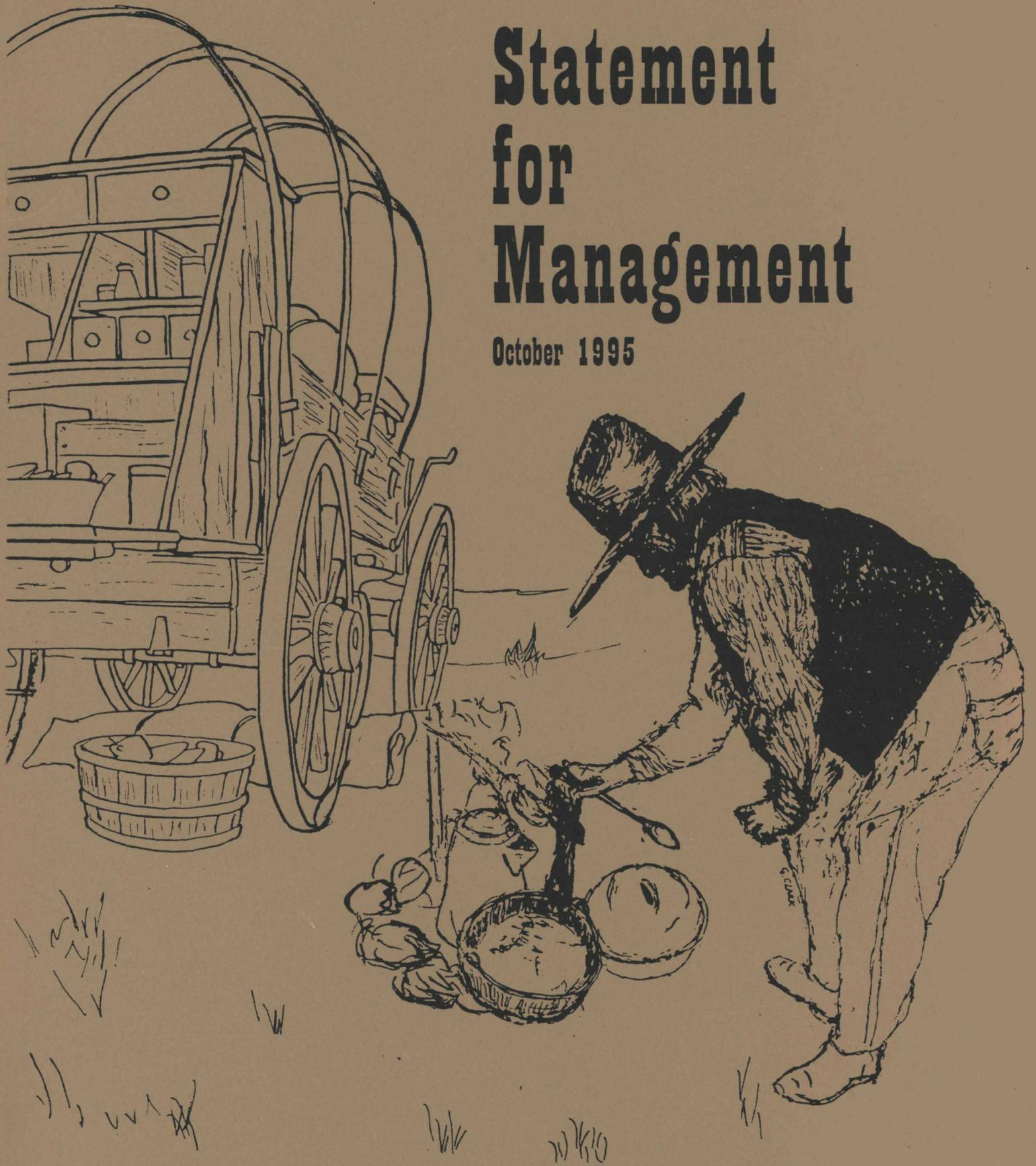


Statement for Management

October 1995



Grant-Kohrs Ranch National Historic Site

Definitions

Statement for Management

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

Management Assessment Process

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

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

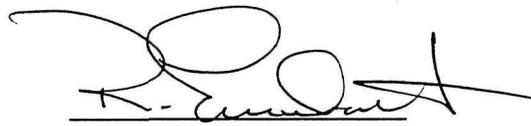
In the future, the SFM will be revised as necessary to ensure that it reflects a current view of the park, both internally and within its regional context. The management objectives, obstacles, actions, and owners will be reviewed annually by park staff.

Recommended by:

/s/Tony Schetzle
Superintendent,
Grant-Kohrs Ranch
National Historic Site

October 1995
Date

Approved by:


R. [unclear]
Deputy Field Director,
Rocky Mountain Cluster,
Intermountain Field Area

10-12-95
Date

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HISTORY OF GRANT-KOHR'S RANCH NATIONAL HISTORIC SITE

The first documented settler on the Grant-Kohrs Ranch site was John Francis Grant, whose fur trade upbringing led to trade with emigrants on the Oregon Trail at Fort Hall, Idaho. This led into the acquisition of livestock, which evolved into ranching. He established the ranch in 1862. In 1866 Grant sold the ranch and its assets to Carsten Conrad Kohrs. Kohrs and his half-brother, John Bielenberg, made it the operations base of a range cattle empire extending, by the 1890s, over several states, with land holdings of about 30,000 acres in the Deer Lodge Valley alone. He also owned nearly one million acres (in fee and by water rights) and grazed over ten million acres of public land, mainly in eastern Montana. Kohrs and Bielenberg, the Pioneer Cattle Company, were instrumental in upgrading the quality of range cattle, with the introduction of Shorthorn and Hereford bloodlines into the herds. Even the catastrophic losses of stock, which hit the industry in the unusually severe winter of 1886-1887, represented only a minor setback to their operation. Kohrs became prominent in the cattle industry and participated in territorial and state politics. In 1868 Conrad Kohrs married Augusta Kruse. After Conrad and Augusta Kohrs moved to Helena, Montana, in 1899-1900, Bielenberg continued ranching operations at Deer Lodge, but with homesteading encroaching on the open range and their fortunes made and secure, the partnership began winding down operations. When the two men died (Kohrs in 1920 and Bielenberg in 1922), Augusta Kohrs cared for the 1,000 or so remaining acres of the home ranch, which was officially operated and controlled by a corporation, the Kohrs Company. Augusta died in 1945.

