

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Jefferson National Expansion Memorial

August 2007

CENTENNIAL INITIATIVE



Site: JEFF

Year: 2007

Vision Statement

Jefferson National Expansion Memorial is located in the heart of downtown St. Louis, Missouri. The park was conceived in the 1930s to preserve St. Louis's role as the "gateway to the west". The Gateway Arch was completed in 1965, during the height of the NPS Mission 66 Initiative. The master plan will be complete with the construction of the Gateway Arch Connector, a proposed centennial project, in time to celebrate the fiftieth anniversary of the Gateway Arch in 2015, and the centennial of the NPS in 2016. This project will set the standard of excellence in urban park design.

In 2016, this park will be more relevant in the daily lives of the people who visit. The park will epitomize the value of working in partnership with our community to provide educational and recreational opportunities in and adjacent to the park, utilizing resources such as the Mississippi River Trail. The park will connect with a diverse urban population by providing improved accessibility, utilizing technology and experiential learning to capture the imagination of youth and providing life-long learning opportunities for visitors of all ages to nurture a stewardship ethic. Engaging the American public in a deeper more meaningful way will be a hallmark of centennial efforts at Jefferson National Expansion Memorial.

The park will lead by example to integrate the stewardship goals of historic preservation and cultural landscape preservation with environmental leadership qualities of sustainability and energy conservation, inspiring others to model innovative practices. Staff and partner excellence will ensure a restored Historic Old Courthouse and will raise the bar for interpretation in a new Museum of Westward Expansion.

Strengthening existing partnerships with Jefferson National Parks Association and Metro Business Enterprises to fully integrate visitor services and mentoring NPS staff to excellence in collaboration will be the foundation for success. We will create a sustainable funding model with continuing support from Congress and by joining with the philanthropic community to endow the park for the future. Through this vision, Jefferson National Expansion Memorial will inspire preservation of park resources and promote exceptional visitor experiences, serving as a model for urban parks around the world.

Park/ Superintendent/ Program Manager

Margaret G. O'Dell

Site: JEFF

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Upgrade programmatic access parkwide, i.e. simulate trip to the top of Arch, ADA compliant captioning, audio description soundtracks, audio tours for Museum of Western Expansion.
-Plan for universal accessibility in rehabilitated Museum of Westward Expansion Historic and Old Courthouse exhibit galleries.
-Provide a "people mover" and new entrances from Arch Parking Garage to the Arch to meet accessibility needs of visitors.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

STEWARDSHIP

Improve the condition of park resources and assets.

Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.

Jefferson National Expansion Memorial
-Complete restoration of the Historic Old Courthouse.
-Conserve Gateway Arch original competition drawings.
-Prepare Historic Structure Report for Gateway Arch.
-Investigate discoloration to exterior of Gateway Arch and determine appropriate repair and/or treatment.
-Rehab galleries in Historic Old Courthouse to tell inspiring stories.

The work described currently is supported by OFS and/ or PMIS

Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

-Upgrade Arch tram system with programmable logic controls.
-Implement PAMP to ensure maintenance of the highest ranked park assets to the highest standards attainable with the financial opportunities available.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

STEWARDSHIP

Set the standard of excellence in urban park landscape design and maintenance.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Complete the Park's Master Plan and Eero Saarinen's vision for the site by constructing the Gateway Arch Connector to link Historic Old Courthouse and downtown St. Louis with the Arch grounds and Mississippi Riverfront.
-Maintain the cultural landscape to better reflect the inspiration of Dan Kiley.
-Support and help create a vibrant Riverfront adjacent to the park.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

STEWARDSHIP

Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Support partnership with Underground Railroad site and assist in developing promoting visitation.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

ENVIRONMENT

Reduce environmental impacts of park operations.

Reduce the environmental impacts of park operations on air and water quality.

Jefferson National Expansion Memorial
-Reduce the carbon footprint of our park operations.
-Work with other downtown Federal agencies to expand recycling opportunities.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

ENVIRONMENT

Inspire an environmental conscience in Americans.

Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

Jefferson National Expansion Memorial
-Renovate Museum of Westward Expansion. Plans to renovate the Museum of Westward Expansion will include themes that foster awareness of today's fragility of the West's natural and cultural heritage as affected by the modern world, and the efforts of the National Park Service to preserve those resources. Through a better understanding of the story of westward expansion and the specific roles natural, cultural and historic sites played in it, visitors will be encouraged to value and maintain sites otherwise threatened by pollution and development.

-Educate/demonstrate to park visitors and partners environmental practices the park has implemented.

The work described currently is supported by OFS and/ or PMIS

Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

Jefferson National Expansion Memorial
-Expand the use of alternative fuel vehicles.

The work described currently is supported by OFS and/ or PMIS

Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

Jefferson National Expansion Memorial
-New construction, remodeling and retrofitting will follow Leadership in Energy and Environmental Design (LEED) standards.
-Lead the way with historic preservation practices.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

ENVIRONMENT

Engage partners, communities, and visitors in shared environmental stewardship.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Encourage partnerships where environmental stewardship, conservation and recycling are key elements of projects.

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Site: JEFF

RECREATION

Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

Jefferson National Expansion Memorial
-Support partnership to complete Mississippi River Trail.

The work described currently is supported by OFS and/ or PMIS

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Expand partnership opportunities with Great Rivers Greenway to create a "River Ring" of trails to connect metro St. Louis with the Gateway Arch as the hub.
-Partner with Metro East St. Louis to include the Martin Fountain and other outreach opportunities.

