



PEFO 5 Year Strategic Plan

2013-2017

Five Year Vision Workshop

Holbrook Library – October 16 – 17, 2012

Park staff held a strategic planning workshop to create a vision for Petrified Forest National Park for the next five years and develop objectives and strategies for achieving the vision. Attendees included: Brad Traver, superintendent; Kymberly Amar, administrative officer; Yolanda Lincoln, IT specialist; Richard Ullmann, chief of interpretation; Sarah Herve, supervisory interpretive ranger; Greg Caffey, chief ranger; Melissa Gebert, park ranger; Rose Cortez, facility manager; Pat Thompson, chief of resource management; Bill Reitze, archeologist; and Rosalie Fischer, administrative assistant.

Background:

The workshop started with some background on things that are foreseeable, things the park has committed to already, and reasonable expectations.

Concession contract – The existing concession contract with Xanterra is going into its 29th and final year in 2013. Very soon, decisions will be made by the park on what types of services will be required of the new concessioner in preparation for bidding next year and the start of a new contract in January of 2014. Existing services will remain – new services in new locations could be added.

PFMA – At the start of 2012, the park and PFMA developed an understanding about how aid to the park would be managed. The park would reduce its cash and staff requests for the next three years while PFMA built a reserve fund of 20% of annual gross sales (a reserve of about \$100k). Therefore, the park should expect to limit our staff aid from PFMA to three full time plus seasonal employees and our cash aid to under \$20k per year for 2013 and 2014. Assuming reserves are restored by the end of 2014, increases in available aid could be anticipated, if revenues stay steady.

Projects in the queue and planned – We handed out a list (attached) of projects in PMIS as of the meeting date.

Budget expectations- The park's 2010 allocation for base operating funds was \$3.51million. In 2011 it was \$3.45 million and in 2012, \$3.39 million. The trend is a cut of about \$60,000 per year or about 1.7%. For FY13, we are on a flat continuing resolution for the first 6 months of the year but "sequestration" (a potential cut of 8-10%) looms if Congress and the President don't prevent it by Jan 1. Therefore, in the short term, we are holding off on filling positions until more is known about that. Over the five year projection, we don't think we can assume anything better than flat budgets.

Friends Group – This organization is still in its initial formation stages. There are 15 board members now and a mailing list of about 40. We will continue to help them get formed, give them a sense of what the park is looking for from them, and make them a part of the fabric of the park.

Expansion lands, mining and casino update –

- The park is now the owner of the full Hatch Ranch (40 acres at HQ closed recently). Negotiations with the State Land Department are underway but moving slowly on the topic of a management agreement for lands within the boundary.
- Negotiations are underway on acquisition of the McCauley Ranch – a private donor is now involved which may speed things along.
- Passport Potash still holds a purchase option on the Twin Buttes Ranch (surface and minerals) but that option expires in August of 2013. Passport had not identified the site of their proposed

- surface operation as of the date of the workshop.
- American West Potash continues to pursue permits and financing for mine construction starting in 2013 in preparation for a 2015 start of mining operations on lands southeast of the former Hatch Ranch.
- The Navajo Gaming Commission is planning to construct a casino and trailer park at the Pinta exit off I-40, with a hotel in the second phase. Planning and design are expected to be underway in 2013, construction in 2014 for a 2015 opening.

Park Purpose:

The values for which the park was established and expanded have not changed. The assembled group decided to utilize the statement of purpose previously used in other park planning documents. From the 2010 GMP Amendment:

“The purpose of Petrified Forest National Park is to preserve, protect, and provide opportunities to experience globally significant Late Triassic paleontological resources, nationally significant archeological sites, and scenic and natural resources, including the Painted Desert, and to foster scientific research and public understanding and appreciation of park resources.”

Five-year Vision:

A draft five-year vision in outline form was prepared in advance of the workshop and distributed to the participants for consideration. The draft vision outline is attached. The seven broad categories in the vision outline were adopted as the framework within which five-year objectives and five-year strategies were developed. Objectives are the tangible things we want to accomplish – the “what”. Strategies are guidelines we will adhere to in accomplishing our objectives – the “how”.

