



# STRATEGIC PLAN

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Implementation  
FY 2001

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Indiana Dunes National Lakeshore

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## Indiana Dunes National Lakeshore

### **GOVERNMENT PERFORMANCE AND RESULTS ACT**

The Government Performance and Results Act (GPRA) is the primary legislative framework through which agencies will be required to set strategic goals, measure performance, and report on the degree to which goals were met. The act requires each federal agency to develop a strategic plan. The plan must cover a period of at least 5 years and include the agency's mission statement; identify the agency's long-term strategic goals; and describe how the agency intends to achieve those goals through its activities and through its human, capital, information, and other resources. Under GPRA, agency strategic plans are the starting point for agencies to set annual goals for programs and to measure the performance of the programs in achieving those goals.

GPRA requires that each agency submit to the President and to the appropriate authorization and appropriations committees of Congress an annual report on program performance for the previous fiscal year (copies are to be provided to other congressional committees and to the public upon request). These reports are due March 31 for the years that follow. In each report, an agency is to review and discuss its performance compared with the performance goals it established in its annual performance plan.

Indiana Dunes National Lakeshore has identified four Park Mission Goals, which represent a future (20+ years) desired park condition. For each of the Mission Goals, long term goals (5 years) were established. Annual Performance Plans will be established for each of the five years covered by the Strategic Plan. The annual performance plan is not a comprehensive listing of all activities, programs or functions involved in the operation of the national lakeshore.

### **THE MISSION OF THE INDIANA DUNES NATIONAL LAKESHORE**

#### **Legislative Intent**

"The Indiana Dunes National Lakeshore is to preserve the Indiana Dunes and other areas of scenic, scientific, and historic interest and recreational value . . . and to provide for educational, inspirational, and recreational use by the public so long as such use is compatible with the preservation of the park's unique flora, fauna, and physiographic conditions and its historic sites and structures."

#### **Purpose of the National Lakeshore**

- Preserve, maintain, and restore the integrity and character of the natural resources and processes and protect cultural resource values at the lakeshore.
- Provide educational, inspirational, and recreational opportunities compatible with preserving natural and cultural resource values.

## 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.
- The presence of heavy industry, long-standing transportation corridors, residential use areas, and natural areas at Indiana Dunes offers an outstanding opportunity to show visitors how these elements interrelate.
- The dunes provide a striking physical and emotional relief to the surrounding flat and highly developed landscape.

### **Mission Statements**

#### **Goal Category I: PRESERVE PARK RESOURCES**

Mission Goal I.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.

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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**

GOALS AND WORK PLANS	PERFORMANCE MEASURES
<p><b>I: PRESERVE PARK RESOURCES</b></p>	
<p><b>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.</b></p>	
<p><u>Long Term Goal 1A1(a)</u></p> <p>By September 30, 2005, 25% of targeted disturbed parklands, as of 1997, are restored.</p>	<p>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.</p>
<p><u>Long Term Goal 1A1(b)</u></p> <p>By September 30, 2005, 10% of priority targeted disturbances, identified as of 1997, are restored.</p>	<p>Targeted disturbances include adverse impacts from human and natural sources. Infestation of exotic plants and animal species will be considered contained if the targeted species are eliminated, or if their populations are geographically constrained or reduced.</p>
<p><u>Long Term Goal 1A2</u></p> <p>By September 30, 2005, 100% of the 1997 identified park populations of federally listed threatened and endangered species requiring NPS recovery actions is improved or increased.</p>	<p>The national lakeshore has Federally threatened or endangered species. They include <u>Cirsium pitcheri</u> (Pitcher's thistle), <u>Lycaeides melissa samuelis</u> (Karner blue butterfly), and Piping Plover. Prescribed fire is used to rehabilitate disturbed areas.</p>
<p><u>Long Term Goal 1A2x</u></p> <p>By September 30, 2005, 50% of the year 2000 identified Populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species, or native species classified as pests) are at scientifically acceptable levels.</p>	<p>The national lakeshore has 130 state listed threatened or endangered species.</p>
<p><u>Long Term Goal 1A5</u></p> <p>By September 30, 2005, 50% of historic structures on the 1997 List of Classified Structures plus Good Fellow are protected and maintained.</p>	<p>Good condition includes the continuance of the integrity of cultural resources of all types, as described by the "Secretary's Standards for Historic Preservation".</p>
<p><u>Long Term Goal 1A6</u></p> <p>By September 30, 2005, 70% of preservation and protection conditions in the park-housed museum collections, as of 1997, meet professional standards.</p>	<p>The environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified in the NPS Checklist for Preservation and Protection of Museum Collections. These are the professional standards for measuring this goal.</p>
<p><u>Long Term Goal 1A7</u></p> <p>By September 30, 2005, By September 30, 2005, 37% of the cultural landscapes on the Cultural Landscapes Inventory are in good Condition.</p>	<p>The national lakeshore has completed an initial cultural landscape review and has determined that there are two cultural landscapes within the park. The Chellberg Farm and the Camp Good Fellow Youth Camp have been identified and further research is underway. The Bailly Homestead and the Swedish Farming District landscapes are being reviewed to determine if they are culturally significant.</p>
<p><u>Long Term Goal 1A8</u></p> <p>By September 30, 2005, 90% of recorded archeological sites are in good condition.</p>	<p>Good condition includes the continuance of the integrity of cultural resources of all types, as described by the "Secretary's Standards for Historic Preservation".</p>

