



# Badlands National Park

---

## Business Plan 2001



PO Box 6  
Interior, SD  
57750



**For more information Contact:  
Badlands National Park, PO Box 6, Interior SD 57750  
[www.nps.gov/badl](http://www.nps.gov/badl)  
(605) 433-5361**



# Badlands National Park

---

<b>Superintendent's Forward</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>Introduction</b>	<b>7</b>
<b>Purpose and Significance Statement</b>	<b>9</b>
<b>Maps</b>	<b>10</b>
<b>Historical Analysis</b>	<b>11</b>
<b>Park Finances</b>	<b>15</b>
<b>Functional Areas</b>	<b>19</b>
<b>Investments</b>	<b>37</b>
<b>Managing For Results</b>	<b>43</b>
<b>Financial Strategies</b>	<b>44</b>
<b>Minuteman Missile</b>	<b>47</b>
<b>Acknowledgements</b>	<b>51</b>



## Superintendent's Message



**William R. Supernaugh**



The Business Plan Initiative marks an important step for the National Park Service. For the first time it provides, within a single document, an overview of just what it takes to operate Badlands National Park over the course of a year and the funding required to meet the mandates and expectations of our many constituencies - ranging from the United States Congress that approves our funding, to the visiting public that spends time in the park.

The prospect of having a benchmark that measures how well we are doing in the areas of park operations, planning and compliance, maintenance and general management and administration is exciting. In a way, this is a report card put together by the program managers at Badlands. It measures our ability to meet our obligations, within the budget we are appropriated and those discretionary funds that come our way. On the other hand, this has been a disappointing endeavor because it documents that we are frequently not able to meet the accepted professional or legal standards that apply to the various programs we carry out.

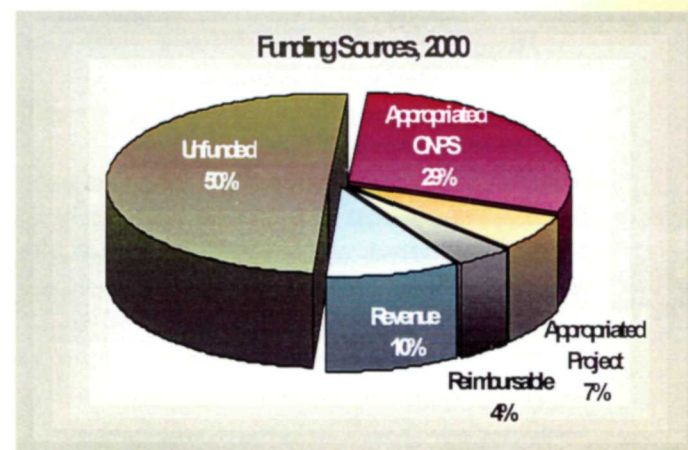
Formulation of our Business Plan comes at an opportune time. We are revising the General Management Plan for Badlands National Park and have begun one for our satellite park, Minuteman Missile National Historic Site. Significant progress has been made in upgrading or replacing critical portions of the park infrastructure: the sewer lagoon at Cedar Pass has been enlarged to meet State code; a rural water supply system has been installed to serve the Cedar Pass development; new entrance stations have been constructed at Pinnacles and the Northeast entrances; and two thirds of the park loop road has been reconstructed along with several of our major parking lots. The Ben Reifel Visitor Center and exhibits are slated for a major redesign soon and a new Lakota Heritage Center is planned for the South Unit. Each of these improvements and additions comes with a price- the cost of operating and maintaining our facilities. We have learned that we are not doing as well as we should with what we have now. Please read on as we explore strategies to meet our current and future needs so as to fulfill our obligation to provide stewardship to the park resources in our care.

## Executive Summary

Badlands National Park, located in southwestern South Dakota, receives approximately 1.1 million visitors each year. It is home to a variety of indicative and endangered plant and animal species and is known for its incredibly dramatic landscape. In the summer of 2001, the Park participated in the National Parks Business Plan Initiative, a joint effort of the National Park Service and the National Parks Conservation Association to enable parks to more clearly communicate their financial status to principal stakeholders. The highlights of the analysis are discussed below.

**Historical Funding Analysis:** Between 1981 and 2000, base funding (recurring budget appropriated by Congress) increased by 268% in nominal dollars. Adjusting for inflation using the Consumer Price Index shows that the budget increased by 94% in real dollars. Most of the increases to base funding occurred in the early to mid 1990's and were given to the park to cover specific initiatives and natural resource programs. Park staff almost doubled during this time frame in order to provide the human capital necessary to operate the park. Since increases to base funding were earmarked for specific purposes, the park has had to reduce its discretionary spending on items such as supplies, equipment and materials in order to meet its personnel costs.

**Budget and Staffing Shortfall:** Currently, Badlands has a staffing and budget shortfall of approximately 73 Full Time Equivalents (FTE's) and \$4,343,352 to meet minimum operational standards. The elimination of these shortfalls is essential to ensure that Park resources are adequately protected and preserved for future generations and to provide a safe, enjoyable experience for the many visitors to the park.



### Total Funding by Functional Area, 2000

	Funding	%
Visitor Experience & Enjoyment	\$ 1,446,824	33.6%
Resource Protection	\$ 1,021,558	23.7%
Maintenance	\$ 480,039	11.1%
Facility Operations	\$ 552,630	12.8%
Management & Administration	\$ 808,440	18.8%
<b>Total Funding</b>	<b>\$ 4,309,491</b>	<b>100.0%</b>

**Functional Area Funding:** Park operations are broken down into five functional areas. The funding provided to each area in 2000 is shown on the adjacent table.



**Investment needs:** One-time investments are required to preserve resources and to bring the Park into compliance with all applicable laws and standards. The project backlog in the Park currently stands at \$76.9 million and includes over 100 projects. Included in this document are the Park's highest priority projects, which represent \$38.9 million of the total investment needs.

**GPRA Analysis:** Badlands has developed long-term goals to measure program effectiveness that coincide with the Government Performance and Results Act (GPRA), which directs federal agencies to use performance management as a tool for greater effectiveness and efficiency. The four goals are:

- I. Preserve Park Resources.
- II. Provide for the Public Enjoyment and Visitor Experience of Parks.
- III. Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners.
- IV. Ensure Organizational Effectiveness.

The Park's spending focus reflects the traditional NPS emphasis on visitor services and safety (Goal IIa). However, funding needs across all programs, particularly those of natural and cultural resource management, exceed available funds. To effectively accomplish GPRA goals and meet the Service's primary mandate of preserving park resources, significantly increased financial support is essential.

**Minuteman Missile National Historic Site:** Minuteman Missile National Historic Site is one of the newest units of the National Park Service. Due to its close proximity to Badlands National Park, Minuteman will operate as a stand-alone park unit that receives administrative support and other assistance from Badlands. The park will transfer to NPS ownership in early 2002. The site is then planned to be open for public visitation within two to five years of this transfer. Included in this document is a separate discussion of this park unit, which describes the estimated amount of funding necessary to bring the site to an operational level suitable for public enjoyment.





## Introduction

The National Park Service's Business Plan Initiative represents a unique partnership between the National Park Service (NPS), the National Parks Conservation Association (NPCA), and a consortium of philanthropic organizations. The Initiative's purpose is to increase the financial management capabilities in park units, thus enabling the Service to more clearly communicate its financial status with Congress and other primary stakeholders. The plan answers questions such as: "What is the business of this park unit?" and "How much money does this park need to be operated within appropriate standards?"

This plan analyzes the functional responsibilities, operational standards, financial picture, and funding needs of Badlands National Park.

### Enabling Legislation

Report 2607 of the Committee on the Public Lands (70<sup>th</sup> congress- 2<sup>nd</sup> session- March 4<sup>th</sup> 1929) which accompanied the 1929 Act, states the purpose of the monument was

"... to preserve the scenic and scientific values of a portion of the White River Badlands and to make them accessible for public enjoyment and inspiration."

### Legislative History

- 1929- Badlands National Monument approved
- 1939- Formal proclamation Badlands National Monument
- 1976- Oglala Sioux tribal lands added to Badlands National Monument
- 1976- Wilderness designation within the monument - 64,144 acres.
- 1978- Badlands redesignated as Badlands National Park

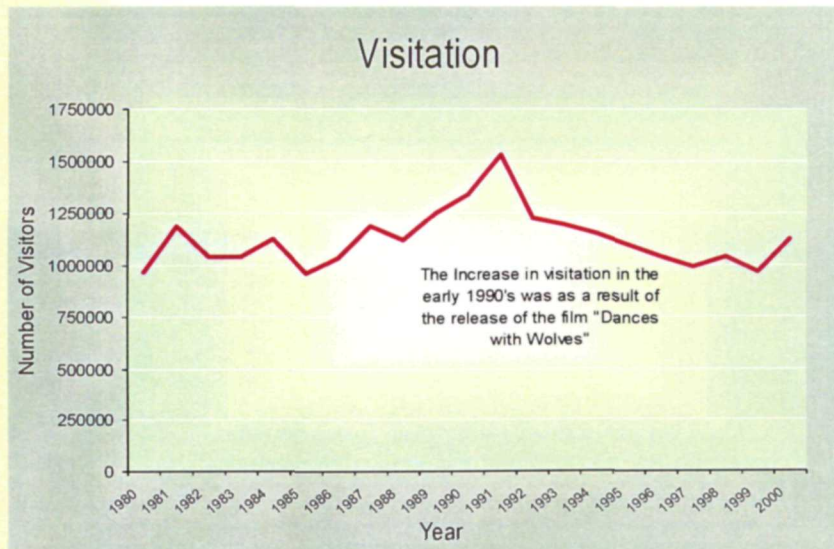
## From Pre-historic Seabed to Geologic Masterpiece

The White River Badlands have been shape-shifting for millions of years. An ancient sea deposited sand and silt on its floor, then receded, leaving behind a foundation for subsequent tiers of vegetation interwoven with volcanics from the forming Rocky Mountains. Each ancient environment brought with it animals uniquely adapted to its climate. Over time, their remains became fossilized, creating a series of some of the richest mammal fossil beds known in the world. A coupling of deposition and erosion created the Badlands Wall, the predominant landform in the White River region. Today, wind and water continue to carve canyons, peaks and pinnacles in a shadow driven world.

For at least 12,000 years, people have called this place home. The remains of hunting camps dot the landscape with fire pits and projectile points. More recently, the remote Badlands tables have served as sacred sites for the last recorded Ghost dances of the 19th century. In the 1920's, homesteaders were enticed here by the Federal promise of "free land" to those tenacious enough to survive the extremes of a prairie existence. It was that prairie that drew us here. Today, Badlands National Park welcoming 1.1 million visitors a year and protecting our nation's largest expanse of prairie wilderness- with all the associated flora and fauna, including the Black Footed Ferret and the Bison.

### The people and the place

- 243,303 acres in size
- 1,100,000 Annual visitors
- 284 Known species of animals
- 445 Known species of plants
- 384 Known archeological sites
- 750 Known Paleontological sites
- 63,038 Archeological & Paleontological items
- 43 Historic buildings & sites
- 62 Miles of roads & trails
- 97 Employees
- 64 Buildings & structures
- 72 Vehicles



For centuries humans have viewed South Dakota's celebrated Badlands with a mix of dread and fascination. The Lakota knew the place as *Mako Sica*. Early French trappers called the area *les mauvaises terres a traverser*. Both mean "bad lands." Conservation writer Freeman Tilden described the region as "peaks and valleys of delicately banded colors – colors that shift in the sunshine, ... and a thousand tints that color charts do not show. In the early morning and evening, when shadows are cast upon the infinite peaks or on a bright moonlit night when the whole region seems a part of another world, the Badlands will be an experience not easily forgotten."

The peaks, gullies, buttes, and wide prairies of the Badlands can be challenging to cross, yet they have long attracted the interest and praise of travelers. "I've been about the world a lot, and pretty much over our own country," wrote architect Frank Lloyd Wright in 1935, "but I was totally unprepared for that revelation called the Dakota Bad Lands... What I saw gave me an indescribable sense of mysterious elsewhere – a distant architecture, ethereal..., an endless supernatural world more spiritual than earth but created out of it."



## Purpose Statement & Significance

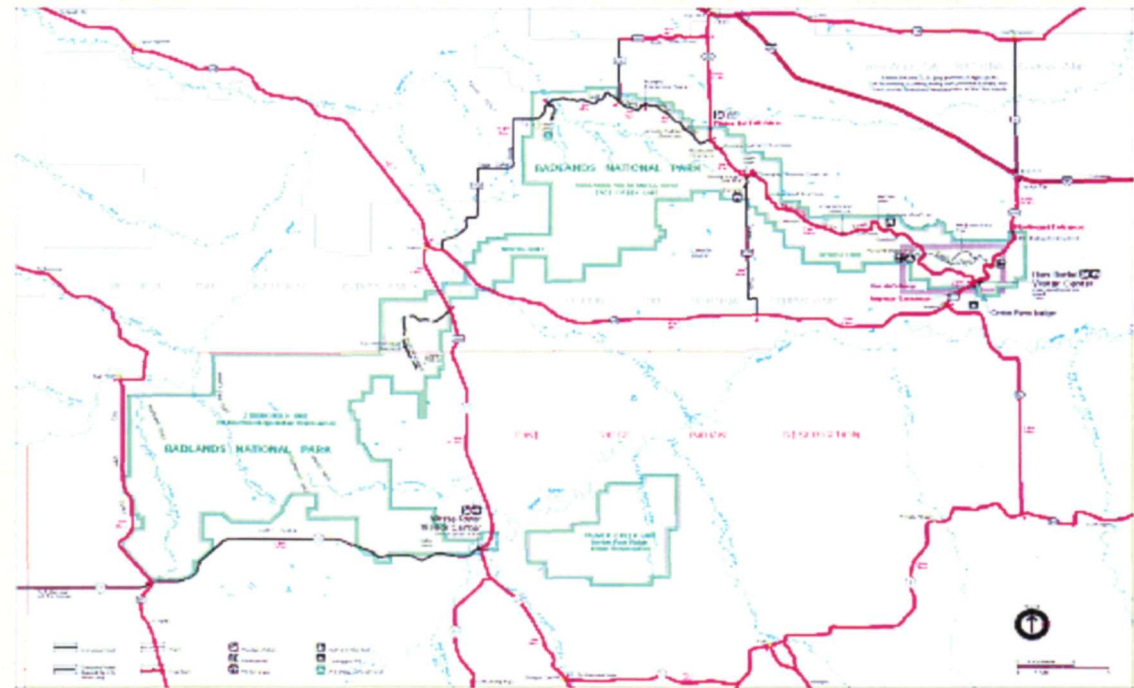
### The purpose of Badlands National Park is to:

- protect the unique landforms and scenery of the White River Badlands for the benefit, education, and inspiration of the public.
- preserve, interpret, and provide for scientific research, the paleontological and geological resources of the White River Badlands.
- preserve the flora, fauna, and natural processes of the mixed-grass prairie ecosystem.
- preserve the Badlands Wilderness Area and associated wilderness values.
- interpret the history of the Sioux Nation

### The Badlands National Park is significant because the

- Geological and paleontological resources of the park provide insight into climatic history, biological diversity, evolution, and geological processes particular to the boundary between the Eocene and Oligocene epochs.
- Fossil and geologic records provide a unique opportunity to trace the evolution of the prairie ecosystems of the Great Plains.
- Park contains places of spiritual and historical significance to the Lakota People, including the site of one of the last Ghost Dances.
- Long history of research in the White River Badlands has contributed greatly to the science of vertebrate paleontology in North America.
- Park includes a substantial remnant of native prairie and contains the largest mixed-grass prairie protected by the National Park Service.
- Park contains large, fully protected prairie dog colonies that provide habitat for the endangered black-footed ferret.
- Park contains spectacular scenery, in particular highly eroded landforms, that include a concentrated collection of rutted ravines, serrated towers, pinnacles, and precipitous gulches.