The seven broad categories of the vision are organized into two parts – Be Brilliant at the Basics, and Grow.

Be Brilliant at the Basics – This collection of four category topics focuses on bringing park operations to a level of soundness in the fundamentals of public land management and public service.

1. *Take Care of Each Other* – This aims at developing a well-trained, well-supervised, productive, innovative, healthy, happy, workforce.
2. *Take Care of Visitors* – This aims at providing visitors outstanding customer service through a variety of means, bringing stories that are hard to see to visitors and non-visitors, and expanding the park’s offerings in a variety of ways.
3. *Work Well with Others* – Honor our partners, neighbors, and stakeholders with the attention they deserve.
4. *Take Care of the Resources Entrusted to Us* – Manage our budgets, property, reporting, requesting, water, energy, and resources professionally.

Grow – This collection of three categories focuses on adding land, reversing visitation trends, and diversifying the visitor experiences available at Petrified Forest.

1. *Grow Audiences by Changing the Park’s Image* – Get away from the park’s current image as a place from which petrified wood is stolen to an image as a place where great science takes place, where late-Triassic animals as well as plants are found, where an unbroken 13,000-year archeological story is told, and where Route 66 is one of many transportation routes through the area.
2. *Grow our Capabilities* – Continue creating a fully functional Resources Management operation,

add to our abilities in historic preservation, invite partners with expertise to assist us, and begin planning for a Learning Center.

3. *Grow the Park* – Continue to acquire authorized lands while working with mining companies who will own and mine minerals below the surface and negotiate an agreement with the State to manage Trust lands in lieu of and until acquiring them. Conduct public planning and permit public access as early as feasible to demonstrate good faith with interested individuals and stakeholders.

Five-Year Objectives and Strategies:

We discussed the things we wanted to accomplish under each broad category of the vision. After collecting these brainstorm ideas, we arranged them into five-year objectives (bullets of “what” we want to accomplish) and five-year strategies (bullets of “how” we will accomplish them).

Five-Year Objectives (what we want to do):

- Improve digital media opportunities for visitors
 - Upgrade web site with simplified links, improved navigation, improved currency, broader range of audio/video options
 - Develop downloadable digital media for mobile use
 - Determine a way to track on-line traffic page by page.
- Simplify messaging throughout including providing answers to common questions.
- Restore historic features (ceiling, skylight, floor) at RFM and update exhibits
- Remove unsympathetic features at PDVC (partition wall, etc) and update exhibits
- Achieve concurrent jurisdiction in the park
- Move collections and lab to School, move Interp to VC
- Achieve Climate Friendly Park and Night Sky Friendly Park status
- Identify, catalog, and make available park-data – all park data available digitally
- Continue healthy awards program
- Conduct resource inventories on new lands
 - Infrastructure for usefulness
 - Archeo/Cultural
 - Paleo
 - Biological
- Conduct public use planning on eastern expansion lands
- Encourage research in all disciplines – disseminate findings in a variety of forms
- Implement Wilderness Plan
- Support growth in resource management functions
 - Cultural – history, historic preservation, archeo
 - Paleo/geology
 - Ecological
 - This includes decreasing backlog cataloging, site record backlogs, site nomination backlogs, etc.
- Utilize internal, local, national, and international venues to show the diversity of stories at PEFO.
- Hold engaging special events at the park
- Invest in employees – in ways that assist in achieving objectives
- Work with PFMA to reduce costs and increase revenues
- Rehab infrastructure

