volunteers would increase the COLM VIP hours by 30%.

Volunteers will be invited to stay in the park's campground or reserve their own lodging in the local community. Funding will be sought for a seasonal maintenance worker or park ranger to oversee program facilitating, logistics and evaluation.

Volunteer groups that have expressed interest in contributing more towards protecting COLM resources include the Boy and Girl Scouts, Choice Hotels, Colorado Mountain Club and Work Enders.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

RECREATION

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

Other Park/ Program performance goal(s)

Within 20-miles of COLM there are 21,237 students (K-12). There are over 12,000 students in grades K-5. The projected growth for the district between 2008 through 2011 is 600 students per year. The monument currently provides approximately 100 curriculum-based programs for 3,000 plus students each year. Approximately 4,000 students visit the park without ranger services. The park is limited by staffing and budget, and therefore, cannot offer ranger-led activities to 57 percent of the visiting school groups.

COLM will partner with the Museum of Western Colorado to offer place-based cultural history day camps for youth on parent-teacher conference days. COLM will expand its association with the local Boy and Girl Scout Councils which serve 9,000 members and 4-H organizations that are active in the Grand Valley.

In order to initiate a Junior Ranger Summer Explorer Camp, COLM needs one additional (seasonal or term) GS-5 environmental technician or interpretive park ranger, in addition to current staffing of one GS-7 park ranger, a Teacher Ranger Teacher professional and support from two volunteers dedicated to working with school groups during the spring and fall. PMIS #1374720

The work described currently is supported by OFS and/ or PMIS

Site: COLM

RECREATION

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

Proactively promote Colorado National Monument as a destination for long distance travelers in collaboration with the state of Colorado's Office of Tourism, and other regional and local tourism organizations including the Grand Junction Visitor and Convention Bureau, the Grand Junction and Fruita Chambers of Commerce, the Grand Circle Tourism Organization and other geographically proximate national park units.

Respond to all requests for information, publication editing request, and public presentations on Colorado National Monument to continually keep the Monument in tourism and other mainstream issue related news.

Seek opportunities to promote the Monument through diverse publications in the full spectrum of formats (print, radio, TV, web, and thru other emerging technologies).

The work described currently is supported by OFS and/ or PMIS

Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

Colorado National Monument is a critical component in sustaining the array of public lands that offer opportunities for recreation, education, and enjoyment in the Grand Valley of Western Colorado. Personal services interpretation, including ranger-facilitated programs, community outreach and curriculum-based education programs needs to be re-established in order to keep up with visitor demands, interests and area growth.

The current interpretive staff of one year-round GS-7, one 16-hour per week GS-5 seasonal park ranger (June - August), and one TRT is inadequate to meet the needs of a rapidly growing urban area or NPS national priorities. Because of our lack of staff we are unable to meet or increase ranger facilitated programs. Therefore our greatest need is more staff to accomplish our goals. Two additional 24-week GS-5 seasonal park rangers (April - September) are needed to provide seven day per week program coverage. Additional staff would allow opportunity for re-establishing evening campfire programs, guided hikes, walks, and porch talks throughout the park. Added staff would allow current staff, time needed to provide programs for visiting school groups. (OFS #7563)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

EDUCATION

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

COLM will continue to work with Mesa County Dist. 51 teachers and curriculum specialists and add the Mesa State College's Teacher Certification Program as a partner to develop materials based on the Colorado Educational Standards. The park's Teacher-Ranger-Teacher professional will continue to plan, implement, and evaluate curriculum materials. The Colorado National Monument Association's "Adventures in COLM" Teacher Guide will be upgraded to be more grade-specific and available for online learning.

The expanding field of web-based learning will be pursued to build "online learning communities" of interested persons of all ages and in English and Spanish.

COLM's is in its 2nd year of offering onsite curriculum based education programs using CO State Content Standards. The program provides ranger led activities for students and teachers using COLM as an extended classroom. This program provides opportunities to acquire knowledge, build skills, and support attitudes and values that enhance and promote stewardship on public lands and in local communities. An additional seasonal ranger is needed to expand the program and meet educational needs in the rapidly growing Grand Valley.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

EDUCATION

- Introduce young people and their families to national parks by using exciting media and technology.
- Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

COLM will look for opportunities to partner with Mesa State College's Geology and GIS Departments to develop online learning materials. For example: use online images and animation that will create instructional units on the carving of the canyons, weathering and erosion in action, regional uplift and climatic changes over time. This partnership will allow students to use primary documents, scientists and other federal resources as springboards for learning. The partnership will help to build "online learning communities" of students, teachers, and interested persons of all ages.