# Park Maps

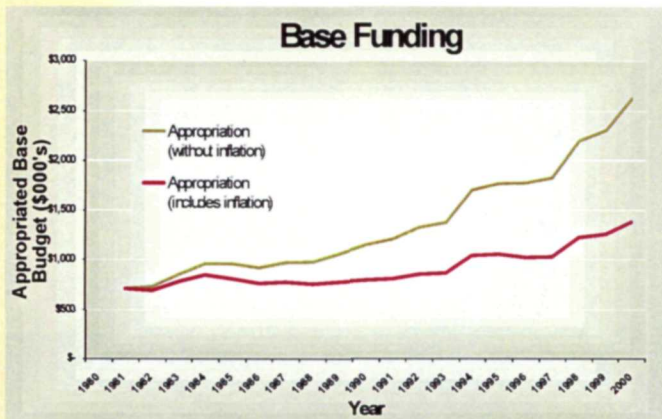


**Badlands National Park**

**Historical  
Analysis**



## Funding Trends



### Historical Funding Analysis

The graph to the left depicts the historical trend of Badlands National Park's ONPS (Operations National Park Service) budget as appropriated by Congress since 1981 (green line), and the real dollar values after adjusting for inflation\* (red line). From FY81-FY00, base funding increased by 268% in nominal terms (actual dollars received) as compared to 94% in real terms (dollars received adjusted for inflation) after adjusting for inflation using the Consumer Price Index.

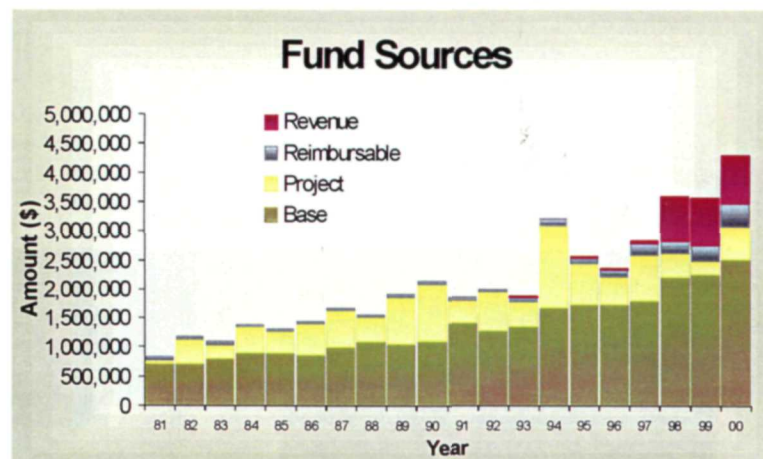
\*The Consumer Price Index is a universally accepted means of adjusting dollar values. The values used here for 2000, from the Bureau of Labor Statistics, was 52.8%.

Significant base funding increases in the mid 1990's were a result of several factors. In 1994 a Special Focus Initiative in Congress resulted in an increase of \$332,000, which was the first significant increase in base funding in ten years. Another contributor to the increase in base funding was the park's move from the Rocky Mountain Region to the Midwest Region in 1995, which allowed Badlands to become more successful in obtaining higher region priority for operational needs. From the late 1990's through 2000, the park heightened its emphasis on Resource Management needs and was able to receive increased funding to support a variety of natural resource programs and initiatives including the Black-footed Ferret recovery program.

### Historical Funding Trends

The many fund sources used in the National Park Service can be allocated to four categories: Recurring Appropriated (Base), Non-Recurring Appropriated (Project), Reimbursable, and Revenue. Recurring Appropriated consists of the ONPS base budget appropriated by Congress, while the Non-Recurring Appropriated is composed of additional appropriated project monies to be used for essential repairs to park infrastructure, resource management projects, or other purposes identified by Congress or the Service. The Reimbursable category includes funds that are expended by the park, but are reimbursed by other agencies, local governments, concessionaires, commercial entities, and income from employee housing. Revenue includes money generated by fee collection, franchise fees, and private donations.

Funding through the years shows that Badlands National Park's Project appropriations have fluctuated from year to year with the most significant spending taking place during FY 1994. This was primarily due to the fact that two expensive rehabilitation projects were funded: Cedar Pass Lodge, the main facility for concessions and dining; and the rehabilitation of a significant por-



tion of the park's waterline. Another factor that resulted in increased project spending was the reintroduction program of the Black Footed Ferret- funded via the US Fish & Wildlife Endangered Species major Natural Resource Preservation Program. Natural Resource programs began to receive higher priority from 1994 onwards.

Prior to 1995, the Park was part of the Rocky Mountain Region. Organizational restructuring in 1995 moved the park into the the Midwest Region. This also led to a change in project financing, leading to a reduction in the project funds administered at a park level. The Midwest Region had less funding available for cyclic maintenance- this further reduced the level of funding available to the Park (\$45,000 in 1995 versus \$235,000 in 1994).

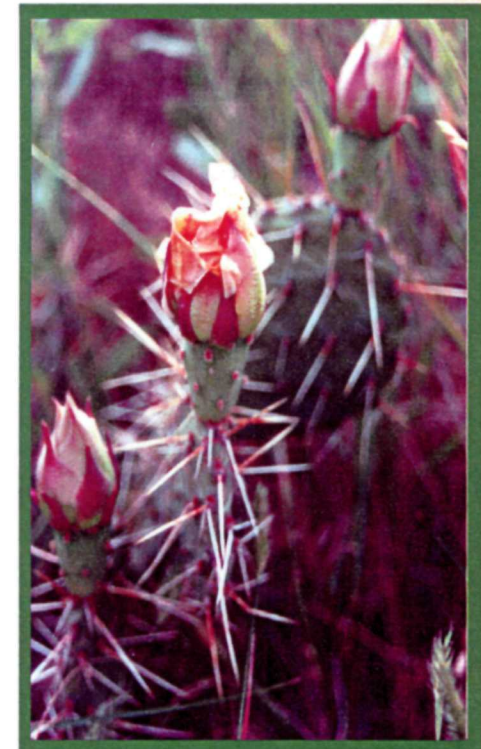
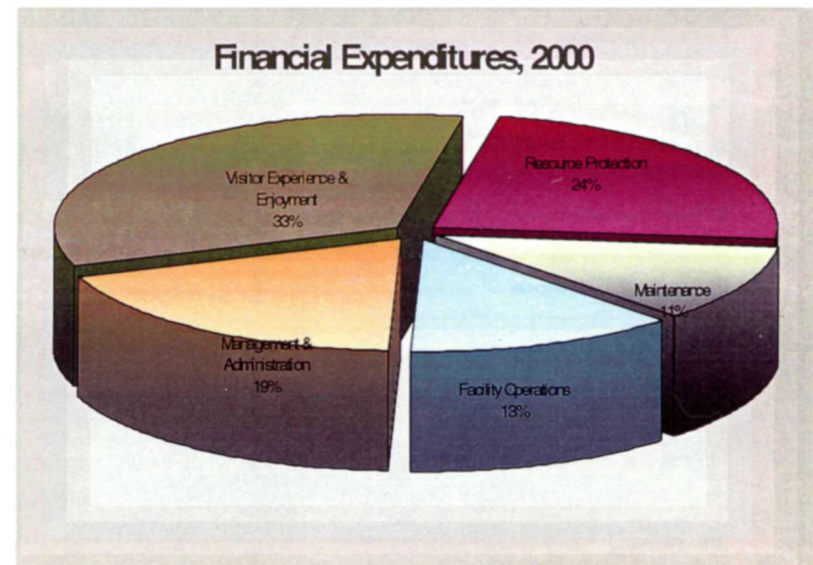
As illustrated by the dramatic increase in Revenues beginning in 1998, the Fee Demonstration program (Fee Demo) has made a significant impact on Badlands' total funding. The park is under an agreement with the Oglala Sioux Tribe whereby the park and the Tribe share equally in fees collected (excluding revenues associated with National Park Passes) and in operational costs associated with fee collection. Badlands remits to the Tribe the net amount of the fees due to the Tribe less its share of expenses. Since the costs of collecting fees are effectively paid to the park by the Tribe, the Tribe's portion of such costs is included in the "Reimbursables" category, which explains the significant increase in that category during the same years as Fee Demo.

### Analysis of Increased Costs

The average cost of a full-time position, called a Full-Time Equivalent (FTE), at Badlands National Park increased from \$24,663 in 1984 to \$27,285 in 2000 after adjusting for inflation. The rise caused an increase of 10.6% in overall personnel costs for Badlands National Park (including salaries and benefits). This slight rise in real personnel costs (personnel costs adjusting for inflation) shows that the park is not spending its budget increases on pay raises to its staff. In most instances, the park is basically compensating its employees for the cost of inflation each year.

Badlands' staff has had a net increase of 28 FTE's (primarily permanent positions) during the past 20 years, but the most significant factors behind the increase in costs of running the park include:

- Redefinition of Jackson County from the Eastern South Dakota Federal Wage System (FWS) to the Wyoming Federal Wage System at the end of FY 1999. All maintenance employees received an increase in



pay of between \$0.71/hour to \$2.26/hour. This resulted in an increase in personnel services of \$62,000.

- Rising costs of goods and services such as utilities and fuel.
- Implementation of Federal Employee Retirement System (FERS) beginning in 1984. Benefits for permanent employees were paid at a rate of 12.3% in 1984 for a total cost of \$58,000 at 21.5 FTE's versus 29% in 2000 for a total cost of \$418,002 at 44.5 FTE's. FERS had no effect on seasonal employees.
- Execution of Ranger Careers Initiative in 1994 and subsequent position upgrades, law enforcement pay, 6c retirement, medical certification, and background checks. This initiative has resulted in increased compensation levels for both salaries and benefits paid to Resource Protection Rangers.
- Office of Personnel Management's 1994 mandate that changed temporary employment rules regarding temporary versus career seasonal status. As a result of this mandate, the park had seven employees reclassified to become permanent, subject-to-furlough employees receiving much higher benefits rates.
- Increased regulatory compliance requirements for environmental safety laws, such as the Clean Water Act and the National Historic Preservation Act and the National Environmental Policy Act.
- National Park Service reorganization/central office downsizing and subsequent shift of work load to parks, which brought about the formation of the Nekota group and the sharing of resources (see insert for more information on the Nekota Group).

Park budget and annual increases are spent primarily on salaries and benefits. Despite this investment, the park lacks a Museum Curator, Cultural Resource Specialist, Management Assistant, Range Ecologist and other specialists that would enable the park to better fulfill the Park's stewardship responsibilities.



### **Nekota Group- a model for inter- park resource sharing**

The mid 1990's heralded a period of restructure in the park service. The ability of the regional office to provide many of the traditional support services was diminished during this time. In response, a group of 10 parks from Nebraska and the Dakotas formed the Nekota Group. This group of parks started to pull resources together to provide mutual support- initially taking on personnel administration for the parks, but soon providing a wider range of services. Currently, the Nekota Group share resources in IT Support, Purchasing, and Personnel Administration.

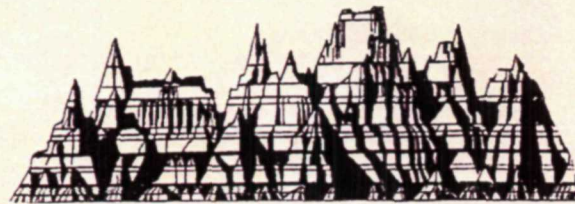
The operating approach behind the Group is simple- each park contributes an agreed amount to a central fund. This fund is used to reimburse the personnel and operational costs for each of the services "co-managed" by the Group. Each service is run from one park (thus, expertise is concentrated in full time professionals in each function, rather than being a part of a different individual's job in each park.). In effect, a park contributes dollars and then receives two things in return

1. Services from other parks in the group who employ the specialist.
2. Dollars to fund the specialist situated in the park.

This model is particularly beneficial where several parks require a portion of an FTE to carry out a particular role- each park's requirement can be aggregated to fund a full time specialist- improving professionalism within the service and providing economies of scale. This approach should be explored in other geographic and functional areas.

**Badlands National Park**

**Park  
Finances**

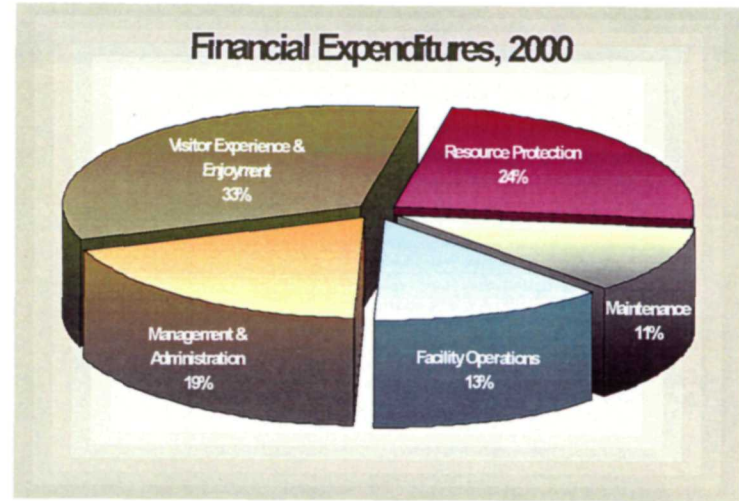


# Summary of Operations

The combined costs of each park function represent the total Fiscal Year 2000 operational budget of Badlands National Park. The Park's structure is made up of five functional areas: Resource Protection, Visitor Experience & Enjoyment, Facility Operations, Maintenance, and Management & Administration. This chart depicts the proportional allocation of each functional area as a portion of the Park's operational expenses.

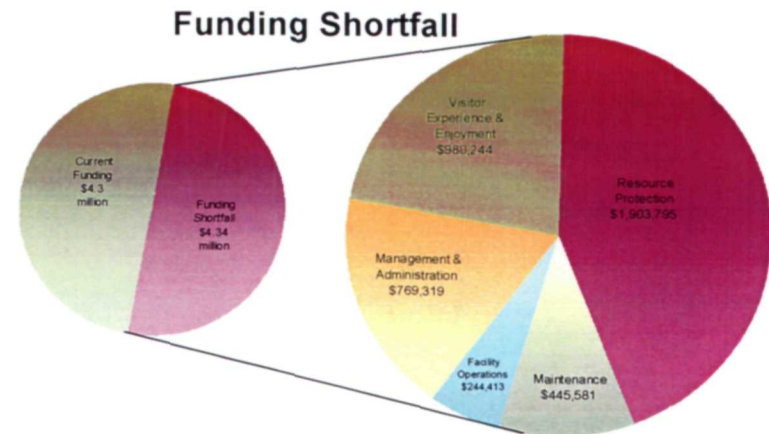
Through the Business Plan Initiative process, the park has undergone a thorough analysis of every aspect of its operations. The park has further divided each of its five functional areas into thirty-four distinguishable programs. By developing a list of operational standards and documenting the available and needed resources for each program, the park has been able to determine the funding needed to manage and operate the park according to professionally accepted standards. The graph below depicts the portion of the park's funding need in relation to its total required level of operational funding. The funding need (unfunded amount) is further broken down into needs by functional area.