- Get the road repaired
- Underground services for power and water to housing units to be repaired
- Rehab HQ and Oasis buildings
- Rehab drainage and foundations throughout PDCC
- Restore 208
- Rehab Puerco Kiosk
- Re-cable the HQ complex – update IT equipment
- Update/refresh vertebrate paleo exhibits at RFM as part of a continuing re-evaluation of the public space there
- Rehab RF fire cache – depends upon replacing fire truck with a water truck that’s small enough
- Implement Cultural Landscape Report recommendations for RF
- Consider additional hikes for “off beaten path” including Petroglyph Canyon and the connecting trail between Tepees and Blue Mesa
- Identify other trail opportunities on existing roads
- Rehab landscape at Holbrook housing to include shade ramada
- Explore individual metering for water throughout
- Consider shared indoor amenities at Holbrook Housing
- Incorporate new concession contract features/activities into park ops

Five-Year Strategies (how we want to do it):

- Take an active interest in our employees
- Conduct small in-house trainings
- Create a clearing house of good ideas captured
- Consider IDP’s for all PEFO terms and perms
- Quality over quantity – don’t overburden
- Communication is a PRIORITY – including between employees and supervisors
- Collaboration is an important park value, including planning ahead with others
- Continue getting office, protection, and maintenance employees out into the park
 - Special trips and tag along both
- Strengthen ties between front line interp and new resource information
- Consider a short (below OMB threshold) mail back survey
- Focus sale items to coordinate with message
- Be as welcoming as we can but know the regulations and enforce them when needed.
- Establish events calendar for advanced planning
- Transition out of active structural fire program in conjunction with neighboring departments
- Sign MOU’s with tribes on various issues on which we work together
- Outreach from Subject Matter Experts to other staff
- Maintain strong relationship between Interp/Resources
- Use national internal venues (Call to Action, InsideNPS, etc.)
- De-emphasize the wood theft issue in public messages – Use leave no trace
- Replace wood theft image with positive story/stories
- Consider – look into whether locals can get in free
- Brown and white signs on I-40 – add which entrance directions are for
- Add capability to play in the various media areas/partner with others information officers utilize internal resources, particularly with science background.
- Consider feedback mechanisms to see how outreach efforts work

- Maximize potential of existing events
- Hold lecture series in Holbrook – NPC or Holbrook Library
- Enhance holiday open house and PDI
- Add flier on “off beaten path” opportunities or codes to reference changing info.
- Improve capabilities in masonry
- Bring SME to park on short details to do as well as teach – podcasts, media, archeo stabilization, etc...
- Work with APS to upgrade power supply to park and underground in-park lines

FY 2013 Annual Plan

We followed up our five-year planning with a discussion of what we want to accomplish in FY13 toward the objective and strategies we had just developed. The following is a list of bullets we will post in our meeting room to update weekly as we go through the year.

- Complete FBMS and AFS 4Training/implementation
- Implement FY13 Formulated projects
- Continue transitioning of the structural fire program
- Get jurisdiction issue on Apache County agenda
- Develop IDPs for all term and perm employees
- Implement these parts of the Wilderness Management Plan:
 - Trail register
 - Update for FOTI report
 - Identify additional access points
- Inventory infrastructure (roads, water structures, fences) on new lands and get into FMSS.
- Update locations and API in FMSS to best position park for new cyclic formula.
- Plan for Fall 2013 run event
- Hold Climate Friendly Park workshop
- Inventory all exterior lighting for Night Sky Friendly efforts
- Fund part or all Sibley film if no cost-share funds
- Replace apartment hallway windows, funding permitting
- Move museum collections to TEL room
- Create digital content for web and mobile applications
- Implement the use of iPads
- Install new big screen TV in PDVC – possibly remove wall in PDVC
- Continue GIS/data management work through the FY
- Continue RFM exhibit updating
- Continue PDI improvements in use of space
- Obtain water truck from the re-use program
- Determine whether locals can have free admission to the park
- Make NAGPRA decision – prepare for reburial
- Continue implementing and reporting “Call to Action” items
- Put new concession contract prospectus on the street for bid