GOALS AND WORK PLANS

PERFORMANCE MEASURES

<b>I: PRESERVE PARK RESOURCES</b> <b>B. The national lakeshore contributes to knowledge about natural and cultural resources and associated values; management decisions affecting resources are based on scholarly and scientific information.</b>	
<p><u>Long Term Goal 1B1</u></p> <p>By September 30, 2005, 1 of the 2 outstanding data sets identified in 1997 of basic natural resource inventories for Indiana Dunes.</p>	<p>The preservation of natural resources and the ability to direct management decisions affecting natural resources requires a wide range of information. This information is organized into <b>8</b> basic data sets, which constitute the park's fundamental natural resources inventories. (See page 27)</p>
<p><u>Long Term Goal 1B2(a)</u></p> <p>By September 30, 2005, archeological sites inventoried and evaluated are increased by 0% [from FY 1999 baseline].</p>	<p>The preservation of archeological resources and the ability to direct management decisions affecting archeological resources requires a wide range of information. This information is organized into 3 basic assessments, which constitute the park's baseline cultural resources inventories. The site inventory is maintained in the Archeological Sites Management Information System (AMIS).</p>
<p><u>Long Term Goal 1B2(b)</u></p> <p>By September 30, 2005, cultural landscapes inventoried and evaluated at Level II are increased to 1.</p>	<p>The preservation of cultural landscapes and the ability to direct management decisions affecting cultural landscapes requires a wide range of information. This information is organized into <b>2</b> basic assessments, which constitute the park's baseline cultural landscape inventory (CLI).</p>
<p><u>Long Term Goal 1B2(c)</u></p> <p>By September 30, 2005, 100% of historic structures have updated information.</p>	<p>The preservation of cultural structures and the ability to direct management decisions affecting cultural structures requires a wide range of information. This information is organized into basic data sets, which constitute the park's List of Classified Structures (LCS).</p>
<p><u>Long Term Goal 1B2(d)</u></p> <p>By September 30, 2005, museum objects cataloged are increased by 7%.</p>	<p>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).</p>
<p><u>Long Term Goal 1B2(e)</u></p> <p>By September 30, 2005, ethnographic resource inventory is increased [from the FY 1999 baseline].</p>	<p>The preservation of cultural resources and the ability to direct management decisions affecting cultural resources requires a wide range of information. Ethnographic information is organized into <b>2</b> basic reports, which constitute the park's baseline ethnographic inventory.</p>
<p><u>Long Term Goal 1B2(f)</u></p> <p>By September 30, 2005, Indiana Dunes has historical research that is current and completed to professional standards and maintain cultural research projects at 50% of the 1997 level.</p>	<p>Cultural research builds upon the information gained from fundamental resource inventories and assists park managers in identifying resource trends and in understanding cause-and-effect relationships associated with the cultural histories of the park. This information directs resource management actions/activities that are undertaken to maintain, enhance, and/or restore the cultural environments within the national lakeshore.</p>
<p><u>Long Term Goal 1B3</u></p> <p>By September 30, 2005, Indiana Dunes has identified their vital signs for natural resource monitoring.</p>	<p>Vital signs indicate key ecological processes, which collectively show ecosystem health. Vital signs include keystone species, keystone habitats, or key processes such as nutrient cycling to hydrologic regimes. Once these vital signs have been identified for Indiana Dunes, the park can define "healthy" conditions of park resources, identify recommended treatments, and propose remedial and mitigating actions.</p>
<p><u>Long Term Goal 1B0</u></p> <p>By September 30, 2005, the national lakeshore will increase the number of active natural research projects within the park by 18%.</p>	<p>Scientific research builds upon the information gained from fundamental resource inventories and assists park managers in identifying resource trends and in understanding cause-and-effect relationships associated with the natural histories of the park. This information directs resource management actions/activities that are undertaken to maintain, enhance, and/or restore the natural habitats within the national lakeshore.</p>

GOALS AND WORK PLANS

PERFORMANCE MEASURES

**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.**

<p><u>Long Term Goal 2A1</u></p> <p>By September 30, 2005, 90% of the park visitors are satisfied with park facilities, services, and appropriate recreational opportunities.</p>	<p>Annually in August the national lakeshore provides Customer Service Cards to park visitors to determine the satisfaction rate of park visitors. The cards are issued in accordance with the standards set by the Cooperative Studies Unit at the University of Idaho.</p>
<p><u>Long Term Goal 2A2</u></p> <p>By September 30, 2005, no increase in the per capita number of visitor safety incidents from the 1992-1997 levels.</p>	<p>From 1991 to 1996 the national lakeshore's incidents of personal injury has increased from less than one incident per hundred thousand (<b>0.94</b>) to nearly two incidents per hundred thousand visitors (<b>1.91</b>). Visitors falling cause nearly half of all incidents (44%). A significant improvement has been in the reduction of deaths at the national lakeshore. Several drowning victims from adjacent swimming areas were found in the waters of the national lakeshore. A major contributor to visitor injuries are the numerous minor cuts and scrapes. These exceed the number of significant incidents each year.</p>
<p><u>Long Term Goal 2A0</u></p> <p>By September 30, 2005, no increase in the number of Part I and Part II offenses committed within the national lakeshore from the 1992-1997 levels.</p>	<p>To achieve this goal the national lakeshore will have to provide a police presence to insure that visitors, residents, and employees are secure in their person and property while in the park.</p>

GOALS AND WORK PLANS

PERFORMANCE MEASURES

**II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE**

**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.**

<p><u>Long Term Goal 2B1</u></p> <p>By September 30, 2005, 65% of park visitors understand and appreciate the significance of the park they are visiting.</p>	<p>Annually in August the national lakeshore provides Customer Service Cards to park visitors to determine if park visitors understand the significance and importance of Indiana Dunes. The cards are issued in accordance with the standards set by the Cooperative Studies Unit at the University of Idaho.</p>
<p><u>Long Term Goal 2B1(x)</u></p> <p>By September 30, 2005,40% of students participating in Indiana Dunes formal educational programs understand America's natural heritage as preserved by Indiana Dunes National Lakeshore.</p>	<p>Because of the national lakeshore's location near a major metropolitan area it has a much higher potential to reach large numbers of students through environmental education programs than most other units of the National Park Service.</p>

GOALS AND WORK PLANS

PERFORMANCE MEASURES

IV. ENSURE ORGANIZATIONAL EFFECTIVENESS	
A. The national lakeshore uses current management practices, systems, and technologies to accomplish its mission.	
<p><u>Long Term Goal 4A2(a)</u></p> <p>By September 30, 2005, 75% of INDU employees are satisfied with their job (as measured through employee satisfaction surveys).</p>	<p>This goal ensures that the employees are recognized and valued as resources contributing to the park's success. Satisfied employees will better protect resources, serve visitors, and carry out the legislated partnership programs.</p>
<p><u>Long Term Goal 4A2(b)</u></p> <p>By September 30, 2005, 75% of INDU employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).</p>	<p>This goal ensures that the employees are recognized and valued as resources contributing to the park's success. This goal ensures that the processes and systems that employees use to perform their duties are effective and efficient.</p>
<p><u>Long Term Goal 4A3(a)</u></p> <p>By September 30, 2005, 100% of employee's performance agreements are linked to appropriate strategic and annual performance goals and positions competencies.</p>	<p>The national lakeshore has 196 employees on the roster at this time. Of these, 104 are permanent employees. The goal is to provide all employees with performance standards, which are linked to the goals.</p>
<p><u>Long Term Goal 4A3(b)</u></p> <p>By September 30, 2005, 95% of employees demonstrate that they fully meet their competency requirements.</p>	<p>All employees (permanent and term) evaluated annually against the key occupational groups and the related essential competencies. An unstated assumption is that within 3 years of an employee starting a new job, they will have a working knowledge in all of their key competencies.</p>
<p><u>Long Term Goal 4A4(a)</u></p> <p>By September 30, 2005, increase by 25%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide representation percentage of those EEO groups who have not achieved parity with their percentage of representation in the national civilian labor force in the 9 targeted occupations in the permanent workforce.</p>	<p>This goal is aimed at increasing women and minority representation in the permanent workforce. Targeted positions are position, which reflect fewer minorities and women than in the Civilian Labor Force. The Service and Midwest Region have determined that the following positions are underrepresented. A review of the park's workforce concurs. Park Ranger (0025), History (0170), Administration (0301), Clerk/Assistant (0303), Administrative Officer (0341), General Biological Science (0401), Facility Management (1640), and Maintenance Mechanic (4749).</p>
<p><u>Long Term Goal 4A4(b)</u></p> <p>By September 30, 2005, increase overall representation of women and minorities by 25%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide temporary/seasonal workforce.</p>	<p>Progress towards this goal will be measured 1998 employment information. Efforts will be made in all job areas with emphasis on positions specifically targeted by the service and the Midwest Region. This goal is aimed at increasing women and minority representation in the temporary and seasonal workforce.</p>
<p><u>Long Term Goal 4A4(c)</u></p> <p>By September 30, 2005, increase the overall representation of individuals with disabilities by 10%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide Permanent workforce.</p>	<p>Progress towards this goal will be measured 1998 employment information. Efforts will be made in all job areas with emphasis on specifically targeted disabilities, as determined by the Office of Personnel Management. The national lakeshore needs to improve recruiting activities to locate and employ individuals with disabilities into the permanent workforce.</p>
<p><u>Long Term Goal 4A4(d)</u></p> <p>By September 30, 2005, the national lakeshore's annual new hires reflect the overall diversity of the civilian labor force in the three county areas.</p>	<p>Progress towards this goal will be measured 1998 employment information. Efforts will be made in all job areas with emphasis on specifically targeted disabilities, as determined by the Office of Personnel Management. The national lakeshore needs to improve recruiting activities to locate and employ individuals with disabilities into the permanent workforce.</p>
<p><u>Long Term Goal 4A5</u></p> <p>By September 30, 2005, 50% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.</p>	<p>The national lakeshore has two approved housing units. Both are in good condition. Routine maintenance and inspections insure that these structures remain in good condition.</p>

