

STRATEGIC PLAN
for
Colonial National Historical Park

FISCAL YEAR 2001 – 2005

(October 1, 2000 – September 30, 2005)

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Superintendent

April 12, 2000
Date

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I. INTRODUCTION

About This Plan

This is the Strategic Plan for Colonial National Historical 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, 2005, federal fiscal years FY2001-2005.

The content and organization of this Plan relates to 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 park headquarters in the Yorktown Visitor Center, Yorktown, Virginia, or writing the park at Post Office Box 210, Yorktown, VA 23690. 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 www.nps.gov/colo/perfplan.html.

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.

Colonial National Historical Park

Colonial National Historical Park administers two of the most historically significant sites in English North America. Jamestown, the first permanent English settlement in North America in 1607, is administered jointly with the Association for the Preservation of Virginia Antiquities (APVA) which owns 22½ acres of Jamestown Island. Yorktown Battlefield is

the site of the final major battle of the American Revolutionary War in 1781. Literally these two sites represent the beginning and end of English colonial America.

Situated on the Virginia Peninsula, these sites are connected by the 23-mile scenic Colonial Parkway. Colonial National Historical Park also includes Green Spring, the site of the 17th century plantation home of Virginia's colonial governor, Sir William Berkeley, and the Cape Henry Memorial, which marks the approximate site of the first landing of the Jamestown colonists in April of 1607. This memorial also overlooks the site of the decisive Battle of the Capes fought in September of 1781 preceding the siege of Yorktown.

Besides these significant cultural resources, the park's 9,300 acres contain a variety of natural resources, including extensive wetlands, forests, fields, and waterways, as well as a vast array of flora and fauna. This wide diversity creates a natural environment of great scenic beauty which complements the park's historic story.

The 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 1930, major units of the park are located in portions of York and James City Counties and the City of Williamsburg, Virginia. Smaller outlying units are located in Surry and Gloucester Counties and within the City of Virginia Beach. Containing 9,327 acres, the park preserves major sites from the American Colonial period in perpetuity and makes this valuable part of America's heritage available to almost five million visitors each year for their experience, enjoyment, understanding, and appreciation.

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 of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 378 units park 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. The 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. A copy of the current plan is available for review at park headquarters for Colonial National Historical Park. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, the NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual

Performance Plans, and Annual Performance Reports. These plans address 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 Colonial National Historical 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 to preserve the cultural, scenic and natural resources of Jamestown, Yorktown, Green Spring and related areas, to interpret the colonial era from 1607 to 1781, and to maintain the Colonial Parkway and its surrounding resources for the benefit and enjoyment of the people.

The mission statement of the National Park Service at Colonial National Historical Park grows from the park's legislated mandate found in Public Law 510, enacted by Congress on July 3, 1930 and supplemented by Public Law 666, enacted on June 5, 1936.

Our mission statement is a synthesis of our mandated purpose and the park's primary significance.

III. STRATEGIES: Accomplishing Goals

Organization

Superintendent Alec Gould leads the park staff, which is organized into four operating divisions: Resource Management and Visitor Protection, Historic Interpretation and Protection, Maintenance, and Administration. The park's 78 permanent employees include expertise and specialties such as a cultural resource specialist, a natural resource specialist, a landscape architect, park rangers, a small administrative staff and employees in our maintenance division who represent a wide variety of skilled crafts and trades. There are seven seasonal (temporary) positions and four term positions in the park. Our staff will be 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 will work with us to assess and improve our interpretive programming for Goal Iib1. The NPS Denver Service Center will assist us in planning for shoreline protection work at Jamestown and construction of a waterline to provide municipal water to Jamestown. The Virginia Institute of Marine Science and U. S. Army Corps of Engineers will also assist in the Jamestown Shoreline Protection project. In addition to helping accomplish education and visitor service goals through literature sales and donations, the Eastern National Parks and Monuments Association, will provide sales clerks at our two visitor centers and will operate the Glasshouse (historic glassblowing demonstrations and sales) at Jamestown, at no cost to the NPS. The Association for the Preservation of Virginia Antiquities (APVA) is a major partner in both the operation of Jamestown and the planning for the celebration of Jamestown's 400th birthday in 2007. The park's concessionaires, including Swan Tavern Antiques, Period Designs, and the Yorktown Shop, contribute significantly to achieving our public services goals as well as to the maintenance of several historic structures.