Five Years of Formulated Projects - as of November, 2012

PMIS Number	Total Cost	Title	Year	Fund Source	Review Status
123760C	\$20,000.00	Rehabilitate Park Cultural Landscapes To Improve Visitor Satisfaction	11	Park Fee	WASO-reviewed
123794	\$392,087.85	Protect And Restore Historic Structures To Improve Visitor Satisfaction	13	80% Fee	WASO-reviewed
143668	\$47,663.59	YCC Crew to Perform Deferred Maintenance	13	Cyclic	Region-reviewed
143673	\$49,570.14	YCC Crew to Perform Deferred Maintenance	14	Cyclic	Region-reviewed
145359	\$268,286.80	Prepare Fossils for Visitor Enjoyment and	13, 14	80% Fee	WASO-reviewed
156239	\$42,000.00	Provide LE - Fee Management Agreement FY 2010-2011	13, 14	80% Fee	WASO-reviewed
162392	\$7,019.15	ADP PEFO File Server Replacement for HQ	14	Eq. Rep.	Region-reviewed
162404	\$7,019.15	ADP PEFO Client Server for HQ	14	Eq. Rep.	Region-reviewed
162437	\$128,213.39	Rehabilitate Long Logs and Agate House Trails	17	R/R	Region-reviewed
163483	\$58,492.93	ADP Parkwide Replacement of Telephone System	14	Eq. Rep.	Region-reviewed
171594	\$477,119.22	Replace Deteriorated Water Distribution Line	13	R/R	WASO-reviewed
175346	\$21,112.00	Understanding the Timing of Ancient Climate Change and Biotic Response at PEFO (CIP)	15	80% Fee	Region-reviewed
175979	\$196,272.54	Stabilize Visitor Center/Admin Building and Concessions Building Foundations	13	R/R	WASO-reviewed

175988	\$272,267.64	Stabilize Foundation and Create Positive Stormwater Drainage - Block A	14	R/R	WASO-reviewed
175995	\$335,865.13	Stabilize Foundation and Correct Stormwater Drainage Deficiencies - Block B	15	R/R	Region-reviewed
176346	\$162,831.78	RCM-Remove non-historic roof and install new roof - VC/Administration Building	14	Cyclic	Region-reviewed
176529	\$162,420.09	Rehab Cultural Landscape - Public Plazas	13	80% Fee	WASO-reviewed
176733	\$22,000.00	Develop Wilderness Ranger Program for Youth and Adults	15	80% Fee	Region-reviewed
177560	\$77,975.95	RCM-Reglaze Historic Windows in Painted Desert Administration Building	13	Cyclic	Region-reviewed
178829	\$139,628.85	Install EPA Compliant Vehicle Wash	14	EMP	WASO-reviewed
186340	\$243,971.56	RCM-Remove Non-Historic Roof and Install New EPDM Membrane Roof at Painted Desert Oasis	16	Cyclic	Region-reviewed
186381	\$586,755.38	Replace Deteriorated Water Distribution Line Between Painted Desert Complex and Puerco	16	R/R	Region-reviewed
186475	\$72,272.74	Restore Agate Bridge Breezeway by Removing Restrooms	13	80% Fee	WASO-reviewed
187802	\$76,726.56	RCM-Re-roof Rainbow Forest Museum	13	Cyclic	Region-reviewed
188506	\$46,512.37	RCM-Paint Building Exteriors at Painted Desert Complex	15	Cyclic	Region-reviewed
188525	\$10,404.36	RCM-Replace Roof at Cabin 77	15	Cyclic	Region-reviewed
188528	\$10,545.51	RCM-Replace Roof at Cabin 76	15	Cyclic	Region-reviewed
189529	\$338,425.66	Inventory Cultural Resources on New Park Expansion Lands	13	Cult. Res.	
188564	\$92,101.69	RCM-Refurbish Historic Windows in Apartments E, F, G, H	17	Cyclic	Region-reviewed

