



STRATEGIC PLAN

March 31, 2000

Implementation
FY 2001

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Superintendent

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Indiana Dunes National Lakeshore

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GOVERNMENT PERFORMANCE AND RESULTS ACT 1

THE MISSION OF THE INDIANA DUNES NATIONAL LAKESHORE 1

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Indiana Dunes National Lakeshore

- Inspire in the public an appreciation of and a sense of personal stewardship for lakeshore resources.
- Interpret, encourage, and conduct scientific research in the tradition of pioneer investigators.

Significance of the National Lakeshore

The following significance statements explain why the national lakeshore is important to our natural and cultural heritage. The special character and resource values of the Indiana Dunes National Lakeshore must be protected to achieve the purposes of the national lakeshore.

- The lakeshore contains exceptional biological diversity and outstanding floral richness, resulting from the combination of complex geological processes and the convergence of several major North American life zones.
- The lakeshore's cultural resources represent the cultural evolution of northern Indiana from prehistoric times to the present day.
- The national lakeshore's extensive reach of undeveloped dunes provides recreational, educational, and inspirational opportunities within a one-hour drive of a major metropolitan area.
- The lakeshore offers outstanding opportunities for scientific research due to the diversity and complexity of its natural systems and its history as a dynamic laboratory for early plant succession and faunal studies.
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Mission Goal I.b: The national lakeshore contributes to knowledge about natural and cultural resources and associated values; management decision's affecting resources are based on scholarly and scientific information.

Goal Category II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE

Mission Goal II.a: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities compatible with the national lakeshore's enabling legislation.

Mission Goal II.b: Park visitors, neighbors, and the general public understand and appreciate the significance of the national lakeshore and support the value of preserving parks for this and future generations.

Goal Category IV: ENSURE ORGANIZATION EFFECTIVENESS

Mission Goal IV.a: The national lakeshore uses current management practices, systems, and technologies to accomplish its mission.

Mission Goal IV.b: The national lakeshore increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

Long-term Goals and How they will be accomplished

I: PRESERVE PARK RESOURCES

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II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE

A. Visitors safely enjoy and are satisfied with the availability, accessibility,

IV. ENSURE ORGANIZATIONAL EFFECTIVENESS

A. The national lakeshore uses current management practices, systems, and technologies to accomplish its mission.

0.5 *lost time injuries per hundred employees*

IV. ENSURE ORGANIZATIONAL EFFECTIVENESS

B. The national lakeshore increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

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Operational Process for Plan Implementation

In addition to the development of this Strategic Plan, intended to guide the overall operational direction of Indiana Dunes National Lakeshore for the next five years, additional items are required under the Government Performance and Results Act (1993) to assure that performance management is practiced throughout the organization.

Annual Performance Plan (APP)

GPRRA requires annual performance plans (APP) that articulate the organization's goals and methods for achieving them. The APP outlines what is expected in the coming year(s) to achieve the long-term goals.

The annual performance plan consists of two major parts:

- a list of annual goals (the outcomes expected to be reached that fiscal year and for four subsequent years) that are tiered from the long-term goals and include the associated performance measures, and
- an annual work plan (inputs and outputs for the fiscal year) that breaks out the park's activities and resources used to reach the annual goals. A description of how performance measures are validated and verified is also needed.

Annual Goals

Annual goals provide the bridge between conceptual planning, strategic planning, and operational planning and actions. Some long-term goals will be accomplished by a steady incremental achievement of annual goals /TThiliza4002ic plonlong-te9m goals.74ny

Schedule for Implementation

The Annual Performance Plan for a given fiscal year will be submitted as a draft a year prior to the start of that fiscal year. The final plan will be complete just prior to the start of that fiscal year. The Annual Performance Report will be submitted within six months of the close of the fiscal year. The park will regularly review progress towards the annual goals to determine needed adjustments and to develop the performance plan for the following fiscal year. Our performance measures are to be used by us in formulating our budget request, and by the Congress in deciding how much money to appropriate for the park. The Strategic Plan will be revised about every three years.