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Site: JEFF

RECREATION

- Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.
- Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

Jefferson National Expansion Memorial
-Create and fund a new position dedicated to VIP Coordinator activities only.
-Engage the local community in a meaningful relationship with the park to develop the park as the preferred site to volunteer in the Region.
-Work with local Amtrak representative and with NPS Trails & Rails coordinator to develop additional opportunities for programs on trains.
-Encourage development of a high school and community service corporate partnership.

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Site: JEFF

RECREATION

- Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.
- Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-ParkPalooza! Engage families and young people in recreational experiences and educational opportunities in an urban park setting that can translate into activities in any number of other NPS units. ParkPalooza, would be based at Jefferson National Expansion Memorial, incorporate recreation stations around the Gateway Arch grounds, and be hosted by NPS staff from a variety of park units as well as NPS volunteers. The activities utilized as part of the ParkPalooza concept would promote recreational opportunities, explore the natural and cultural world in a safe environment, and educate visitors on the opportunities offered by, and promote stewardship of, the National Park System.

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Site: JEFF

RECREATION

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

Jefferson National Expansion Memorial
-Implement the centennial scout initiative with Ulysses S Grant National Historic Site.
-Begin partnership with Lincoln Home National Historic Site and Amtrak in Boy Scout programming.

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Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

Jefferson National Expansion Memorial
-Extend outreach program to more public school districts in the community.
-Increase the park's potential audience with an increase in e-field trip events.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

EDUCATION

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Create online Learning Resource Centers, included with all major interpretive initiatives, such as special exhibits, to serve as web resource center for teachers and students.
-Establish an annual Environmental Education Workshop in conjunction with local school districts, utilizing other NPS sites in Missouri and Illinois to assist in providing expertise.

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Site: JEFF

EDUCATION

- Introduce young people and their families to national parks by using exciting media and technology.
- Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

Jefferson National Expansion Memorial
-Rehab the Museum of Westward Expansion. As part of the re-design of the Museum of Westward Expansion, design and include a large interactive map and information center detailing the dozens of National Parks that are links in the story chain of America's westward expansion from the Mississippi River to the Pacific Ocean. Trails, forts, fur trade and outfitting posts, historic homes, American Indian cultural sites, memorials and monuments will be featured as part of a historic and cultural 3-dimensional, multimedia land map and time line resulting from a period of intense exploration into a real place, but one that was often approached with mythic expectations.
-Utilize the web to enhance youth connections through multi-media formats that allow students to develop their own content rich sites using resources from the park, such as on-line exhibits developed by local school children.
-Implement ParkPalooza event to increase youth awareness of national parks around the country and show this event on the WebRangers site.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

EDUCATION

- Promote life-long learning to connect generations through park experiences.
- Enroll an additional two million children in the Junior Ranger program.

Jefferson National Expansion Memorial
-Implement ParkPalooza event as a special Junior Ranger event. Encourage connections to other NPS Junior Ranger programs through the individual station activities.

The work described currently is supported by OFS and/ or PMIS

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Begin intergenerational programming with the downtown OASIS program for grandparents and grandchildren.

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Site: JEFF

EDUCATION

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

Jefferson National Expansion Memorial
-Initiate an educational institute with a local university, the new immigrant community, and community organizations.
-Redesign permanent exhibit galleries at Historic Old Courthouse with expanded stories of the importance of immigrants to the establishment and growth of St. Louis and their influence on community development in western territories and states. Intensify interpretation of African-American connections to history of the Historic Old Courthouse, the site of ongoing antebellum efforts of African-Americans trying to escape slave status.
-Redesign exhibits at the Historic Old Courthouse to reflect the contributions of the building to the laws of the land and the integral fabric of westward expansion.
-Work with recent immigrants to impart a sense of ownership of National Parks in general and the Gateway Arch in particular.

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Site: JEFF

PROFESSIONALISM

Be one of the top 10 places to work in America.

Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Jefferson National Expansion Memorial
-Establish career ladder positions in every Division.
-Initiate recruitment activities at technical schools in the Metro St. Louis area.
-Work with MERS/Goodwill to develop a program to hire their graduates into entry level positions.
-Promote an annual Park Ranger for a Day event in conjunction with the area Boys and Girls Clubs.

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Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.

Jefferson National Expansion Memorial
-Establish a strong employee incentive package for retention purposes, i.e., flexible hours for education opportunities, health and wellness programs, and student loan repayment.

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Site: JEFF

PROFESSIONALISM

Use strategic planning to promote management excellence.

Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

Jefferson National Expansion Memorial
-Establish a park mentoring program for all supervisors.
-All supervisors complete core competencies in supervision.
-Work with other parks to provide exchange opportunities for management staff.

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Site: JEFF

PROFESSIONALISM

Promote a safety and health culture for all employees and visitors.

Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

Jefferson National Expansion Memorial
-Reduce number of employee accidents by 3% over the next 10 years.

The work described currently is supported by OFS and/ or PMIS

Site: JEFF

PROFESSIONALISM

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

Jefferson National Expansion Memorial
-Model best business and environmental practices to partners.
-Further develop partnerships with Great Rivers Greenway and Confluence St. Louis to expand on the connection of the historic importance of waterways to the interpretive theme of the park.
-Institute joint collaborative training with current park partners Jefferson National Park Association and Metro.

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Site: JEFF

PROFESSIONALISM

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

Jefferson National Expansion Memorial
-Develop the fund raising capacity of Jefferson National Parks Association, the park's cooperating association.
-Working through a Friends Group establish a park endowment fund.
-Offer opportunities for financial contributions to park operations.
-Make park more accessible and meaningful to community groups.

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