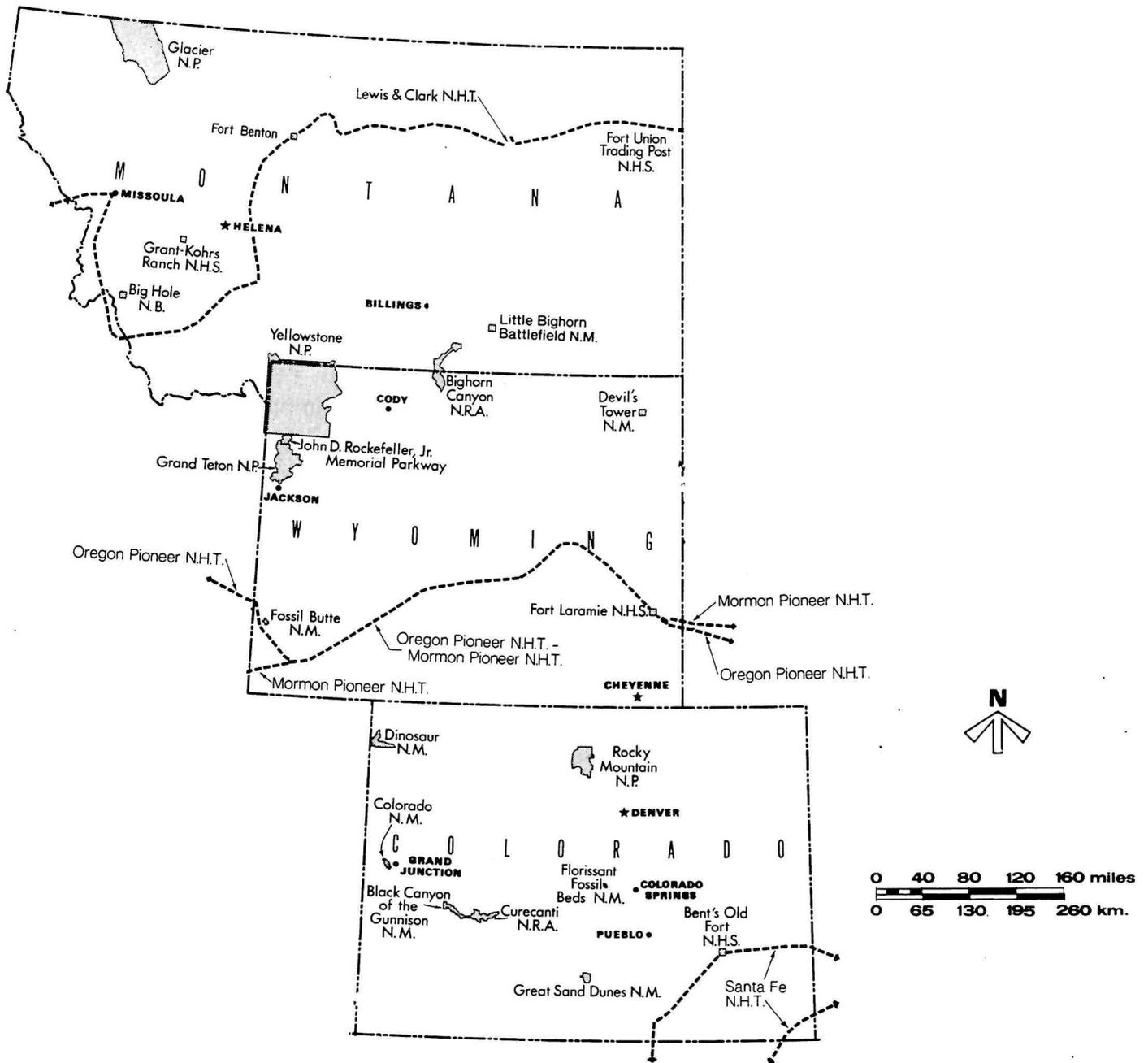
In 1932, Kohrs' grandson, Conrad Kohrs Warren, was employed as a foreman, and a new phase of expansion began. In 1934 Warren moved into the house, east of the railroad tracks, which had been a wedding gift to him and his wife, Nell Warren, from Augusta Kohrs. He bought the holdings of the Kohrs Company in 1940, and the ranch became known for its registered Hereford cattle and Belgian horses. In 1952, Warren moved the operations east of the railroad tracks to the upper bench of the ranch. The registered Herefords were dispersed in 1958, but ranching continued under Warren's direction with a commercial herd, even after purchase by the National Park Foundation in 1970. In 1980, Warren began leasing his remaining lands to local ranchers, until the 1988 purchase by the NPS. It was Warren and his wife who recognized the importance of the site, and through their efforts, it was preserved intact. When the NPS purchased the acreage and buildings at the center of the property from the National Park Foundation in 1972, they acquired a site changed only slightly from its origins as the headquarters for an open-range ranching operation.

LOCATION

Grant-Kohrs Ranch National Historic Site is in Powell County, Montana, adjacent to the north boundary of the city of Deer Lodge, which is in the Montana's At-Large Congressional District. The park consists of 1,205.83 acres of fee ownership within the boundary; 120.00 acres outside boundary; 165.63 acres of scenic easement; and 0.05 acres of right-of-way easement.

Grant-Kohrs Ranch National Historic Site is surrounded by mountains and is located within the fertile Deer Lodge Valley drained by the Clark Fork of the Columbia River. The elevation is 4,500 feet above sea level.

Grant-Kohrs Ranch is sheltered from the worst effects of stormy weather by the surrounding mountains. Its climate is classified as semiarid with total annual precipitation averaging 10.6 inches. An average of nine days a year are 90 degrees or warmer. The length of the growing season (frost-free days) averages 95 days a year. An average of 21 days per year have maximum temperatures of 32 degrees or less.

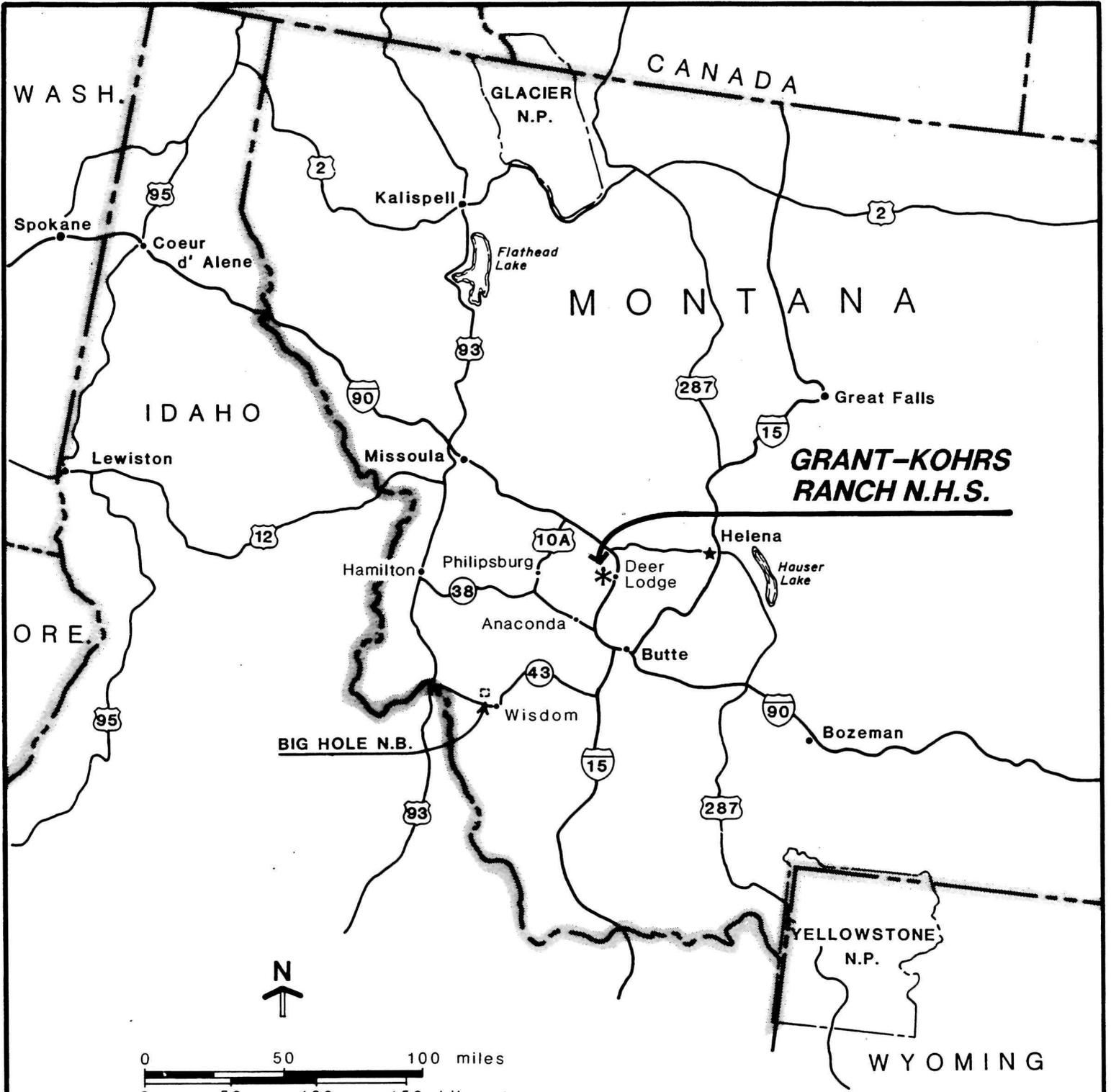


Legend

- Locations of Major Cities
- ★ Locations of State Capitals
- State Boundary Lines
- ▒ National Park Service Areas
- National Park Service Historical Trails