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<p><u>Long Term Goal 4A6(a)</u></p> <p>By September 30, 2005, the INDU employee lost time injury rate will be at or below 1.00 per 200,000 labor hours worked (100 FTE).</p>	<p>Indiana Dunes has a lost time injury rate of <b>0.5</b> <i>lost time injuries per hundred employees</i> for Fiscal Year 1996. For Fiscal Year 1997, there has been one lost time injury reported. The national lakeshore will work to insure that the lost time rate remains low.</p>
<p><u>Long Term Goal 4A6(b)</u></p> <p>By September 30, 2005, the parkwide total number of hours of Continuation of Pay (COP) will be at or below 59,000 hours.</p>	<p>Indiana Dunes has a COP use level of the parkwide total number of hours of Continuation of Pay (COP) will be at or below 59,000 hours <del>xxx</del> hours during fiscal year 1999. The park will work to reduce COP hours by correcting deficiencies, which lead to minor injuries and loss time injuries.</p>
<p><u>Long Term Goal 4A7</u></p> <p>By September 30, 2005, 100% of line item construction projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.</p>	<p>Indiana Dunes manages two construction projects, including planning and construction.</p>
<p><u>Long Term Goal 4A9(a)</u></p> <p>By September 30, 2005, 100% of NPS units will undergo an environmental audit to determine baseline performance by September 30, 2002</p>	<p>This is a new concept for the National Park Service. A request to be included in the early audits will provide greater detail regarding the issues and processes to be covered.</p>
<p><u>Long Term Goal 4A9(b)</u></p> <p>By September 30, 2005, 80% of the regulatory recommendations arising from environmental audits will have been implemented.</p>	<p>This is a new concept for the National Park Service. A request to be included in the early audits will provide greater detail regarding the issues and processes to be covered.</p>

GOALS AND WORK PLANS

PERFORMANCE MEASURES

IV. ENSURE ORGANIZATIONAL EFFECTIVENESS	
B. The national lakeshore increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.	
<p><u>Long Term Goal 4B1</u></p> <p>By September 30, 2005 maintain the 1997 level of volunteer hours.</p>	<p>The national lakeshore receives <b>15,000</b> hours of volunteer services from <b>735</b> individuals. For the number of volunteers, we receive a comparatively low number of volunteer hours.</p>
<p><u>Long Term Goal 4B2(a)</u></p> <p>By September 30, 2005 cash donations are increased by 3.5%</p>	<p>Progress towards this goal will be measured by the dollars received through the donation boxes and checks received in the mail.</p>
<p><u>Long Term Goal 4B2(b)</u></p> <p>By September 30, 2005 value of donations, grants, and services from Friends Groups and other organizations is increased to \$5,000.</p>	<p>Progress towards this goal will be measured by the values of goods, services, and cash donations received from the Friends of Indiana Dunes and other non-profit partners providing support to the park operation.</p>
<p><u>Long Term Goal 4B3</u></p> <p>By September 30, 2005, returns from park concession contracts are 8% of gross concessioner revenue.</p>	<p>Progress towards this goal will be measured by the concession rate issued during the issuance or renewal of concession contracts or permits for the West Beach facility.</p>
<p><u>Long Term Goal 4B4(a)</u></p> <p>By September 30, 2005 receipts from park entrance, recreation, and other fees are increased by 32% over 1997 level.</p>	<p>The national lakeshore's only fee is the Dunewood Campground. Only increasing the nightly fee or increasing the number of users in the shoulder seasons (fall and spring) can increase campground revenues.</p>
<p><u>Long Term Goal 4B4(b)</u></p> <p>By September 30, 2005 the number of projects satisfactorily completed by partners under formal agreement that protect park resources or serves the park visitors is increased by 10%.</p>	<p>The national lakeshore has several long-term partners, including the Friends of Indiana Dunes, Indiana Dunes Environmental Learning Center, and Porter Bank. Ongoing projects will continue with these groups as new joint projects are explored. Additional partners will be sought to provide support for the mission of the park.</p>

## **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)

GPRA 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 while others may have several years of annual goals indicating no results (0% toward accomplishment of goal) before having significant results in later years.

### Annual Work Plans (AWP)

Annual work plans (AWP) detail how the annual goals will be achieved, in terms of the inputs (funds, FTE, equipment, supplies, and expertise) and outputs (products, services, and activities). They show what work will get done, who will do it, and how. AWP's are the operational, day-to-day reality that makes the goals real. All the outcomes in the world are only unrealized dreams if there are no inputs and outputs to make them happen.

The AWP is a working document for Indiana Dunes National Lakeshore to allocate fiscal and human resources and to assess how well it is doing towards accomplishing the annual goals. It will be used routinely in daily decision making.

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### 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 becomes more important because it may cease to exist outside the boundary of the park. The park has become the last of the best of the remaining natural resources.

Neighboring industries have been cited and fined by regulatory agencies for illegally polluting the environment. This pollution can damage the natural resources of the park. When this damage can be proven, the park becomes involved in the long legal Natural Resources Damage Assessment process that leads to restoration or replacement of lost resources. Monitoring resources to detect impacts from neighbors has become a necessary task for park staff.

