

STRATEGIC PLAN

for

RICHMOND NATIONAL BATTLEFIELD PARK

FISCAL YEARS 2001 – 2005

(October 1, 2000 – September 30, 2005)

It is the mission of the National Park Service in perpetuity to protect, maintain, and provide for the enjoyment and understanding of the historic resources associated with the Civil War battles fought in the vicinity of Richmond, Virginia.

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Approved: Cynthia MacLeod April 19, 2000
Superintendent Date

TABLE OF CONTENTS

Approval page.....	2
Table of Contents.....	3-4
I Introduction and Overview	5
About this Plan.....	5
The Richmond National Battlefield Park	5
The National Park Service.....	5
The Government Performance and Results Act of 1993 (GPRA).....	6
II Mission Statement	7
III Strategies: Accomplishing Goals	8
Organization	6
Facilities.....	7
Financial Resources.....	7
Program Evaluations.....	8
IV Key External Factors.....	9
V Goals	10
Goal Categories and Mission Goals	10
Long-Term Goals	12
IaO1B Exotic Vegetation Species (other).....	
IaO2 Threatened and Endangered Species not meeting criteria of Ia2	
Ia2X Native Species of Special Concern with scientifically acceptable levels[optional] ..	
Ia5 Historic Structures listed on LCS	
Ia6 Museum Collections all except cataloging	
IaO7 Cultural Landscapes not reported to Ia7	
IaO8 Archeological Sites not reported to Ia8	
Ib2A Archeological Baseline add sites to ASMIS with condition assessments	
Ib2B Cultural Landscapes Baseline	
Ib2C Historic Structures Baseline Update	
IbO2C Historic Structures Added to Baseline.....	
Ib2D Museum Collections Cataloged new museum catalog records	
Ib2F Historical Research Baseline	
IIa1 Visitor Satisfaction	
IIa2 Visitor Safety.....	
IIb1 Visitor Understanding and Appreciation	
IVa3A Performance Plans Linked to Goals	
IVa4A Workforce Diversity: Underrepresented groups in permanent workforce.....	
IVa4B Workforce Diversity: Women & minorities in temporary and seasonal workforce....	

IVa4C Workforce Diversity: Individuals with disabilities in the permanent workforce.....	
IVa4D Workforce Diversity: Individuals with disabilities in temporary and seasonal workforce	
IVa6A Employee Safety: Lost Time Injury Rate	
IVa6B Employee Safety (Continuation of Pay Hours)	
IVb1 Volunteer Hours.....	
IVb2A Cash Donations.....	
IVb2B Friends Groups and Other Organizations In-kind Donations	
IVb2C Cooperating Associations In-Kind Donations	
IVbX1 Park Partnerships partners assist park to protect park resources or serve visitors	
VI Measuring Results.....	21
VII Strategic Plan Preparers.....	22
VIII Consultations	23
Appendix A (organizational chart).....	

I. INTRODUCTION

About This Plan

This is the Strategic Plan for the Richmond National Battlefield Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals. (These are “in perpetuity” goals that encompass everything we do.) It also contains long-term goals that describe in quantified, measurable ways examples of the results we plan to achieve in the five-year period covered by this plan, October 1, 2000 through September 30, September 30, 2005, federal fiscal years 2001-September 30, 2005.

The content and organization of this Plan is based on the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 3215 East Broad Street, Richmond, VA, 23223. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at NPS.gov/RICH.

The Plan contains a general section called “Strategies” to describe how goals will be accomplished. This section briefly sketches the organization, facilities, and financial resources available to achieve the plan’s long-term goals. There is a brief discussion of “Key External Factors” that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one-year increments of each long-term goal. The Annual Performance Plan will be available by January ^{1st} each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

The Richmond National Battlefield Park

The Richmond National Battlefield Park is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by an Act of Congress in 1936, the Richmond National Battlefield Park is located in the city of Richmond and counties of Henrico, Hanover, and Chesterfield, Virginia. Currently containing 763 acres, the park preserves Civil War battlefields and related resources in perpetuity and makes this valuable part of America’s heritage available to over 200,000 visitors each year for their experience, enjoyment, understanding, and appreciation. The new Tredegar Visitor Center was funded through a partnership with the private sector in Richmond as well as federal funds from the Transportation Efficiency Act for the 21st century.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America’s natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources constitute a significant part of America’s national heritage, character, and future. The National Park System consists of 379 units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in

partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997 and revised it in 2000. A copy of the current plan is available for review at the headquarters of the Richmond National Battlefield Park. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit its own Strategic Plan, Annual Performance Plans, and Annual Performance Reports. These plans contribute to applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization’s primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and to the maximum extent possible, measurable results or outcomes rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing?” In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, focusing on activities rather than pursuing mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Richmond National Battlefield Park, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