The financial statement on the next page presents the park's sources and uses of FY2000 available funding. The financial statement also shows the funding needs (i.e. deficit) by program and functional area in terms of dollars and human resources (i.e. Full Time Equivalents – FTE's). Further details regarding the deficits identified can be found in the discussion of each functional area in the pages subsequent to the financial statement.



## SUMMARY FINANCIAL STATEMENT

All programs are guided by specific operational standards generated by laws, regulations, policies, and accepted (best) professional practices. The "Required" column shows funding and staffing levels needed to meet these operational standards. The "Available" column shows the current level of funding based on FY00 operational expenditures and the allocation of staff (stated in terms of Full Time Equivalents "FTE's"). The "Available Funds" column shows the sources of these funds. A "Deficit" then exists between the required funding and staffing levels and what is currently available.





**BADLANDS NATIONAL PARK  
SUMMARY FINANCIAL STATEMENT  
BUDGET FY 2000**

Program	Required		Available Funds				Available		Surplus/(Deficit)	
	Funds	Staff	ONPS Base	Project	Reimbursable	Revenue	Total	Staff	Funds	Staff
<b>Resource Protection</b>										
Cultural Resource Management	\$ 354,789	5.63	\$ 14,962	\$ 24,770	\$ -	\$ -	\$ 39,732	0.73	\$ (315,057)	(4.90)
Information Integration & Analysis	\$ 106,462	2.00	\$ 5,586	\$ -	\$ -	\$ -	\$ 5,586	-	\$ (100,876)	(2.00)
Natural Resource Management	\$ 2,327,042	36.52	\$ 396,607	\$ 325,149	\$ 37,873	\$ 113,359	\$ 872,988	11.27	\$ (1,454,054)	(25.25)
Resource Protection Mgmt & Admin	\$ 137,061	2.00	\$ 95,551	\$ 7,701	\$ -	\$ -	\$ 103,252	1.15	\$ (33,809)	(0.85)
<b>Subtotal</b>	\$ 2,925,354	46.15	\$ 512,706	\$ 357,621	\$ 37,873	\$ 113,359	\$ 1,021,558	13.15	\$ (1,903,796)	(33.00)
<b>Visitor Experience &amp; Enjoyment</b>										
Concessions Management	\$ 31,078	0.50	\$ 12,420	\$ -	\$ -	\$ -	\$ 12,420	0.20	\$ (18,658)	(0.30)
Cooperating Association Coordination	\$ 44,002	0.65	\$ 9,403	\$ -	\$ -	\$ -	\$ 9,403	0.15	\$ (34,599)	(0.50)
Environmental Education	\$ 195,300	3.20	\$ 38,041	\$ -	\$ -	\$ -	\$ 38,041	0.50	\$ (157,259)	(2.70)
Fee Collection	\$ 751,113	9.06	\$ -	\$ -	\$ 171,286	\$ 524,923	\$ 703,685	8.09	\$ (47,428)	(0.97)
Interpretation	\$ 519,018	7.85	\$ 73,471	\$ -	\$ 6,101	\$ 128,674	\$ 208,246	2.70	\$ (310,772)	(5.15)
Visitor Center Operations	\$ 141,856	2.95	\$ 42,003	\$ -	\$ 15,000	\$ 31,755	\$ 88,758	1.65	\$ (53,098)	(1.30)
Visitor Safety	\$ 545,011	8.80	\$ 281,805	\$ 7,664	\$ -	\$ -	\$ 289,469	5.10	\$ (255,542)	(3.70)
Visitor Use	\$ 14,242	0.25	\$ 11,160	\$ -	\$ 2,900	\$ -	\$ 14,060	0.25	\$ (182)	-
VEE Management & Administration	\$ 185,448	2.30	\$ 68,242	\$ -	\$ -	\$ 14,500	\$ 82,742	0.70	\$ (102,706)	(1.60)
<b>Subtotal</b>	\$ 2,427,068	35.56	\$ 536,545	\$ 7,664	\$ 199,026	\$ 703,590	\$ 1,446,824	19.34	\$ (980,244)	(16.22)
<b>Facility Operations</b>										
Campground Operations	\$ 49,139	1.14	\$ 36,787	\$ -	\$ -	\$ -	\$ 36,787	0.84	\$ (12,352)	(0.30)
Buildings Operations	\$ 122,008	2.09	\$ 57,091	\$ -	\$ 32,176	\$ -	\$ 89,267	1.55	\$ (32,742)	(0.54)
Janitorial Operations	\$ 59,602	1.96	\$ 31,679	\$ -	\$ -	\$ -	\$ 31,679	0.96	\$ (27,924)	(1.00)
Roads Operations	\$ 129,093	2.93	\$ 109,477	\$ -	\$ 1,061	\$ -	\$ 110,538	2.51	\$ (18,555)	(0.42)
Trails Operations	\$ 70,019	1.16	\$ 24,457	\$ -	\$ 13,375	\$ -	\$ 37,833	0.55	\$ (32,186)	(0.61)
Fleet Operations	\$ 103,666	1.21	\$ 62,339	\$ -	\$ -	\$ -	\$ 62,339	0.61	\$ (41,327)	(0.60)
Utility Operations	\$ 107,048	0.98	\$ 52,818	\$ -	\$ 8,771	\$ -	\$ 61,589	0.56	\$ (45,459)	(0.43)
Facility Operations Mgmt & Admin	\$ 156,468	3.04	\$ 122,599	\$ -	\$ -	\$ -	\$ 122,599	2.35	\$ (33,868)	(0.69)
<b>Subtotal</b>	\$ 797,043	14.50	\$ 497,246	\$ -	\$ 55,383	\$ -	\$ 552,630	9.92	\$ (244,413)	(4.58)
<b>Maintenance</b>										
Buildings Maintenance	\$ 276,328	4.11	\$ 100,858	\$ 31,303	\$ -	\$ -	\$ 132,161	1.81	\$ (144,166)	(2.30)
Fleet Maintenance	\$ 114,862	0.81	\$ 69,742	\$ -	\$ -	\$ -	\$ 69,742	0.41	\$ (45,120)	(0.40)
Roads Maintenance	\$ 185,940	2.51	\$ 51,631	\$ 72,646	\$ -	\$ -	\$ 124,277	1.20	\$ (61,663)	(1.30)
Trails Maintenance	\$ 137,035	2.13	\$ 23,801	\$ -	\$ -	\$ -	\$ 23,801	0.31	\$ (113,234)	(1.82)
Utility Maintenance	\$ 112,872	1.45	\$ 64,321	\$ 17,555	\$ -	\$ -	\$ 81,876	0.96	\$ (30,996)	(0.49)
Maintenance Management & Admin	\$ 98,583	2.16	\$ 48,181	\$ -	\$ -	\$ -	\$ 48,181	0.77	\$ (50,402)	(1.39)
<b>Subtotal</b>	\$ 925,620	13.17	\$ 358,535	\$ 121,505	\$ -	\$ -	\$ 480,039	5.47	\$ (445,581)	(7.70)
<b>Management &amp; Administration</b>										
Communications	\$ 227,922	3.70	\$ 94,868	\$ -	\$ -	\$ -	\$ 94,868	1.55	\$ (133,054)	(2.15)
External Affairs	\$ 156,887	1.93	\$ 68,785	\$ -	\$ -	\$ 1,500	\$ 70,285	0.93	\$ (86,602)	(1.00)
Financial Management	\$ 100,920	1.90	\$ 74,600	\$ -	\$ -	\$ -	\$ 74,600	1.30	\$ (26,320)	(0.60)
General Administration	\$ 231,283	3.60	\$ 80,000	\$ -	\$ 66,788	\$ 7,478	\$ 146,788	1.55	\$ (84,495)	(2.05)
General Management	\$ 408,105	4.60	\$ 192,091	\$ 3,864	\$ 5,000	\$ 23,677	\$ 224,632	2.65	\$ (183,473)	(1.95)
Parkwide Safety	\$ 86,841	1.58	\$ 21,352	\$ -	\$ -	\$ -	\$ 21,352	0.40	\$ (65,489)	(1.18)
Planning	\$ 365,801	3.75	\$ 75,112	\$ 99,303	\$ 1,500	\$ -	\$ 175,915	1.00	\$ (189,886)	(2.75)
<b>Subtotal</b>	\$ 1,577,759	21.06	\$ 606,808	\$ 103,166	\$ 73,288	\$ 25,177	\$ 808,440	9.38	\$ (769,319)	(11.68)
<b>TOTAL</b>	\$ 8,652,844	130.42	\$ 2,511,840	\$ 589,956	\$ 365,570	\$ 842,126	\$ 4,309,491	57.25	\$ (4,343,352)	(73.17)

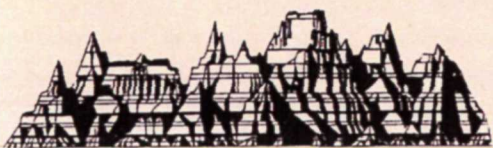
### Notes on Financial Statement:

1. Before the Park ONPS budget is allocated, money is withdrawn at the Regional level to cover region-wide support; eg. uniforms, training, employee assistance. The FY 2000 assessment was \$71,100. Since 1997, the Midwest Region has withheld 10% of all increases to ONPS Base funding in their first year of allocation, plus an additional amount that varies depending on region-wide initiatives.
2. The park's base budget allocation for FY 2001 is \$2,929,800, including an increase of \$417,960, which will be used to address a limited number of the unfunded needs identified above.
3. The financial statement above does not include long-term investments or Fee Demo projects that are in the design or planning stage.
4. One program has been eliminated from the Business Plan template in order to tailor the plan to Badlands National Park. The allocation of resources related to Grounds Operations is included in the Buildings Operations program above, as the park does not have a significant acreage of established lawn or landscape plantings to maintain.
5. This financial statement is exclusive of expenditures paid by Badlands in support of Minuteman Missile National Historic Site in FY 2000. The total amount paid by Badlands was \$31,824. \$24,103 of the total was for utility costs, supplies, and other incidental costs associated with operating the facilities. The United States Air Force (USAF) reimbursed this amount back to Badlands. The remaining \$7,721 represents personnel costs devoted towards leading Minuteman through the planning and development stage of becoming a park unit. The \$31,824 resides in the operational budget for Minuteman, which is discussed on page 46 of this business plan.
6. The funding shortfalls in support areas ( Maintenance, Facility Operations and Management & Administration) do not include increases that would be driven by changes in the funding available to Resource Protection and Visitor Experience & Enjoyment areas. Further funding will be required as identified shortfalls in these areas are met.
7. Fee collection items include a non-recurring charge of \$353,636 in 2000 to build fee collection stations at the North East entrance to the Park.



# Functional Areas

	<b>Page #</b>
Resource Protection	20
Visitor Experience & Enjoyment	24
Facility Operations	27
Maintenance	30
Management & Administration	33



# Resource Protection

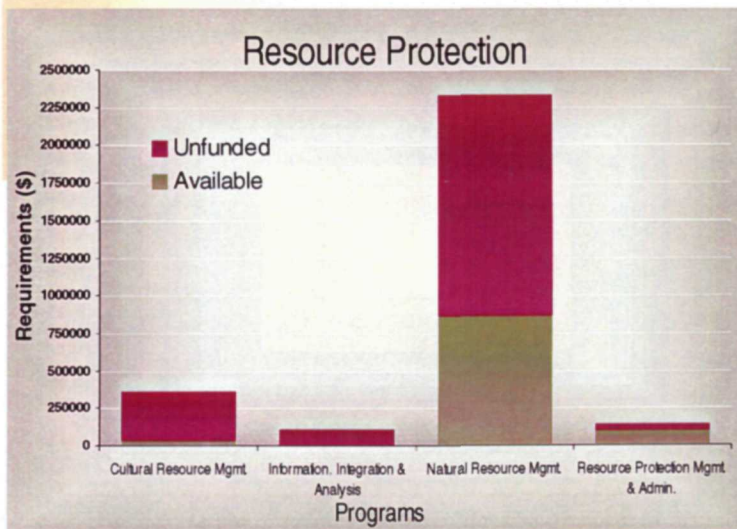
Resource Protection encompasses all activities related to the management, preservation and protection of the Park's cultural and natural resources. Natural resources management activities include research, restoration efforts, species-specific management programs, and general resource protection. Cultural resource management includes all aspects of history, archeology and ethnography associated with Badlands National Park. This includes historic structures, museum collections, archives, sites, library collections and cultural landscapes. Activities include research, documentation and protection. This functional area also includes information integration activities, such as the development and maintenance of a Geographic Information System (GIS).

## Natural & Cultural Heritage Under Threat

The White River Badlands landscape contains vast assemblages of mammalian fossils from the late Eocene to early Oligocene periods, with a history of paleontological research dating back to the 1840's. As rapid erosion exposes fossils at the surface, the park lacks professional staff to document and, where necessary, collect scientifically valuable specimens. Thousands crumble and erode away, or are stolen- forever lost to science and park visitors. The Park's remnant mixed grass prairie, the largest preserved native mixed grass prairie in the National Park system, is threatened by invasive non-native plant species, wildland fire suppression and lack of native ungulate grazing.

The White River Badlands has supported human habitation for at least 12,000 years, although the archeological record extends back less than 3,000 years due to the rapid erosion rate of the Badlands topography. A five-year archeological survey was initiated in 1997, however, only 5% of the park has been surveyed to date.

- Programs Include:
- Cultural Resource Management
    - Cultural Resource Protection & Enforcement
    - Cultural Resource Research & Monitoring
  - Information Integration & Analysis
  - Natural Resource Management
    - Water Resource Monitoring
    - Wildlife Monitoring
    - Ungulate Management
    - Ferret Management
    - Paleontological Program
    - Air Quality Monitoring
    - Vegetation Management
    - Wildland Fire (includes Prescribed Fire)
    - Natural Resource Protection & Enforcement
  - Resource Management & Administration



During the 1920's, much of the tillable land was homesteaded with many of these being abandoned during the dust bowl years of the 1930's. Few remnants of this period of regional history are still extant. The park maintains a small study collection of prehistoric and historic era objects, but lacks adequate space to curate or undertake preservation efforts on the collection. There is no professional curatorial staff. Boxes of collection items ( over 30,000 specimens) are stored in various available locations and are decomposing due to lack of proper preservation.

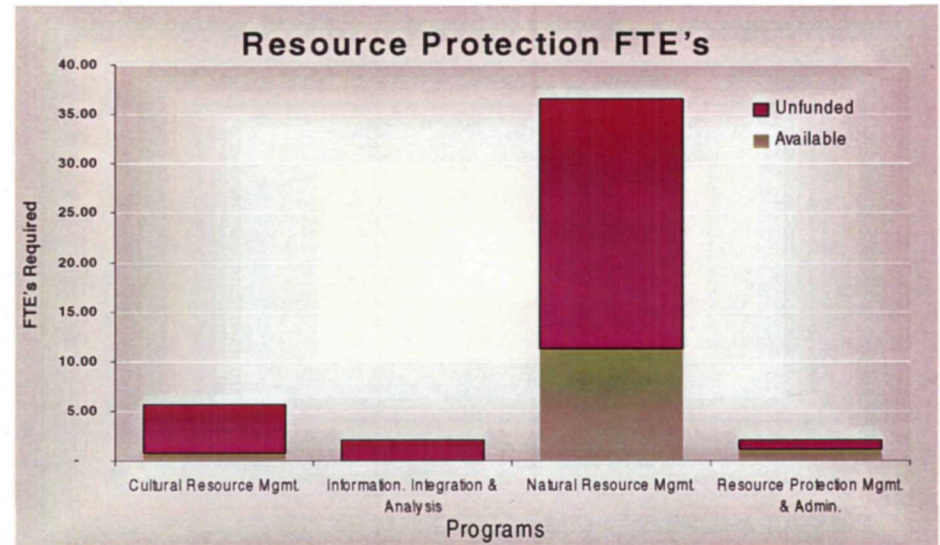
Specialized resource management staff consists of two wildlife biologists and a paleontologist. Although the park has oversight responsibility for grazing in the South Unit and prairie restoration parkwide, there is not a plant ecologist, botanist or range ecologist on staff. The park lacks a cultural resource management specialist as well as a museum curator and a fossil preparator.. Cultural resource responsibilities are delegated to the Chief of the Resource Education Division; curatorial responsibilities are a collateral duty

of the Resource Education staff. The Park lacks critical Geographic Information Systems (GIS) expertise to synthesize, manage and provide analysis of the growing volume of natural and cultural resource spatial data, as well as to support field operations across all divisions. Additionally, the Park lacks enforcement staff for adequate protection of the archeological and paleontological resources in the field; destruction and theft are constant, significant problems.