Rocky Mountain Cluster Intermountain Field Area

National Park Service
United States Department
of the Interior



Vicinity Map

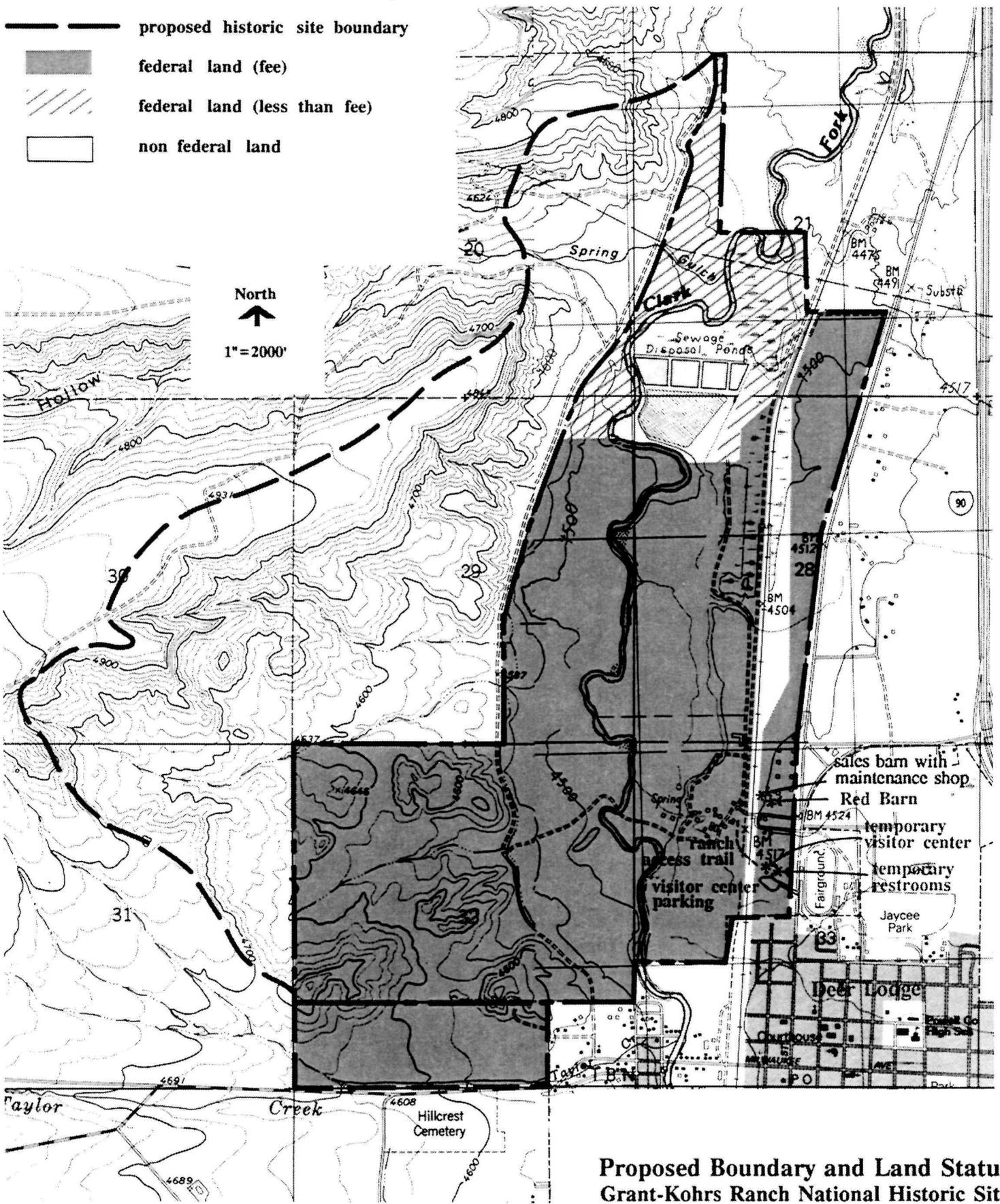
Grant-Kohrs Ranch National Historic Site

U.S. Dept. of the Interior - National Park Service

-  existing historic site boundary
-  proposed historic site boundary
-  federal land (fee)
-  federal land (less than fee)
-  non federal land

North

 1" = 2000'



**Proposed Boundary and Land Status
 Grant-Kohrs Ranch National Historic Site
 Montana**

U.S. Dept. of the Interior - National Park Service

RESOURCES

The Grant-Kohrs Ranch National Historic Site became a National Historic Landmark on December 19, 1960. National Historic Landmarks were automatically enrolled in the National Register of Historic Places when it was established in 1966. In 1972, the park was established by Congress as a National Historic Site and was listed in National Register of Historic Places as a unit of the National Park System. The nomination form is scheduled for completion by 1997 under the category of Historic Rural District. The museum collection may be listed as a contributing factor to the site's eligibility. As such, management and development decisions and actions must be in accordance with the provisions of Section 106, National Historic Preservation Act of 1966.

The Grant-Kohrs Ranch lies within the Clark Fork River Superfund Site. It is the only unit of the National Park System on the National Priority List for cleanup. This superfund site, the largest in the nation, extends from the headwaters of Silver Bow Creek above Butte, following the Clark Fork River to Missoula. The Ranch is contaminated with toxic metals from mine tailings deposited in the floodplain by the Clark Fork River and hazardous substances from the now-defunct smelter operations in the Deer Lodge Valley.

The 61 historic buildings, 27 other historic structures, and the large collection of artifacts, documents, and photographs relating to the Grant and Kohrs ranches are the site's chief resources. The furnishings of the main ranchhouse and bunkhouse (which are original and intact), along with a large assortment of horse-drawn farm and ranch vehicles and equipment constitute a resource for exhibit and study. The museum collection numbers approximately 26,500 objects. There is nearly 100 linear feet of archival material.

LEGISLATION AND ADMINISTRATIVE AND LEGAL CONSTRAINTS

Enabling Legislation

Public Law 92-406, 86 Stat. 632, approved August 25, 1972, authorized the Secretary of the Interior to designate not more than 2,000 acres of the Deer Lodge Valley for establishment of Grant-Kohrs Ranch National Historic Site. The land acquisition ceiling was set at \$350,000 and the total development ceiling at \$1,800,000. On November 10, 1978, Public Law 95-625, 92 Stat. 3467, increased the land acquisition ceiling to \$752,000 and the development ceiling to \$2,075,000. Authorization was also given to acquire fee simple title to lands in which the United States had a less than fee interest inadequate to protect the land.

On December 28, 1980, Public Law 96-607, 94 Stat. 3539, further increased the land acquisition ceiling to \$1,100,000 and the development ceiling to \$7,818,000. It also changed the park boundary to exclude 35.66 acres of land owned by the city of Deer Lodge.

To date 1,498.38 acres are included within the park boundary, leaving only 501.62 acres before reaching the 2,000-acre ceiling.