Key External Influences

Threats From Beyond Our Boundaries; Changing Role of the Indiana Dunes National Lakeshore

When Congress created this park they also paved the way for the development of a huge industrial complex in the center of the park. The battle to preserve all of the remaining dunes was lost and the stage was set for heavy industry to destroy about 3,000 acres of pristine dunes and wetlands and then coexist right across the fence from the preserved natural areas. The extreme west end of the park also bordered a huge steel making facility that had been operating since 1906 and continues to operate. Since the creation of the park, development has increased to the point that today most of the park boundary is developed into homes, farms, roads, or businesses.

Because of the increasing development the last remaining natural areas are becoming increasingly rare and valuable. Former wildlife corridors have been cut off and populations of both animals and plants have essentially become islands. Broad landscape processes such as fire, animal movements, and genetic exchange between plant and animal populations have been interrupted. What remains

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and Indiana Dunes State Park are potential partne

The education is more than providing age appropriate opportunities. As the national lakeshore moves towards education as a goal, additional demands will be placed on the park programs. Educational emphasis will require age appropriate topics, which fit the State of Indiana's educational criteria for each classroom grade. To support the local school systems educational process, the national lakeshore will become involved with teachers and teaching techniques appropriate for state certified teachers. Necessary staff skills will be affected.

A move towards indirect support of park visitors and school children has developed through the emphasis on teaching the teacher. Parks as Classroom is a shift towards park employees' training school teachers. The operation of the Indiana Dunes Environmental Learning Center will extend the national lakeshore's program of supporting the educator. Traditional interpretation will continue. The increase in the Parks as Classrooms will create a second major effort to reach the nation's citizens.

The Park's Role in International Cooperation

In 1997, the National Park Service and the Indiana Dunes National Lakeshore (INDU) renewed efforts to establish cooperative relationships with the Polish National Parks. Initial efforts were made in 1988/89 when a delegation of NPS personnel visited Poland and proposed areas of cooperation, including a possible sister park relationship between the national lakeshore and Kampinos National Park just outside of Warsaw; the initiative faltered for lack of funding. In 1997, Midwest Regional Director Bill Schenk agreed to take the lead in reestablishing relations; the U.S. Ambassador to Poland had requested assistance. In April 1997, he and INDU Superintendent Dale Engquist headed an NPS delegation to Poland, touring Kampinos and other parks. In the summer, a group of Polish Park officials, including the Deputy Director of Kampinos, toured US National Parks, including INDU.

INDU has developed an outline for a possible sister park relationship with Kampinos National Park. The parks share many common issues and problems and their cooperative efforts will concentrate primarily on the areas of resource management, including wetlands restoration and maintenance of biodiversity; environmental education; and visitor facilities and tourism enhancement. The relationship will emphasize a mutually beneficial exchange of knowledge, experience, technology, and training. Future exchanges of personnel in interpretation, resource management, and park management are proposed. INDU will continue to explore securing funding from outside sources, so that the relationship can be sustained over the long term.

Program Assessment and Evaluation

The Superintendent's Office provides direct line supervision of the division chiefs. The Superintendent's Office is responsible for providing interpretation of policy, executive leadership and final actions within the scope of delegated authority for all facets for resource management, safety, administration, interpretation, maintenance, and public relations regarding the programs, objectives and operations of the national lakeshore. The Superintendent's Office is directly responsible for park planning and development including land acquisition and Reservation of Use properties. Indiana Dunes National Lakeshore will have 122 full-time equivalent positions and an annual operating budget of \$6,643,300 beginning in Fiscal Year 2000.

Availability of Human and Fiscal Resources

The organizational structures of Indiana Dunes National Lakeshore includes 122 FTE. The national lakeshore consists of four operating divisions and two support divisions. The Superintendent's Office and Administration provide support and guidance to the operating divisions. The operating divisions include Interpretation, Maintenance, Resource Management, and Resource & visitor Protection. The park has completed a review of staffing changes and has identified 15 positions, which have been lost over the last three years due to budget pressures. These positions alone are caused by a budgetary shortfall of \$1,000,000. This trend is expected to continue.