### Scientific Ecosystem Management

The National Parks Omnibus Act of 1998 (P.L. 105-391) and recent court decisions have changed the way the National Park Service defines itself. The courts have determined that, rather than a dual mandate of “preservation and use” historically perceived for the agency, the National Park Service has one primary mission: to preserve the parks for future generations; visitor use must not impair the resources and values the parks were established to protect. The Omnibus Act recognizes the need for scientific management based on sound research, comprehensive baseline resource inventories and long term ecological monitoring. It mandates the Service to support research in the parks and directs it to fully incorporate research results into the park management decisions. The National Park Service has revised its management policies to reflect this direction, stating that “The Service cannot conduct or allow activities in parks that would impact park resources and values to a level that would constitute impairment.” Complete “impairment analysis” is required for every significant management action.

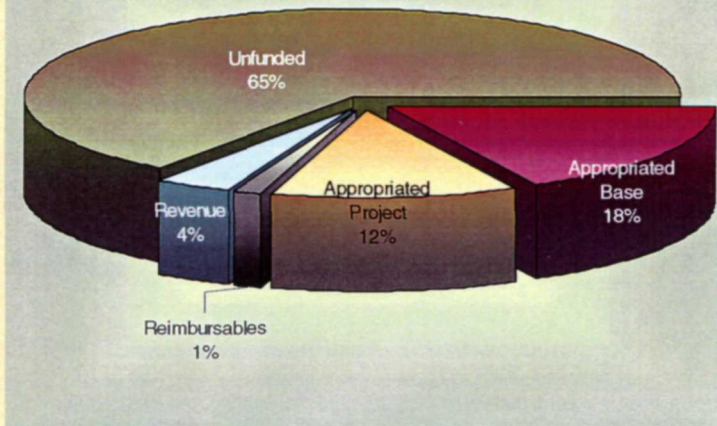
Badlands does not have the funding and staff to meet these mandates. Basic inventories of native plant and animal communities are lacking, and as is expertise for conducting long term monitoring of ecosystem health. A primary natural process to ensure healthy native prairie ecosystem, wildland fire, is nearly absent; trained staff are needed to safely conduct a sound prescribed fire program. Effective control of invasive plant species and native prairie restoration is impossible without a significant funding increase. So, while increased focus of fiscal and human resources on resource management at Badlands has been evident since the mid-1990’s, the park still lacks sufficient funding to properly support scientifically based ecosystem management.



- Geological and Paleontological Natural Resources**
- 750 known paleontological sites; less than 1% of the park surveyed for paleo resources
  - History of scientific paleontological investigation since 1846
  - 2,142 fossils curated in park collection
  - 29,484 fossils curated at South Dakota School of Mines and Technology
  - 6 geological formations
  - Unique Marine Fossil beds from Cretaceous period
  - Savannah & grassland fossil beds from Eocene & Oligocene epoch
  - hundreds of undocumented specimens in museum collections around the world

- Natural Resources**
- 243,303 acres in size (98.5 Hectares)
  - Includes 64,144 acres of designated wilderness (Badlands Wilderness Area)
  - 108,000 acres of badlands topography
  - 132,000 acres mixed grass prairie
  - Largest preserved mixed-grass prairie in the National Park system
  - Class I airshed under the Clean Air Act (Badlands Wilderness Area)
  - 3 prescribed burns & 5 wildfires in 2000

### Resource Protection- Fund Sources



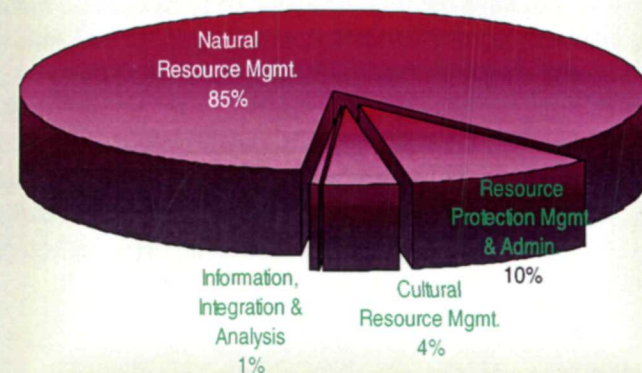
### Biological Natural Resources

- 54 known species of mammals
- 219 known species of birds
- 5 known species of reptiles
- 6 known species of amphibians
- 457 known species of vascular plants
- 56 known grass species
- 171 known species of lichens & lichenicolous fungi
- 68 non-native plant species
- Threatened & Endangered Species
  - Mountain Lion
  - Swift Fox
  - Black-footed Ferret
  - Whooping Crane
  - Eskimo Curlew
  - American Burying Beetle
  - Bald Eagle
- 5 species of rare plants
- Species of special concern
  - Black-tailed prairie dog
  - Bighorn sheep
  - Bison
  - Pronghorn Antelope
  - Burrowing Owl
  - Ferruginous Hawk
- Extirpated Species
  - Elk
  - Grizzly Bear
  - Gray Wolf

### Cultural Resources

- 12,000 year legacy of human use and occupancy
- 3 historical trails
- 384 known archeological sites- plus 5% mapped, and 5% of park surveyed
- 31,412 museum items
- 3 potential historical buildings
- 7 potential cultural landscapes
- 18 known Native American sacred sites
- 12 known historic homestead sites

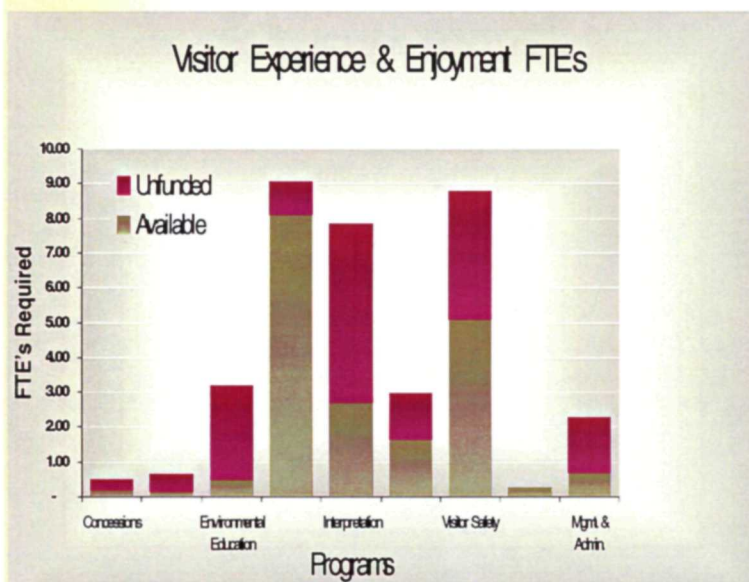
### Resource Protection



## Resource Protection- Operational Funding Needs

<b>Accelerate Inventory and Monitoring Program and Support GIS Applications</b>	\$330,000 FTE 4.5	Funding for this program would be used to provide the park with basic inventory data on the plants and animals within its boundaries in order to assess current resource conditions and trends, make appropriate resource decisions, and provide sound ecosystem management planning across jurisdictional boundaries.
<b>Restore Resource Protection &amp; Maintenance Programs</b>	\$138,000 FTE 3.0	The Park needs to restore the backcountry patrol & monitoring program, as well as upgrade the preventative maintenance trail and vehicle repair program. Both of these initiatives would enhance wilderness resource protection and provide reliable vehicles for visitor service & emergency response.
<b>Protect &amp; Preserve Paleontological Resources</b>	\$302,000 FTE 5.0	Funding is needed for field surveys, mapping, collection and curation to preserve the thousands of significant fossil specimens which are constantly exposed by rapid erosion in Badlands formations. Monitoring & documentation will provide for improved protection and management of paleontological resources, reduce human impact and restore paleontological sites to good condition.
<b>Protection, Inventory &amp; Monitoring of Cultural Resources</b>	\$273,000 FTE 4.0	This funding would establish a professional cultural resource program to address the lack of professional staff & infrastructure available to meet reporting requirements, establish baseline data and provide protection of cultural resources within the Park.
<b>Restore &amp; Preserve Native Prairie</b>	\$480,000 FTE 7.9	This funding will provide for the implementation of a long term range monitoring program and control of 11,000 acres of invasive plant species (spread throughout the Park). In addition, rare plant species will be monitored and inventoried to develop proactive measures to maintain populations within acceptable limits.
<b>Implement Geographic Information System (GIS)</b>	\$100,000 FTE 2.0	GIS mapping is necessary to ensure that management decisions are based on the best available scientific information. This funding would provide the Park with the ability to map and monitor the entire Park to assist in decisions relating to fire management, habitat conservation and natural resource mapping and monitoring.
<b>Ungulate Protection &amp; Preservation</b>	\$210,000 FTE 3.5	Further resources are required to monitor, analyze and maintain the bison population throughout the North & South units of the park. Current analysis of the big-horned sheep population is insufficient to ensure the long term sustainability of the species within the Park. Additional funding is required to determine current population sustainability and develop and implement plans to ensure the long term survival of the species.

# Visitor Experience and Enjoyment



The Visitor Experience & Enjoyment area includes all park activities directly related to providing visitors with a safe and educational experience while at the park. Many of Badlands National Park's visitors directly benefit from NPS programs provided by staff and volunteers. Badlands receives approximately 1.1 million visitors per year, and their experience is greatly influenced by the quality of services and programming available.

## Educate and Interpret

Through interpretive and educational opportunities, visitors are able to learn about, respect and interact with the Park's natural and cultural resources. The park operates two visitor centers that offer exhibits and an orientation movie to aid in its educational endeavors. Information is also provided through informal interpretation, such as park publications, wayside exhibits and the Park's website. Unfortunately, much of the interpretive information is out of date and in poor condition. Several programs - such as the innovative "Badlands in Your Classroom"- lack the funds necessary to operate within the local community.

Emergency services, in the form of Search and Rescue, Emergency Medical Services, Structural Fire suppression, and Law Enforcement are provided throughout the park's front and backcountry areas. Uniformed Park Rangers focus upon providing resource-based, service-oriented field contacts. The goal of these contacts is to stimulate appreciation, understanding and protection of park resources; as well as to apprehend and prosecute those visitors who seek to harm resources, park visitors or property.

Staffing levels are inadequate to perform many duties related to the park's mission statement and fully achieving its long-term goals. For example, Badlands is a recreation fee demonstration park, but the entrance stations are only staffed between March and November. Fees are collected through the honor system from December through February. Although visitation levels are high during spring and fall seasons, seasonal interpreters are unavailable due to lack of funds outside of the peak summer season. The environmental education program is currently staffed almost entirely by volunteers. Resource protection staffing levels are currently at such a level that during the peak summer season, visitor assistance and resource protection activities are only available during a 10-hour span; two patrol rangers are available to cover the entire park each day.

### Programs include:

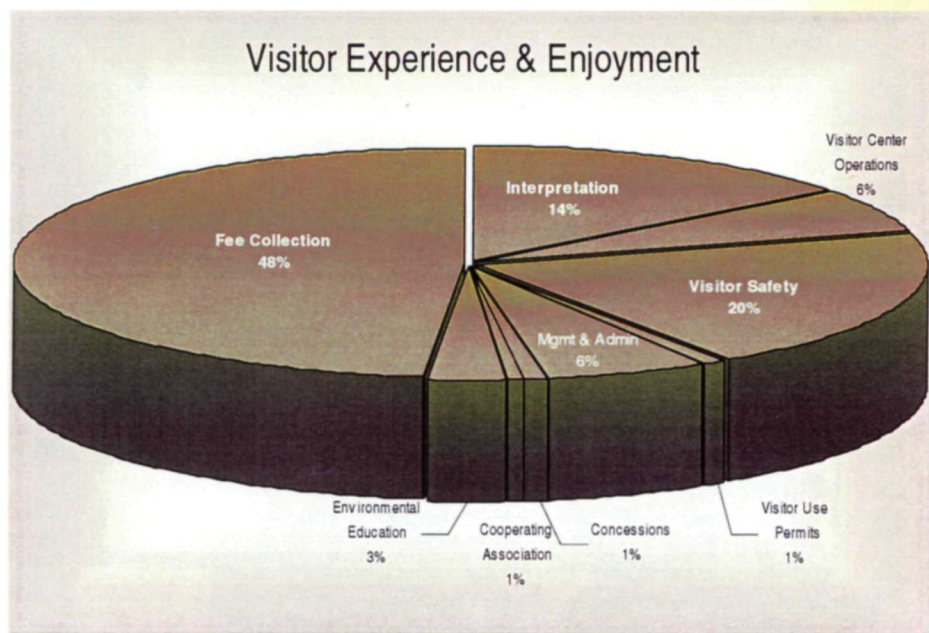
- Concessions Management
- Cooperating Association Coordination
- Curricula-based / Environmental Education
- Fee Collection
- Interpretation
  - Formal Interpretation
  - Informal Interpretation
  - Interpretive Media
- Visitor Center Operations
- Visitor Safety Services
  - Visitor Protection & Enforcement
  - Resource Protection Management & Administration
- Visitor Use Services
- Visitor Experience & Enjoyment Management & Administration



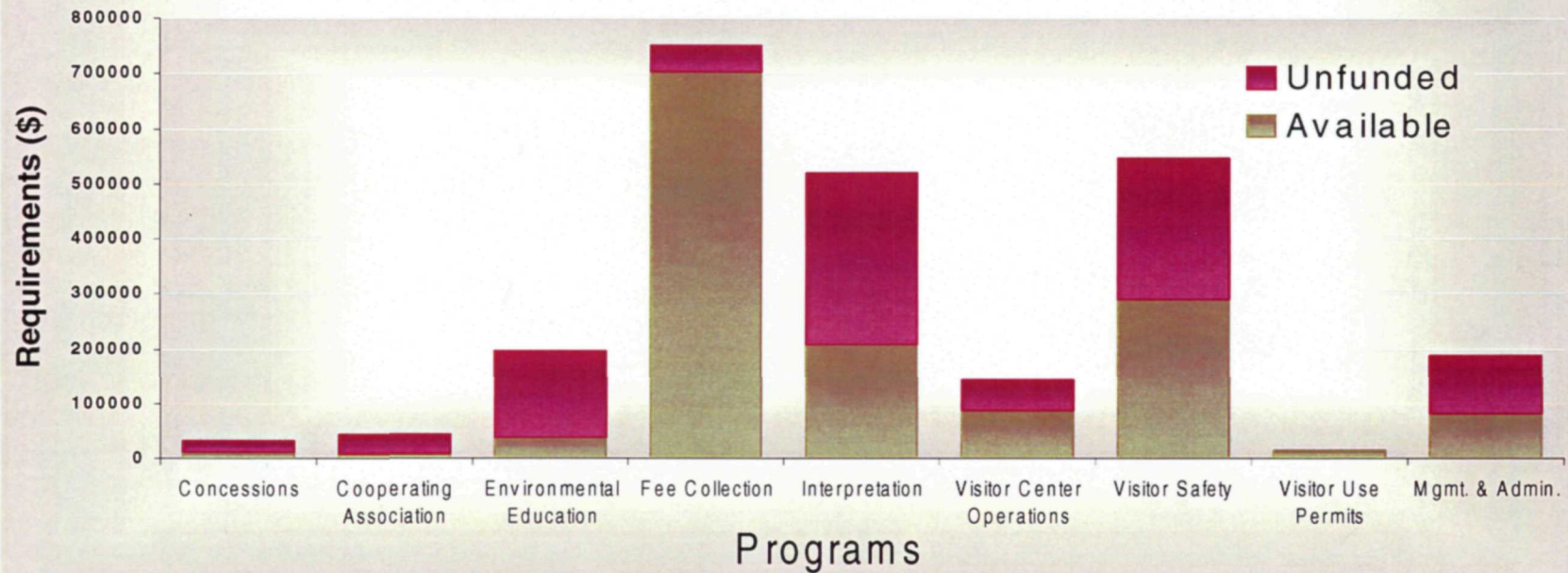
## Visitor Experience & Enjoyment- Operational Funding Needs