Facilities

Park infrastructure for accomplishing the Park's long term goals includes visitor centers at Jamestown and Yorktown, with exhibits, AV auditoriums, and museum shops; the 23-mile-long Colonial Parkway, and 20 miles of scenic tour roads at Yorktown and Jamestown. There is a primary maintenance facility at Yorktown and a smaller maintenance facility serving the Jamestown area.

Financial Resources

Financial resources available to achieve the park's goals include a base operating budget of approximately \$5,214,000, which funds a work force of 78 permanent positions, four term positions, and seven seasonal positions. This work force will be supplemented by approximately 20,000 hours of Volunteers-in-Parks service, seven Student Conservation Assistants, and special project and program funds distributed by the National Park Service regional and Washington offices. Achieving our goal performance targets is critically dependent on our base funding and on these additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize goals and the work to accomplish them, all funding and staffing sources, and major alternative sources of support and work, are included in developing our Plan. Highlights of the park's budget, which funds specific goals in this strategic plan, include:

\$2,598,000 for resource preservation and management, including maintenance and protection of both cultural and natural resources throughout the park. Approximately \$240,000 in estimated fee revenues retained by the park will address a wide variety of projects, including archeological surveys at several key sites, planning for the upcoming 400th anniversary of Jamestown in 2007, restoration of the historic Pate House, and studies of natural resources at sites at Jamestown and Green Spring.

\$1,700,000 to address visitor services, including interpretation/education programs, maintenance of related facilities, and visitor protection activities. \$ 160,000 in estimated fee revenues retained by the park will fund work including a revised orientation film at Jamestown, rehabilitation of the entrance area to the Yorktown Visitor Center, and construction of a new pedestrian/bicycle path in the Yorktown area.

\$639,000 for facility operations and maintenance, including operation and maintenance of park buildings, road, trails and other facilities

\$ 276,342 for park administration.

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 underfunded 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

As part of preparation of this update of our strategic plan, each park division conducted an evaluation of our planned performance for each goal in relation to our actual performance during the past three years. As a result, modifications were made in goals for archeological baselines (Ib2A), Cultural Landscapes (Ib2B) and Museum Collections (Ib2D). Revisions in criteria for servicewide goals for visitor safety (IIa2) and employee safety (IVa6) resulted in revised annual targets for those goals.

This plan will be reviewed annually, as part of the preparation of our annual performance plan. In addition, the Government Performance and Results Act of 1993 (GPRA) requires that our strategic plan be reviewed and revised at least every three years.

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.

Colonial National Historical Park is located adjacent to a rapidly developing suburban/urban area. Potential impacts from such development include visual intrusions on the historic scene, boundary encroachments from adjoining development, environmental impacts such as increased storm water runoff into the park, and increased recreational pressures, such as unauthorized mountain bike use on historic earthworks. The core units of the park are also located within three separate political jurisdictions: York County, James City County, and the City of

Williamsburg. Comprehensive planning and zoning regulations for those jurisdictions have a definite impact on the park, in terms of their restrictions on development adjacent to the park, and the park is actively involved with the appropriate government officials in those jurisdictions.

In addition to adjoining residential development, other key park neighbors include several major military installations: Yorktown Reserve Training Center (Coast Guard), and three Navy facilities: the Yorktown Naval Weapons Station, Cheatham Annex/Naval Supply Center, and Yorktown Navy Fuel Farm. Two of these installations are currently involved in major hazardous materials or fuel spill cleanup projects in areas immediately adjacent to the park.

Other key organizations and external factors include the Colonial Williamsburg Foundation, College of William and Mary and Association for the Preservation of Virginia Antiquities (APVA). All of these organizations own property adjacent to the park, and are involved with the park in a number of significant ways. The APVA is heavily involved as a key partner with the park in developing a master plan for Jamestown and in preparation for the upcoming 400th anniversary of that site in 2007. Other local partners are involved in a similar master plan for the park's Green Spring unit. The Jamestown-Yorktown Foundation operates two major facilities, the Yorktown Victory Center and Jamestown Settlement. These sites adjoin and complement the park's programs in interpretation and visitor services at our two main units at Yorktown and Jamestown, respectively.

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 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 focuses 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, and this goal category is not used at the local park level.

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 for Colonial National Historical Park

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 Colonial National Historical Park. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this Colonial National Historical 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

Ia. Natural and cultural resources and associated values at Colonial National Historical Park are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia1B. By September 30, 2005, exotic vegetation is contained on 60 (2%) of 3,700 acres of park lands identified by September 30, 1999 as impacted by exotic vegetation.