It is the mission of the National Park Service in perpetuity to protect, maintain, and provide for the enjoyment and understanding of the historic resources associated with the Civil War battles fought in the vicinity of Richmond, Virginia.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent Cynthia MacLeod and Assistant Superintendent David Ruth lead the park staff, which is shared with the staff of the Maggie L. Walker National Historic Site. The combined staff in FY2000 is composed of 38 permanent staff, 2 term staff, and 20 seasonal staff and is organized into four operating divisions: each with a chief: Visitor and Resource Protection, Interpretation and Cultural Resource Management, Maintenance, and Administration. The chief of Visitor and Resource Protection is shared with Fredericksburg-Spotsylvania National Military Park. Staff expertise and specialties include 7 interpretation rangers, 4 park guides, 4 permanent and 1 term park protection rangers, one historian, one education specialist, one natural resource manager, 3 permanent and 1 term administrative staff, and 13 maintenance staff. There are usually 11 seasonal (temporary) park rangers, with 1 working in resource management and 10 in interpretation, and 9 seasonal maintenance workers. Decisions to vary the number of permanent staff versus seasonal staff are made as opportunities and needs arise to best support park operations. See the FY2000 organization chart in Appendix A.

Our staff is supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's Philadelphia Support Office work with us to assess and improve our interpretive programming for Goal IIb1. In addition to helping accomplish education and visitor service goals through literature sales and donation, the Eastern National manages the bookstores at the visitor center, providing staff at Tredegar. The Veterans Administration allows us to use the Glendale Cemetery Lodge as a visitor center. The Riverfront Management Corporation allows us to use the Tredegar Pattern Storage Building as a visitor center. Numerous living history groups and individual volunteers assist in interpretation and resource management.

Facilities

Park facilities and infrastructure available for accomplishing our goals include: 1 main visitor center with exhibits, AV auditorium, interpretive literature sales; 4 contact stations also with exhibits, fiber optic maps, interpretive literature sales; 4 miles of interpretive trails, 8 miles of roadways for interpretive drives, 1 central maintenance facility, 1 park headquarters, and 3 employee housing units for on-site protection and management of park resources.

Financial Resources

Financial resources available to achieve the park's goals include an annual appropriated base operating budget of approximately \$2,194,000, which funds a work force of 29 permanent positions, 1 term position, and 17 seasonal positions. Special project funds, for which we compete with other parks, support specific projects that vary each year. This work force will be supplemented annually by approximately 1040 hours of Volunteers-in-Parks service. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships, fees, and donations. Therefore, in order to plan and organize our goals and the work to accomplish them, all funding and staffing sources and major alternative sources of support and work, have been estimated and included in developing our Plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on

funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we reasonably expect to have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of this plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars. We are pursuing a wide variety of alternative management, funding, and staffing scenarios and partnerships to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

Our work plans and strategic plan have evolved as the national goals have evolved, as our staff has increased in number and skill, and as the park's acreage has been projected to increase through donations, as definitions are understood, and the national strategic plan has been improved.

We will review the plan annually and make adjustments based on annual performance achievement from the prior year. The plan will also need to be reviewed and revised at least every three years as required by the GPRA law, but as the performance management process is better understood and becomes more routine strategic planning will become easier and better, and fewer reviews and revisions should be necessary.

IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

- The park is opening a new visitor center in May 2000 in downtown Richmond at the Tredegar Iron Works and is converting its former main visitor center at Chimborazo to interpret Civil War medical history. These changes may increase visitation numbers.
- The new Tredegar Visitor Center is a partnership project to be operated for the first time in the summer of 2000, with the maintenance and security costs the responsibility of the Riverfront Management Corporation and the ownership of the facility remaining with the Ethyl Corporation. The NPS's authority to use the building extends through 2008 with an opportunity for renewal but there are no guarantees of continued use by the NPS.
- The park expects to receive a donation of 700 acres at Malvern Hill and Glendale battlefields and 230 acres at Beaver Dam Creek, putting more demand on park staff to maintain and interpret the resources. Known new land donations will therefore increase the size of the park by 930 acres or 122%. Obtaining timely information about the natural and cultural resources and providing adequate protection and interpretation in these new areas will also present a challenge.
- The park is will be submitting proposed legislation to authorize use of federal funds to purchase land from willing sellers within the boundary of the park, to reduce the acreage included in the boundary of the park, among other changes. The lands surrounding the park are undergoing intensive development. The park works closely with local governments and state and federal agencies to attempt to ensure that adjacent development does not diminish the visitor experience or resources within the park ownership or related lands.
- Unexercised but legally deeded access rights across park lands will likely be developed causing changes to the park appearance, traffic, and damaging and destroying cultural and natural resources, particularly in the Ft. Harrison unit.
- Traffic may be diverted from passing through downtown Richmond on Interstate highway I-95 using instead the beltway I-295 to avoid construction on the James River bridge, which may affect visitation.
- New interstate highway exit signage is mandated in the downtown Richmond area testing the use of symbols to inform travelers of destinations, which may cause confusion and perhaps dissatisfaction on the part of park visitors.
- The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, and cooperative research studies.