188955	\$76,161.01	RCM-Replace Rain Gutters at Holbrook Housing and PD Complex	17	Cyclic	Region-reviewed
189494	\$36,330.41	RCM-Recondition Blue Mesa and Crystal Forest Trails	15	Cyclic	Region-reviewed
189529	\$338,425.66	Inventory Cultural Resources on New Park Expansion Lands	13-15	Cult. Res.	WASO-reviewed
189557	\$181,281.28	Emergency Stabilization of the Depot Tank Stagecoach Station	15	Cult. Res.	WASO-reviewed
191027	\$13,219.40	Interpretation - Replace Out of Date and Damaged Wayside Panels at the North End	14	Cyclic	Region-reviewed
191033	\$8,422.98	Interpretation - Replace Out of Date and Damaged Wayside Panels at the South End	14	Cyclic	Region-reviewed
193061	\$7,000.97	Install Automated Gate at Painted Desert Entrance Station	13	80% Fee	WASO-reviewed
193335	\$30,000.00	Partner with Film Maker to Produce Documentary Film for Visitor Education	13	Cost Share	WASO-reviewed

Draft PEFO Vision

Where we are headed in the next 5 years – keeping in mind the GMP, Wilderness Plan, upcoming concession contract, budget outlook, project outlook, potential Friends Group, and trying to be realistic.

1. Be Brilliant at the Basics

a. Take care of each other:

- i. Supervisors provide good supervision
- ii. Stay on top of required and otherwise important training
- iii. Make PEFO a good place to work by providing employees opportunities to contribute in ways they enjoy, be creative, get out into the park, and feel they have been heard
- iv. Continue the Healthy Awards program, if it's helpful; modify if not
- v. Homes and workplaces are in good working order
- vi. Serve internal customers well

b. Take care of visitors:

- i. Provide clear orientation information wherever its needed
- ii. Provide varied opportunities for education and understanding the park's stories
- iii. Provide friendly, instructional contacts as long as life, limb, and resources are not in imminent danger
- iv. Provide varied opportunities for adventure
- v. Provide visitor facilities that are clean, functional, and attractive and that enhance a visitor's experience

c. Work well with others:

- i. Be responsible and supportive partners with our in-park neighbors, local fire departments, and county sheriff's offices
- ii. As we can, participate in local events and activities in support of our community neighbors
- iii. Be particularly supportive of the Friends of Petrified Forest as they get established
- iv. While continuing to pursue our mission, be good neighbors to the landowners, casino, miners, and ranchers along our boundaries
- v. Consult Tribes twice a year

d. Take care of the resources entrusted to us:

- i. Manage natural and cultural resources and public lands professionally
- ii. Be accountable for funds and property
- iii. Report expenditures/activities and request funding accurately
- iv. Conserve water and energy; act sustainably

2. Grow

a. Grow our audiences by changing the park's image

- i. Through a variety of media (as well as personal services), including third-party and press, convey the wide variety of stories the park has to tell to audiences

both inside and outside the park, including new story opportunities on expansion lands

- ii. Hold interesting and fun events at the park
 - iii. Embrace modern technology in connecting with new and existing audiences
 - iv. Offer new services and new opportunities, when and where possible (i.e new “off the beaten path” trips, new concession services in the new contract, new opportunities on expansion lands, etc.)
 - v. Change the image of the park to one that includes science, rock art, mid-century themed (Rt 66) fun, adventure, beautiful scenery, and embraces modern technology – in addition to petrified wood
 - vi. Look for possible areas of mutual interest with the proposed casino at Pinta
- b. Grow our capabilities
- i. Add internal capabilities and partners in managing resources (natural, historic, prehistoric, paleo, etc.) and communicating stories
 - ii. Nurture existing partners to expand their capabilities to help us reach our goals
 - iii. Improve our abilities in historic preservation
 - iv. Be opportunistic and creative in seeking assistance
 - v. Begin to actively pursue the Learning Center
- c. Grow the park
- i. Continue to add authorized lands
 - ii. Until acquiring State Trust Lands, agree with the state on management of those lands for park purposes
 - iii. Plan public uses on new lands that offer experiences not readily available in the pre-2004 park
 - iv. Encourage mining companies to locate surface operations outside park boundaries in a manner that is as unobtrusive as possible