<b>Increase Resource Protection Capabilities to Improve Visitor Safety</b>	<b>\$528,500 FTE 7.0</b> Current staffing levels within the Resource Protection Division are inadequate to provide for visitor safety and resource protection. Increased patrolling of the Park, especially within the 64,000 acres of wilderness, would provide increased protection for the endangered black footed ferrets as well as prevent and investigate thefts of paleontological and cultural resources. (This funding will provide additional support to Resource Protection as well as Visitor Safety).
<b>Greater Professionalism in Education Outreach &amp; Public Affairs Programs</b>	<b>\$243,000 FTE 5.0</b> Currently, 90% of all curricula-based education duties are performed by volunteers. Funds are needed to staff the Park's Badlands in your Classroom enrichment program, provide field trips and develop teaching materials. The Public Affairs program is also largely unfunded. Funds will ensure press materials and interpretive media are available to increase public involvement.
<b>Improved Formal &amp; Informal Interpretation Opportunities to Enhance Visitor Experience</b>	<b>\$150,000 FTE 4.0</b> Staffing for Visitor Centers, naturalist programs, community services and media development has decreased over time-causing the Park to shorten it's summer schedule and limit the availability of interactive materials. Funds will increase public access to park stories and naturalist staff.
<b>Fire Training for Structural Fire &amp; Emergency Situations</b>	<b>\$100,000 FTE 1.5</b> Any structural fire in the Park is likely to result in the destruction of the affected building. The remote location of the Park, combined with the widespread location of buildings within the Park would hinder any rapid response by the emergency services. This funding would provide adequate levels of proactive fire training & education for Park personnel.

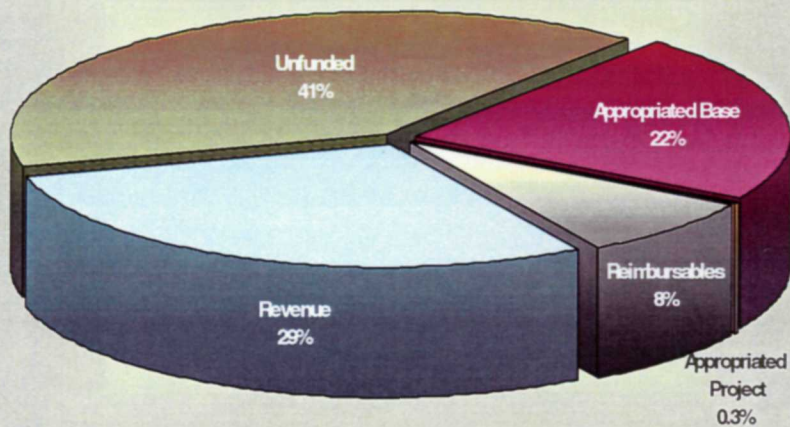
Insufficient funds are available to provide the necessary staffing and materials for interpretation. Many of the interpretive functions are performed by volunteers with variable qualifications. An overall erosion of paid staffing availability has reduced the effectiveness of this crucial part of the visitor experience. Although volunteers are a positive addition to visitor experience, it is unfair to place them in key operational positions.



# Visitor Experience & Enjoyment



Visitor Experience & Enjoyment- Fund Sources



## Outreach

- 1,100,000 annual visitors
- 381,432 annual interpretive contacts
- 12,417 Educational contacts
- 100 mile radius of outreach activities
- 8,500 students involved in "Badlands in Your Classroom Enrichment Program"
- 412,475 website hits
- \$52,000 income through cooperating association sales.
- Badlands Loop Road is a State Scenic Byway
- 13 motor vehicle accidents
- 6 search & rescue operations
- 56 medical incidents

# Facility Operations

Programs include:  
 Campgrounds Operations  
 Buildings Operations  
 Janitorial Operations  
 Roads Operations  
 Trails Operations  
 Fleet Operations  
 Utility Operations  
 Facility Operations Management & Administration

- Green Energy/Recycling**
- Park fleet includes two gas/electric hybrid vehicles
  - Park has 700 feet of recycled plastic boardwalk
  - Park has 13 recycling stations with:
    - 3 Tons of metal is recycled annually
    - 1,800 lbs. of glass is recycled annually
    - 1.2 Tons of cardboard is recycled annually
    - 2 Tons of office paper, newspaper, and magazines is recycled annually

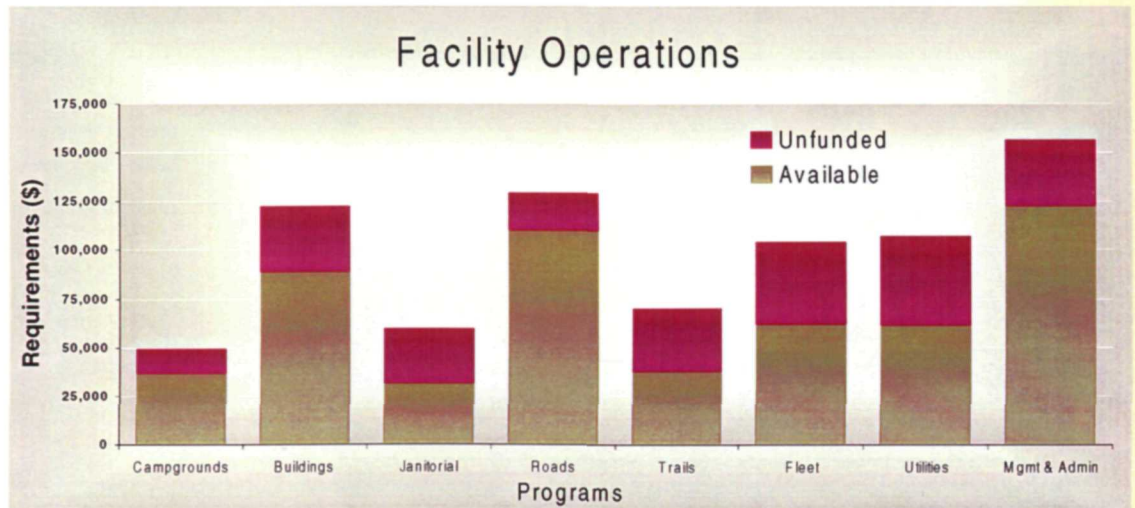
- Roads & Trails**
- 32 miles paved roads
  - 18 miles unpaved/gravel roads
  - 12 miles trails
  - 4,059 linear feet of boardwalk
  - 22 major parking areas and scenic viewpoints
  - 32 wayside exhibits

Facility Operations includes all activities required to manage and operate the park's infrastructure on a daily basis. Such activities range from basic sanitation to snow plowing to water testing and any other action that must be undertaken on a regular basis to ensure smooth operation of park facilities and transportation routes. These activities keep the park's basic infrastructure and services operating for visitors and park staff.

The majority of the funding and staffing needs for this functional area relate to hiring an appropriate number of employees and supplying sufficient tools and equipment. Further funding is essential to ensure professional standards relating to the quality and frequency of the work.

## Housing

The park, due to its remote location and lack of an adjacent housing market, has comparatively low rental rates for park quarters. Consequently, operational funds are required to supplement the quarter's maintenance account to address the backlog of deferred maintenance needs. Cedar Pass contains eight single-family homes and a 16-unit apartment complex. The former are occupied by permanent staff and the latter by seasonal employees, volunteers, persons conducting research in support of park needs, college interns and those



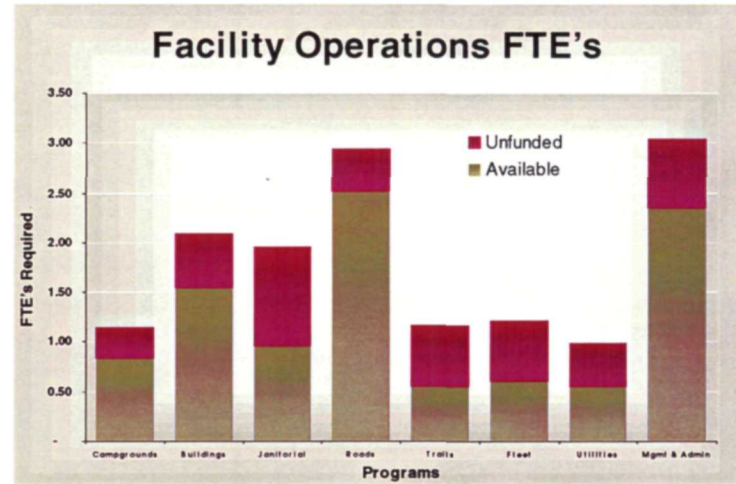
with similar short term housing needs. A residence is co-located with the Pinnacles Ranger Station and a third, an obsolete double-wide trailer, is located at the White River Ranger Station.

### Recycling

The park participates in a recycling program, collecting cardboard, glass, plastic and scrap metal for return to a recycling center. Solid waste and litter collection points have been reduced and centralized since 1997 to limit costs of collection and disposal. Due to stricter State regulations on landfills, the Park landfill operation was closed in 1989. Contracting for waste disposal has grown and now costs an estimated \$20,000 each year.

### Fleet Management

In 1975, the Park hired a full-time employee to perform the operations and maintenance activities associated with its fleet of 26 vehicles. Today, the Park is responsible for 72 vehicles but still only has one full-time employee to maintain and service them. Additionally, the technology and complexity associated with those vehicles has increased dramatically. Major repair and maintenance work is contracted out to the dealer from which the vehicle was purchased; however, the backlog of routine servicing and maintenance of vehicles has grown to the point where it is not uncommon for a non-emergency vehicle to remain in the service area for several weeks.



- Fleet & Equipment**
- 360 road, trail and campground signs
  - 30 miles of 7 foot high bison fencing
  - 72 vehicles – including light and heavy equipment
  - 5 horses
  - 2 mules
  - 1 radio repeater



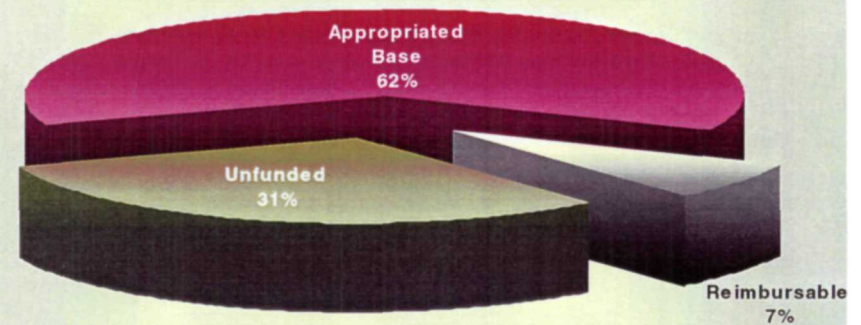
Operations Funding Needs for Facilities Operations have been included in the Maintenance Operational Funding Needs as these functions are carried out by the same personnel in the park.

- Buildings and Structures**
- 64 Building and structures
  - 82,785 sq. ft of floor space
  - 2 Radio Towers
  - 1 amphitheater
  - 1 Bison handling facility
  - 26 housing units
  - 491 culverts

### Utilities

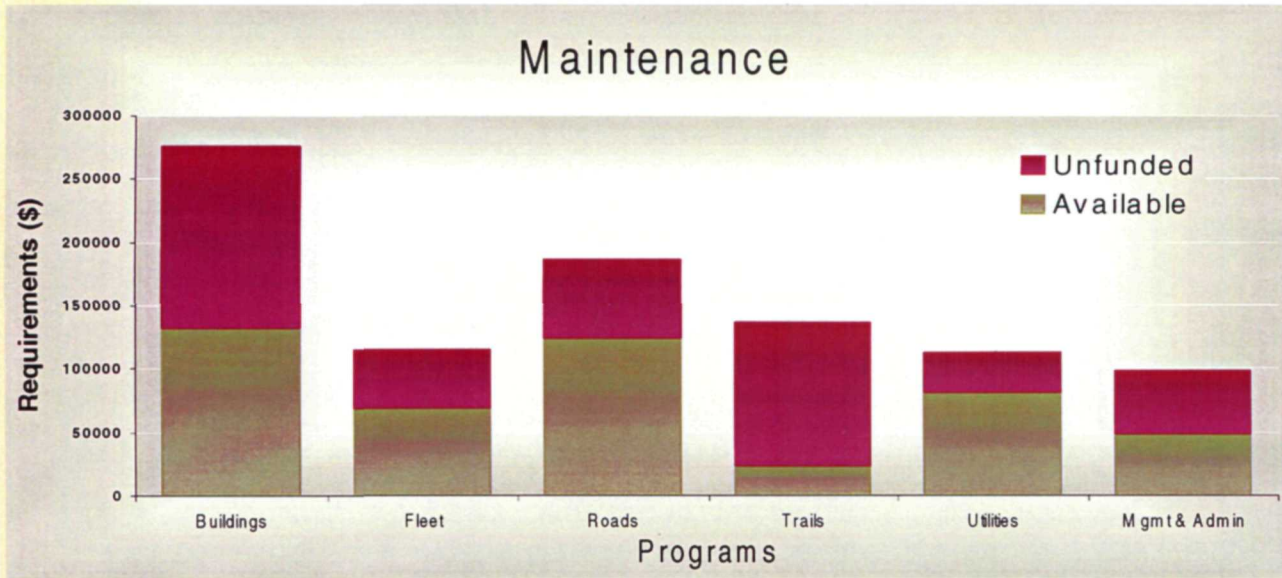
- 3 picnic areas
- 2 campgrounds (115 sites)
- 4 group campsites
- 7 Vault Toilets
- 1 concession (cabins, restaurant & gift shop)
- 4 wells
- 2 pump houses
- 2 storage reservoirs
- 42,247 linear feet of water distribution line
- 10,838 linear feet of sewer line
- 3 septic tanks
- 8 acre evaporation lagoon
- 4 water/wastewater treatment facilities
- 10,838 linear feet of waste water collection lines
- 208 cubic yards of waste recycled annually

### Facility Operations- Fund Sources



# Maintenance

**Programs include:**  
 Buildings Maintenance  
 Fleet Maintenance  
 Roads Maintenance  
 Trails Maintenance  
 Utility Maintenance  
 Maintenance Management  
 & Administration



The maintenance functional area includes activities directed solely to prolonging the life of park assets and infrastructure through substantial repair, replacement or rehabilitation of park assets, such as buildings, roads, trails, utilities, fleet vehicles, and equipment. These activities are generally completed on a cycle that is greater than one year. The inventory described for the Facility Operations

functional area applies to the Maintenance area, as the maintenance division is responsible for performing all operations and maintenance work within the park.