Seek a partner to develop a website downloadable MP3 or cellular technology virtual tour or "gate to gate" audio tour of Rim Rock Drive that combines cultural and natural history pertaining to the park at keyed overlook locations.

Additional funding will be required to hire a seasonal park ranger with the skill level to coordinate and develop this virtual and auto tour. (PMIS #137447)

- The work described currently is supported by OFS and/ or PMIS

Site: COLM

EDUCATION

Promote life-long learning to connect generations through park experiences.

Enroll an additional two million children in the Junior Ranger program.

COLM will expand their successful Junior Ranger (JR) program by instituting a JR Explorer Day Camp. This program will specifically target local, underserved children with a diverse demographic who would otherwise be unable to visit the park. The program will expand and enhance the present program. It will engage youth in place-based, hands-on activities and topics that allow them to explore and discover the significance of the park's resources. Funded by a Nat'l. Park Foundation grant, an SCA student will develop new JR activities.

This community outreach will meet the educational and interpretive mission of the NPS including contributing to the goal of 2 million new JR service wide. The project will provide a means to bring youth to the park and teach appropriate, safe, and healthy recreational activities. A greater sense of stewardship for the park's natural and cultural resources may reduce future law enforcement violations.

Colorado National Monument Association will provide a matching \$6670 toward the project in FY08 and 09. These funds will be used for a seasonal park ranger who will develop, plan, recruit and train VIPs and manage logistics and finances. (PMIS #137472)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

EDUCATION

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

Creatively capitalize on the already strong identity, interest and "ownership" the Grand Valley communities feel with regard to the Monument. Use the shared love of place to grow more in depth understanding of the Monument and the resources protected at the Monument. Many locals have only a minimal sense of what "the Monument" really is. Long distance visitors have little or no understanding of the Monument.

Develop a year round interpretive presence at the Monument to offer visitors and locals alike - the opportunity to better understand what the Monument is, what resources it protects and how to enjoy and protect as "stewards". (OFS #7563)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

PROFESSIONALISM

Be one of the top 10 places to work in America.

Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Increase community outreach efforts in the Grand Valley where rapid population growth is occurring and includes many new residents who represent the diversity of the country. Initially make the Monument better known and welcoming as a destination for new residents to enjoy and recreate in. Provide school programs and create "ladders of opportunities" first in the elementary schools, then through Junior Ranger programs and day camps, then recruit these students through the SCA to work at the Monument and then use STEP and SCEP programs at Mesa State College and other universities and trade schools to be able to employ students from these groups who represent the nation's diversity.

The work described currently is supported by OFS and/ or PMIS

Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.

Create a person and family friendly work environment with an emphasis on safety for all employees. In an era where electronic systems and processes dominate the daily work environment and drive often impossible deadlines - help employees understand that they are the agency's most valuable resource and don't let them become consumed by the process - but remember the true mission of the agency to protect the nation's natural and cultural resources and to serve the public. Instill a true return to the honorable call of public service.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

PROFESSIONALISM

Use strategic planning to promote management excellence.

Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

As park manager seek cost effective opportunities to attain new skills and learn from the success of other individuals and other organizations.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

PROFESSIONALISM

Promote a safety and health culture for all employees and visitors.

Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

Lead by a proactive Safety Committee and supported by all employees, COLM is dedicated to a culture that reduces accidents and illness and is committed to creating a safe and healthful environment for all workers and visitors. Safety will be an element of all performance standards. All employees will take full responsibility for their own safety while maintaining respect and concern for the welfare of others. Every employee will have the right to refuse unsafe tasks and the obligation to report safety issues.

Job hazard analyses will be completed prior to executing new tasks or projects and periodic reviews of existing JHAs will be done to ensure safe procedures are up-to-date. Proper PPE will be provided and worn appropriately. Equipment, tools, vehicles and facilities will all be selected and maintained to acceptable standards. Safety briefings will be part of all operations and team meetings. Park visitors will be advised of safety concerns in advance and during visits.

In the rare occurrence of a lost time incident, SMIS will be used to record the incident, a root cause analysis will be conducted and findings will be widely communicated for lessons learned.(OFS #4467 & 7273)

The work described currently is supported by OFS and/ or PMIS

Site: COLM

PROFESSIONALISM

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

The National Park Service has long had model programs of partnering with cooperating associations and in the last decade more proactive partnerships with the National Park Foundation, individual park foundations and legions of private sector organizations. Expand what is already successful. Learn from the success and the areas that have caused challenges.

The work described currently is supported by OFS and/ or PMIS

Site: COLM

PROFESSIONALISM

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

Build on tourism and promotion opportunities to generate greater awareness of the Monument and the potential for outstanding partnership to achieve mission goals while returning recognition to new partner organizations.

The work described currently is supported by OFS and/ or PMIS