This goal represents the overall NPS effort to improve resource conditions in parks by containing the spread of exotic vegetation. Exotic vegetation is defined as invasive nonnative plant species that pose a threat to native species and natural processes **and** for which effective and feasible treatments are available. For example, there may be an effective mechanical method to remove an exotic species but the increased disturbance of park resources results in more damage. Therefore the treatment, although effective is not very feasible. This goal addresses the number of targeted acres on which species can be successfully contained.

This goal will be measured by determining the number of acres of park land on which current infestations or past infestations requiring continued treatment are eliminated or their populations are constrained geographically (contained).

This is a new initiative that began in FY99, with an inventory program to identify park lands that are impacted by exotic and invasive species. Along with that inventory project, a management plan to guide actual control measures is being developed. Limited funding for initial treatment for acres impacted by exotic vegetation is expected to be available through FY02.

Ia02B. 100% of the 1997 identified park populations [1 of 1] of federally listed threatened and Endangered species not having critical habitat on Colonial National Historical Park lands and not requiring National Park Service recovery actions have stable populations.

Threatened and endangered (T&E) species in the national park system, are integral to the natural systems the National Park Service is charged to protect. This long-term goal responds to the NPS Organic Act and to the Endangered Species Act which requires federal agencies to develop programs for the conservation of listed species. Colonial NHP currently has a population of bald eagles which are covered by this goal. This goal will be measured by monitoring the status of this population to ensure that it remains stable. Data provided by cooperating agencies, such as the U.S. Fish and Wildlife Service and researchers at the College of William and Mary will assist in measuring this goal.

Ia4. By September 30, 2005, Colonial National Historical Park does not have unimpaired water quality.

This goal measures whether or not the park has “unimpaired water quality”. A park's water-quality is unimpaired if a set of technical conditions dealing with state and federal water quality standards and monitoring programs are met.. An additional criteria is that the park can demonstrate through a credible water quality

monitoring program or other assessment process that park water bodies persistently meet or exceed water quality standards.

The Servicewide goal is for all parks to have unimpaired water quality, based upon the three criteria listed above. We have conducted water quality monitoring on an occasional, project-specific basis, and are requesting funding for the broader water quality monitoring program required to meet those criteria. However, we will be unable to meet this goal until such funding is received. Due to competition for such funds, we do not have sufficient confidence that those funds will be received by FY2005. As a result, we have not indicated that this park's water quality will be "unimpaired", as defined by this goal, by 2005.

This goal will be measured each year by obtaining information from state and federal sources to determine if park waters meet the prescribed standards.

- Ia5. By September 30, 2005, 49% of the historic structures listed on the 1999 List of Classified Structures are in good condition (75 of 152 structures).*

Historic structures, and the events surrounding them, are key park cultural resources, and are integral to the mission of Colonial National Historical Park. Maintaining these structures in good condition responds to the NPS Organic Act, the National Historic Preservation Act, and the cultural resource integrity of the national park system.

The List of Classified Structures (LCS) is the primary computerized database containing condition information on historic and prehistoric structures throughout the nation. Structures on the LCS are on, or eligible for, the National Register of Historic Places, or are otherwise treated as cultural resources. Colonial National Historical Park currently has 152 structures listed on the LCS, including the Nelson House and Moore House.

"Condition", as used in this goal, is not an indication of the amount of work required to maintain a structure. National Park Service standards define condition in terms of the character, material, and stability of the structure. Good condition is where the structure and significant features need only routine or cyclic maintenance, though that maintenance may be significant. This goal will be measured at the end of each year by using standard condition assessment and inventory reports to determine the condition of LCS structures in the park.

- Ia6. By 2005, 77% (675 of 873) of preservation and protection standards for park museum collections are met.*

Museum collections at both Yorktown and Jamestown include a wide variety of objects relating to the park's story. The preservation and protection of these museum collections is essential to the NPS mission. The environmental, security and fire protection conditions necessary to preserve and protect museum objects are identified

on the NPS Checklist for Preservation and Protection of Museum Collections. The checklist is completed by parks with data compiled nationally and updated as needed. As of 1999, 63.4% of the conditions on the checklist were met servicewide. Our goal at Colonial National Historical Park is to meet at least 77% of those standards by 2005. This goal will be measured by reporting the number of standards which have been met at the end of each fiscal year.

*Ia07. By September 30, 2005, 1 of 4 (25%) of Colonial National Historical Park's cultural landscapes **not** on The National Park Service Cultural Landscapes Inventory (CLI) as of the end of FY 1999 (and/or on the FY99 CLI but without condition assessment) are in good condition.*

Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features and use. They also illustrate the relationships among park cultural and natural resources. Cultural landscapes range from large tracts covering several thousand acres, such as the Yorktown battlefield and the Colonial Parkway, to smaller tracts, such as the grounds of a historic building.

