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November 1994

Statement for Management Theodore Roosevelt National Park



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Definitions

Statement for Management

The Statement for Management (SFM) documents the park's purpose, significance, management objectives, obstacles to achieving those objectives, owners of the obstacles, and actions that need to be taken to overcome the obstacles.

Management Assessment Process

A three-day management assessment workshop is conducted at each park area with participants from the park area, the regional office, and the public. The session clearly defines the park's purpose, significance, management objectives, obstacles, owners, and actions. This information has been incorporated into the park's statement for management, and forms the basis for developing and justifying future regional programs and identifying how funding and staffing will be allocated.

The management assessment process begins by looking at the park's legislation in an effort to clearly define the park's purpose and significance. The next step is to identify management objectives, which are broad, conceptual descriptions of what the park could be like, based on the kinds of resource conditions, visitor services, and administrative goals the National Park Service wishes to provide. Obstacles are then identified. Obstacles are impediments or barriers to achieving management objectives. Next, actions and owners are identified. Actions are steps required to remove obstacles, and owners are individuals or groups that are identified as responsible for each action.

In the future, the SFM will be revised as necessary to ensure that it reflects a current view of the park, both internally and within its regional context. The management objectives, obstacles, actions, and owners will be reviewed annually by park staff.

Recommended by: /s/Pete Hart November 1994
Superintendent, Date
Theodore Roosevelt National Park


Approved by:  11-23-94
~~FER~~ Regional Director, Date
Rocky Mountain Region

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Planning The Future

As we move toward the next century, we are looking ahead at our future and our mission. The purpose of this workshop has been to reaffirm Theodore Roosevelt National Park's role and purpose and its relation to the National Park System.

The ideas generated by the participants in this workshop and documented in this report will help provide *direction and defensible rationale* in future decision making.

The accomplishments of this session included:

- purpose statements
- significance statements
- management objective statements
- obstacles and their owners

Participants

MANAGEMENT ASSESSMENT WORKSHOP

March 1 - 3, 1994

Dickinson, North Dakota

Theodore Roosevelt National Park

Pete Hart, Group Superintendent
Bob Powell, Chief Ranger
Bruce Kaye, Chief Naturalist
Keith Butler, Facility Manager
Heather Whitman, Administrative Officer
Roger Andrascik, Resource Management Specialist
Nancy Ohlsen, Natural Resource Specialist
Pam Thompson, Budget Assistant
Toni Dufficy, North District Naturalist
Randy Wester, South District Naturalist
Mark Motsko, North District Ranger

Other North Dakota National Park System Units

Paul Hedren, Superintendent, Fort Union Trading Post NHS
Charles Cartwright, Superintendent, Knife River Indian Villages NHS

Rocky Mountain Regional Office

Wayne Gardner, Facilitator
Ron Everhart, Deputy Regional Director
Cathy Leach, Personnel Management
Tom Wylie, Natural Resource Management
Dave Dunatchik, Interpretation
Bob Spude, Historian, Office of Ecosystem Management
Kathy McKoy, Cultural Resource Management

Stakeholders

Wally Owen, Peaceful Valley Trail Rides
Jane Paulson, TRNHA
Randy Hatzenbuhler, TRMF
Leon Olson, Park Neighbor
Winston Satran, Home on the Range
Jack Stewart, Sierra Club
Rex Cook, Retired Badlands Rancher
Derwin Zuroff, Medora Businessman
Representative Dave Drovdal, State Representative
Glendon "Swede" Nelson, Little Knife Outfitters
Martin Fredricks, Office of Senator Byron Dorgan
Randy Mosser, (Sue on Wed.) Elkhorn Area Rancher
Jeani Borchert, UNDAR West
Sam Redfern, USFS
Tim Mueller, North Dakota Parks & Recreation
Jesse Hanson, North Dakota Parks & Recreation
Russell Pigors, BLM
Bonnie Barsness, North Dakota Tourism
Cindie Heiser, North Dakota Agriculture Department
Merle Paaverud, State Historical Society
Jerry Kobriger, North Dakota Game and Fish Department
Frank Whitecalf, Three Affiliated Tribes

Purpose

Definition: The reason or reasons for which Theodore Roosevelt National Park was set aside as a part of the national park system. Purpose statements are based upon legislation, legislative history, and historic trends.

The purpose statements below reflect what we believe is the legislative intent for Theodore Roosevelt National Park. Other legislation affecting the national park system, such as the 1916 Organic Act, National Environmental Policy Act, National Historic Preservation Act, and Endangered Species Act influence management at Theodore Roosevelt National Park and every other unit in the system.