Administrative Constraints

Interest in the lands within Grant-Kohrs Ranch National Historic Site were acquired subject to the following (as noted in Deed No. 3, November 21, 1972):

- A strip of land conveyed by Thomas Stuart, and wife Ellen Stuart to the Utah and Northern Railway Company recorded in Book 4, page 405, Transcribed Records of Powell County, Montana.
- A strip of land conveyed by Conrad Kohrs and wife Augusta F. Kohrs and John N. W. Bielenberg to the Utah and Northern Railway Company recorded in Book 4, page 495, Transcribed Records of Powell County, Montana.
- A right-of-way over, upon, and across the above-described land as conveyed by Conrad Kohrs and wife Augusta F. Kohrs and John N. W. Bielenberg to the Utah and Northern Railway Company recorded in Book 4, page 497, Transcribed Records of Powell County, Montana.
- A strip of land conveyed by Samuel E. Larabie and wife Julia W. Larabie to the Utah and Northern Railway Company, recorded in Book 4, page 280, Transcribed Records of Powell County, Montana.

- That portion of the above-described lands as conveyed by S.E. Larabie and wife Julia W. Larabie to the Chicago, Milwaukee, and Puget Sound Railway Company, recorded in Book 8, page 360, Deed Records of Powell County, Montana.
- That portion of the above-described land conveyed by Kohrs and Bielenberg Land and Livestock Company by President Conrad Kohrs to the Northern Pacific Railway Company, recorded in Book 8, page 628, Deed Records of Powell County, Montana.
- That portion as conveyed by Samuel E. Larabie and wife Julia W. Larabie to the Chicago, Milwaukee, and St. Paul Railway Company of Montana, a corporation, recorded in Book 9, page 97, Deed Records of Powell County, Montana.
- That portion conveyed by Samuel E. Larabie and wife Julia W. Larabie to the Chicago, Milwaukee, and St. Paul Railway Company of Montana, a corporation, recorded in Book 9, page 98, Deed Records of Powell County, Montana.
- Right-of-way easement granted by Conrad Kohrs Company, a corporation, to the Montana Power Company, a corporation, the right to construct, maintain, operate, and remove pipelines across NE $\frac{1}{4}$ NW $\frac{1}{4}$ of Section 28; S $\frac{1}{2}$ SW $\frac{1}{4}$ of Section 21; NW $\frac{1}{4}$ SW $\frac{1}{4}$ of Section 21, East of County Road, all in T 8 N., R. 9 W.; and other lands, recorded in Book 40, page 53, Deed Records of Powell County, Montana.
- Right-of-way easement filed October 6, 1954, granted by C.K. Warren and wife Nellie F. Warren to the Montana Power Company, a corporation, to construct, maintain, operate, and remove pipelines for the transmission of gas and oil and a telephone line as now surveyed and located over, along, and across the NE $\frac{1}{4}$ SW $\frac{1}{4}$ and SE $\frac{1}{4}$ NW $\frac{1}{4}$ of Section 33, T. 8 N., R. 9 W., recorded in Book 44, page 262, Deed Records of Powell County, Montana.
- Right-of-way easement granted by C.K. Warren and wife Nellie F. Warren to the Montana Power Company the right to construct, maintain, operate, and remove a pipeline for the transmission of gas, over, along, and across the N $\frac{1}{2}$ SW $\frac{1}{4}$ of Section 21, T. 8 N., R. 9 W. recorded in Book 45, page 296, Deed Records of Powell County, Montana.
- Right-of-way grant and easement for use as a private road granted by Conrad K. Warren and wife Nellie F. Warren to the city of Deer Lodge, an incorporated municipality, conveyed in Book 50, page 615, Deed Records of Powell County, Montana.
- Right-of-way granted by Conrad K. Warren and wife Nellie F. Warren to the city of Deer Lodge, Montana, an incorporated municipality, the right to lay, maintain, inspect, operate, protect, repair, replace, and remove a sewerline on, over, and

through Sections 28 and 33, T. 8 N., R. 9 W., recorded in Book 50, page 617, Deed Records of Powell County, Montana.

- Right-of-way easement granted by Conrad K. Warren and wife Nellie F. Warren to the Montana Power Company, a corporation, the right to construct, maintain, operate, and remove an electric powerline and communication system over, along, and across SE $\frac{1}{4}$ NE $\frac{1}{4}$ SE $\frac{1}{4}$ of Section 32, T. 8 N., R. 9 W., recorded in Book 53, page 563, Deed Records of Powell County, Montana.
- A strip of land conveyed by Conrad Kohrs, wife Augusta Kohrs, and John N.W. Bielenberg to the Chicago, Milwaukee, and St. Paul Railway Company, a corporation, recorded in Book 9, page 60, Deed Records of Powell County, Montana.
- The rights, if any, of the Kohrs-Manning Ditch Company.
- Preliminary Order of Condemnation, Case No. 5416, the Montana Power Company, a corporation, versus Conrad K. Warren and Nellie F. Warren.

Existing Agreements, Leases, Special Use Permits

- On 4/16/89, a 5-year special use permit was issued to Dave Johnson, a local rancher, for the purpose of haying on 748 acres, and for subleasing the land for grazing purposes. Existing permit was extended until March 31, 1999.
- Access easements are held by the Burlington Northern/Montana Western Railroad for private surface road access and public pedestrian access via an underpass. The underpass is only for foot traffic and alleviates the problem of having vehicles on the site. Also, it enables the park's interpretive program to be carried out beginning at the parking lot and along a 1,100-foot trail.
- The Kohrs-Manning Ditch Company operates an irrigation ditch running south to north across the site and maintains a diversion dam on Cottonwood Creek and a flume crossing Johnson Creek. No written agreement exists between members or with the National Park Service, but access has been provided to maintain and operate the ditch. Deed No. 3, conveys the land "subject to the rights, if any, of the Kohrs-Manning Ditch Company" and grants the National Park Service 6 miner's inches of water from the Kohrs-Manning Ditch. Further water rights provides for the deliver of 125 miner's inches via the Kohrs-Manning Ditch to irrigate lands within Grant-Kohrs Ranch National Historic Site.

The property granted to the United States by the National Park Foundation (Deed No. 3) is subject to the following easements:

- Right-of-way to the city of Deer Lodge, Montana, to lay, maintain, inspect, operate, protect, repair, replace, and remove a 36-inch sewerline on, over, and through the historic site. Since the sewerline passes through the ranch yard, which is the most historic and important area, a repair or replacement of the sewerline could disrupt operation of the park.
- Right-of-way and strips of land conveyed to the Utah and Northern Railway Company and the Northern Pacific Railway Company (now used by the Burlington Northern/Montana Western Railroad).
- Strips of land conveyed to the Chicago, Milwaukee, and St. Paul Railway Company. The company track bed was in poor condition in the ranch vicinity, resulting in extensive vibration when trains passed. The company discontinued its service in 1980, and in 1983, the National Park Service acquired all company land within the park boundary.

NOTE: The above-listed railroad constraints apply to two rail lines (used by only two trains a day), running parallel, north and south, generally along the eastern edge of the fee land. Approximately eleven acres (administrative site) of fee land is on the east side of these tracts. The railroads very effectively sever access to the site from major highways, the Interstate, and the city of Deer Lodge.