The Cultural Landscapes Inventory (CLI) is a national database which, when completed, will comprise an inventory of all NPS landscapes having historical significance. The CLI was initiated in FY 1992 and, as of the end of FY 1999, 2,067 cultural landscapes had been inventoried and entered into the database. The CLI contains information on the location, historical development, and current management of cultural landscapes including condition.

The current condition of the cultural landscape is based on criteria from the *Resource Management Plan Guideline and Software Manual* (1994). "Good" condition indicates the landscape shows no clear evidence of major negative disturbance and deterioration by natural and/or human forces. The landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions. No immediate corrective action is required to maintain its current condition.

As of the end of FY 1999, only one cultural landscape at Colonial met the criteria for measurement by this servicewide goal, and our goal is to maintain this landscape at "good" condition. The same standards of measurement will be used at the end of each FY to determine the condition of those cultural landscapes.

*Ia08. By September 30, 2005, 50 of 300 (17%) of Colonial National Historical Park's archeological sites **NOT** listed on the FY 1999 National Park Service Archeological Sites Management Information System (ASMIS), or listed without condition assessments, are in good condition.*

(Goal Ia8 refers to the condition of archeological sites listed on ASMIS - Archeological Sites Management Information System- with condition assessments, as of the end of FY 1999. This park will not report to goal Ia8, because we did not have any sites listed on ASMIS by the end of FY1999.)

Goal Ia08 refers to archeological sites which are not recorded in ASMIS or which are without condition information in FY 1999.

The condition assessment of an archeological site is normally performed, documented, and periodically updated by a professionally qualified archeologist and/or park staff who have been trained by professional archeologists in conducting condition assessments. The condition information is recorded in the ASMIS as one of the data standards for archeological site inventory and evaluation at the national level.

The definition of "good condition" was revised from the original RMP Guideline by the NPS Archeological Cluster Coordinators based on the recommendations of the ASMIS Data Standards Committee in FY 2000. An assessment that a site is in good condition indicates that the site is stable and its *current* archeological values are not threatened. A site in good condition is not deteriorating from either natural processes, such as erosion, or human impacts, such as vandalism, looting, or visitor use.

These two goals will be measured at the end of each fiscal year by determining the status of sites which do or do not have condition assessments.

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.

Ib01. By September 30, 2005, 11 of 12 (92%) of the park's primary natural resource inventories identified in a Resource Management Plan and General Management Plan are completed.

The preservation of natural resources requires a wide range of information. This goal tracks the amount of basic natural resources information that is available to parks. This information is contained in twelve basic data sets described in the National Park Service Inventory and Monitoring Guideline. These data sets include: historical data base (bibliography), flora and fauna (including threatened and endangered species), species distributions, digitized vegetation maps, digitized cartographic data, digitized soils map, digitized geological maps, inventory of water bodies and use classifications, and water quality. This goal will track park efforts to add to this basic natural resources information.

Ib2A. By September 30, 2005, the number of the park's archeological sites inventoried, evaluated and listed in the National Park Service ASMIS (Archeological Sites Management Information System) is increased from 0 in FY 1999 to 160 (160% increase).

Knowledge about archeological sites and their conditions is crucial to managing them well. This goal is about inventorying and evaluating archeological sites not previously inventoried and evaluated and is measured by the number of sites added to ASMIS after FY 1999.

This goal will be measured by determining the total cumulative number of archeological sites entered into the ASMIS by the end of each fiscal year.

Ib2B. By September 30, 2005, the number of Colonial National Historical Park's cultural landscapes inventoried, evaluated, and entered on the National Park Service Cultural Landscapes Inventory (CLI) at Level II is increased from 0 in FY 1999 to 1 (100% increase).

The CLI, when completed, will be a servicewide inventory of all park landscapes having historical significance. The Cultural Landscapes Automated Inventory Management Information System (CLAIMS) is an analytical tool for assessing information associated with the CLI. The CLI contains information on the location, historical development and current management of cultural landscapes. The CLI process includes four levels of analysis with each level corresponding to a specific degree of effort and detail contained in the inventory. For landscapes, Level II Landscape Analysis and Evaluation provides complete baseline information.

This goal will be measured by determining the cumulative total number of cultural landscapes entered into CLI by the end of each fiscal year.

Ib2C. By September 30, 2005, 152 of 152 (100%) of Colonial National Historical Park's historic structures on the FY1999 List of Classified Structures (LCS) have updated information in their LCS records.