#### **Outdoor Recreation Trends and Demographic Changes and What That Means for the Indiana Dunes National Lakeshore in the 21st Century?**

Based on surveys and economic impact data taken over the last few years Indiana Dunes National Lakeshore anticipates an increasing impact from the national trend toward an aging

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population and the demand for increased access. With the proliferation of commercial tour companies catering to this senior market there is increased pressure for greater access by tour companies and their clientele. Also the ease of travel via the South Shore rail line into Chicago will demand opportunities for "packaging" of educational programs, recreational tours and facilities capable of handling these large tour groups, as well as the traditional family.

The attraction of the national lakeshore as a recreational lure brings increasing pressure for beach access and breeds competition for habitat utilization/preservation. Economic development interests within the local community want larger parking and lodging facilities within the park to draw a greater numbers of visitor and subsequently, greater economic growth. The associated increase in development and the footprint that it leaves also reduces the available habitat for flora and fauna within the lakeshore and the surrounding region.

Proximity of the national lakeshore to the Chicago metropolitan area has resulted in an increasingly changing visitor profile. Larger numbers of juveniles bring a special set of behaviors and impacts on operational areas, such as protection, that must be addressed. Additionally, the metropolitan area presents a greater diversity of cultures and differing expectations for recreational opportunities at the national lakeshore.

### **The Changing Role of Indiana Dunes National Lakeshore: Partnerships to make the park go.**

Indiana Dunes National Lakeshore is surrounded by both industrial and residential neighbors. Cooperation with industrial neighbors to reduce pollution and other impacts on park resources and joint management of natural resources on industrial lands are necessary for sustainable management of lands both within and outside park boundaries. Residential development adjacent to the national lakeshore, park facilities bordering residential areas, and demand for green space near residential areas require cooperative approaches to protecting park resources and private property.

The listed projects are critical to fulfilling the mission of the national lakeshore. Failure to accomplish these tasks will adversely impact the image and effectiveness of the national lakeshore and the National Park Service (NPS). Without cooperative action, the tasks would be significantly more expensive or difficult to accomplish.

The Calumet Trail, which is on private industrial land within the national lakeshore boundary, is part of a proposed regional bicycle trail plan linking national lakeshore resources to residential, industrial and other recreational sites in three counties.

Improving road access to park facilities will require working cooperatively with local and state government agencies. Relocating US 12 traffic outside the national lakeshore and creating the Dunes Highway scenic road will require cooperative action by the Indiana Department of Transportation and several local communities.

A partnership exists with the Porter County Convention Recreation and Visitor Commission (PCCRVC) to develop a joint visitor center. The Indiana Department of Natural Resources

and Indiana Dunes State Park are potential partners in this enterprise. The Visitor Center could be located on a site within the national lakeshore identified in the East Unit GMP or a site adjacent to the park to be determined by the sponsors.

### **Research at Indiana Dunes National Lakeshore; Effective Management Needs a Knowledge Base Derived from Research**

It is impossible to do an excellent job of managing resources without knowing what, where, and how rare those resources are. Fortunately the park has most of its inventories of natural resources completed and has begun monitoring some of the key elements of those resources.

Cultural resources are also being inventoried and the major cultural resources are monitored. Archeological resources need a monitoring program established. Cultural theme studies are in progress and an ethnographic study is getting underway. These efforts are critical to allow management to make decisions concerning cultural resources.

A field station of the Biological Resources Division of the United States Geological Service is housed at the park. This staff plays a critical role in studying park resources and helping to provide answers to the most pressing resource management questions. A local university may also set up a field station in the park to make it easier for their faculty and students to do much needed research for the park. If the proposals are successful, one or two Long Term Ecological Study areas may be established in the park. These would provide information about changes to the park resources or ecosystem processes that could only be detected by decades of monitoring.

### **The Role of Indiana Dunes National Lakeshore in Education**

The act of Congress (P.L.89-761) establishing Indiana Dunes National Lakeshore identifies education as one of the primary purposes for setting aside the lakeshore for the public.

"... to preserve for the educational, inspirational and recreational use of the public certain portions of the Indiana Dunes and other areas of scenic, scientific and historic interest and recreational value in the State of Indiana..."

Education has, from the beginning, been a major element in the public service programs at Indiana Dunes National Lakeshore. The challenge has and will continue to be -- to provide well-researched and meaningful resource based education programs. Whether these programs are public "interpretive" programs or school group "Environmental Education" programs is immaterial. The park's resource education staff must not only know the resource and the park's themes they must be able to connect our compelling story to their audience. In addition, we must be ever mindful of connections to systemwide themes and assist the public in making connections to these larger stories.

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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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specialists during the summer research months. The Fire Team includes a Fire Manager, clerical assistance and a team of fire fighters (Forestry Technicians) with a team leader.

The Protection Team consists of a Chief (Park Ranger) and three operating teams and secretarial support. The Protection Team consists of Patrol Rangers under a Supervisory Park Ranger. This team has the support of temporary patrol Rangers, fee collectors, lifeguards during the summer visitor season, and a full time communications center. The Investigator Team includes the national lakeshore's Criminal Investigator and the Midwest Region Criminal Investigator. A Resource Protection Specialist provides safety, hazardous material, and hazardous structure services.

### Condition of Natural, Cultural, and Recreational Resources

**Natural:** As of 1997, the national lakeshore has acquired approximately 80% of baseline natural resource inventories. These fundamental inventories include flora, fauna, geologic resources, cartographic data, surface water bodies, air quality, water quality, and meteorological data. Numerous research projects to expand knowledge beyond fundamental information have been completed for the park. Park monitoring and research have identified several factors, both historic and current, that have/are resulting in degradation to park resources. Some of these factors include: residential and industrial development, agriculture, alteration to natural hydrologic regimes, fire suppression, air and water pollution, shoreline erosion, and visitor use impacts. The Karner blue butterfly (*Lycaeides melissa samuelis*) and Pitchers Thistle (*Cirsium pitcheri*) are currently the only known federally listed endangered or threatened species within the park. Populations of 172 state listed endangered, threatened, rare and watch list plant species also occur within the national lakeshore. Little or no information is currently available for amphibian and reptiles, the status of rare plant populations, insect species, fungi, or for overall species distributions (flora and fauna). A total of 289 exotic plant species have been identified, 16 of which are considered a severe threat to the natural habitats at the national lakeshore. Trails, roads, and utility corridors are contributing to habitat fragmentation. Restoration programs, including use of management ignited prescribed fire, are currently underway in both terrestrial and aquatic habitats. These programs, however, are limited and are considered in a stage of infancy when compared to overall park-wide restoration needs.

**Cultural:** The national lakeshore does not have adequate documentation on the major cultural themes. A survey of archeological resources has been completed providing basic information. Information concerning American Indiana connections to the land in the park has not been collected in the past, however, an Ethnographic Overview and Assessment was begun in 1997; historic resources have not been fully integrated into the Inventory Condition and Assessment Program. The presence of cultural landscapes is being investigated under the contemporary cultural landscape management protocols.