- Memorialize and preserve the life, times and philosophy of Theodore Roosevelt in the North Dakota Badlands.
- Conserve unimpaired the scenery and the natural and cultural resources and facilitate the scientific interests in Theodore Roosevelt National Park.
- Provide for the benefit, use, and enjoyment of the people.
- Manage the Theodore Roosevelt wilderness as part of the National Wilderness Preservation System.

Significance

Definition: Significance is summarized in statements that capture the essence of Theodore Roosevelt National Park's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources but rather describe the importance or distinctiveness of the aggregate of resources in the park.

- The park allows people to enjoy panoramic vistas and a sense of solitude, inspiration and timelessness similar to Theodore Roosevelt's experience here in 1883.
- The park provides an opportunity to learn about an environment and way of life that helped shape Theodore Roosevelt's attitudes and philosophy regarding conservation.
- The park's facilities and services enhance and enrich visitor experience through a variety of activities including interpretative media, trail rides and hikes, scenic river canoe trips, scenic drives and camping.
- The park contains one of the few islands of designated wilderness in the northern great plains.
- A significant park experience is created by the interplay of natural forces including weather, vegetation, wildlife, vistas, smells, color and shape of landforms, air quality, varied light, seasons. . .
- Theodore Roosevelt National Park is the most popular visitor attraction in North Dakota and provides significant economic and employment benefit for the state and region.
- Ongoing geological activities create spectacular examples of badlands and provide opportunities for visual interpretation of erosional processes.
- Theodore Roosevelt National Park is designated as a Class I air quality area providing for clean air, brilliant, clear day and night skies and outstanding examples of a relatively unpolluted environment.
- Important cultural resources associated with prehistoric and historic occupation and use attest to millennia of human interaction with the rugged badlands environment.
- The Little Missouri Badlands is a prime example of ecosystem restoration in progress including re-establishing native flora and fauna and managing non-native species.
- Theodore Roosevelt National Park has one of the largest petrified forests in the U.S. and provides outstanding examples for visitor viewing.

Summary of Management Objectives, Obstacles, Owners, and Actions

The following management objectives and obstacles are categorized as Resource Management, Visitor Services, Human Resources and Partnerships. Action statements and owners have been identified for the highest-priority management objectives in each category.

Table 1 - Resource Management

- A. There is an overall strategic plan that identifies and sets priorities for research and resource management needs in place.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Need for overall strategic plan has not been recognized.	Andrascik	Identify and consult with RMRO, other federal and state agencies, area landowners and subject-matter experts to develop a strategic plan for natural and cultural resources management. Conduct a "workshop" with the above participants to develop a strategic plan. Identify and set research and resource management priorities and needs. Present draft plan to stakeholders and other interested parties for comment. Finalize plan and publish results.
Local and regional input is inadequate.	Hart	Ensure adequate local and regional input for planning documents for Theodore Roosevelt NP.

- B. A baseline information system has been developed that allows for the understanding of natural processes within the Little Missouri River Badlands ecosystem.
 - A baseline inventorying and monitoring program has been developed.
 - Interpretation incorporates current research.
 - A GIS system for evaluating park resources is in place.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Baseline information is not known.	Andrascik	Identify needed baseline information and implement an inventorying and monitoring system.
No GIS.	Andrascik, Hart	Establish GIS for North Dakota Group.
Have not explored cooperative arrangement with other agencies.	Hart, Andrascik	Identify possible cooperative ventures and establish formal relationships with partners.
New research findings are not included in the park's interpretative program.	Andrascik, Kaye	Create a formal process to transmit research findings to park staff.
Lack of staff, funding and training.	Hart, Andrascik	Develop an aggressive strategy that assesses and taps into all available funding sources to obtain needed personnel and equipment for data collection and monitoring.