The List of Classified Structures (LCS) is the primary computerized database containing inventory and condition information park historic and prehistoric structures. Structures on the LCS are on, or eligible for, the National Register of Historic Places, or are otherwise treated as cultural resources. The LCS data, particularly condition and impact data, needs to be updated at regular intervals.

The goal will be measured at the end of each fiscal year by determining the number of LCS records which have been updated since the end of FY99.

Ib2D. By September 30, 2005, the number of park museum objects cataloged into the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog is increased from 1,412,387 in FY1999 to 1,500,000 (6% increase).

Cataloging museum collections provides knowledge and documentation crucial to managing and decision making about the thousands of museum objects in NPS ownership.

This goal will measure the total cumulative number of objects cataloged in ANCS and submitted to WASO National Catalog at the end of each fiscal year.

Ib2F. By September 30, 2005, the park's Historic Resource Study (HRS) and Administrative History are completed to professional standards, current (approved since 1980), and entered in CRBIB.

The Historic Resource Study and Administrative History are identified as essential historical Baseline Research Reports in the NPS Cultural Resource Management Guideline. The HRS is the primary and fundamental historic resource report for historic resources as it "identifies and evaluates a park's cultural resources within historic con-texts." It serves both resources management and park educational program needs. The Historic Resource Study (HRS) and Administrative History (AH) are used here as the primary indicators of the health of the Service's historical research program. For this goal, "historical research current and complete to professional standards" is defined as having one or more HRSs and a park AH that have been approved since 1980.

This goal will be reported by using a numerical indication of whether a park had current and complete historical research at the end of each fiscal year.

Ib3. By September 30, 2005, the park has identified its vital signs for natural resource monitoring.

Vital signs are indicators of the key ecological processes which, collectively, capture the function of a healthy ecosystem. They may include keystone species and keystone habitats which have profound effects on ecosystem organization and function; dominant species; or key processes such as nutrient cycling, patch dynamics, or hydrologic regimes. The hallmark of vital signs monitoring is the focus on ecosystems, rather than populations or physicochemical parameters.

Identifying vital signs of the park ecosystem and the well-being of other resources of special concern is the first step in tracking the status and trends of NPS natural resources. This is the basis the NPS uses to define "healthy" conditions of park resources, monitor vital signs, better identify recommended treatments, and propose remedial and mitigating actions.

Vital signs will be identified through facilitated scoping workshops. The vital signs identified have a clear basis in a conceptual model of the park ecosystem. Monitoring of vital signs may provide an early warning of ecosystem stress before significant damage has occurred and point to the need for intensive studies to diagnose the cause of the stress and determine appropriate corrective action.

This goal will be measured by determining if the process described above has been completed.

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

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

IIa1. By September 30, 2005, 96% of visitors to Colonial National Historical Park are satisfied with appropriate park facilities, services, and recreational opportunities.

While many factors affect visitor use and enjoyment, this goal focuses on the programs, facilities, services, and recreational opportunities that parks provide for visitor use, comfort, and enjoyment. NPS visitor evaluations of park facilities, services, and recreational opportunities are important and useful in improving visitor services. The Visitor Survey Card (VSC) was first used in 1998 to measure visitor satisfaction in NPS units. The results of the annual VSC survey are used to monitor this goal. For GPRA reporting purposes, the card includes an overall quality question used as the primary measure of visitor satisfaction. A visitor is "satisfied" if the response to this question is either "very good" or "good." First year VSC results have established a baseline for visitor satisfaction.

IIa2. By September 30, 2005, the number of visitor accidents/incidents at Colonial National Historical Park is reduced from the FY92-FY96 five-year annual average of 34 to 29 accidents/incidents (15% reduction).

The purpose of this goal is to improve the safety and security of visitors. While visitor safety and security are affected by many things, this goal focuses on the park facilities and services provided to support them. They include grounds maintenance, health and sanitation systems, law enforcement, search and rescue, and employee training. This goal covers a variety of activities and efforts to provide the visitor a safe and secure visit.

This goal will be measured by determining the number of “reportable” accidents at the end of each fiscal year, as defined in National Park Service and Strategic Planning guidelines.

I**b**. Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

*I**b**1. By September 30, 2005, 62% of visitors to Colonial National Historical Park understand the significance of the park.*

This goal measures visitors' grasp of a park's significance. Visitors' understanding and appreciation increases as they enjoy the park and its resources and learn about why the park was established and the significance of its resources. Visitor understanding is defined as "to grasp meaning". All park efforts to provide visitors information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park, and make connections between the tangible natural and cultural resources and the intangible values that reside within the park.