**Recreational:** Indiana Dunes National Lakeshore is located 50 miles southeast of Chicago, Illinois, in northwest Indiana. The national lakeshore runs for 25 miles along the southern end of Lake Michigan. The park contains 13,945 acres, 2,182 of which are located in the Indiana

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Dunes State Park and managed by the Indiana Department of Natural Resources. Miles of beaches, sand dunes, bogs, woodland forests, and 1830's French homestead and a working turn-of-the-century farm are within the national lakeshore. Recreational facilities include guarded beaches at Kemil Road Beach, West Beach, and Porter Beach. West Beach has a bathhouse with restrooms, showers, first aid station, and a food concession. The area has ample parking, picnic shelters, and an extensive trail system. Central Beach, Kemil Beach, and Lakeview have vault restrooms. Picnic facilities and restrooms are located at Lakeview and Mt. Baldy. Lakeview and West Beach are wheelchair accessible; two sand chairs are located at West Beach for public use. **Trail access** is provided at Miller Woods, Long Lake, Inland Marsh, Cowles Bog, Little Calumet River, Dune Ridge, Ly-co-ki-we and the Dunewood Campground. The Marquette hike/bike trail in the west unit and the calumet bike trail in the east allow for bike use.

Interpretive facilities include a visitor center, two contact stations, an attended station, an environmental education center, a historic homestead and a historic farm. The Dorothy Buell Memorial Visitor Center was built in 1956 as a church, and converted to a visitor center in 1977. Visitor facilities include a 100-seat auditorium, exhibit space, information desk and the Eastern National Parks Association bookstore. The visitor center is open 363 days a year. The 1997 visitation to the center was 50,287, down from the 1994 level of 60,192. Contact stations are located at the Bailly-Chellberg area and West Beach. The Bailly-Chellberg contact station is open weekends seven months of the year, 12,785 visitors used the site in 1997. The West Beach contact station is open weekends in the spring and fall. Park Interpretive staff is assigned to rove West Beach during peak summer hours.

The Paul H. Douglas Center for Environmental Education is used as an education center for school and **other group programs**. It contains three indoor activity areas and trails for outdoor education activities.

The historically registered Bailly Homestead consists of five structures, four of which are open periodically to the public through guided tours or attended stations. The nearby, Chellberg Farm, part of the Swedish Farming Historic District, is operated as a living history farm. It comprises six restored historic buildings, plus fields and sugar bush. The farm is open daily. Two major festivals, Maple Sugar Time and Autumn Harvest Festival, are held each year; other living history programs take place at both sites periodically throughout the year.

## CONSULTATION

This plan was prepared by the staff of Indiana Dunes National Lakeshore, and was submitted for review and comment by:

— ~~Interested members of the public. The September 1992 Planning Newsletter #1 provided background information on the East Unit General Management Plan and invited public comments on the purpose, significance, possible futures, and other issues and ideas for the national lakeshore.~~

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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.~~

A draft of this plan was circulated to the above offices and organizations for comments. Copies of the initial draft plan were made available at Indiana Dunes National Lakeshore after notice to the public through the news media. A copy of the draft plan was placed on the Internet home page for Indiana Dunes National Lakeshore.

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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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<b>Targeted Disturbed Parklands</b>		
<b>Land Type</b>	<b>Acres</b>	<b>Total</b>
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
<b>Grand Total</b>		<b>9,330</b>

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Cause of Habitat Deterioration		
	Disturbance	Includes
X	1 - Human Impact	Visitor use: volunteer trails, illegal activities (poaching plants & animals)
X	2 - Wetland drainage	
X	3 - Fire suppression	
X	4 - Shoreline erosion	
X	5 - Exotic Species	purple loosestrife, garlic mustard, and black locust
	6 - Feral Animals	dogs & cats
	7 - Over abundant native wildlife	deer & raccoons
	8 - Park development	
	9 - Atmospheric deposition	
	10 - Water contamination	ground water & surface water
	11 - Regional land use	non-point source pollution and agricultural runoff

Public Law 102-430 (106 Stat 2208) was signed on October 23, 1992. The law expanded Indiana Dunes National Lakeshore by over a thousand acres. In the seven years since, a small portion has been purchased by the National Park Service and added to the park. In the coming years, additional acres within the addition will be purchased. While some of these lands are free of human occupation, construction activities or trespass by off-road vehicles have damaged most purchase areas. Because the Park Service does not own these acres, they have not been included in the baseline total. Over the next several years, they will be added and may require immediate attention to prevent further damage.

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Additions to Indiana Dunes National Lakeshore			
Area Added	Acres	Area Added	Acres
Greenbelt	115	Calumet Prairie	260
Cohen Tract	21	Faddell Dune	50
Univ. of Chicago	12	Indiana 49 Corridor	27
Gaylord Butterfly Additions	160	Inland Manor	142
Hobart Prairie Grove	260		

Long Term Goal 1A1(b) By September 30, 2002, 5% of priority targeted disturbances, identified as of 1997, are contained.

Targeted disturbances include adverse impacts from human and natural sources. Infestation of exotic plants and animal species will be considered contained if the targeted species are eliminated, or if their populations are geographically constrained or reduced.

The national lakeshore contains 1425 total vascular plant species (1133 native species and 292 exotic species) and  $\pm 77$  native tree species and  $\pm 19$  exotic tree species. Of the 292 exotic vascular plant species, 16 species are considered highly aggressive and of significant threat to the native communities of the national lakeshore. The number one aquatic threat is Purple Loosestrife (*Lythrum salicaria*); number one terrestrial threat is Garlic Mustard (*Alliaria petiolata*). The national lakeshore has information on the extent on intrusion for Purple Loosestrife, which covers 85 acres. No other exotic has been inventoried for the area affected.

Highly aggressive and of significant threat to the native communities			
Scientific Name	Common Name	Scientific Name	Common Name
<i>Lythrum salicaria</i>	purple loosestrife	<i>Alliaria petiolata</i>	garlic mustard
<i>Centaurea maculosa</i>	spotted knapweed	<i>Phragmites australis</i>	phragmites
black locust	<i>Ailanthus altissima</i>	tree of heaven	<i>Robinia pseudoacacia</i>
honeysuckle	<i>Melilotus alba</i>	sweet clover	<i>Lonicera tatarica</i>
			<i>Cirsium</i> sp., thistles

The intent of this goal is to contain disturbances onto the existing acreage, which has already been disturbed. It is not feasible to eliminate any of the identified disturbances from the boundaries of the national lakeshore.

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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 pitcheri). Only two have been found in the national lakeshore. They include; Pitcher's **thistle** and **Karner blue butterfly** (KBB). Prescribed fire is used to rehabilitate disturbed areas. The prescribed fire program currently includes 1619 acres of degraded black oak savanna, wet and mesic prairie, mesophytic forest, and razed homesites. The fire program is funded from the Boise Interagency Fire Center (BIFC). The Bureau of Land Management operates BIFC and provides \$197,000 annually to the national lakeshore.