V. GOALS

Goal Categories and Mission Goals

The NPS has four goal categories and three kinds of servicewide goals: Mission Goals, that state ideal future conditions and continue indefinitely, Long-term Goals that generally last five years, and Annual Goals, which are for one year. The nine nationwide, “in perpetuity” mission goals encompass all we do and a brief explanation about each one is below. Long-term goals represent the kinds of things we do toward reaching our mission goals, and they are stated as measurable outcomes with the performance measure in the goal. Annual goals are one year increments of long-term goals, written the same way to show a clear and direct relationship.

Goal Category I Preserve Park Resources

Category I goals reflect the NPS Organic Act mandate “to conserve the scenery and the natural and historic object and the wild life therein.” Since that time, subsequent legislation has reinforced and expanded NPS authority to preserve America’s treasures for this generation and generations to come. This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context refers to ensuring that park resources are preserved, interpreted, and managed in relation to other historical events and cultural processes.

The long-term goals related to this category are shown in the next section and include protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make better informed decisions.

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 on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, accessibility, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, road and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country’s heritage, and gain a better understanding of the experiences and peoples that built this nation.

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 and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

This goal category is for legislated external partnership programs, NPS programs that assist others outside of park units protect their natural, cultural and recreational resources. Long-term goals related to this category are achieved primarily by our centers and central offices, except one (IIIaX) is targeted for park units who use formal agreements to help others protect their cultural or natural resources.

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

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Long-term goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

LONG-TERM GOALS

Long-term goals are measurable examples of how we intend progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can “roll up nationally” into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to the park. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

GOAL CATEGORY I PRESERVE PARK RESOURCES

Park Mission Goal Ia: Natural and cultural resources and associated values at Richmond National Battlefield Park are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

With professionalization of our natural resource management staff, the following three long term goals will be defined in the FY2001 work plan.

IaO1B Exotic Species (other) -

Ia)2B T&E Species Stable -

Ia2X Native Species of Special Concern

Ia5 Historic Structures – By September 30, September 30, 2005, 31 of 56 (55.4%) of Richmond National Battlefield Park’s historic structures on the 1999 List of Classified Structures are in good condition.

The park had a total of 56 structures on the 1999 List of Classified Structures, the NPS official inventory and database of importance historic structures, the baseline year for this goal. Twenty of those structures were already in good condition, i.e. requiring only routine and cyclic maintenance, but no major repair or rehabilitation. We intend to accomplish all routine maintenance to keep those 20 structures in good condition, and to increase the number in good condition by 11, from 20 to 31. Plans are underway to rehabilitate our Chimborazo Visitor Center (Richmond Weather Station) to bring it from fair to good condition in 2000 and 2001. We are also planning to or have upgraded the condition of the Crew Farm Lane, Ellerson's millrace, Fort Harrison, and 7 Freeman markers from fair to good. We are providing training to maintenance crews on identifying condition issues and applying the best professional treatments.

We will measure and verify goal achievement by on-the-ground inspection, completion reports, photo documentation, and inspection by park staff, and a representative from the Virginia Historic Preservation Office.

Park Long-term goal Ia6: By September 30, 2005, 224 of 224 (100%) of applicable preservation and protection conditions in park museum collections meet professional standards.

This goal assesses the environmental, security, and fire protection measures in place to preserve park collections. The applicable NPS Checklist for Preservation and Protection of Museum Collections lists 224 separate conditions that should be met for the park. As of 1996, 87% of the conditions on the checklist were met in the park. A new curatorial storage facility at MAWA should care of the remaining problems.

Park long-term goal Ia07: By September 30, 2005, 2 of 8 cultural landscapes not on the NPS Cultural Landscapes Inventory (CLI) as of the end of FY99 are in good condition.

This goal embodies much of the maintenance effort put in by park staff. The park's eight major landscapes include Beaver Dam Creek, Gaines Mill, Chickahominy Bluff, Drewry's Bluff, Glendale, Malvern Hill, Cold Harbor, and Fort Harrison.

Park Long-term goal Ia08: By September 30, 2005, 2 of 50 archeological sites not recorded in the FY99 NPS Archeological Sites Management Information System (ASMIS) are in good condition.