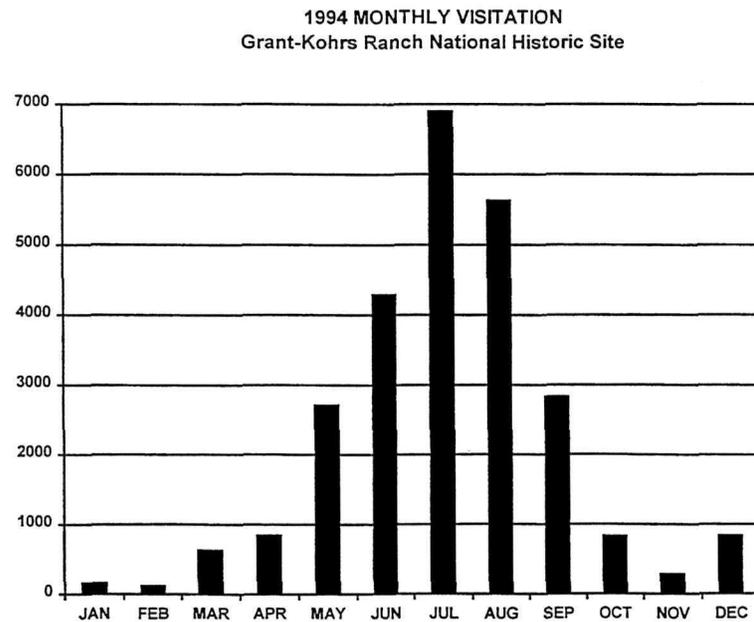
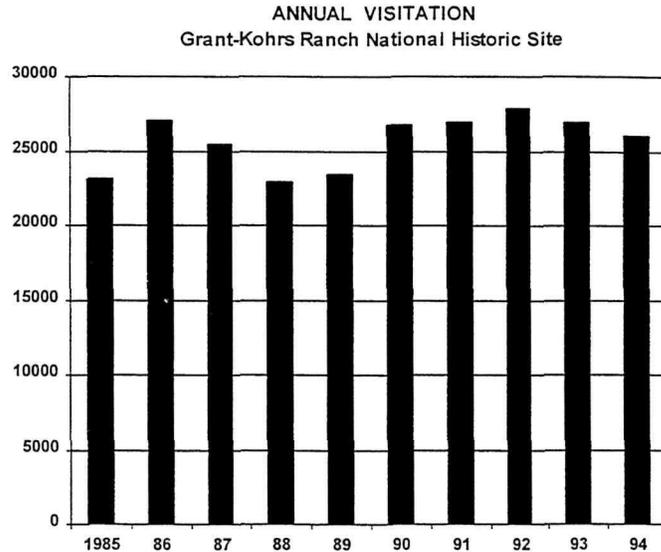
- Right-of-way easements to the Montana Power Company to construct, maintain, operate, and remove a pipeline for the transmission of gas and oil; and an electric powerline and a communication system over, along, and across part of the site. This allows the Montana Power Company to construct utilities across the site, which could prove to be visual intrusions. During peak visitor use, they could cause major safety problems and disrupt park activities.
- Special use permits have been issued to the Montana Power Company and the Mountain Bell Telephone Company to construct, maintain and operate, and remove an underground primary powerline, and underground telephone cable, and a natural gas pipeline to provide services to the site.
- There is a 0.05-acre right-of-way easement (Tract 01-118, Deed No. 6), which was acquired from Burlington Northern/Montana Western Railroad for a pedestrian underpass.
- On April 29, 1980, Governor Thomas L. Judge signed a letter establishing concurrent jurisdiction in lieu of proprietary jurisdiction for Grant-Kohrs Ranch National Historic Site.

- The site comes under the protection of the city of Deer Lodge Fire Department, with whom a contractual fire agreement has been implemented. Grant-Kohrs Ranch has limited fire equipment and could not control a major fire; therefore, the agreement with the city of Deer Lodge works to the park's benefit.
- April 14, 1995 an interagency agreement with the Deerlodge National Forest was signed to provide pasture and facilities for up to five head of horses for the Deerlodge Ranger District.
- April 1994 Memorandum of Understanding with Yellowstone National Park and Glacier National Park to provide winter pasture for horses and mules from those areas.
- August 1994 Memorandum of Understanding with the Division of Technology, Montana Tech of the University of Montana to coordinate and conduct special projects at Grant-Kohrs by students of the Division of Technology.
- February 1993 Right-of-Way Grant was issued to U.S. West Communications, Inc. for construction, operation and maintenance of a fiber optic communications cable.
- The National Park Service is a stockholder, holding 100 shares of a total of 700 shares, of the West Side Ditch Company, Inc. As such, Grant-Kohrs Ranch is entitled to one-seventh of the water diverted from the Clark Fork River by the Westside Ditch Company, Inc.
- Grant-Kohrs Ranch National Historic Site administrative offices are located at 210 Missouri Avenue in Deer Lodge. Facilities are leased under a ten year agreement, with option for renewal on a yearly basis after the first five years. Present lease expires December 18, 1996, with annual renewal options through 2001.

VISITATION STATISTICS

A visitor use survey is scheduled for fiscal year 1996.

Annual visitation for 1985 - 1994 and monthly visitation for 1994 are depicted on the following graphs.



PLANNING AND MANAGEMENT DOCUMENTS

Name of Plan or Study	Preparer	Date/Approval
General Management Plan/Development Concept Plan	GRKO/RMR	3/93
Historic Resource Study	DSC	12/77
Collection Management Plan & Storage Plan	Contract	1989
Emergency Operations Plan	GRKO	5/95
Historic Furnishings Study	DSC	4/81
Land Protection Plan	GRKO/RMR	3/91
Cultural Landscape Inventory and Analysis	GRKO	1991
Statement for Interpretation	GRKO	1994
Resource Management Plan	GRKO	12/94
Interpretive Prospectus (interim)	DSC	5/75
Scope of Collections Statement	GRKO	9/95
Draft Agricultural Use Plan	GRKO	April 1994
Statement for Management	GRKO	1995

EXISTING MANAGEMENT ZONING

The type of management that will be emphasized on lands in the park provides a framework for decisions on use and development. This framework is displayed through management zones. Three management zones have been identified for Grant-Kohrs Ranch: historic zone, development zone, and special use zone. Each zone has been divided into subzones, to help focus on specific types of intended use and development.

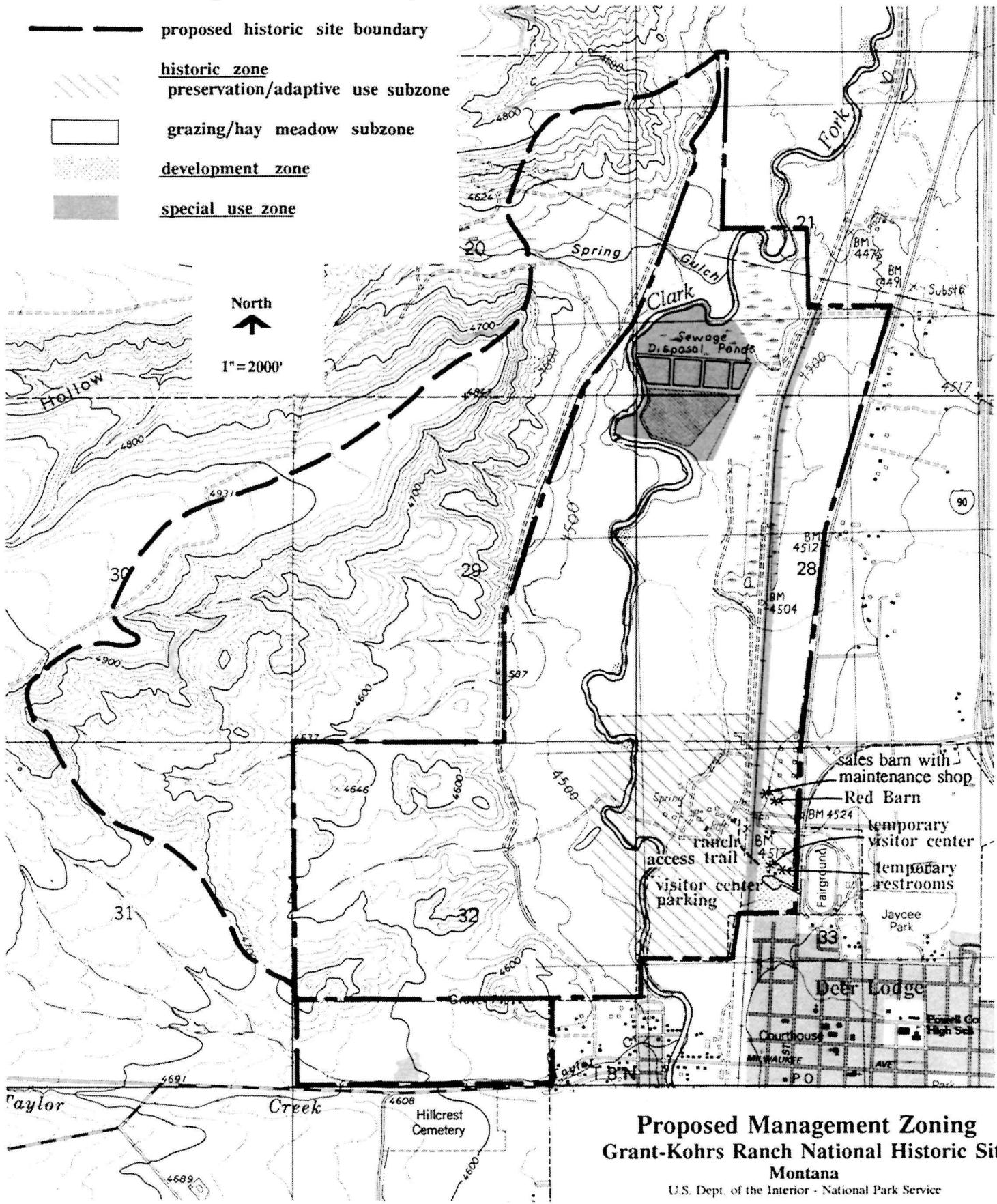
The historic zone comprises about 92 percent of lands within the proposed park boundary, it is the largest and most significant. It is managed primarily to preserve cultural resources and settings and to provide public appreciation of their values. Two subzones have been designated within the historic zone. The preservation/adaptive use subzone includes the home ranch area west of the railroad tracks, as well as the mechanized feed operation area to the east. The grazing/hay meadow subzone includes the grazing lands and meadows north and west of the main ranch complex.

