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STRATEGIC PLAN - FY92 - FY95




**WATER RESOURCES DIVISION
NATIONAL PARK SERVICE**

**301 SOUTH HOWES STREET
FORT COLLINS, COLORADO 80521**

UNIVERSITY OF GEORGIA

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This document was conceived and developed by management and staff of the Division. It is intended to anticipate the future water resources needs of the National Park Service and to be responsive to our "customers." Regional Water Resources Coordinators and other National Park Service organizational units reviewed the plan in draft and offered valuable suggestions. The final product focuses on our vision and our dedication to serving the National Park Service.

The employees of the Water Resources Division are committed to this Vision and to carrying out this Plan. In so doing, those we serve will recognize that we are truly "responsive to Park, Regional, and National needs, and committed to quality and professionalism."

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NATIONAL PARK SERVICE PURPOSE

"... purpose is to conserve the scenery and the natural 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." (16 USC 1; 1916)

"... these areas, though distinct in character, are united through their interrelated purposes and resources into one national park system as cumulative expressions of a single national heritage; that, individually and collectively, these areas derive increased national dignity and recognition of their superb environmental quality through their inclusion jointly with each other in one national park system preserved and managed for the benefit and inspiration of all the people ..." (16 USC 1a-1; 1970)

"The authorization of activities shall be construed and the protection, management, and administration of these areas shall be conducted in light of the high public value and integrity of the National Park System and shall not be exercised in derogation of the values and purposes for which these various areas have been established, except as may have been or shall be directly and specifically provided by Congress." (16 USC 1a-1; 1978)

MISSION STATEMENT

The mission of the Water Resources Division is to preserve and protect National Park Service water resources and water dependent environments. This mission is accomplished through a watershed management program based on needs at the Park, Regional, and National levels.

VISION STATEMENT

The Water Resources Division is dedicated to the mission of the National Park Service, is responsive to Park, Regional, and National needs, and is committed to quality and professionalism.

GOAL 1

TO BE RESPONSIVE TO PARK, REGIONAL, AND NATIONAL WATER RESOURCES MANAGEMENT NEEDS

Objective 1: Improve Formulation of the Servicewide Water Resources Program

- Task 1:** Identify Servicewide needs and integrate them into the program.
- Task 2:** Develop and maintain a water resources issues/needs data base.
- Task 3:** Host an annual meeting with water resources coordinators and key staff to formulate annual work plan.
- Task 4:** Develop standards and guidelines for addressing unplanned technical assistance needs and for making annual work plan modifications.
- Task 5:** To the extent possible, schedule all program planning and evaluation activities on a fiscal year basis.

Objective 2: Improve Implementation of the Servicewide Water Resources Program

- Task 1:** Develop and evaluate approaches for enhancing technical program implementation at the park level and field test selected alternatives.
- Task 2:** Evaluate alternative approaches for enhancing program coordination at the National and Regional level.
- Task 3:** In cooperation with other organizational units, develop a long-term Servicewide organization, staffing, and implementation plan for the water resources program.

Objective 3: Provide for Review and Evaluation of the Servicewide Water Resources Program

- Task 1:** An annual report will be developed by the WRD and reviewed at an annual meeting of water resources coordinators, research, and resource management staff associated with the program.
- Task 2:** Develop and implement procedures for reporting progress on WRD activities/annual work plan commitments.
- Task 3:** Develop and implement internal program review procedures.

GOAL 2

PROVIDE SERVICES AND PRODUCTS OF HIGH QUALITY AND UTILITY

Objective 1: Develop and Apply Quality Assurance Procedures

Task 1: Develop quality assurance guidelines for WRD program.

Task 2: Develop quality assurance guidelines for WRD products.

Objective 2: Evaluate Services and Product Utility

Task 1: Solicit feedback from customers regarding utility of products and services.

Task 2: Conduct evaluation of WRD services and products.

Objective 3: Promote Effective Transfer of Services and Products

Task 1: Define primary services and products.

Task 2: Formalize requirements for Division publications including the report series.

Task 3: Assess effectiveness of existing transfer mechanisms and modify as appropriate.

GOAL 3

TO ENHANCE UNDERSTANDING OF THE ROLE OF THE WATER RESOURCES PROGRAM IN ACCOMPLISHING THE SERVICE'S MISSION

Objective 1: Improve Integration of WRD Program in the Administration and Management of NPS Resources

- Task 1:** Encourage cooperative efforts between Washington Offices and Denver Service Center.
- Task 2:** Participate in NPS Superintendent conferences, resource management meetings, and science conferences.
- Task 3:** Integrate water resource management training with other NPS training.
- Task 4:** Orient new natural resource specialists to the WRD program.

Objective 2: Improve Interagency Coordination and Cooperation

- Task 1:** Evaluate and support WRD representation on interagency committees.
- Task 2:** Identify opportunities to share expertise and other resources between agencies, and to coordinate resource management activities between agencies.
- Task 3:** Maintain, review, and update interagency agreements with other agencies and develop agreements as necessary.

Objective 3: Contribute to NPS's Interpretation, Training, Environmental Education, and Outreach Programs

- Task 1:** Investigate the feasibility of dedicating a position to water resources interpretation, training, environmental education, and outreach activities.
- Task 2:** Develop informational materials on the Division, NPS water resource values, and management challenges utilizing appropriate audio/visual techniques.

GOAL 4

TO MAINTAIN AND ENHANCE A HIGH LEVEL OF PROFESSIONALISM

Objective 1: Encourage and Facilitate Employee Development

- Task 1:** Establish annual training guidelines and identify resources available for implementing individual development plans.
- Task 2:** Develop effective individual development plans that recognize personal, career, and NPS needs. Implement and evaluate individual aspects of the EDP annually W/I context of individual work plans.
- Task 3:** Study feasibility of "detail assignments" for WRD employees to parks, Regions, WASO, or other organizational units or agencies.
- Task 4:** Develop and maintain a library of training opportunities. Support specialized training opportunities as appropriate.
- Task 5:** Support participation in training opportunities, professional meetings and societies, and with other national and international organizations.
- Task 6:** Explore feasibility of an employee organization for purposes of organizing wellness programs, social activities, etc.

Objective 2: Provide Support and Recognition for WRD Employees

- Task 1:** Continue promoting formal recognition of individual and group performance.
- Task 2:** Solicit informal customer feedback after providing services.
- Task 3:** Identify and secure space, equipment, and support staff, to the extent feasible, to provide an efficient and professional work environment.
- Task 4:** Develop creative solutions to meet special employee needs.
- Task 5:** Develop a pamphlet describing WRD personnel and their areas of professional expertise.

Objective 3: Foster Effective Communication with WRD Staff and Customers

- Task 1:** Continue semi-annual all employee meetings. Schedule additional meetings as appropriate.
- Task 2:** Develop and implement program to orient new WRD employees to the NPS and WRD.
- Task 3:** Promote employees suggestions and ideas and implement as appropriate.
- Task 4:** Provide a forum for exchange of ideas between WRD staff and other entities.
- Task 5:** Investigate feasibility of enhancing automated communication within WRD and between WRD and other NPS units.
- Task 6:** Make greater use of issue teams comprised of representatives from different disciplines and organizational units.
- Task 7:** Maintain and enhance WRD reporting protocols, including trip reports, annual report, monthly reports, Division reports, etc.
- Task 8:** Enhance WRD participation in Regional workshops, meetings, and other NPS meetings.

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