The Superintendent's Office consist of a Park Manager (Superintendent), a Chief of Operations Assistant Superintendent), a Management Assistant, a Public Affairs Specialist and secretarial assistance. Administrative Support consists of and Administrative Manager with a Servicing Personnel Office for Human Resources; and Acquisition and Property Office; a Fiscal Management Office; and an Information Management Office.

The Interpretive Team consist of a Chief (Park Ranger) and **two program Areas**. Service is provided by a team of Park Rangers (Interpretation), Park Guides, an Education Specialist, and Education Technician, clerical and secretarial assistance and temporary Park Rangers or Guide. The Program Manager provides direction and guidance for both public and school programs. The Visitor Services manager provides direction and guidance for all visitor service operations, including the park's volunteer program, cooperating association operation, program publicity, desk top publishing, and the cultural area farm operation.

The Maintenance Team consists of **three groups**. The Building and Utility Team includes skilled and journey level craftsman (electrical, carpentry, plumbing) and a Campground unit of Custodial Workers. The Roads and Trails Team includes vehicle and equipment operators. A Planning consist of a Landscape Architect to provide design assistance.

The Resource Team consists of a Chief, specialists in key fields (Wildlife, Environmental Protection, Botanist, and Historian) and a Fire Team. Temporary employees support the

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- ~~The **Indiana Congressional Delegation**, including Congressman Peter Visclosky (D), Senators Daniel Coats (R) and Richard Lugar (R).~~
- ~~**Local Government**— Beverly Shores, Chesterton, Gary, Lake County, Town of the Pines, Pine Township, Town of Porter, Porter County, Dune Acres, LaPorte County, Michigan City, and the Northwest Indiana Regional Planning Commission.~~
- ~~**Local Citizen Groups**— The Save the Dunes Council, Association of Beverly Shores Residents, Stop Taking Our Property, Historic Landmarks Foundation of Indiana, Shirley Heinze Environmental Fund, Isaak Walton League of America, Sierra Club, The LaPorte County Environmental Association, and the West Side Improvement Group of Michigan City.~~
- ~~**Federal Agencies**— U.S. Fish and Wildlife Service, U.S. Geological Survey Biological Research Division, employees of Indiana Dunes National Lakeshore.~~
- ~~**State Agencies**— Indiana Department of Natural Resources Office of the State Historic Preservation Officer, Indiana Department of Natural Resources Division of State Parks, Outdoor Recreation, Nature Preserves and Water (Coastal Zone Management Office), and Indiana Dunes State Park.~~

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APPENDIX

Mission and Long-Term Goals Background

I. Preserve Park Resources

A. The national lakeshore's natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Long Term Goal 1A1(a) By September 30, 2002, 15% of targeted disturbed park lands, as of 1997, are restored.

Targeted disturbed parklands will be those that are considered restorable. Disturbed lands have been altered by past land-use practices as drainage of wetlands, fire suppression, industry, agriculture, recreation and residential construction. Among the benefits of the restoration of wetlands will be the reduction of the number of days park recreational waters fail to meet state water quality standards for swimming. Restoration is complete, when mechanical actions have restored the natural process to a condition prior to the disturbance.

Identified priority targeted disturbances are: boundary issues (dumping, hunting, land use, and development of tracts along, or encroaching on, unmarked boundary); shoreline erosion; human impacts including off-trail use such as ORV's, mountain biking, and the vandalism of cultural and natural resources; wetland drainage; fire suppression; fragmentation of habitat by roads, ditches, and Reservation-of-Use structures; and exotic species.

Existing residential homesites are the largest targeted disturbance covering 1498.4 acres or more than 10% of the lakeshore. The existing residential sites include 194 occupied Reservation of Use tracts, 86 occupied Permitted Residents, and 64 vacant structures. During Fiscal Year 1997, the national lakeshore received a \$500,000 construction allocation to remove hazardous structures left on residential homesites. During FY 1998 and FY 1999 these funds will be expended to restore a portion of these sites.