- C. All natural resources in the park are managed in accordance with all applicable laws and National Park Service guidelines. Individual comprehensive management plans are implemented.
 - The entire park has been surveyed, identifying the native and non-native flora and fauna and associated ecosystems.
 - The results of the surveys have been evaluated and incorporated in a GIS.
 - Nationally significant natural resources (wilderness, Class I air shed, T&E species) are adequately protected.
 - Interpretation of natural resources is provided.
 - External and internal impacts have been adequately assessed and mitigation actions implemented.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Not all comprehensive plans are in place and implemented.	Andrascik	Identify plans and set timetables for completion and implementation based on strategic plan, the issues in management objective A and the Resources Management Plan.
Incomplete survey and evaluations.	Andrascik	Inventorying and monitoring program is implemented according to management objective B.
No GIS.	Andrascik	See Management Objective B.
Inadequate staffing and funding to implement plans.		See Management Objective B.
Lack of understanding by public and staff about natural processes, resource management programs, legal mandates and terminology.	Andrascik, Kaye	Use variety of media, including employee newsletter, press releases, public meetings and personal contacts to improve understanding of park programs and management activities.
Inability to adequately address external threats to better protect the park.	Hart, Andrascik	All external and internal threats are identified and monitored for possible impacts to the park. After identification of threats the park responds aggressively and appropriately to eliminate or mitigate impacts.
Internal threats are not adequately addressed for protecting the park.	Hart, Andrascik	See actions above. Revitalize the environmental management committee to address issues and threats that are complex or controversial. Use subject-matter experts as needed. Identify strategies to mitigate issues.

- D. The park manages the resources associated with Theodore Roosevelt and his life and times in the Badlands.
 - Elkhorn Ranch strategy.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
There is lack of specific direction or strategy for what resources are involved and how they will be managed.	Hart	Review the Development Concept Plan and update contingency plan for future use of the site based on access considerations.
Legislation authorizes insufficient funds for Elkhorn Ranch.		Current General Management Plan does not call for reconstruction of Elkhorn Ranch house site; therefore, no action is planned.
Difference of opinion between public and NPS on Elkhorn Ranch interpretation and management.	Hart	Keep public informed and involved in the management of Elkhorn Ranch area as transportation corridors are developed.
Insufficient funds for management.	Kaye	Seek funds to adequately interpret and protect the site.

• E. All cultural resources in the park are managed in accordance with all applicable laws and National Park Service guidelines. A comprehensive plan for preservation and interpretation has been developed.

- The entire park has been surveyed to identify cultural resources with appropriate reports and base maps.
- All cultural resources have been evaluated.
- Significant cultural resources are adequately protected.
- Interpretation of cultural resources is provided.
- An ethnographic study has identified all resources of importance to American Indians.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of comprehensive plan for protection, interpretation, monitoring and research.	Kaye, Liggett	See Management Objective A. Ensure that all current plans are updated as needed.
Incomplete inventory evaluation or registration of prehistoric and historic resources.	Kaye	National register nominations are completed for all known historic and prehistoric resources. Aggressively seek funding to complete survey of park resources.
Lack of interpretation of vast majority of resources.	Kaye	Interpretative media includes cultural resource topics. Cultural resources training is provided to park staff.
There is no ethnographic overview and assessment.	Kaye	Conduct an ethnographic overview and correlate with U.S. Forest Service information on lands surrounding the park.
Resources are inadequately protected and maintained.	Hart	Establish a proactive monitoring program to ensure cultural resource protection. Maintain historic structures. Create a cultural resources specialist position for the North Dakota Group.
There is no condition evaluation for historic structures.	Butler	Update and expand historic structures report to include a condition evaluation.
There are no historic structures reports with drawings and documentation to HABS standards.	Butler	Complete HABS drawings.
No funds to accomplish the above.	Hart	Aggressively seek funding for all of the cultural resource actions noted above.

- F. The infrastructure is in place and maintained in the condition necessary to provide for efficient resource management.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
There is no comprehensive assessment of infrastructure needs.	Liggett, Butler	Develop a comprehensive assessment and inventory condition of boundary fence, wildlife handling facility, wildlife watering systems and other infrastructure.
Inadequate funds for self- sufficiency, maintenance and compliance with government regulations.	Liggett	Explore avenues to recover costs (actual cost, auction, and market value) of managing the wildlife reduction program.

- G. The park considers the effects of all visitor use and management activities on natural and cultural resources in order to protect those resources that are integral to the purpose and significance of the park.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
All integral park resources have not been inventoried & evaluated.		See Management Objective A
All effects of visitor use and park management activities are not identified or understood.		See Management Objective C.
Inadequate communication on management activities.		See Management Objective C.
Both internal and external threats to the park have not been identified.		See Management Objective C.
Insufficient protection staff.	Liggett	Develop a proactive and innovative protection program. Increase staff awareness of protection issues. Implement a "park watch" program using volunteers.
Inadequate visitor use planning. - Wilderness use - VERP	Liggett	Identify visitor use planning needs. Request funding for planning needs. Quantify park backcountry and wilderness use and integrate into planning documents.