The bulk of the funding and staffing needs for this functional area are due to the fact that Badlands suffers from years of deferred maintenance, aging infrastructure and insufficient staff to undertake a comprehensive preventative maintenance program.

## Deferred Maintenance Backlog

The park's maintenance staff is limited in the kinds of maintenance activities that it can undertake due to a competing backlog of complex buildings, utilities, roads and trails maintenance responsibilities associated with an aging infrastructure and a small workforce. Despite an active redevelopment of the Cedar Pass complex, road and trail reconstruction and reconfiguration, the park lacks a civil engineer or a landscape architect capability.

A majority of the needs within this division could be met by staffing two work crews, one for Roads & Trails and the other for Buildings & Utilities, that would work during the peak seasons of the year and would spend 100% of their time on non day to day related work in their respective areas within the division.

## Ongoing Roads Maintenance

The Badlands Loop Road, a 37-mile paved dual lane motor road constructed in 1938 to provide access through the north unit of the park, received approximately 10 miles of reconstruction and resurfacing through a Federal Highways Administration contract in 1996-7. Depending on cost of construction, an additional 8 miles is programmed in 2001 for the Northeast entrance and various sections of the Loop Road, leaving 10 miles yet to be completed. The Sage Creek Rim Road, a gravel road skirting the Badlands Wilderness Area, is seasonally impassable due to lack of maintenance. The pullouts are rutted and visitor use areas are heavily eroded. There are no public roads in the South Unit of the park although visitors do utilize ranch and primitive roads to reach destinations within the park. Access to Sheep Mountain Table, south of the town of Scenic, is by park-maintained gravel road that is subject to severe erosion and impassable when wet. Pullouts are ill defined and un-maintained due to lack of funding.

## Maintenance/Facilities Operations- Operational Funding Needs

### Provide Preventative Maintenance Program for Roads, Trails & Buildings

**\$361,000 FTE 4.3**

Funding will establish a preventative maintenance program that will repair unsafe road & trail conditions, repair buildings and provide accurate directional signing.

### Formation of Trails Crew

**\$145,000 FTE 2.5**

Within the roads & trails branch of the maintenance division, the majority of the work performed is related to roads. To all practical purposes, there is no trails crew in the Park, resulting in little capability to address the need for additional trails. This funding would provide labor, training, supplies and materials for trails.

### Buildings & Utilities Work Crew

**\$150,000 FTE 1.5**

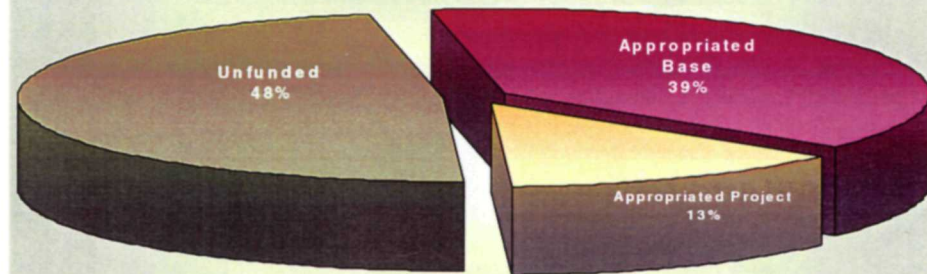
Currently, insufficient maintenance & operations staff are available to carry out non daily operations during the peak season of the year. This funding will provide staff to perform these needs as related to buildings & utilities during the peak season.

## Water Supply Safety Concerns

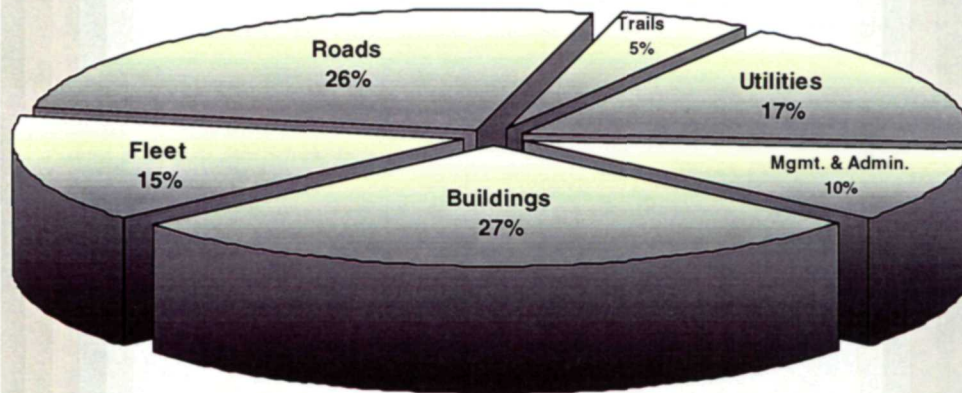
The Cedar Pass administrative complex is supplied from a well field lying on the Pine Ridge Indian Reservation, south of the White River. The well field and supply lines have suffered from flooding and washout during the spring floods. Public Health Service concerns have been raised about the long-term quality of the water which mirrors the quality of the White River and thus susceptible to contamination from pesticides or fuel spills.



## Maintenance- Fund Sources



## Maintenance



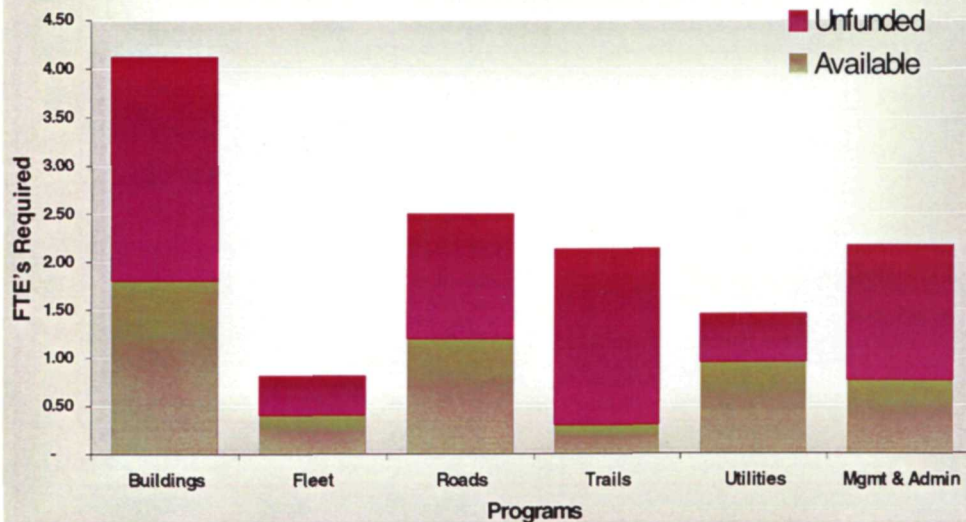
### Waste Treatment

The Cedar Pass complex is served by a three-cell sewer lagoon, which has reached the end of its useful life and requires periodic discharging of effluent to prevent wall breaching. The State of South Dakota issued a notice of non-compliance in early 1997. Design of a new, larger lagoon system is complete and construction funds became available in FY 2000. The project itself will be completed in late FY 2001.

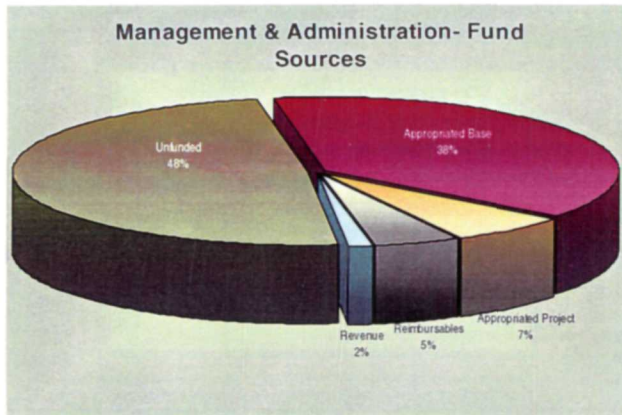
### Delivering a Safe Water Supply

Connection to the Lymon-Jones Rural Water System has been identified as a long-term solution. The Service has expended \$500,000 in recent years to pay for oversizing the pipeline and has brought it to within the park's present distribution system. An adequate water storage and pumping facility to complete the connection to the public system now awaits funding.

## Maintenance FTE's





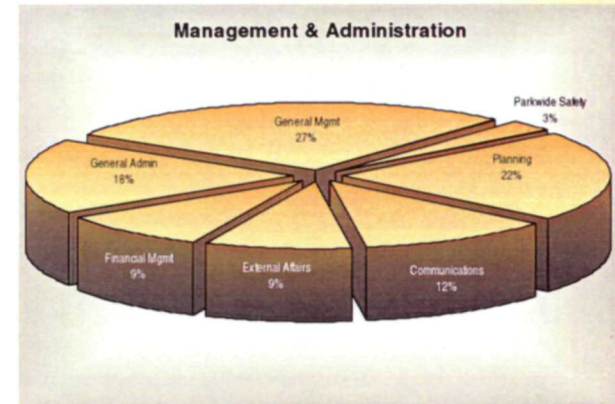


# Management and Administration

Badlands National Park Management provides leadership to ensure the mission of the National Park Service is implemented for the protection, preservation, and enjoyment of all resources. The Management team is responsible for establishing and maintaining goals, partnerships, and direction for the park and assessing long-term park needs, as well as providing accountability to all park stake-holders, partners and the American public. The park's course has been established through general management and strategic planning. In 2001, the Management Team will begin creating a long-range General Management Plan, which will establish the park's course in deciding critical resource management and visitor experience issues. The team is responsible for evaluating and

modifying all programs and for obtaining adequate financial resources to meet legislative and agency requirements.

The administration of the park includes support for daily operations. This wide-ranging area includes human resource functions, purchasing, budget preparation and IT support. Advancements in computers, telephones, and radio systems combined with constantly evolving software technology have put greater demands on park employees that requires greater specialized support knowledge. Workforce Diversity has placed additional challenges on managers and day-to-day operations.



### Programs include:

- Communications
  - Alarm Systems & Radios
  - Information Management, Network, & Phones
- External Affairs
- Outreach
- Training & Professional Development
- Financial Management
- General Administration
- General Management
- Partnerships & Grants
- Volunteer Services
- Park Leadership
- Parkwide Safety
- Planning
  - Legal / National Environmental Protection Act (NEPA) Planning

## Management & Administration- Operational Funding Needs

### Meet Legal and Planning Requirements

**\$190,000 FTE 2.75**

The Park has insufficient resource available to consistently meet the planning and legal regulations that effect the ongoing running of the Park. Further staff are required to ensure that NEPA, GPRA NHPA, General Management Plans are professionally researched and prepared.

### Park-wide Communications Support

**\$133,000 FTE 2.15**

Funding is required to provide telecommunications and computer network support within the Park. Currently, the Law Enforcement Division lacks dispatch support during the peak season, this funding would provide for this function.

### Park Leadership & External Affairs

**\$250,000 FTE 2.8**

The Park requires further management support at a senior level. This funding would provide additional resources to assist in the leadership of the park. In particular, providing management oversight of planning and legal requirements, as well as ensuring external documentation and reporting requirements are met (state & federal level).

### Safety

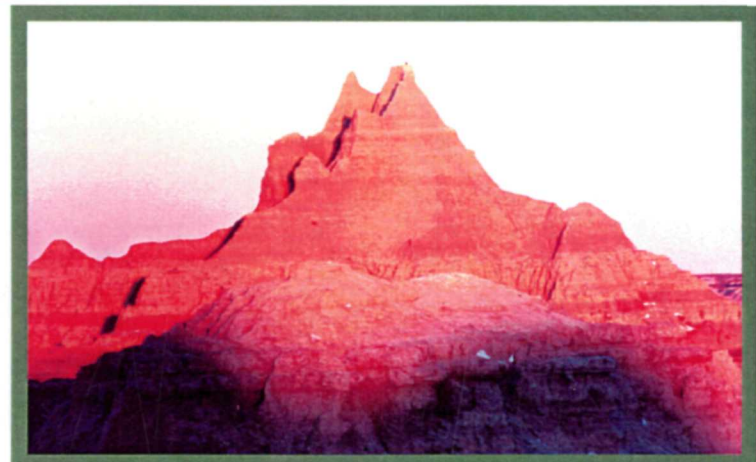
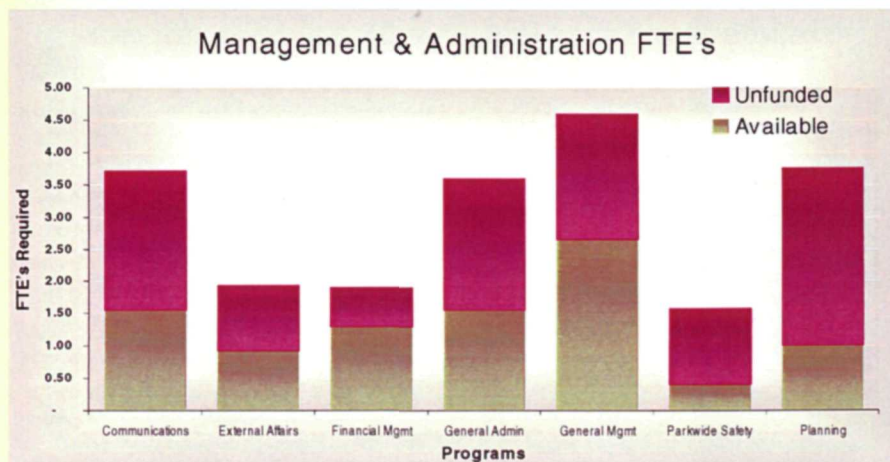
**\$65,000 FTE 1.18**

At present the Park lacks the ability to fully monitor park-wide safety issues. This funding would provide full- time resources to manage safety issues through improved documentation, training & enforcement of safety issues.

### General Administration

**\$84,500 FTE 2.0**

Management & support functions within the Park need to be strengthened to ensure that monthly budget audits are performed and that further support is available to deal with the growing number of complex personnel related issues within the Park.



The Cedar Pass headquarters / Visitor Center complex was built in 1958 for a park staff of approximately 15. The summer staff now approaches 100, with inadequate workspace to accommodate the many needs of the divisions. A Development Concept Plan is not current and additional space has been created through the conversion of residences, pole barns and garages into office space for professional and technical staff. A redesign and rehabilitation of the Ben Reifel Visitor Center to improve the visitor experience & the office space situation is planned to occur within the next five years. Line Item Construction funding has been requested since 1980 for this purpose.