The annual goals for this project are incremental increases of 3% per year over five years. By the end of the Strategic Plan, a total of 15% of the targeted lands will have been restored. This is 186 acres restored annually or cumulative goals of 186 acres (FY 1998), 372 acres (FY 1999), 558 acres (FY 2000), 744 acres (FY 2001), and 930 acres (FY 2003).

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Targeted Disturbed Parklands		
Land Type	Acres	Total
Residential		1,854
-Existing	1,498.4	
-Razed	75.0	
-Lawn grasses	131.7	
-Revegetating	149.0	
Agricultural		318
-orchard	1.9	
-cropland	34.8	
-pasture	5.3	
-old fields	256.7	
-pine plantation	27.9	
Disturbed Natural Areas (direct human disturbance, including fire suppression)		4,748
Hydrological Alterations (drained by ditching)		2,410
Grand Total		9,330

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The annual goals for this project are incremental increases of 1% per year over five years. The end of the Strategic Plan will have contained a total of 5% of the disturbances. This is 60 acres contained annually or cumulative goals of 60 acres (FY 1998), 120 acres (FY 1999), 180 acres (FY 2000), 240 acres (FY 2001), and 300 acres (FY 2003).

Long Term Goal 1A2 By September 30, 2002, 100% of the 1997 identified park populations of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions have improved status, and an additional 10% of State listed species have stable populations.

The national lakeshore is within the range of the Federally endangered Indiana bat (Myotis sodalis), Karner blue butterfly (Lycaeides melissa samuelis), and the Peregrine falcon (Falco peregrinus), and the threatened bald eagle (Haliaeetus leucocephalus), and Pitcher's thistle (Cirsium p

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measures for stabilization, only routine or cyclic maintenance, and protected from vandalism, fire, and theft.

Twenty-one historic structures are on the 1977 List of Classified Structures (LCS). Our 1995 CR-MAP report identified 18 of the structures as needing stabilization measures. Three structures (14%) are in good condition. A cooperative program with the Indiana Historic Landmarks Foundation is being used to restore the Florida Tropical House. Cyclic funding is routinely obtained to rehabilitate historic structures, i.e., FY 1998 Bailly Brick House project.

June 1977 LCS			
Structure	Condition	Structure	Condition
Lustrom House (HS-1)	unk	Chellberg Barn #1 (HS-13)	good
Lustrom House (HS-2)	unk	Chellberg Corn Crib (HS-14)	unk
Lustrom House (HS-3)	unk	Chellberg Poultry Hse (HS-15)	unk
Rostone House (HS-4)	poor	Chellberg Barn #2 (HS-16)	unk
Florida House (HS-5)	unk	Chellberg Sugar House (HS-17)	unk
Armco-Ferro House (HS-6)	unk	Bailly Main House (HS-18)	good
House of the Future (HS-7)	good	Bailly Brick House (HS-19)	good
Cyrpess Log House (HS-8)	unk	Bailly Two Story (HS-20)	unk
Cyrpess Guest Hse (HS-9)	unk	Bailly Log Storehouse (HS-21)	unk
Chellberg Residence (HS-10)	good	Bailly Chapel (HS-22)	unk

Long Term Goal 1A6

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Museum Facilities Summary of Professional Standards Met			
Facility	Met	Unmet	Not Applicable
1. Museum Storage Room	37	34	8
2. Bailly-Chellberg VC	22	22	12
3. Herbarium Room	32	30	12
4. Chellberg Farmhouse	18	22	16
5. Chellberg Pole barn	18	22	16
6. Chellberg grounds	6	3	47
7. Sullivan Street Garage	18	35	26
8. USX	12	19	48
9. General	3	3	3
Totals	177	190	233

The result desired is to have **70%** of the national lakeshore's collection (15,190 items) preserved in a professional manner. Currently, **1%** of the collection fails to meet any of the standards; USX plant (Gary), Headquarters Lobby (painting), Chellberg House, Chellberg pole barn, outside on the Chellberg Farm, Sullivan Street garage (Inland Manor), and the Bailly-Chellberg Contact Station. The herbarium houses **17%** of the collection and needs to be improved. The remaining **82%** of the collection are housed in the museum storage area, meeting professional standards.