This work element will include protection efforts directed at archeological sites.

Park Mission Goal Ib: The park contributes to knowledge about cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib2 Cultural Resource Baselines

Park long-term goal Ib2A: By September 30, 2005, the number of archeological sites in the park that are inventoried, evaluated, and listed in the National Park Service ASMIS is increased from 0 in FY99 to 15.

Park Long-term goal Ib2B: By September 30, 2005, the number of the park's cultural landscapes inventoried, evaluated, and entered on the NPS Cultural Landscapes Inventory (CLI) at Level II is increased from 0 to 4.

Park Long-term goal Ib2C: By September 30, 2005, all 56 of the park's historic structures on the FY99 List of Classified Structures (LCS) have updated information in their LCS records.

Park Long-term goal Ib02C: By September 30, 2005, increase the number of historic structures on the

LCS from 56 to 60.

Park Long-term goal Ib2D: By September 30, 2005, the number of museum objects at RICH catalogued into the National Park Service Automated Catalog System (ANCS+) and submitted to the National Catalog is increased from 3814 to 3900 (.98%) or all remaining objects and new acquisitions at RICH.

Park Long-term goal Ib2F: By September 30, 2005, the park's Historic Resource Study (HSR) and Administrative History are completed to professional standards, current, and entered in CRBIB.

GOAL CATEGORY II VISITOR EXPERIENCE

Park Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, and services.

Park long-term goal IIa1: By September 30, 2005, 95% of park visitors are satisfied with park facilities, and services.

This goal refers to the park as a place and largely reflects the quality of maintenance and the park environment. Results measured by annual survey.

Park long-term goal IIa2: By September 30, 2005, the visitor accident/incident rate at the park is reduced from the FY92-96 five-year rate of x to 1 per 100,000 visitor days.

This goal reflects the park's efforts to maintain a safe environment for visitors, and includes components of protection and maintenance.

Park long-term goal IIb1: By September 30, 2005, 65% of visitors understand and appreciate the significance of the park.

The goal is that the park has in place interpretive media and onsite programs at all battlefields, Chimborazo, and Tredegar that increase visitor understanding of the fabric, context, and significance of the events that occurred here. This goal is measured by means of an annual visitor survey and reflects the quality of programs and media offered at the park. The service-wide goal for visitor understanding is 65%.

GOAL IV ENSURE ORGANIZATIONAL EFFECTIVENESS

Park Mission Goal IVa: The park uses current management practices, systems, and technologies to accomplish its mission.

Park Long-term goal IVa01) By September 30, 2005, 100% of the park's computer stations are connected to the parkwide Local Area Network.

Long-term goal IVa3: By September 30, 2005, 100% of employees' performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Park long-term goal IVa4: By September 30, 2005, increase the service wide representation of underrepresented groups over the 1999 baseline:

IVa4A -- by 25% in one of the 9 targeted occupational series in the permanent workforce;

IVa4B – by 25% of women and minorities in the temporary and seasonal workforce;

IVa4C – by 10% of individuals with disabilities in the permanent workforce;

IVa4D – by 10% of individuals with disabilities in the seasonal and temporary workforce.

Park long-term goal IVa6A: By September 30, 2005, the number of the park's employee lost-time injuries is reduced from the FY92-FY96 average of x to y.

Park long-term goal IVb1: By September 30, 2005, VIP Hours will increased by 26% over FY 99 base level.

VI. MEASURING RESULTS

Many of the goals are measured in straightforward, objective fashion. Others require more intensive effort. Those involving visitor satisfaction or understanding require annual surveys of visitors. These are done periodically throughout the year, then compiled and analyzed at year's end.

Senior management of Richmond National Battlefield Park conducts a review of performance under this plan during the first nine months of the fiscal year during management team meetings. In the fourth quarter of the year, there is another review. After each year ends, an annual performance report will describe actual accomplishments in each of the goals and adjustments may be made to our goals or targets.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Strategic Plan:

Cynthia MacLeod, Superintendent, & GPRA contact, e-mail address is Cynthia_MacLeod@NPS.gov
Telephone number 804 226-1981, address 3215 E. Broad Street, Richmond, VA 23223
David Ruth, Assistant Superintendent
Barbara Krick, Administrative Officer
Jerry Helton, Chief of Maintenance.

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our General Management Plan, signed 1996, the original strategic plan, and this revision. All comments were carefully considered. Comments received during the consultation process encouraged us to place greater emphasis on the preservation and appearance of our cultural resources and our visitor centers, and to develop more interpretive programs. However, given our current funding levels and competing priorities, we were not able develop the natural resource management as fully as we would like. NPS also consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the NPS plan.