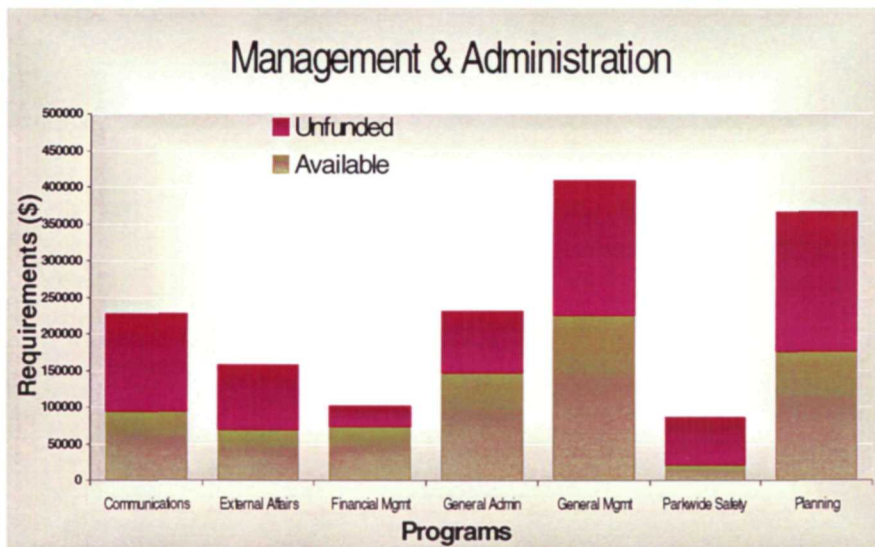
Communications and network equipment are becoming more and more complex each year. According to a recent mandate by the Midwest Region, the Park must upgrade its radio communications system to the new, all-digital system. Ensuring the proper functioning of the new system will require a greater level of expertise in this area than currently available to the Park. The Park has included in this program the need for a telecommunications specialist to assist with the operation and to address the growing complexity of other communications systems within the Park.

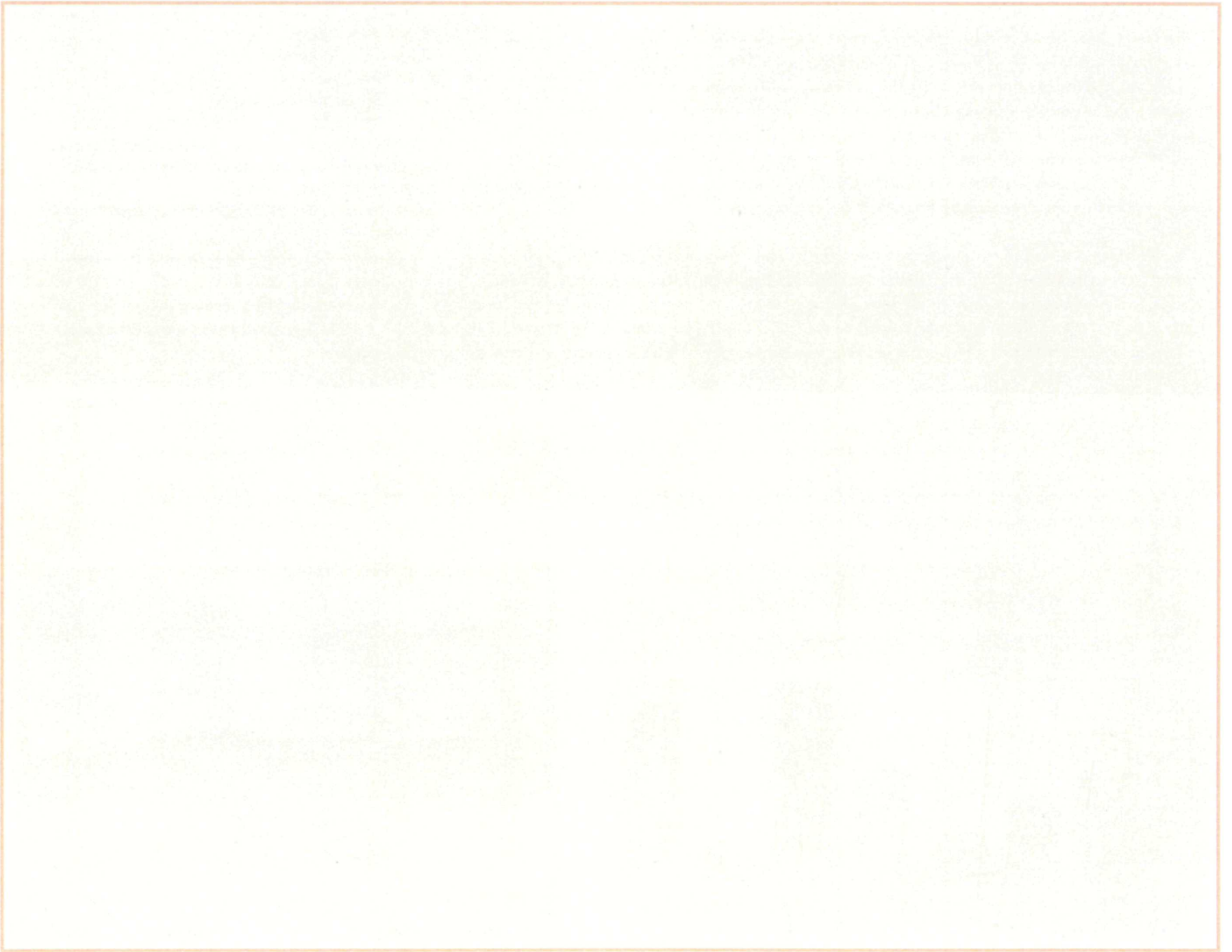
Currently, the Park manages safety issues via a safety committee, made up of various employees throughout the park whose role on the committee is a collateral duty of the job for which they were hired. As a result, the Park lacks the ability to fully monitor parkwide safety issues and need a permanent, full-time safety officer. This would enable the Park to manage the documentation, training, and enforcement of safety issues.

Additional assistance is needed to perform basic management and administrative support functions. The training and travel costs associated with filling such needs are also reflected in the financial statement.

### People & Partnerships

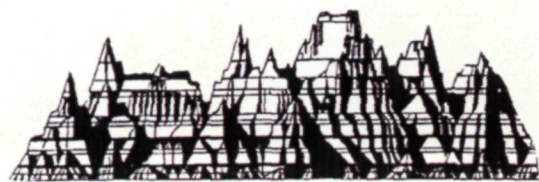
- 49 permanent employees
- 52 seasonal positions
- 20,000 annual volunteer hours
- Sister parks in Hungary & The Republic of Georgia
- 144,000 acres within the Pine Ridge Indian Reservation, managed under a Memorandum of Agreement with the Oglala Sioux Tribe
- Oglala Sioux Tribe retains rights to traditional uses in the South Unit





# Badlands National Park

## Investments



# INVESTMENTS

In 2000, Badlands National Park had a project backlog of \$76.9 million. In 2001, some of these projects have received funding, but many urgent issues still need to be addressed. Listed below are the Projects and Investments funded in FY2001. Note that "Projects" represent one time costs incurred by the park to perform various non-recurring activities; whereas, "Investments" represent the costs involved with purchasing or constructing a tangible asset.

## Park Projects & Investments Funded in 2001\*

Environmental Leadership	\$25,000
Fossil Bone Bed documentation project	84,000
Digitize Geology maps	8,744
Study Loop Road alignment alternatives for GMP	25,000
Asphalt, patch and repair Hwy 240 Loop Road	41,000
Repair exteriors, walks, and sunscreens of two Quarters	10,000
Structural wall and foundation repairs for the Maintenance Facility	52,000
Replacement of HVAC System for Cedar Pass Lodge	69,000
Retrofit lighting systems for energy conservation	19,875
Crack seal and asphalt overlay	<u>12,000</u>
Total	\$346,619



\*Note that this list does not include projects that were paid for through Line Item Construction or Federal Highways Funds, as those funding sources are paid out by the Regional office (i.e. no funds are administered at the Park level for this region). In FY2001, the Park had one project funded through Line Item Construction (Planning for the Lakota Culture Center - \$269,000) and one funded via Federal Highways Funds (Emergency Loop Road Stabilization - \$1,500,000).

The Lakota Heritage and Cultural Center Complex, estimated cost \$27 million, is not included in the Park's list of top priorities. Presidential approval was given for this project in the late 1990's. To date, no funding has been made available to execute this project and very little has been done outside of conducting initial planning meetings between Park Service employees and representatives of the Tribe. The Center would be operated by the Oglala Sioux Tribe and would provide visitors to the park with a deeper understanding of the culture and heritage of the Lakota People. Since many decisions still need to be made before construction of such a facility could begin, such as where to build the facility, Badlands has not listed the complex as a high priority.

## **Defining Investment Priorities**

The charts on the following pages illustrate the priority investments required within the Park over the next three years. These priorities define the issues that must be addressed in order that the Park be able to meet acceptable standards in resource protection and visitor experience. The charts show that the current priorities equate to just over \$38.9 million (78% of the total project backlog after excluding the Lakota Cultural Heritage Center).

### **Priority Projects**

The chart shown over pages 40 and 41 illustrates the Park's project priorities. The projects have been grouped into related functions. This is to allow a complete understanding of the inter-related nature of many of the projects. It is inappropriate to pick out individual projects for funding without considering the impact of that project on the overall park backlog. Each grouping requires significant funding over the next three years. By considering the projects in this way, it is possible to appreciate the total funding required to address the backlog in the park and also to understand how the individual projects will serve to address the outstanding issues in each area.

Once agreement is reached regarding the importance of funding in each of these groups, it will be necessary to decide the most appropriate implementation plan for the projects in the group. For example, in the areas where inventories are outstanding, this will likely be the first priority ahead of developing protection and interpretation plans.

Through analysing the projects in this way, it should be possible to focus on long-term considerations rather than the historical, rather piecemeal approach to park project funding.

### **Priority Capital Investments**

The priority capital investments described on page 42 are listed in a straightforward priority order. These investments all require funding within the next three years in order to bring the Park to an acceptable standard.

## Badlands National Park- Priority Projects

PMIS Number(s)	Description	Amount	Total	Slated for Funding
<b>Paleontology &amp; Geology</b>				
61136	Produce 3D Geologic Quad maps of surface bed rock	\$ 20,000		<b>2002</b>
23529	Prepare Cultural Landscape Report- Historic Fossil Sites	\$ 69,500		
55369	Excavation, Preparation & Curation of fossils	\$ 225,000		
55363	Emergency salvage of fossils at Titanotheres Graveyard	\$ 340,700		
43605	Bone bed mapping	\$ 235,000		
66390	Replace Deteriorated fossil casts	\$ 36,000		
65190	Provide Improved fossil education	\$ 84,546		
23531	RB inventory fossils located in offsite collections	\$ 81,400		
73048	Taming the Titanotheres- Advanced Science Study of Paleo Resources	\$ 20,750		
23534	Transcribe & index the John C Clark field notes	\$ 5,250		
			\$ 1,118,146	
<b>History &amp; Archeology</b>				
23528	Write Park Administrative History	\$ 70,000		
23489	Prepare Historic Resource Study	\$ 97,500		
23394	Prepare Cultural Landscape Report- Lakota sites	\$ 99,000		
23485	Prepare cultural affiliation study for White River Badlands	\$ 58,000		
23486	Record Ethnographic life histories	\$ 160,000		
23577	Identify & catalog archeological record in other collections	\$ 480,000		
71445	Conduct archeological survey of the South Unit	\$ 568,000		
23384	Conduct Parkwide Geoarcheological survey	\$ 420,000		
23388	Conduct historic archeological assessment	\$ 415,000		
64307	Monitoring and mitigation for archeological "Johnny" site	\$ 92,000		
23389	Prepare National Register Evaluations	\$ 60,000		
23530	Conduct study of Fort Pierre to Fort Laramie road	\$ 60,000		
24524	Monitor Fog Creek Site	\$ 25,000		
			\$ 2,604,500	
<b>Wildlife</b>				
70646	Inventory & monitor wildlife populations	\$ 16,200		<b>2002</b>
64804	Study bison population trends	\$ 43,000		
1648	Research & monitor bison	\$ 50,000		
60935	Translocate Bighorn Sheep	\$ 98,250		
1651	Develop bighorn sheep sightability model	\$ 20,000		
65125	Badlands Leaves no Trace	\$ 38,000		
73054	EnviroThon 2002: Resources on the Range	\$ 8,600		
23639	Develop curricula-based science study areas	\$ 220,000		
73051	Cause & Effect- endangered species recovery education	\$ 15,000		
			\$ 509,050	



# Badlands National Park- Priority Projects

PMIS Number(s)	Description	Amount	Total	Slated for Funding
<b>Vegetation</b>				
1660	Restore formal agriculture lands to native prairie	\$ 249,505		
1661	Acquire knowledge on specific plant habitats	\$ 60,000		
69076	Assess the impact of invasive sweetclover on native prairie succession	\$ 210,000		
			\$ 519,505	
<b>Interpretive Media</b>				
73121	Replace Inacuurate & culturally insensitive park film	\$ 200,000		
23557	Replace wayside exhibits along loop road and rim road	\$ 195,000		
66389	Replace innacurate exhibits for self guided nature trails	\$ 35,000		
23560	Provide media for outdoor classrooms	\$ 113,000		
23565	Replace obsolete campground amphitheater audio visual equipment	\$ 80,000		
46828	Develop Park Handbook	\$ 78,000		
			\$ 701,000	
<b>Information Management</b>				
63212	Backlog catalog of Cedar Pass paleo collections	\$ 21,400		
23644	Creat visual museum collection catalog	\$ 34,000		
42513	Survey external Archeological collections	\$ 20,000		
64965	Interpret lichen collection	\$ 38,000		
23531	Inventory fossils located in external collections	\$ 81,400		
			\$ 194,800	
<b>Infrastructure</b>				
23705	Address accessibility & safety issues in maintenance shop, overlooks, trails & frontcountry	\$ 79,000		
65163		\$ 80,000		
40757		\$ 55,000		
	Address equipment replacement backlog	\$ 864,000		
73705 & 73716				
1659	Repair and upkeep of boundary fence	\$ 398,000		
22962	Address deficiencies in existing housing	\$ 220,000		
			\$ 1,696,000	



## Badlands National Park- Capital Investment Priorities

Priority	PMIS Number(s)	Description	Amount	Total	Slated for Funding
1	77270	Rehabilitate bison capture facility & mitigate employee safety issues	\$ 323,971	\$ 323,971	
2	10895 24563	Rehabilitate Cedar Pass visitor center & meet safety requirements Fabricate and Install New Exhibits for Ben Reifel Visitor Center	\$ 2,995,800 \$ 825,000	\$ 3,820,800	
3	77266	Construct fire & rescue cache	\$ 693,300	\$ 693,300	
4	51958	Construct Museum Collection Storage Facility	\$ 244,500	\$ 244,500	
5		Purchase Pinnacles inholding (Kelly Property)	\$ 165,000	\$ 165,000	
6	56278 23573	Replace Obsolete Doublewide Trailer in South Unit Replace deteriorated White River Contact Station	\$ 203,000 \$ 465,800	\$ 668,800	
7		Purchase Badlands Motel for use as a Learning Center develop learning center facility	\$ 300,000 \$ 225,000	\$ 525,000	
8	16476 16485	Rehabilitate & Gravel Sage Creek Rim Road Provide Visitors A Safe Access Road To Sheep Mountain Table lots Pave Conata Road	\$ 3,070,800 \$ 6,349,200 \$ 6,200,000 \$ 1,500,000	\$ 17,120,000	
9		Renovate Sage Creek Campground	\$ 175,000	\$ 175,000	<b>2002</b>
10	77341	Upgrade Cedar Pass Campground and Amphitheatre	\$ 1,446,400	\$ 1,446,400	
11		Construct bison fencing for South Unit (Stronghold -94 miles)	\$ 6,000,000	\$ 6,000,000	
12	22941	Project 25 Radio Replacement	\$ 412,000	\$ 412,000	
			<b>Grand Total</b>	<b>\$ 31,594,771</b>	

**Note**

The Park is unable to recruit and retain appropriate numbers of staff and volunteers due to an acute shortage of suitable housing. The remote nature of the Park also means that little private housing is available to fill this gap.