Museum Checklist of Corrective Actions		
Action	Standards Affected	% Affected
Professional Assistance (2 nd)	9	4.8
Park Plan (1 st)	35	18.5
Space Management (1 ST)	7	3.7
Structural Change (4 TH -50%)	28	14.8
Deaccession (3 RD)	5	2.6
Time & Materials	95	50.3
Exhibit Design (5 TH)	6	3.2
No Options	4	2.1

The annual goals for this project are incremental increases of 3 to 4% per year over five years. The end of the Strategic Plan meets a total of 55% of the professional standards. This is 14 to 19 new standards met annually (This is 14 cumulative).

Long Term Goal 1A7 By September 30, 2002, xx% of cultural landscapes on the Cultural Landscapes Inventory are in good condition.

{No goals has been set for Cultural Landscapes. During the year 2000 review, this goal needs to be considered based on the results of the ongoing Cultural Landscape review.}

Good condition includes the continuance of the integrity of cultural resources of all types, as described by the "Secretary's Standards for Historic Preservation". Cultural landscapes have not been inventoried and will be included when identified. Nine potential Cultural Landscapes are being evaluated, of which only five are expected to be significant resources; World's fair Houses, Bailly Homestead, Bailly Cemetery, Chellberg Farm and the Good Fellow Camp.

Long Term Goal 1A8 By September 30, 2002, 90% of recorded archeological sites are protected and maintained.

Good condition includes the continuance of the integrity of cultural resources of all types, as described by the "Secretary's Standards for Historic Preservation". Good condition for archeological sites indicates that a site is not deteriorating due to natural processes, such as erosion, or due to human impacts such as vandalism or looting. The national lakeshore has 189 recorded archeological sites of which approximately 92% are in good condition. The 15 sites, which are threatened, cannot be returned to good condition due to the continuing natural and human impacts on the sites.

B. The national lakeshore contributes to knowledge about natural and cultural resources and associated values; management decision's affecting resources are based on scholarly and scientific information.

Long Term Goal 1B1 By September 30, 2002, the national lakeshore's fundamental natural resource inventories is increased by 10%.

The preservation of natural resources and the ability to direct management decision affecting natural resources requires a wide range of information. This information is organized into 10 basic data sets, which constitute the park's fundamental natural resources inventories. The 10 data sets include the following: flora, fauna, species distribution, digitized cartographic data, digitized soils maps, digitized geological maps, inventories of water bodies, water chemistry, air quality, and meteorological data.

By inventorying and evaluating these resources Indiana Dunes establishes a basis for resource accountability and makes information on them accessible for research, interpretation, planning and decision-making. As of Fiscal Year 1997, 80% of baseline natural resource inventories, for lands within the national lakeshore acquired prior to 1992, have been completed. Completed inventories include: **flora, fauna, cartographic data,**

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Long Term Goal 1B2(c) By September 30, 2002, the national lakeshore will have completed a baseline List of Classified Structures (LCS).

The preservation of cultural structures and the ability to direct management decisions

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The preservation of cultural artifacts and the ability to direct management decisions affecting cultural artifacts requires a wide range of information. This information is organized in a basic data set, which constitute the park's catalog of Curatorial objects in the Automated National Catalog System (ANCS). The national lakeshore's museum collection 16,602 items stored in the museum storage facility, the USX plant (Gary), Headquarters Lobby (painting), Chellberg House, Chellberg pole barn, Sullivan Street garage (Inland Manor), the Bailly-Chellberg Contact Station and the herbarium. A two-year project in FY 1998 and FY 1999 completed the process of cataloging all artifacts located at the park. The Midwest Archeological Center houses 39,932 objects in 1997, of which 18,996 (48%) are cataloged.

Long Term Goal 1B2(e) By September 30, 2002, the national lakeshore will have completed an ethnographic overview and assessment.