Pitcher's Thistle is a Listed Threatened species. There are a total of nine known populations. Seven of these populations are within the national lakeshore and two are in the State Park. Potential habitat for Pitcher's thistle includes blowouts, Marram Grass-Sand Reed, Sand Reed-Little Bluestem, Cottonwood Foredune, and Cottonwood-Sand Cherry Foredune. A total of 744 acres of critical habitat exist within the park. Only 19.9 acres currently support Pitcher's Thistle. The park's goal is to increase this by 5% to 21 acres.

The Karner blue butterfly is a Listed Endangered species. Two populations of KBB cover an area of 1231 acres in the west end of the lakeshore. Its habitat is characterized by the presence of wild lupine, **Lupinus perennis**, and the species' only known larval food source. Typically the habitat is grassy openings within very dry, sandy pine/scrub oak barrens, i.e., oak savanna. The park goal is to increase KBB habitat by 5% to an additional 61.5 acres

State listed species include 130

Long Term Goal 1A5 By September 30, 2002, 20% of historic structures on the 1977 List of Classified Structures plus Camp Good Fellow 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 historic structures means that a structure and its significant features need no immediate

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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.

<b>June 1977 LCS</b>			
<b>Structure</b>	<b>Condition</b>	<b>Structure</b>	<b>Condition</b>
Lustrom House (HS-1)	unk	Chellberg Barn #1 (HS-13)	<b>good</b>
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)	<b>good</b>
House of the Future (HS-7)	<b>good</b>	Bailly Brick House (HS-19)	<b>good</b>
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)	<b>good</b>	Bailly Chapel (HS-22)	unk

Long Term Goal 1A6 By September 30, 2002, 54% of preservation and protection conditions in the park-housed museum collections, as of 1997, meet professional standards.

The environmental, security, and fire protection conditions necessary to preserve and protect museum objects are identified in the NPS Checklist for Preservation and Protection of Museum Collections. These are the professional standards for measuring this goal.

The Washington Office of the National Park Service defines this goal as the number of professional standards met by the park's Curatorial facilities. Indiana Dunes is covered by 464 professional standards, of which only 177 (38%) are currently being met. Defining the goal in this manner, the national lakeshore will be attempting to increase professional standards applied, rather than assuring that the cultural artifacts are in good condition.

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<b>Museum Facilities Summary of Professional Standards Met</b>			
<b>Facility</b>	<b>Met</b>	<b>Unmet</b>	<b>Not Applicable</b>
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
<b>Totals</b>	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.

<b>Museum Checklist of Corrective Actions</b>		
<b>Action</b>	<b>Standards Affected</b>	<b>% Affected</b>
Professional Assistance (2 <sup>nd</sup> )	9	4.8
Park Plan (1 <sup>st</sup> )	35	18.5
Space Management (1 <sup>st</sup> )	7	3.7
Structural Change (4 <sup>th</sup> -50%)	28	14.8
Deaccession (3 <sup>rd</sup> )	5	2.6
Time & Materials	95	50.3
Exhibit Design (5 <sup>th</sup> )	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 or cumulative goals of 177 standards (FY 1998), 208 standards (FY 1999), 227 standards (FY 2000), 241 standards (FY 2001), and 250 standards (FY 2003).

## Indiana Dunes National Lakeshore

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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**geological maps, inventories of water bodies, water chemistry, air quality, and meteorological data.** Information related to 56% of these completed inventories has been digitized and entered into the park's Geographical Information System (GIS). Fundamental resource inventories related to *species distributions (flora and fauna)*, *soils*, have not been completed for the park. All baseline inventories are lacking for new land areas acquired after 1992. Park and Midwest Regional personnel will provide data collection and database management. Ongoing work is directed to maintaining the existing inventories and in the completion of the soils inventory.

Long Term Goal 1B2 By September 30, 2002, the national lakeshore's baseline inventories and evaluation of each category is increased by a minimum of 24%.

Five cultural resource inventories are included. Each is separately listed below with individual goals. The five inventories are: (a) archeological resources, (b) cultural landscapes, (c) list of classified structures, (d) museum objects, and (e) ethnographic resources.

Long Term Goal 1B2(a) By September 30, 2002, the national lakeshore will have completed the baseline archeological inventory.

The preservation of archeological resources and the ability to direct management decisions affecting archeological resources requires a wide range of information. This information is organized into 3 basic assessments, which constitute the park's baseline cultural resources inventories. The site inventory is maintained in the Archeological Sites Management Information System (AMIS).

The archeological baseline inventory consists of 3 components. They are the Overview and assessment, an archeological inventory of select landforms, and an evaluation of the sites for content and condition. An initial inventory of 400 acres (216 sites) was increased by a three-year program, which inventoried an additional 692 acres (172 sites) ending in 1997. These inventories provide a working knowledge, but fail to meet the performance standard set forth in the National Park Service's Strategic Plan.

Long Term Goal 1B2(b) By September 30, 2002, the national lakeshore will have completed the baseline cultural landscapes inventories.

The preservation of cultural landscapes and the ability to direct management decisions affecting cultural landscapes requires a wide range of information. This information is organized in a basic assessment, which constitute the park's baseline cultural landscape inventory (CLI). The Midwest Regional Support Office initiated in 1997 a preliminary review of potential landscapes. A list of 73 potential cultural landscapes (231 acres) has been established for evaluation and inventory purposes. During FY 1998 a Cultural Landscape Plan was developed for the Chellberg Farm. Landscapes that need review include the Swedish Historic District and the World's Fair Historic District.

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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 affecting cultural structures requires a wide range of information. This information is organized in the park's List of Classified Structures (LCS).

<b>Historic Structures</b>				
<b>Historic Areas</b>	<b>Structures</b>	<b>Good Condition</b>	<b>1997 LCS</b>	<b>1999 LCS</b>
Good Fellow Club Youth Camp	8	0	0	8
Century of Progress	6	1	6	6
Bailly Homestead	6	2	5	5
Lustrom Homes	3	0	3	0
Swedish Historic District				
Chellberg (7) Farm	7	2	7	7
Wahl (2), Larson (4) Farms & Luther House (2)	8	6	0	0
Allenquist (3) & Borg (1) Farms	4	1	0	0
<b>Park Total</b>	<b>19</b>	<b>9</b>	<b>7</b>	<b>7</b>

Swedish Historic District (names & locations):

- Allenquist House - Nelson House (on Mineral Springs, across from Chellberg)
- Borg House - Samuelson House (on Oak Hill, behind Allenquist House)
- Camp Good Fellow - Burstrom property - Huston property
- Chellberg Farm - (Mineral Springs Road)
- Larson House - Lipinski House (on Howe, next to Camp Good Fellow)
- Luther House - (on Howe, across from Larson House)
- Wahl Farm - (on Howe, south of the Little Calumet)

Century of Progress structures

- Wiebolt-Rostone House - Steel frame with an artificial stone facing
- Florida Tropical House - Travertine, limestone, Portland cement, and clay tile.
- Armco-Ferro-Mayflower House - 2-story frameless structure with porcelain steel.
- House of Tomorrow - exterior copper walls,
- Cypress House - Red Cypress exterior.
- Cypress Guest House - Red Cypress exterior.