### I: Preserve Park Resources

**Ia:** Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader

ecosystem and cultural context.

**Ib:** The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based in adequate scholarly and scientific information.

### II: Provide for the Public Enjoyment and Visitor Experience of Parks

**IIa:** Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

**IIb:** Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

### III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

**IIIa:** Natural and cultural resources are conserved through formal partnership programs.

**IIIb:** Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.

### IV: Ensure Organizational Effectiveness

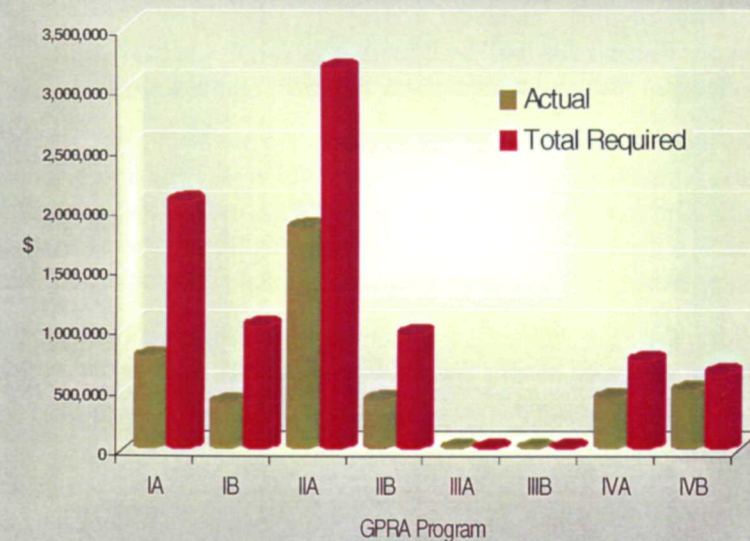
**IVa:** The National Park Service uses current management practices, systems,

## Managing for Results

The Government Results and Performance Act of 1993 directs federal agencies to use performance management as a tool for greater effectiveness and efficiency. With a focus on outcomes rather than efforts, this new tool tracks the effectiveness of spending within particular programs.

GPRA divides the park operations into four main Servicewide goals, which are shown. For the purpose of this plan, budget dollars for each program and subprogram were allocated to each of the nine Servicewide subgoals. The park breakdown of budget dollars spent on each goal is shown on the following page.

### Funds Allocated to GPRA Goals



## Financial Strategies

---

In this section of the business plan, financial strategies are discussed to address the following needs: base appropriations, non base appropriations and non monetary needs.

Richard Sellars : "Preserving Nature in the National Parks," reviewing the findings of the 1963 Leopold Report:-

"The program lacked "continuity, coordination, and depth" and was marked by "expediency rather than long-term considerations" further it "lacked direction" and was "fragmented," "piecemeal," and "anemic," with insufficient funds being requested or appropriated."

### Park Service Base Appropriation

The above quotation reflects on a report on natural resource management written in 1963. Nearly 40 years later, many of the sentiments expressed can be applied to the whole area of base funding for the Park Service- and Badlands National Park in particular. The park management has been conditioned into a "make-do" approach to running the park. Indeed, the entire team in the park has become expert in providing the casual visitor with a happy illusion that sufficient funds are available to the park. Whilst this illusion is maintained, behind the scenes is a story of deferred maintenance, inadequate resource preservation, marginal resource protection and insufficient managerial support.

The facts of this business plan are clear: the park lacks the base funding needed to be an effective custodian of the treasures held in trust within the park. A substantial backlog in investments needs to be urgently addressed. Hand in hand with this investment, base funding for day to day operations should be substantially increased in order to ensure that the park is capable of serving the purpose identified in the founding legislation. There is clearly a place for improving efficiencies within and between the parks and for increasing funding from external sources. These should be seen as a supplement to the base appropriation of the park- they should not be required simply to try and hold the park together as an operational entity.

Within the Park itself, greater priority should be given to insure a prompt response to all funding calls. In addition, Park management must make greater efforts to ensure that outside constituents are aware of the needs and priorities of the Park.

## **Financial Strategies for Funding Beyond Base**

### **NPS Project Funds & Non-Government Funding**

This role would work full time to seek out additional funding through grants and trusts. In addition, this person would lead the creation of a widespread friends group to secure additional contributions to the park on a regional and national level. In addition, the Park management team need to be fully aware and involved in obtaining NPS “soft” funding for their respective programs. Division chiefs need to be proficient in tapping existing funding sources to supplement their base programs.

### **Exploiting the Commercial Impact of the Park.**

Badlands National Park drives significant commercial activity within the local area. Visitors to the Park represent significant sources of income to local businesses. In addition, the Park is a major employer in this rural area. The Park should undertake an economic study of the money Badlands brings to the state and local area (in the form of tourist dollars, contracts, salaries, taxes, employee expenditures). This will assist the Park in gaining support from local constituents. A Commercial Services Plan should be developed to evaluate and implement the potential for additional revenue for the Park through further ecotourism initiatives.

### **Building Business & Financial Expertise**

The Park would benefit from the the expertise of a Financial Analyst to assist in contracting and finance based decision making. In addition, training courses, such as the Penn State Smeal College of Business’s “Management for Natural Resource Managers” program would serve to increase the capabilities of the managment team within the Park.

### **Commercial Partnerships**

The Park should work with The National Park Foundation to explore partnerships with outdoor product companies (eg: Cabelas, LL Bean) whereby the park would charge the company a fee in order that Park staff could act as product testers for the company. In return, the company would benefit from high quality R&D and would be allowed to advertise itself as a supporter of the NPS.

### **Increased Resource Sharing**

The Nekota Group of parks have already exploited some of the potential for mutual support. The group should now consider expansion to provide cost effective support in the following areas: Planning, Cultural Resource Specialist, Criminal Invesstigations Special Agent, Archeologist and engineering backup. This will not remove the need for funding for these activities, but will allow these resources to be spread over a wider area than would otherwise be the case. This should serve to reduce the total additional funding required across the Nekota Group.

In addition, the Park should explore partnerships with local governmental agencies to share resources to accomplish common goals (other National Parks, State Parks, Forest Service, other agencies).



### **Leasing & Contracting**

At the present time, the Park owns and maintains most of its equipment and vehicle fleet. Much of this equipment is at the end of its useful life. This is an opportune time to explore the potential for leasing replacement equipment. The rural nature of the Park creates some particular difficulties to ensure that appropriate levels of service & support are available. However, with careful management of the lease contracts, this difficulty should be overcome.

Currently, the only service that the Park subcontracts involves the management of solid waste. There could be opportunities to improve the effectiveness and reduce the cost of some services by placing the service with a subcontractor. Some maintenance activities- such as house painting- may be suitable for subcontracting. In addition, the Park should explore opportunities to subcontract support activities such as janitorial services and some administrative functions.

### **Fee Collection**

The current fee collection system does not provide comprehensive coverage of all entries to the Park. Autopay facilities should be installed on all entries to the Park where it is not cost effective to provide a staffed fee collection station. This should serve to increase revenue from fee collection.

### **Volunteer Programs**

The Park currently operates a successful volunteer program during the summer months. There is clearly the potential to increase volunteer activities during this period of the year. This potential remains untapped due to an acute shortage of short term housing. If funding could be found to address this issue, then the Park could benefit from increased numbers of volunteers during its busiest part of the year. Currently, most volunteers work in the interpretation area. Other divisions within the Park should critically examine their needs to identify activities which could be addressed with the help of volunteers.

The shoulder seasons of Spring & Fall also present opportunities for further volunteer help. Housing issues are less acute at these times as the reduced visitation during these periods reduces the demand for interpretation volunteers. This creates an opportunity for volunteers in other divisions of the Park even before the housing shortage is addressed.

## **Accomplishing Mission Beyond Monetary Funding**

### **Cooperation With Academic Institutions**

The Park should develop closer relationships local Technical Colleges and Business Schools to develop mutually beneficial projects. South Dakota State University may be an appropriate partner for Natural Resource Management projects. Business Schools in the Twin Cities area should be approached to develop partnerships in specific business related projects.

The Park should create a "Research Catalog" for management based research projects. This will allow Park management to provide guidance to potential research students and will promote projects of importance to the Park.



Badlands National Park

**Minuteman  
Missile  
National Historic Site**

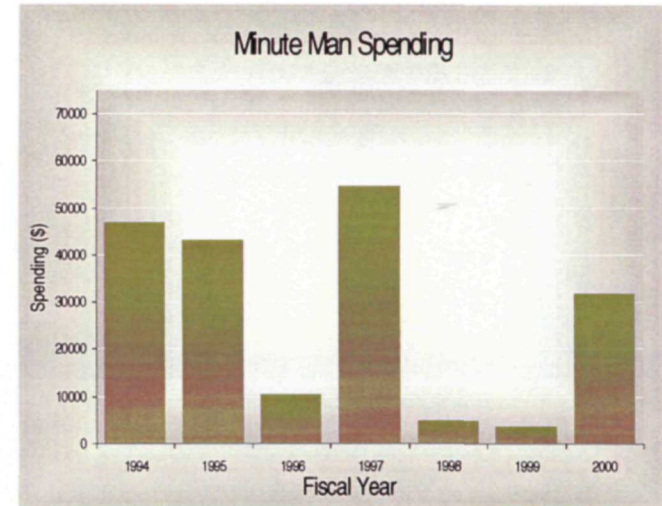


# Minuteman Missile National Historic Site

On December 8, 1999, Congress created the 379<sup>th</sup> unit of the National Park System. Located just off Interstate 90, Minuteman Missile National Historic Site stands as silent sentinel to the ultimate wisdom of humankind and the power that we chose not to use. Although the tangible resources protected at this site relate directly to the Minuteman Missile program, the site's story will include the larger issues of the Cold War era. The site will be administered by Badlands National Park to conserve funding and share human resources. The exact acreage for the National Historic Site has yet to be determined. The site has received no operational funds to date and has no staff ([www.nps.gov/mimi/](http://www.nps.gov/mimi/)).

The Minuteman was one of the most significant strategic weapons in U.S. history. With a turn of the key, the missile could deliver its nuclear weapon to a Soviet target in 30 minutes or less. "It was a weapon for which there was virtually no defense—for a war no one could win." That's how Tim J. Pavak, a missile engineer with the 28th Civil Engineering Squadron and now Minuteman II Deactivation Program Manager at Ellsworth AFB, described the Intercontinental Ballistic Missile (ICBM) in testimony before the Subcommittee on National Parks and Public Lands, House Committee on Resources, on September 14, 1999 (<http://www.archaeology.org/online/features/icbm/endofworld.html>).

Badlands National Park has been assisting the United States Air Force (USAF) with the transition of this military facility to an interpretive, educational center. In doing so, Badlands has spent \$188,008 towards preparing the national historic site for visitation and has devoted human resources to perform planning, maintenance and patrol activities as well as participating in community outreach events. The USAF has reimbursed most of those expenditures to Badlands National Park. The figure shows the amount spent by Badlands for Minuteman since the transition of this national historic site into a park unit was first discussed.



Beginning in 1994, Badlands has paid the utility costs associated with keeping the site functioning, which has averaged out to slightly more than \$3,600 each year. During 1994 and 1995, Badlands hired a permanent, short-term employee to perform all maintenance work related to Minuteman. The spending in those years includes that employee's compensation, tools, and equipment. After 1995, Badlands decided that it could not afford to keep this employee on staff and would utilize its own park maintenance staff whenever maintenance issues arose at Minuteman. In 1997, Badlands spent approximately \$47,000 on designing a viewing platform that is to be placed over the missile silo. In 2000, Badlands purchased and installed a security system for the site at a cost of approximately \$18,400. In years 1996, 1998, and 1999, the spending associated with Minuteman was basically utilities related.



Minuteman Missile National Historic Site is to be a stand-alone park unit that will continue to receive administrative and other assistance, such as patrolling and facility maintenance from Badlands NP. The site is planned to be open to the public within two to five years of the early FY02 transfer of ownership to the National Park Service.

Badlands National Park staff have completed and submitted two Operations Formulation System (OFS) Requests that detail the resources necessary to provide basic operational funding and staffing for this new park unit. The OFS Requests are currently in the review process. Details of the requests are as follows:

- Provide Operation and Planning for New Park Area: Cost \$320,000; FTE 5.0  
This funding would provide initial park operating programs in historic preservation, maintenance, cultural resources management and interpretation. The funding would also be used to facilitate a General Management Plan (GMP) and planning and oversight during new construction. Included in the FTE amount is the need for park management, cultural resources, maintenance, and visitor protection / security.
- Provide Basic Operations for New Park Area: Cost \$670,000; FTE 6.0  
This funding would provide supplemental park operating programs in historic preservation, maintenance, cultural resources management and interpretation, including onsite tours. The funding would also provide for the operations of a visitor center. Included in the FTE amount is the need for administrative support, additional maintenance, and interpretation staff.

In addition to the OFS Requests, Minuteman does have its own listing of project / investment needs within PMIS:

<u>Project Description</u>	<u>Estimated Cost</u>
Replace leaking roof on historic structure	\$72,000
Replace LP gas storage tank in new park area	\$55,000
Develop Park Handbook	\$80,000
Develop website	\$25,000
Conduct historic resources study	\$111,000
Prepare cultural landscape report	\$94,000
Prepare scope of collections statement	\$45,800
General Management Plan (GMP) funding	\$305,638
Conduct archaeological survey of Minuteman	<u>\$78,000</u>
Total	<u>\$866,438</u>

## Park Purpose

President William Clinton signed “the Minuteman Missile National Historic Site Establishment Act of 1999” on December 2 of that year. The act describes the Site’s purpose as:

- To preserve, protect, and interpret for the benefit and enjoyment of present and future generations the structures associated with the Minuteman II missile defense system.
- To interpret the historical role of the Minuteman II missile defense system as a key component of America’s strategic commitment to preserve world peace
- To interpret the broader context of the events of the Cold War.
- To complement the interpretive programs relating to the Minuteman II missile defense system offered by the South Dakota Air and Space Museum at Ellsworth Air Force Base.



## Park Significance

The act states the Site’s significance as follows:

- The Minuteman II intercontinental ballistic missile (ICBM) facilities known as “Delta 1” and “Delta 9” have national significance as the best preserved examples of the operational character of American history during the Cold War.
- The facilities are symbolic of the dedication and preparedness exhibited by the missileers of the Air Force stationed throughout the upper Great Plains in remote and forbidding locations during the Cold War.
- The facilities provide a unique opportunity to illustrate the history and significance of the Cold War, the arms race, and ICBM development.



## ***ACKNOWLEDGEMENTS***

Mike Heaney - Graduate School of Management UC Davis

T.J. Way - Terry Business School, University of Georgia

William Supernaugh - Superintendant

Chrissy Souder- Business Plan Design Editor, Bennington College

Marcia Huether - Administrative Officer

Brian Kenner - Resource Management Division Chief

Nick Koenigs - Maintenance Division Chief

Scott Lopez - Resource Protection Division Chief

Marianne Mills - Resource Education Division Chief

Linda Livermont - Budget and Fiscal Assistant

Badlands Natural History Association



This project would not have been possible without the generous support of the following philanthropies:

Henry P. Kendall Foundation

They Roy A. Hunt Foundation

Walter & Elise Haas Fund

Park Foundation, Inc

Compton Foundation, Inc.

Vira I. Heinz Endowment

The William and Flora Hewlett Foundation

The David and Lucile Packard Foundation

Anonymous