The development zone consists of an 11-acre parcel of land near the park's southeast boundary.

The special use zone, about 6 percent of the park's proposed acreage includes improvements used by other interests. It includes two subzones: a utility subzone in the norther part of the park, which contains easements through the park for city of Deer Lodge sewer lines and the sewage lagoons owned and maintained by the city of Deer Lodge; and a transportation subzone composed of the Burlington Northern/Montana Western right-of-way.

- existing historic site boundary
- proposed historic site boundary
- historic zone
- ▨ preservation/adaptive use subzone
- grazing/hay meadow subzone
- ▤ development zone
- special use zone

North
 ↑
 1" = 2000'



Proposed Management Zoning
Grant-Kohrs Ranch National Historic Site
 Montana
 U.S. Dept. of the Interior - National Park Service

ENABLING LEGISLATION

13. Grant-Kohrs Ranch

An Act to authorize the establishment of the Grant-Kohrs Ranch National Historic Site in the State of Montana, and for other purposes. (86 Stat. 632)

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, in order to provide an understanding of the frontier cattle era of the Nation's history, to preserve the Grant-Kohrs Ranch, and to interpret the nationally significant values thereof for the benefit and inspiration of present and future generations, the Secretary of the Interior (hereinafter referred to as the "Secretary") is hereby authorized to designate not more than two thousand acres in Deer Lodge Valley, Powell County, Montana, for establishment as the Grant-Kohrs Ranch National Historic Site.

SEC. 2. Within the area designated pursuant to section 1 of this Act, the Secretary is authorized to acquire lands and interests in lands, together with buildings and improvements thereon, by donation, purchase or exchange. The Secretary shall establish the Grant-Kohrs Ranch National Historic Site by publication of a notice to that effect in the Federal Register at such time as he deems sufficient lands and interests in lands have been acquired for administration in accordance with the purposes of this Act.

SEC. 3. Pending such establishment and thereafter, the Secretary shall administer lands and interests in lands acquired for the Grant-Kohrs Ranch National Historic Site in accordance with the Act of August 25, 1916 (39 Stat. 535; 16 U.S.C. 1, 2-4), as amended and supplemented, and the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461 et seq.), as amended.

SEC. 4. There are authorized to be appropriated \$350,000 for land acquisition and not to exceed \$1,500,000 (July 1971 prices) for development plus or minus such amounts, if any, as may be justified by reason of ordinary fluctuation in construction costs as indicated by engineering cost indices applicable to the type of construction involved herein.

Approved August 25, 1972.

Legislative History

House Report No. 92-1222 accompanying H.R. 9594 (Committee on Interior and Insular Affairs).

Senate Report No. 92-1029 (Committee on Interior and Insular Affairs).

Congressional Record, Vol. 113 (1972):

Aug. 10, considered and passed Senate.

Aug. 14, considered and passed House, amended, in lieu of H.R. 9594.

Aug. 17, Senate concurred in House amendments.

22. Grant Kohrs Ranch

An Act to authorize additional appropriations for the acquisition of lands and interests in lands within the Sawtooth National Recreation Area in Idaho. (92 Stat. 3467) (P.L. 95-625)

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

TITLE I—DEVELOPMENT CEILING INCREASES

SEC. 101. The limitations on funds for development within certain units of the National Park System and affiliated areas are amended as follows:

* * * * *

(11) Grant Kohrs Ranch National Historic Site, Montana: Section 4 of the Act of August 25, 1972 (86 Stat. 632), is amended to read as follows: "SEC. 4. There are authorized to be appropriated such sums as may be necessary to carry out the provisions of this Act, but not to exceed \$752,000 for land acquisition and not to exceed \$2,075,000 for development."; the additional sums herein authorized for land acquisition may be used to acquire the fee simple title to lands over which the United States has acquired easements or other less than fee interests.

* * * * *

Approved November 10, 1978.

PUBLIC LAW 96-607—DEC. 28, 1980

94 STAT. 3545

trail within this property and connecting with a suitable beach unit under the jurisdiction of the Secretary.;

(6) in subsection 5(b), change "seventeen" to "eighteen"; and 16 USC 460bb-4.

(7) insert a comma and the phrase "San Mateo," after "Marin" in section 5(e).

TITLE XI

GRANT-KOHR'S RANCH NATIONAL HISTORIC SITE

SEC. 1101. The Act entitled "An Act to authorize the establishment of the Grant-Kohrs Ranch National Historic Site in the State of Montana, and for other purposes", approved August 25, 1972 (86 Stat. 632) is amended—

(1) by inserting the following after the period in the first section: "The boundary of the National Historic Site shall be as generally depicted on the map entitled, 'Boundary Map, Grant-Kohrs Ranch National Historic Site', numbered 451-80-013, and dated January 25, 1980, which shall be on file and available for public inspection in the local and Washington, District of Columbia, offices of the National Park Service, Department of the Interior."; and

(2) by striking out "\$752,000" and "\$2,075,000" in section 4 and inserting in lieu thereof "\$1,100,000" and "\$7,818,000," respectively.

MANAGEMENT ASSESSMENT

Planning the Future

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

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

The accomplishments of this session included:

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

Participants

**Management Assessment Workshop
February 28, 1995
Deer Lodge, Montana**

Grant-Kohrs Ranch National Historic Site

Joe Launderville
Keith Edge
Cheryl Clemmensen
Anita Dore
Bob Chenoweth
Scott Eckberg
Tony Schetzsl

Stakeholders

Bob Gilman, USFS Deer Lodge Ranger District
Frank A Shaw, Deer Lodge
David J. Streufert, Montana State University, Powell County Extension
Wayne Hadley, Montana Fish, Wildlife & Parks
Lee Jewell, Powell County Progress
James R. Haas, Powell County Museum
Dave Johnson, Rancher
Gail Jones, Powell County Commission
Thelma Shaw, Deer Lodge

Rocky Mountain Regional Office

Wayne Gardner
Susan Garland

Purpose

Definition: The reason or reasons for which Grant-Kohrs Ranch National Historic Site was set aside as a part of the national park system. Purpose statements are based upon legislation, legislative history, and historic trends.