- H. There is an adequate collections management program for both natural and cultural programs.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Park collections are not all adequately cataloged and managed.	Kaye	Actively maintain the park collections program.
Inadequate funding, staff and training.	Kaye	Seek annual funding and staff to manage curatorial program.
No collections plan.	Kaye	Continue to seek funding to develop a Collections Management Plan.
Scope of collections statement is out of date.	Kaye	Update Scope of Collections Statement.
Insufficient funding to complete construction of storage facility.	Hart, Kaye	Identify need and request funding for storage facility.

- I. The park is managed within the Little Missouri River badlands ecosystem influenced by human activities while allowing protection of natural processes to continue.

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Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No assessment of all human activities impacts.		See Management Objective C.
Exotic plants interfere with natural processes.	Andrascik	Develop an Integrated Pest Management program for management of exotic plants that is sympathetic to natural processes.
Ecosystem management concept is not well understood or applied by managers, public, park and NPS.	Hart, Andrascik	Convene a panel to identify the ecosystem management direction for Theodore Roosevelt NP. Integrate ecosystem management into park programs and operations. Define the ecosystems Theodore Roosevelt National Park staff helps manage.
Interagency structure is not in place to do ecosystem management.	Hart	Meet with area agencies to establish an ecosystem management program.
Resource information system is not in place.		See Management Objective B.

Table 2 - Visitor Services

- A. Visitors understand the use and historical development of the North Dakota Badlands, it's geology, the existing ecosystems and the importance of protecting both the cultural and natural resources.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Insufficient documentation and research.	Andrascik	Identify needs and gaps and request funding for natural and cultural resources studies.
Lack of diversified interpretive programs.	Kaye	Expand interpretive programs to address all aspects of the park's cultural and natural resources.
Scientific research not available to visitors in "lay" terms.	Kaye	Develop site bulletins on research activities as needed.
Lack of new exhibits in Visitor Center and waysides.	Kaye	Develop an exhibit plan for South Unit and Painted Canyon Visitor Centers. Update the park's wayside exhibit plan. Seek funding to accomplish the above.
Lack of modern media technology.	Kaye	Identify available technologies and apply to possible use in visitor centers.

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- B. The public has the opportunity to appreciate, understand and visualize Theodore Roosevelt's relationship with the land and why he is memorialized here.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of strategy about how to memorialize Theodore Roosevelt.	Kaye	Theodore Roosevelt is adequately memorialized in the park through interpretive exhibits, literature, programs, and other media.
Lack of Elkhorn development.		See Resources Management Management Objective D.
Limited experience opportunities to make a personal connection.	Kaye	Provide information to visitors about opportunities in the community as well as in the park to experience the life and times of Theodore Roosevelt during his sojourn in North Dakota.
No easement access to Elkhorn.	Hart	Acquire easement access to Elkhorn Ranch site following construction of the Forest Service Road #2 and the Little Missouri River Bridge.

- C. The park has the necessary staff, materials and equipment to present a wide range of year-round services to match the varied background and needs of the visitor.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Insufficient resources to provide services.	Hart, Kaye	Increase staffing levels as well as visitor services to meet needs. Request funding and implement the above.
No strategy to help visitors use park facilities and programs.	Liggett	Use VERP to identify visitor needs.
Incomplete understanding of visitor needs.		See above.
Painted Canyon is not open year round, maintenance concerns are not met and interpretive programs and staffing are inadequate.	Hart, Kaye	Provide cost-benefit analysis figures (including staffing, equipment and upgrading the facility) to consider opening Painted Canyon Visitor Center year-round. Evaluate visitor needs at Painted Canyon Visitor Center. Provide services as use dictates and funding permits.

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- D. Theodore Roosevelt National Park has an effective system to inform visitors of all services in the park and the Badlands area. The system encourage visitation to the gateway communities.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of cooperative efforts.	Hart, Kaye	Increase communications with gateway communities by hosting open house, participating in community activities, etc. Network with regional convention and visitor bureaus and state tourism department.
Painted Canyon is not used to inform public of options and services available.	Kaye	Improve services at the Painted Canyon Visitor Center. This includes better signing and travelers' information including appropriate brochures available upon request.
Communities do an inadequate job of orientation.	Kaye	Park staff works with area convention and visitor bureaus to provide current park information.
Year-round services are not available in communities.	Hart, Kaye	Promote shoulder seasons and encourage winter use of the park.