Park significance is defined as "the set of themes describing a parks unique contribution to the national park system." Examples include: outstanding scenery, geology or natural features, unique flora or fauna, cultural/historical importance or recreational value.

This goal will be measured by the results of the Visitor Survey Card project, which is Managed by the Cooperative Park Studies Unit at the University of Idaho. This survey provides a statistically valid sample of visitors to the park.

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

III**a**. Natural and Cultural Resources and conserved through formal partnership programs.

*III**a**X., By September 30, 2005, the National Park Service and its partners (including the Commonwealth of Virginia and The Association for the Preservation of Virginia Antiquities) have 6 projects for the 400th Anniversary of Jamestown completed, and the National Park Service and its partners (including the Friends of the National Park Service for Green Spring and James City County) have the GMP amendment for Green Spring completed.*

In 2007, the National Park Service and its key partners will celebrate the 400th Anniversary of the founding of Jamestown, the first successful English-speaking settlement in the New World. Planning for this milestone is already underway on many fronts, with NPS efforts focusing on a number of key partners, including The Association for the Preservation of Virginia Antiquities, The Jamestown-Yorktown

Foundation, and the Commonwealth of Virginia. This particular goal is a very dynamic one, since the planning process is actively developing at the time this strategic plan was developed. This major celebration will require significant involvement by the park staff and by NPS leadership at both the regional and national level. More specific measurements for this goal will be developed over the next year or so as the process evolves.

Goal Category IV - Ensure Organizational Effectiveness

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

IVa3A. By September 30, 2005, 100% of Colonial National Historical Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Every permanent, term, and temporary (seasonal) NPS employee has a required Employee Performance Plan and Results Report (Form DI-2002). Past performance plans have been task statements emphasizing individual outputs rather than individual contributions to the overall NPS mission or organizational outcomes. This goal directly ties individual performance goals to organizational outcomes. The National Park Service will first develop performance plans incorporating strategic plan results for its senior executives and managers, then expand the process to include performance plans for all employees.

This goal will be measured annually by supervisors/managers certifying that Employee Performance Plan and Results Reports are related to organizational goals set forth in the park's, programs, or central office's strategic plan. This goal ensures employee performance plans are linked to park, program, or central office strategic and annual performance goals. It implements the NPS Strategic Plan by connecting individual performance to organizational success.

IVa4A. By September 30, 2005, the number of Colonial National Historical Park permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 8 at end of FY 1999 to 10 (25% increase).

The National Park Service workforce does not reflect the diversity of minorities, women, and individuals with disabilities identified in civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them. The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted

occupations and grade levels where they are underrepresented to achieve consistency with their percentages of representation in the civilian labor force.

For this goal, the National Park Service will concentrate on those occupational series with populations of 100 or more employees where one or more of the designated groups (white females, black males and females, Hispanic males and females, Asian American males and females, Pacific Islander males and females, American Indian males and females, and Alaska Native males and females) are underrepresented.

The nine (9) targeted occupational series are: 025 - Park Management; 193 – Archeology; 1010 - Exhibits Specialist; 083 – Police; 301 - Administration and Programs; 1015 - Museum Curator; 170 – Historian; 401 - General Biological Science; 1640 - Facility Management

This goal will be measured by counting the number of permanent positions in the targeted series filled by members of underrepresented groups at the end of each fiscal year.

IVa4B. By September 30, 2005, the total number of Colonial National Historical Park temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 14 out of a total of 17 positions(82 %.)

This goal will measure the diversity of temporary and seasonal employees in all series, by counting the number of women and minority employees who filled such positions during the fiscal year. During fiscal year 1999, the park made significant progress on this goal, resulting in filling 82% of our seasonal and temporary positions with either women or minorities. This percentage is considerably above that of the civilian workforce, and as a result, our goal is to maintain rather than continue to increase that percentage.

IVa4C. By September 30, 2005, the number of Colonial National Historical Park permanent positions filled by employees with disabilities is increased from 3 in FY 1999 to 4 (33% increase).

An individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment or is regarded as having such an impairment. Major life activities are activities that an average person can perform with little or no difficulty such as walking, breathing, seeing, hearing, learning, or working. A qualified employee or applicant with a disability is someone who satisfies skill experience, education and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position.

This goal will be measured at the end of each FY by counting the number of positions in the park's permanent workforce filled by individuals with disabilities.

IVa4D. By September 30, 2005, the number of Colonial National Historical Park temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 (100% increase).