Long Term Goal 1B2(d) By September 30, 2002, the national lakeshore will have completed the museum storage baseline inventory (ANCS).

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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.

The preservation of ethnographic resources and the ability to direct management decisions affecting ethnographic resources requires a wide range of information. Ethnographic information is organized into 2 basic reports, which constitute the park's baseline ethnographic inventory. In Fiscal Year 1998 an Overview and Assessment of Ethnographic resources was begun. On completion of the overview, sites identified in the report will be inventoried for preservation purposes.

Long Term Goal 1B0 By September 30, 2002, the national lakeshore will increase the number of active natural research projects within the park by 18% and maintain cultural research projects at 50% of the 1997 level.

One of the national lakeshore's primary purposes is to interpret, encourage, and conduct scientific research in the tradition of pioneer investigators. 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. To enhance our ability to preserve park resources efforts must include scientific and cultural research.

Scientific and cultural research builds upon the information gained from fundamental resource inventories and assists park managers in identifying resource trends and in understanding cause-and-effect relationships associated with both the natural and the cultural histories of the park. This information directs resource management actions/activities, which are undertaken to maintain, enhance, and/or restore the natural and cultural environments within the national lakeshore.

As of Fiscal Year 1997, the national lakeshore supports 11 active scientific research projects related to natural resource issues and two research projects associated with cultural resource issues. The Natural resource projects are: *Investigation of the Ecological Relationships/Influences of Tree Canopy Cover on Understory Soil and Vegetation Characteristics*; *Vegetation Development After Sand-Mining*; *Effects of Savanna Structure on Reproduction Success in Birds*; *Investigations of Morphological Variation within Clonal*

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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.

<b>Research Goals for FY 1998 through FY 2002</b>		
<b>Fiscal Year</b>	<b>Natural Resources</b>	<b>Cultural Resources</b>
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 Study Unit (CPSU) at the University of Idaho developed a Customer Service Card to

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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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Facilities	General Visitors	Festival Visitors
Giftshop/bookstore	71%	73%
Bathhouse	57%	n/a
Picnic areas	85%	86%
Campgrounds	78%	*73%
Restrooms	61%	69%
Trails	87%	82%
Other facilities	*58%	*79%
<b>Ratings are for Very Good and Good</b> *Caution - small sample returned		

Visitor Service	General Visitors	Festival Visitors
Informational Signs	85%	87%
Lifeguards	82%	n/a
Uniformed park staff	92%	90%
Visitor Center	89%	90%
Interpretive/naturalist Programs	*92%	100%
Slide Program	*80%	100%
<b>Ratings are for Very Good and Good</b> *Caution - small sample returned		

Long Term Goal 2A2 By September 30, 2002, no increase in the per capita number of visitor safety incidents for 1998-2003 from the 1992-1997 levels.

From 1991 to 1996 the national lakeshore's incidents of personal injury has increased from less than one incident per hundred thousand (**0.94**) to nearly two incidents per hundred thousand (**1.91**). Visitors falling cause nearly half of all incidents (44%). A significant improvement has been in the reduction of deaths at the national lakeshore. Several drowning victims from adjacent swimming areas were found in the waters of the national lakeshore. A major contributor to visitor injuries are the numerous minor cuts and scrapes. These exceed the number of significant incidents each year.

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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	Total Major	Water (Drowning)	Hit or Struck	Fall	Bite / Sting	Heat	+ Minor cuts
1991	22	3	6	9	2		*
1992	14			10			*
1993	13	1	1	1	1	3	*
1994	12		3	7			*
1995	8	3	2	1	2		50
1996	8		2	6			45
<b>Total</b>	77	7	14	34	5	3	
<b>% of</b>		9%	18%	44%	6%	4%	

\* Information on minor injuries (cuts) was not collected until 1995 when new reporting standards were instituted.

Long Term Goal 2A0 By September 30, 2002, no increase in the number of felonies and misdemeanors committed within the national lakeshore from the 1992-1997 levels.

A safe and enjoyable visit to the national lakeshore is a visit free from criminal activity. To achieve this goal the national lakeshore will have to provide a police presence to insure that visitors, residents, and employees are secure in their person and property while in the park. From 1991 to 1996 the national lakeshore's incidents of felonies has decreased from 88 to 47. These incidents consist mostly of theft and unlawful entry. Misdemeanors have increased from 1,093 to 3, 761. The noticeable increases have been in possession of drugs, underage drinking and vandalism.

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Year	Part I (Felonies)*	Part II (Misdemeanors)
1991	88	1,093
1992	55	682
1993	78	875
1994	74	1,047
1995	61	4,236
1996	47	3,761
<b>1991-1996 (average)</b>	67	1,966

\* Two homicides were committed when the victim was found within the boundaries of the national lakeshore. One homicide was a domestic dispute by a local resident. The other homicide may have occurred outside the park with the victim being dumped within the park boundaries.

***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.***

Long Term Goal 2B1(A) By September 30, 2002, 30% of students who are surveyed after attending park environmental education programs exhibit an increase in knowledge of park resources.

Because of the national lakeshore's location near a major metropolitan area it has a much higher potential to reach large numbers of students through environmental education programs than most other units of the National Park Service. Because of this, a significant investment has and continues to be made in programs and facilities to reach the large number of schools and school children with programs that will enhance both their knowledge of natural resources and their appreciation for the preservation of those resources.

In 1995 and 1996, studies were conducted to attempt to determine how successful the existing day use school programs were. Initial results indicate the students from the 3 school systems studied all showed increase in understanding or knowledge after attending programs; there was an average increase in knowledge of  $\pm 16\%$ . The studies did not, however, show any increase in appreciation for resources. The study methods and programs are being redesigned to both better measure appreciation and to improve

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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 Dunes State park; its boundaries are almost impossible to understand or easily detect; and it includes roads, homes, and other extensive examples of the built environment which visitors do not associate with parks. Many of the planning and management actions of the park have tried to address this issue; examples include the long term and ongoing efforts to eliminate homes and other built intrusions; standardized park signing for roads, trails, and facilities; and planned standard wayside and other outdoor exhibits.

There is as yet no empirical data available to quantify the extent of the identity problem. The park plans to install an interactive computer exhibit in the visitor center or elsewhere and could incorporate a means of testing visitor knowledge of the park and its significance in the design of the computer(s). The annual goal in 1998 will be to develop the method(s), which could be used to measure visitor knowledge of the park and its significance. Based on the current best judgement of park staff, the target of 25% of visitors for this goal was developed. After initial sampling, the goal may require revision.

## IV. ENSURE ORGANIZATION EFFECTIVENESS

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

Long Term Goal 4A1 By September 30, 2002, 100% of the national lakeshore's office sites are integrated to the INDU central network and the DOIInet.