- E. The public is aware of the park's wilderness, its qualities, and its allowed uses.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Insufficient outreach.	Kaye	Increase interpretive efforts to ensure visitors are aware of the wilderness opportunities, values, qualities and appropriate uses.
Lack of specific interpretive programs.		See above.

- F. Visitor enjoyment and understanding of the area is enhanced through development of the infrastructure that meets the highest standards.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Park facilities do not meet Rehabilitation Act of 1973 standards for accessibility.	Butler	Upgrade infrastructure to meet UFAS and OSHA requirement. Request funding to upgrade.
Need to meet OSHA standards.		See above.
Lack of planning and resources.		See above.

- G. The public at large, but especially in North Dakota, know of and understand the importance of Theodore Roosevelt National Park's place in history and the National Park System.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Insufficient outreach programs.	Kaye	Increase funding and staffing to permit off-site programs, including pre- and post-site visits to area schools, trade shows, fairs, and service clubs Provide list of park media available for loan to area schools in nearby states.
Programs are not integrated with schools.	Hart	Work with teachers to incorporate park story into curriculum.

- H. The Emergency Operation Plan is completed and implemented to ensure public safety.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not developed/implemented a hazardous materials plan, emergency operation plan, or training plan.	Liggett, Butler	Develop and implement an Emergency Operations Plan in cooperation with local, state and federal agencies to include: HAZMAT, structural fire, search and rescue, law enforcement, wildland fire, and natural disaster. Ensure safety information is current, appropriate and disseminated.

- I. Visitors to Theodore Roosevelt National Park appreciate, understand and visualize the open range era in the Badlands.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Maintenance/management plan for the Longhorn herd needs updating.	Liggett	Update the management plan for the Longhorn herd.
Lack of thorough history of era.	Kaye	Seek funding for HRS for Little Missouri Badlands that includes the open range era.
Need for cooperative interpretive media (videos, publications, waysides).	Kaye	In cooperation with area experts, identify story to be told and media sources to be used. Incorporate appropriate media into the Interpretive Prospectus. Seek funding for media.
Do not use neighbors to help tell the story.	Kaye	See above. Involve and expand role of park neighbors and area experts in interpretive programs.
Limited park programs.	Kaye	Expand interpretive programs to better tell open range story.

Table 3 - Human Resources

- A. Park supervisors apply highly developed human relations and leadership skills.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Employees with potential human resource and leadership skills are not easily identified.	Whitman	Provide employees with opportunities to develop and identify leadership skills and abilities. In consultation with RMRO identify and assist employees with potential leadership ability.
Current supervisors either lack supervision skills or incentive to acquire or improve them.	Hart, Whitman	Ensure required training is current and leadership/supervisory information is available. All supervisors are evaluated on the effectiveness of their leadership knowledge, skills and abilities. Empower employees. Remove ineffective supervisors. Identify all supervisors in the park.
Inadequate funds for training or developmental programs.	Whitman	Request funds for training. Take advantage of current expertise (it's free!) including on-the-job training, cross training, and formal and informal mentoring programs. Take advantage of training opportunities funded elsewhere (not benefitting account). Establish training partnerships with RMRO, other parks, federal, state and local agencies.
Limited opportunities for non-supervisors to gain practical experience in supervision.	Whitman	Based on funding, provide non-supervisors opportunities for formal supervisory training. Non-supervisors are provided with protege opportunities with supervisors serving as mentors. Employees are given acting assignments to gain practical experience in supervision.
Ineffective assessment system to evaluate supervisory skills.	Whitman	Ensure supervisors have open communications with employees to receive feedback to develop and enhance human relations and leadership skills. Supervisory skills are a critical element of a supervisor's performance standards.
Lack of a reverse feedback mechanism.		See above.

- B. Human resources are organized and managed to ensure effective and economical park operations.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of a current position management plan.	Hart, Whitman	Develop a position management plan.
There is a tendency to deal with individual concerns at the expense of operational efficiency.	Hart	Review operations to ensure efficiency and modify organization appropriately.

- C. Employees work in a healthy environment that ensures productivity.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Employee attitudes.	Whitman	Provide "wellness" course for all employees. Present customer service information and training. Revitalize awards program.
Barriers to obtaining and using available technology and equipment, include lack of expertise, funding, resistance to change and constraints imposed by hierarchy.	Whitman	Remove barriers and afford all employees equal opportunities to use technology and equipment.
Employees do not understand equal opportunity programs.	Whitman	Increase understanding of equal opportunity program using various media.
Inefficient use and lack of space.	Whitman	Assess office and storage space parkwide and determine appropriate actions.