This goal is identical to Iva3D, except it measures the number of positions in the park's temporary and seasonal workforce that are filled with employees with disabilities.

IVa5. By September 30, 2005, the number of Colonial National Historical Park employee housing units listed in poor or fair condition is reduced from 4 in FY1997 assessments to 2 (50% reduction).

This goal improves the condition of employee housing within the National Park Service (NPS). Housing is provided to a limited number of staff, so that the park's resources and visitors are better protected. The National Park Service has historically provided employee housing in remote locations or other places where it is beneficial to the government. While the Housing Initiative has improved the living conditions in many parks the NPS is committed to improving its employee housing program.

Colonial National Historical Park been conducting a systematic review of its employee housing program during the past decade, and a number of structures formerly used for housing have been converted to other uses. Where appropriate, several housing units have been removed. The park is participating in a Servicewide review of the NPS housing program. Decisions on upgrading or removing additional housing units will be made in the context of that servicewide review.

IVa6A. By September 30, 2005, the number of Colonial National Historical Park employee lost-time injuries is reduced from the FY1992-FY1996 five-year annual average of 8.4 injuries to 5 or fewer injuries.

Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). Results of this goal be a reduced employee lost-time injury rate (the rate of injuries resulting in employee lost time due to on-the-job injuries/illnesses). This goal will be measured by the park reporting the number of lost-time injuries for each fiscal year. Annual performance (annual lost-time injuries per 200,000 labor hours) for each fiscal year will be provided by the Washington Risk Management office.

IVa6B. By September 30, 2005, the number of Colonial National Historical Park hours

of Continuation of Pay will be at or below 80 hours per year.

This goal is closely related to Iva6A, but rather than the “accident rate” measures the costs of “Continuation of Pay” (COP) for employees who have sustained a job related injury or illness (usually called “worker’s compensation”). Data to measure this goal will be provided by the WASO Risk Management Program, and will be obtained from the Federal Personnel Payroll System.

IVa7. By September, 30 2005, 100% of Colonial National Historical Park line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

The National Park Service line-item construction program covers historic preservation, rehabilitation, and new construction projects authorized by Congress. (Most projects to rehabilitate and reconstruct park roads are funded by Federal Lands Highway Program, instead of the NPS line-item program.) This goal measures the percent of line-item construction projects that are completed within allocated funds, project schedule, and specific project parameters. Such projects have a project agreement or comparable document that provides baseline data, including a funding allotment for each phase of the project and a project completion schedule. Accuracy in estimating the needs and time required to design and to build facilities is also measured. Amendments to project agreements or comparable documents record conditions and influences that modify project parameters.

This goal tracks NPS construction performance comparing the appropriated amount to actual project costs, and projected schedules to actual project completion dates. The goal also measures the degree of achievement on stated project goals. Results are reported by the park superintendent receiving the line item funds at the completion of construction. Data is collected on OMB's Exhibit 300B form for OMB selected projects, or comparable documents for other projects, and monitored by parks or support/regional offices, receiving line-item construction funds. The Construction Program Management Division under the Associate Director, Professional Services monitors data from all line-item construction projects.

During the period covered by this strategic plan, Colonial National Historical Park anticipates receiving line-item construction funding for 3 projects: a waterline to provide municipal water to Jamestown; shoreline stabilization work at Jamestown, and work at the “Poor Potters” archeological site in Yorktown.

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

IVb1. By September 30, 2005, the number of Colonial National Historical Park volunteers hours is increased from 19,000 in FY1997 to 20,000 (5% increase).

Park volunteers provide diverse kinds of assistance from maintenance and interpretation to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the National Park Service to accept and use voluntary help in ways mutually beneficial to the parks and the volunteers. Government downsizing has increased the demand for additional volunteers. Progress on this goal will be measured by comparing the Volunteer hour data submitted to the VIP program each year with the number of volunteer hours in the 1997 baseline year.

IVb2A. By September 30, 2005, cash donations to Colonial National Historical Park increased from \$30,408 in 1998 to \$31,503 (3.6% increase).

This goal tracks the dollar amount of support received by the National Park Service in donations and grants from the National Park Foundation, friends groups, cooperating associations, and other public and private sources. The goal will be measured by reporting the amount of cash donations to park operations/programs each year, and comparing that amount against the baseline year of 1998. These donations do not include services contributed as part of a volunteer program and reported under IVb1.

IVb2B. By September 30, 2005, the cash value of in-kind donations, grants, and services provided Colonial National Historical Park by Friends Groups and other organizations is increased from \$0 in FY 1997 to \$18,000.