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

- Provide an opportunity to understand the frontier cattle era of the nation's history.
- Preserve Grant-Kohrs Ranch.
- Interpret the national values associated with the cattle era and Grant-Kohrs Ranch, and provide for the benefit and inspiration of present and future generations.

Significance

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

- Grant-Kohrs Ranch is the only unit of the National Park system designated to commemorate the "frontier cattle era" and its role in American history.
- Grant-Kohrs Ranch is one of America's best surviving examples of a successful economic strategy based on the cattle industry that prevailed from 1850's to 1972 as evidenced by original buildings, features, objects, landscapes and records.
- Grant-Kohrs Ranch offers a phenomenal opportunity to experience an intact, authentic, original to the site collection. The collection includes photos, oral histories, day-to-day business records and personal papers, furnishings, equipment and historic structures spanning the "frontier cattle era" and beyond.

Summary of Management Objectives, Obstacles, Owners, and Actions

Management objectives are broad conceptual descriptions of what the park could be like, based on the kinds of resource conditions and visitor experiences the park wishes to provide. Management objective statements describe desired ends, not specific solutions or means of accomplishing ends. The following management objectives and obstacles are categorized as Resource Management, Visitor Services, Human Resources, and Partnerships. Action statements and owners have been identified for the highest-priority management objectives in each category.

Table 1 - Resource Management

- **Ranching operations are managed in such a way as to maintain the integrity of Grant-Kohrs historic scene.**

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Clark Fork River Superfund Site affects Grant-Kohrs operations.	Potentially Responsible Parties, Environmental Protection Agency, State of Montana, Superintendent, Mike Schene, Washington Office of Environmental Quality	<p>Dedicated staff to address CERCLA process.</p> <p>Develop, recruit and hire CERCLA coordinator.</p> <p>Identify and coordinate removal and remediation and restoration actions. Restoration includes protection against this occurring again.</p>
Lack of baseline inventories.	All Division Chiefs	<p>Determine and identify missing or inadequate baseline information. Set priorities.</p> <p>Look for alternative methods for obtaining baseline data and coordinate needs related to obtaining baseline inventories and management actions.</p> <p>Communicate needs to cluster parks and identify needs in outline of planning requirements (OPR).</p>
We have not defined what a working ranch is and how to manage that in the context of the park's purpose and significance.	Superintendent, Rocky Mountain System Support Office Cultural Resources Team, Division Chiefs	<p>Establish evolutionary historical data base.</p> <p>Make choices on how mission and story of Grant-Kohrs and frontier cattle era should be told and develop an action plan.</p> <p>Refine agricultural use plan to be consistent with mission and story. Until then, continue management as defined in current document</p>

- Cultural resources are preserved at a level that requires only routine maintenance.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Preservation maintenance guide and plan are out of date or incomplete.	Facility Manager, Chief of Resources	Develop guide or guides that are useful and usable.
Backlog of work, due to shortage of funding and qualified staff.	Superintendent, Cluster, Deputy Field Director	<p>Set priorities to accomplish work.</p> <p>Look for alternative methods to accomplish work. (High priority on staff, and also funding.)</p> <p>Refocus staff efforts to the priorities, making sure staff is qualified to do the work.</p>
Method of completing Section of 106 compliance needs to be updated.	Superintendent, Chief of Resources, Montana State Historic Preservation Office, Advisory Council on Historic Preservation, Judy Shafer, Facility Manager	Develop park-specific Programmatic Agreement between park, Montana SHPO and Advisory Council.
Formal National Register determinations of eligibility are not done.	Rocky Mountain System Support Office Cultural Resources Team, Chief of Resources	Complete evaluations and National Register Nominations.
Have not determined how best to use available computer technology.	Facility Manager, Maintenance staff, Computer Assistant	<p>Develop protocols and standards to use available technology.</p> <p>Secure any additional programs and equipment necessary.</p> <p>Train staff to use new methods and technology.</p>

- Natural resources are managed in support of the historic integrity of the cultural landscape at Grant-Kohrs Ranch.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not implemented or set priorities for action outlined in resource management plans.	Superintendent, Division Chiefs	Complete and implement actions recommended in the following plans: agricultural use, cultural landscape, integrated pest management (weed and pest control), research permit guidelines, and water resource management.
Natural resource values are not incorporated into management decisions and practices at Grant-Kohrs.	Superintendent, Chief of Resources	Identify possible conflicts between natural and cultural resource values and determine best solutions to address those conflicts - recognizing natural resource values may take precedence.

- The park has a baseline of data available for management decisions and continues to collect information.

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Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Baseline inventories and data are not complete.	Superintendent and Division Chiefs, Rocky Mountain System Support Office Cultural Resources Team	Identify and set priorities for completing inventories that includes: vegetation, insects, mammals, birds, water, invertebrates, archeology, cultural landscapes, HABS documentation Correct contract GIS data layers and expand. Identify topics, set priorities and look for alternatives to accomplish research.
Lack of an administrative history.	Superintendent, Rocky Mountain System Support Office Cultural Resources Team	Establish completion of history as a park funding priority.
Changes to historic scene have not been documented.	Division Chiefs	Identify changes to incorporate past work wherever possible and include on GIS work.

- The historic records and objects are properly managed, preserved and accessible.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Storage standards cannot be met with existing facilities.	Superintendent, Curator, Matt Wilson, Cluster, Deputy Field Director	Finalize storage facility documents. Develop and implement innovative funding plan. Evaluate alternatives for remaining collections storage. Review existing plans for inconsistencies.
Existing facilities that will always house or show collections do not meet standards (i.e. NPS-28, etc.)	Curator, Superintendent, Facility Manager	Improve fire and security systems in collections areas. Consult IPM specialist/entomologist concerning HS-1 (Ranch House) pest infestation. Increase housekeeping efforts.
Collection is burdened by objects not contributing to the purpose and significance of the site.	Washington Office Curatorial staff, Curator	Identify objects that do not contribute to the site. De-accession through available alternatives. Store those that cannot be de-accessioned until process is developed.
Collections are not accessible.	Curator, Chief of Resources, Chief of Interpretation, Curator Archivist (Western Archeological Center), Division Chiefs	Catalog all objects. Enter all catalog records fully in ANCS. Re-catalog archival material for intellectual accessibility. Inventory, accession and organize park-generated archives. Promote archives through internet, universities and other creative methods. Microfilm archival material.
Park curatorial management policies and procedures are not current.	Curator	Write access policy, housekeeping plan, collection policy, and emergency operation plan.

- Manage vehicular access to Grant-Kohrs to best protect park resources.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Researchers, park staff, locals drive off-road.	Superintendent and Division Chiefs	<p>Determine how staff and researchers should access areas to include meeting the needs of ranching and maintenance operations.</p> <p>Educate employees and other users regarding access.</p> <p>Ensure directive is observed and enforced.</p>

Table 2 - Visitor Services

- **Visitor use facilities that complement the interpretive themes of the historic site are in place to encourage and ensure that visitors have a well-informed, safe and enjoyable experience. Administrative facilities are in place to most effectively manage the park's resources and oversee efforts to provide for the visiting public.**

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of funds, low NPS funding priority to implement GMP proposals for visitor and administrative facilities.	Superintendent, Cluster, Deputy Field Director, Division Chiefs	<p>Consider interim alternatives, including adaptive re-use of Con-Warren House</p> <p>Update and re-submit 10-238 packages.</p> <p>Evaluate alternative funding mechanisms, including chartering a "Friends Group" to develop and implement plans.</p>
Internal competition for support and funding.	Superintendent, Cluster Leadership, Deputy Field Director	Enhance advocacy role for park and its needs in the cluster and the Intermountain Field Areas.
Prevailing political and bureaucratic climate. Lots of "red tape," regulations and policy.	Superintendent, Division Chiefs, Field Director	Consider ways to use the system to the park's advantage, without adversely affecting the efforts of other parks and agencies.