- D. A high quality and diverse work force dedicated to the mission of protecting resources and providing visitor services is recruited, hired and retained.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Barriers exist to bringing folks into the system from outside; and to removing poor performers from the system once they are in.	Hart, Whitman	The park will support initiatives to remove hiring barriers and aggressively seeks alternative authorities. <i>Information is developed to inform employees of the various hiring authorities.</i> Work within the system to improve job performance or take the necessary action to reassign or remove employees.
Lack of clear understanding by employees about the NPS mission and their job's relationship to accomplishing it.	Whitman	Require ALL employees to attend employee orientation or similar workshop which emphasizes the mission of the National Park Service. <i>All permanent employees who have never attended orientation to the National Park Service will be provided the opportunity as funds allow.</i>
Perception of North Dakota.	Whitman, Hart	<i>Responses to job inquiries and recruiting efforts include positive attributes of working in Theodore Roosevelt National Park and living in North Dakota.</i>

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- E. Employees are provided with a range of growth opportunities including details, special assignments, training (on-the-job, formal, cross-training, mentoring program) and career ladders.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of funding.	Whitman	Aggressively seek funding for additional training opportunities for all employees.
Supervisory attitudes about growth opportunities.	Whitman	Address the value of employee training, skill development and other growth opportunities at parkwide supervisory workshop.
Operational workload.	Hart	Explore means of shifting workloads so formal training opportunities can be realized. This would provide a detail opportunity for the person assuming the workload as well as allow an individual to attend formal training.
No centralized system for identifying and publicizing on the job training opportunities servicewide.	Whitman	The park will prepare a list of employees interested in detail and on-the-job training opportunities. Recommend that the RMRO "advertise" detail opportunities throughout the region and support a similar servicewide concept.

- F. Affordable housing at Theodore Roosevelt is managed in an equitable manner.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Funding for cyclic repair/rehabilitation.	Whitman, Butler	Request funding for repair/rehab of existing housing.
Housing is not affordable for lower-graded employees.	Whitman	Support initiatives providing equitable, affordable housing.
Lack of services.	Whitman	Ensure employees know the definition of "nearest established community" and how it relates to the "isolation factor."
No SOP for housing assignments.	Whitman	Develop and implement a standard operating procedure for parkwide housing management.
Insufficient housing.	Whitman	Update housing management plan to reflect the increased need of quarters.

Table 4 - Partnerships

- Partnerships are developed, maintained and managed with individuals and groups at the local, state and national level to assist in the accomplishment of the park's mission.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of education effort.	Hart	<p>Superintendent will beat the bushes and scour all available resources to form new partnerships.</p> <p>Identify the "cans" and "cannots" of partnerships, e.g. "red tape," procurement, donations, etc.</p> <p>See Visitor Services Management Objective D and G.</p>
Lack of communication forum.		See above.
All resources not been explored.	Hart	Explore all available resources and develop a resources list/needs.

Glossary

Purposes are the reasons for which the park was set aside as part of the National Park System. Purpose statements are based upon legislation and legislative history.

Significance is summarized in statements that capture the essence of the park's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources, rather they describe the importance or distinctiveness of the aggregate of resources in the park.

Management objectives are broad conceptual descriptions of what the park could be like, based on the kinds of resource conditions and visitor experiences the park wishes to provide. Management objective statements describe desired ends, not specific solutions or means of accomplishing ends.

There are **obstacles** or impediments to reaching management objectives. Obstacles identify the problems, they do not identify the solutions.

Ownership identifies the responsible individual or group that can resolve the obstacle or problem. Owners may be identified as an individual in the park, region, or Washington office, as well as interests from outside the NPS.

Resolution of obstacles by owners are **actions**. High-priority actions are included in annual performance standards to better measure implementation and success.

Evaluation and feedback evaluate accomplishments and provide direction to ensure objectives are being achieved. Evaluation will be carried out through annual performance standards and appraisals, and the regional office will oversee a master list of actions.

Management objectives are cornerstones of the **Program and Project Formulation System (PPFS)**. The PPFS ensures that all program and project requests are consistent with park purpose and significance, biographic area strategies, and the Rocky Mountain Region's Five-Year Vision.

Appendix

To be Added Later

NPS D-10h