This goal reports the value of donations (vehicles, equipment, supplies, buildings, corporate services, etc.) received from friends groups, other non-profit park support organizations, and that is not reported in IVb2A (cash) or IVb2C (cooperating associations) or IVb1 (VIP program volunteer services). Progress is measured by comparing the total for each fiscal year against the baseline year of 1997.

IVb2C. By September 30, 2005, the cash value of in-kind donations, grants and services to Colonial National Historical Park from Eastern National Parks and Monuments Association is increased from \$73,856 in FY 1997 to \$84,931 (15% increase).

This goal tracks the dollar amount of support received by the National Park Service in donations from cooperating associations. It reports the value of donations in lieu of cash (i.e. donations of vehicles, equipment, supplies, buildings, corporate services, etc.) to NPS operations/programs. These donations do not include services contributed as part of a volunteer program and reported under **IVb1**, and does not include cash donations from cooperating associations, which are reported under IVb2a.

IVbX. By September 30, 2005, the number of projects successfully completed by partners under formal agreements that protect the resources and serve the visitors of Colonial National Historical Park is increased from 3 in FY 2000 to 5 (60% increase).

This goal tracks a park's activity with partners in preserving park resources. It measures activity that is done inside the boundaries of parks. Examples of such projects includes cooperative resource management activities and research conducted by the College of William and Mary, the U.S. Army Corps of Engineers and the Virginia Department of Natural Heritage. This goal will be measured by determining the number of such projects completed during each fiscal year.

VI. MEASURING RESULTS

A key element of GPRA is the ability to provide a basis for comparing actual program results with the established performance goals. Included in the explanatory information for each park long-term goal in Section V of this document was information about how each goal would be measured. For example, two goals (Visitor Satisfaction and Visitor Understanding) will be measured using a standardized visitor survey, developed for use throughout the National Park system. Measurement of goals with financial components, such as fee revenue and donations received, are measured using official records from the NPS Administrative Financial System. Each goal has a specific strategy to ensure reliable measurement of results.

Measuring our performance and confirming our results often involves the same approach for more than one goal. For example, visitor surveys are used both for IIa1-Visitor Satisfaction and IIb1-Visitor Understanding. Site condition inspections and completion reports are used for goals Ia5 Historic Structures, Ia6 Museum Collections, and Ia7 Cultural Landscapes. Increases in the various cultural resource baselines under Goal Ib2A-E will be verified regionally and sent to the national manager for that database. Each goal will be measured by the specific methods described in the previous section.

Measuring results will also include the use of the Administrative Financial System II (AFSII) software. This is the standard "budget and accounting" system used by the National Park System. A module of the AFSII system, known as AFSII Crosswalk, has been developed to allow tracking of expenditures in relation to strategic goals. The Crosswalk module will be used at the end of the year to compare actual vs. planned expenditures in relation to these goals.

Senior management of Colonial National Historical Park conducts a quarterly 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 a biweekly 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 extensively involved in preparing this Strategic Plan:

Linda Ambrose, Secretary, Division of Resource Management & Visitor Protection
Skip Brooks, Facility Manager
Jim Burnett, Assistant Superintendent, Ranger Activities
Alec Gould, Superintendent
Dr. Heather Huyck, Jamestown 400th Project Director
Karen Rehm, Assistant Superintendent, Historical Interpretation & Preservation
Jane Sundberg, Cultural Resource Management Specialist
Patty Tremblay, Administrative Officer

The GPRA team listed above included a representative from each of the park's major functional areas. Supervisors and other staff from each park division were involved in preparing and reviewing applicable portions of the park's plan throughout the process.

The park's GPRA coordinator is Jim Burnett, Assistant Superintendent, Ranger Activities, who can be contacted at 757-898-2425, or by e-mail at: james_burnett@nps.gov.

VIII. CONSULTATIONS

We consulted directly and indirectly with a variety of individuals and organizations in developing our original strategic plan. Comments received during the consultation process encouraged us to place greater emphasis on the preservation of our cultural resources and to develop more interpretive programs. As a result, we increased our performance targets on Goals Ia5 and Ia08. Press releases during the past two years concerning our strategic plan and annual performance plan and posting of those plans on the park's website have not generated any inquiries or other response. Because this latest version of the plan incorporates only minor revisions from our earlier plan, we have not conducted additional, formal consultation on this revision of our plan.

Consultation with key partners is on-going concerning specific elements of the plan. For example, there are active efforts with the Association for the Preservation of Virginia Antiquities and the Commonwealth of Virginia concerning goal IIIaX (Partnerships for Jamestown 2007).