Integration of all office sites to the central network includes a full functioning Wide Area Network, DOIInet router, Ethernet cabling within buildings, Pentium architecture (32-bit processing) on all workstations and the installation of NPS window software.

Long Term Goal 4A2 By September 30, 2002, 100% of employees within the 16 key occupational groups have essential competency needs identified for their positions.

This goal is to have all employees (permanent and term) evaluated annually against the key occupational groups and the related essential competencies. An unstated assumption is that

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within 3 years of an employee starting a new job, they will have a working knowledge in all of their key competencies.

Long Term Goal 4A3 By September 30, 2002, 100% of employees' performance standards are linked to appropriate strategic and annual performance goals.

The national lakeshore has 196 employees on the roster at this time. Of these, 104 are permanent employees. The goal is to provide all employees with performance standards, which are linked to the goals. Previous standards did not require the temporary employees, 47% of the workforce to have detailed performance standards.

Long Term Goal 4A4(a) By September 30, 2005, increase by 25%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide representation percentage of those EEO groups who have not achieved parity with their percentage of representation in the national civilian labor force in the 9 targeted occupations in the permanent workforce.

Targeted Jobs		Indiana Dunes		
Series	Title	Women	Minority	Total
0025	Park Ranger/Management			
0083	U.S. Park Police	0	0	0
0170	History	2	0	2
0193	Archeology	0	0	0
0301	Misc. Administration			
0303	Misc. Clerk/Assistant			
0341	Administrative Officer	0	0	1
0401	General Biological Science	1	1	4
1010	Exhibits Specialist	0	0	0
1640	Facility management	0	0	2
4749	Maintenance Mechanic			

Progress towards this goal will be measured against New hires for Indiana Dunes include all positions hired through competitive and non-competitive practices, which are permanent or term positions at the national lakeshore. New hires include positions filled by current employees of the national lakeshore, employees of the National Park Service, other government employees, and individuals not currently employed by the federal government.

Therefore, affirmative recruitment is necessary for all vacant positions at the national lakeshore. A simplified review finds that the average grade of all employees is **GS-8**. The average grade of African American employees is **GS-7**, Asian American employees is **GS-9**, and female employees is **GS-7**. The average grade for non-minority employees is **GS-9** and for male employees is **GS-9**. The differences in average grade support the need to actively seek out qualified candidates for mid-level and advanced positions at the national lakeshore. Simply recruiting to improve diversity at the entry level fails to move talent upward to positions that can best meet the governments needs.

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Long Term Goal 4A4(b) By September 30, 2005, increase overall representation of women and minorities by 25%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide temporary/seasonal workforce.

Long Term Goal 4A4(c) By September 30, 2005, increase the overall representation of individuals with disabilities by 10%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide Permanent workforce.

<b>Targeted disabilities</b>	<b>INDIANA DUNES</b>
Deaf	0
Blind	0
Missing Extremities	0
Partial/Complete Paralysis	0
Convulsive Disorder	0
Mentally Retarded	0
Mental Illness	0
Distortion of Limb/Spine	0

Long Term Goal 4A4(d) By September 30, 2005, increase the overall representation of individuals with disabilities by 10%, over their percentage of representation as of our baseline of September 30, 1998, the servicewide temporary/seasonal workforce.

Long Term Goal 4A6 By September 30, 2002, reduce by 50%, from the 1996 level, the national lakeshore's lost time injury rate.

Indiana Dunes has a lost time injury rate of **0.5 lost time injuries per hundred employees** for Fiscal Year 1996. For Fiscal Year 1997, there has been one lost time injury reported. The national lakeshore will be pressed to insure that the lost time rate remains low. A reporting system needs to be developed which provides basic incident and loss time information to the Safety Office. The national lakeshore's time clerks can trigger reports when they complete a time and attendance report which includes Continuation of Pay (COP). This is the initial 'lost time' code for payroll.

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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
<b>Total</b>	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 relationships.

- 8 employees of the national lakeshore account for 100% of the lost time injuries.
- 85% (9 cases) are Maintenance.
- 64% (7 cases) are from employees who operate vehicles (tractor operators, engineering equipment operators, patrol rangers).
- 45% (5 cases) are from two employees.
- 45% (5 cases) caused knee and leg injuries.
- 27% (3 cases) were caused by falls.

Long Term Goal 4A7 By September 30, 2002, 100% of park construction projects identified and funded by September 20, 1998 meet 90% of cost, schedule, and project goals for each approved project agreement.

Indiana Dunes manages three construction projects.

Project Title	Year Funded	Appropriation	Expenditure	Completion Proposed Actual
#487 Construct WB Road Intersection Improvement	1992	\$210,000 PLNG \$879,000 CONS	\$209,400 PLNG \$262,200 CONS	2000 CANCELLED
#499 Remove Dangerous	1997	\$500,000	\$230,200	1999 in progress

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Structures				
#501 Construct	1995	\$ 58,200 PLNG	\$ 58,200	1999
Good Fellow		\$788,000 CONS	\$788,000	1999
EE Camp				

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

Long Term Goal 4B1 By September 30, 2002, maintain the 1997 level of volunteer hours.

The national lakeshore receives **15,000** hours of volunteer services from **735** individuals. For the number of volunteers, we receive a comparatively low number of volunteer hours. The average is 20 hours per year per volunteer. This varies from a high of 500 hours a year to a low of 4-5 hours per year. A critical core of volunteers provides 60-100 hours per person during the year. This core group provides for the summer programs each Sunday at Chellberg Farm and supports the communications function at the Headquarters switchboard. Many of the national lakeshore's volunteers participate only in the Harvest Festival each fall.

The current program can be expanded by encouraging current volunteers to provide additional services and by increasing the number of volunteers. Improved integration of the volunteer programs into the operation will increase volunteer hours. Basic needs include, VIP supervisory training, job duty descriptions, job training, and closer supervisory involvement (direction, recognition, assistance).

Long Term Goal 4B2 By September 30, 2002, maintain at the 1997 levels, the dollar amount of donations and grants.

Progress towards this goal will be measured by the dollars received through the donation boxes and checks received in the mail. Grants from organizations outside of the National Park Service will also be included as progress towards the goal.

The national lakeshore obtains **\$4,000** to **\$5,000** annually in donations and grants. From 1995 to 1997 the national lakeshore has had an increase of 71% in outside funds. The largest increases have been in specialized program areas, DARE donations by 900% and Native Seed Collections by 1150%. The national lakeshore should be able to continue a modest increase.

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<b>Fiscal Year</b>	<b>Donations</b>	<b>Outside Funds</b>	<b>Total</b>
1995	\$ 3,090.58	\$ 929.54	\$ 4,020.12
1996	\$ 2,167.53	\$ 2,438.28	\$ 4,605.81
1997	\$ 5,423.10	\$ 1,479.77	\$6,902.87
<b>Change</b>	<b>75% increase</b>	<b>59% increase</b>	<b>71% increase</b>