- Grant-Kohrs' interpretive program tells a compelling story the "frontier cattle era" and the Grant-Kohrs ranch.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Interpretive Prospectus is not current.	Division Chiefs	Revise Interpretive Plan and Statement for Interpretation and promotional materials.
There are gaps in our knowledge of history of this era.	Division Chiefs	Develop topics for research efforts. Identify research gaps and needed plans including furnishing plans, historic resource studies, etc. for specific buildings. Develop a site handbook, looking for alternative sources for funding and publishing.
Lack of relationship with other repositories of critical information.	Superintendent, Chief of Resources, Chief of Interpretation	Establish ties with organizations with similar goals, interests, etc. Develop advocacy group for review of interpretive programs and other professional services.
Lack of understanding of who our visitors are and their expectations.	Chief of Interpretation	Develop and conduct visitor survey.

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- Grant-Kohrs Ranch educational efforts extend beyond the boundary of the park.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Statement for Interpretation is out of date.	Chief of Interpretation	Update plan.
Cooperative links with other educators not established.	Chief of Interpretation	Develop network of cooperators.
General sense of apathy or lack of appreciation for Grant-Kohrs educational and cultural values in the community.	Superintendent, Chief of Interpretation, park staff	Encourage individual involvement in community. Lend professional, (and otherwise) talents to community efforts.
Lack of global profile.	Chief of Interpretation	Establish homepage on Worldwide Web. Establish sister-park relationship.

Table 3 - Human Resources

- Enhance and fully use employees skills and abilities necessary to carry out the goals of the National Park Service and to better protect, preserve and interpret its values, resources and story.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
<p>Difficult to get training, when the need is identified for present job skills or when opportunities present themselves for career enhancement.</p>	<p>Superintendent and Division Chiefs, Cluster Leadership, Rocky Mountain System Support Office Employee Development Office, other government agencies (GSA, OPM - schedules for training opportunities often arrive late)</p>	<p>Park determines that training is a priority and seeks ways to accomplish it most effectively.</p> <p>Bring more training opportunities to the park, and work with other federal and state agencies, to pool resources and include better notification.</p> <p>Use more detail assignments, cross-training, and mentoring relationships to learn skills as well as share skills. Share skills learned with park staff.</p> <p>Request earlier notification of training, to take advantage of most cost-effective travel.</p> <p>Encourage employees to apply for scholarships and grants to expand knowledge and skills.</p> <p>Take advantage of technology advancements to increase training opportunities.</p>
<p>Evaluation of training needs is not always done or used appropriately.</p>	<p>Division Chiefs and all employees</p>	<p>Employees and supervisors jointly identify training needs and set priorities.</p>

- Grant-Kohrs working environment promotes high employee productivity, innovation, instills a sense of pride and encourages mutual respect. All employees are critical to carrying out the mission of Grant-Kohrs.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
There are limited opportunities for upward mobility without moving to other park units.	Superintendents, Division Chiefs, employees	<p>Announce positions as multi-grade.</p> <p>Re-write position descriptions to accurately reflect work being done.</p> <p>Counsel with employees concerning career opportunities and provide training.</p> <p>Employees need to take responsibility for their career choices.</p>
Inconsistent effort and support of creative methods for accomplishing work goals.	All staff	<p>Encourage use of new methods, including self-directed work teams to accomplish projects.</p> <p>Encourage communications skills.</p>
Lack of orientation and commitment to the history, mission and purpose of Grant-Kohrs Ranch and the National Park Service.	Superintendent, Division Chiefs and employees	<p>Ensure all employees receive orientation to Grant-Kohrs and NPS Orientation - both for permanent and seasonal employees.</p> <p>Employees are encouraged to assume some responsibilities to learn about each other' jobs and skills.</p>

- Budget and staff adequately reflect park needs.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Needs identified in General Management Plan (GMP) have changed.	Superintendent	Reassess needs and identify in Basic Operations Plan. Update budget request forms.
We limit ourselves by our own agency budget process.	Superintendent, Rocky Mountain System Support Office Rivers & Trails Team	Thoroughly investigate other alternative funding and staffing sources to include shared positions with other parks, other agencies
Federal regulations restrict flexibility.	Superintendent, Administrative Officer, Field Director, National Leadership Council	Identify problems and recommend solutions to Administration Advisory Committee for the Intermountain Field Area.

Table 4 - Partnerships

- Grant-Kohrs has an advocacy group consisting of friends of Grant-Kohrs who have a vested interest in the park's long-term viability, to support its values, resources, and "story."

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not determined feasibility of establishing a friends group.	Superintendent and staff	Include as an element in staff members' annual work plans to determine feasibility.
Must be identified as a park priority.	All park staff	Establish as a critical element in staff members' annual work plans.
Unfamiliar with NPS rules, regulations and policies governing friends groups.	Administrative Officer, Chief Interpretation, Rocky Mountain System Support Office Stewardship & Partnerships Team	Conduct review, collect information and assimilate guidance.
Incentives and benefits have not been identified for all parties.	Superintendent, Chief of Interpretation	Evaluate other friends group operations and how issues may apply to Grant-Kohrs.
Goals, objectives and charter for group have not been developed.	Superintendent, Division Chiefs	Develop goals and objectives in line with NPS requirements.
Have not identified individuals, groups and organizations or generated interest in a friends group.	Superintendent, Division Chiefs, stakeholders	Identify groups and interests. Organize and formalize relationships.

- Encourage landowners within the viewshed of Grant-Kohrs Ranch to participate in managing the historic setting that encompasses their lands.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Landowners within viewshed may not appreciate the significance of the impacts of their actions on the values of Grant-Kohrs and the public.	Superintendent, landowners, stakeholders	Initiate contacts with landowners and managers. Cultivate positive relations with owners of rights-of-way to consider the resources and values of Grant-Kohrs when conducting or performing their rights.
Lack of management control of viewsheds outlined in 1993 GMP.	Superintendent, landowners	Update Land Protection Plan to include alternatives for viewshed protection.
Extent of viewshed identified exceeds legislated land acquisition ceiling	Superintendent, Jim Sharum, Susan Garland	Determine exact needs and identify best strategy to use in pursuing legislative authority.
NPS non-participatory member of land use management practices - other agencies, entities and individuals.	Superintendent	Participate in development of county master plan. Initiate and cultivate relationships with US Forest Services, and other adjacent landowners.
No funding or plan to secure easements.	Superintendent, Jim Sharum	Pursue potential alternatives for easements as necessary that may include third parties.

- Grant-Kohrs maintains liaison with other federal, state and local agencies, special interest groups and the Deer Lodge community share a common understanding of each others needs, values and objectives.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Formally identify agencies and interest groups to develop ties and communications.	Superintendent and staff, stakeholders	Identify potential partners and initiate contacts to develop formal networks of communication and exchange of ideas.
Lack of network, no formal communications established.	Superintendent and staff and eventually identified parties	Enhance efforts to keep all interested parties involved. Involve friends group.
There is no appreciation for available resources that may be shared or borrowed.	Superintendent and staff and eventually identified parties	Inventory needs and resources available to share.

- Grant-Kohrs is a participating member in developing and updating a strategic plan to market the resources of the area.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
NPS has no budget for advertising.	Superintendent, Chief of Interpretation, stakeholders	Pursue alternative funding for marketing strategies.
Identify and develop close ties with regional promotion entities that presently exist.	Superintendent, Chief of Interpretation	Establish liaison with promotion entities. Continue participation in the Montana Travel and Recreation Initiative.
Highway signing is inadequate.	Superintendent, Montana Department of Transportation (MDOT)	Work with MDOT for sign replacement.

Glossary

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

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

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

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

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

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

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

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

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