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Rosettes of Packera paupercula (Balsam Ragwort); Investigation of the Ecological Genetics of Sand Cress (Arabis lyrata); Impacts of Air Pollution on the Fungi; Savanna Herbaceous Vegetation in Relation to canopy Structure; Oak Sprout Dynamics: Lupine Ecology; Reduction of Biodiversity by Robinia pseudoacacia (Black Locust); Development of a Plant Succession Model and Assessments of the Role of Natural and Anthropogenic Factors in Dune Succession; Limnological Evaluation and Determination of the Structure and Function of Fish Communities in Depressional Wetlands; Collection of Background data on Hydrology and Sedimentation Patterns in Wetlands Within Indiana Dunes National Lakeshore; Assessments and Evaluation of Sediment Contaminants on Aquatic Biota; and Effects of Highway Deicing Compounds on water Quality in a Surficial Aquifer, Northern Indiana.

The cultural research projects are Ethnographic Overview and Assessment (U. of Minn. Cooperative Studies Unit, NPS) and the Context Studies for the List of Classified Structures (Indiana Dunes, NPS). The Context studies includes several components: U.S. 12 (done), Inland Manor (done), Artist of the Dunes & Associated Structures (near completion), and Recreational & Residential Development.

Research Goals for FY 1998 through FY 2002		
Fiscal Year	Natural Resources	Cultural Resources
FY 1998	13	7
FY 1999	14	3
FY 2000	14	3
FY 2001	14	3
FY 2002	15	3

The annual goal for these projects are incremental increases over five years. The end of the Strategic Plan meets a total of 18% increase in natural science research and 50% increase in cultural research. This is four additional scientific projects annually and three additional cultural research projects.

II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE

A. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities compatible with the national lakeshore's enabling legislation.

Long Term Goal 2A1 By September 30, 2002, 95% of the park visitors are satisfied with park facilities, services, and appropriate recreational opportunities.

The Washington Office of the National Park Service through the Cooperative Programs

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measure this goal. The results for Fiscal Year 1998 showed 96% of visitors were satisfied with park facilities, services and recreational opportunities.

In the summer and fall of 1994 the national lakeshore participated in the Visitor Service Project from the University of Idaho CPSU. The project surveyed visitors of the national lakeshore and the state park to see if they were satisfied with the services and facilities provided. The two seasonal surveys found that the national lakeshore facilities were satisfactory for 57% to 87% of our visitors. Visitor services meet visitor expectation 82% to 92% of the time. Because the survey included the state park as well as the national lakeshore, it is uncertain if on park or the other was substantially more satisfactory than the other.

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Year	Visitation (000)	Safety Incidents per 100,000	Deaths
1991	2,059	0.94	3
1992	1,942	1.39	0
1993	1,763	1.36	1
1994	1,685	1.40	0
1995	1,696	2.12	3
1995	1,526	1.91	0
1991-1996	10,672	1.39	7

Year 1991-1996

Year	Total Major (Drowning)

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effectiveness in both areas. The same testing and evaluation methods will be utilized to measure progress towards these goals.

Long Term Goal 2B1(B) By September 30, 2002, 80% of park visitors understand and appreciate the significance of the park they are visiting.

Before visitors to the national lakeshore can appreciate the significance of the park, they must first be able to identify that they are in a park and that it is a unit of the National Park System. There is a great deal of anecdotal information, which indicates that this park, more than most, has an identity problem. It is often confused with the neighboring Indiana

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Division	1996		1995		Employees	1995 Rate per Hundred
	Injuries	Lost Time	Injuries	Lost Time		
Admin.	0	0	0	0	12	0.0
Interp.	3	0	2	0	38	0.0
Maint.	3	0	15	9	40	22.5
Mgt	0	0	0	0	5	0.0
Resource	1	0	2	0	30	0.0
Protec.	3	1	1	1	71	1.4
Total	10	1	20	10	196	5.1

An analysis of injuries found that most injuries occur in the Maintenance Division (61% over three years) and during the summer months (48% are from June to August). Lost time injuries (eleven for 1995 & 1996) have some common res2/P A/CID 50 BDCBT/TT4 i601 426.6603 Tm(some comm

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