

Martin Luther King, Jr. National Historic Site
Strategic Plan
October 1, 2006 – September 30, 2011



Approved: _____
Judy Forte, Superintendent

This *Strategic Plan* was written to fulfill the requirements of the Government Performance and Results Act. Following is a brief overview of that law, passed by the U.S. Congress in 1993.

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.

Performance management ensures that daily actions and expenditures of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization’s primary mission, followed by performance measurement and evaluation. Importantly, the goals are quantifiable and measurable results or outcomes, rather than efforts or outputs (activities, services, 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.*** 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 elegantly 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 and conducted their business by activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, 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.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. **Strategic Plan** of no less than five years duration, reviewed and revised every three years, and containing:
 - mission statement based in law, executive order, etc.;
 - long-term goals, which are objective, quantified, and measurable, to accomplish mission;
 - how goals will be accomplished, an adequate explanation including "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
 - key external factors which could positively or negatively affect goal accomplishment;
 - and
 - GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
 - developed by federal employees (versus contractors, etc.).

2. **Annual Performance Plan** tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:
 - annual goals to incrementally achieve long-term goals in Strategic Plan;
 - annual work plan, i.e. explanation of how annual goals will be accomplished – "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals....";
 - and
 - basis for measuring results – "...provide a basis for comparing actual program results with the established performance goals...." and "...describe the means to be used to verify and validate measured values."

3. **Annual Performance Report** reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:
 - what annual goals were met or exceeded;
 - what annual goals were not met;
 - why annual goals were not met; and
 - what remedial action will be taken for goals not met.

Importantly, GPRA mandates that long-term and annual goals be **results or outcomes** rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, progress on mission accomplishment assessed, and managers and employees held accountable.

While the National Park Service has long been a mission-oriented organization, it has also had a long tradition of planning, managing, and budgeting by activity, problem solving and issue resolution. Its response to GPRA requirements will help it focus on accomplishing mission through establishing long-term and annual goals, allocating resources to those goals, and measuring and reporting results.

About This Plan

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own unique GPRA implementation process. Using this process, the NPS methodically developed its first “servicewide” *Strategic Plan* and submitted it on September 30, 1997. That plan was revised and published electronically on January 15, 2000. A copy of the revised plan is available on the Internet at <http://www.nps.gov>.

The NPS manages the National Park System, which consists of 390 units located in nearly every state and territory of the nation. Thus the NPS is fundamentally a field-based, resource preservation and visitor service organization, where results or outcomes actually occur in the parks rather than Washington headquarters. In addition, the NPS has legislated partnership responsibilities, carried out by central offices throughout the country, to provide technical assistance and grant funding to other non-federal preservation entities. Therefore, as part of its GPRA implementation process, 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. The National Park Management Omnibus Act of 1998 codified into law that all field units of the National Park System would write Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act.

The local plans address the long-term goals in the “servicewide” plan that are appropriate to the individual units as parts of the overall National Park System, NPS, and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans, then, are a blend of national and local missions and goals.

This *Strategic Plan* for Martin Luther King, Jr. National Historic Site follows this pattern. It is a five-year plan covering fiscal years 2007 through 2011. It consists of a mission statement born out of the NPS organic act as well as the specific legislation establishing this park. It contains mission goals, closely paralleling the “servicewide” mission goals that illustrate in broad brushstroke what we do far beyond just five years – “in perpetuity” - to accomplish our stated mission. It then contains long-term goals, which target in quantified, measurable ways what we will accomplish in the next five years toward achieving our overall mission goals and mission. The long-term goals address both appropriate “servicewide” goals as well as park-specific outcomes. The goal numbering protocol follows that of the “servicewide” plan with park-specific suffixes. Since not all servicewide goals apply to Martin Luther King, Jr. NHS, some numbers are skipped. In addition, there are numbers containing 0’s which are not in the servicewide plan and indicate park-specific goals.

It should be noted that the goals in this plan are generally predicated on “flat budgets” for the next five years. 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 already 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 the plan.

Each year that the *Strategic Plan* is in effect, beginning with fiscal year 2007 (October 2006) there will be a companion *Annual Performance Plan* which shows in annual goals, that year’s targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an *Annual Performance Report* discussing actual achievement of the prior year’s annual goals and progress on long-term goals.

INTRODUCTION

About the Park

This five-year *Strategic Plan* has been written for Martin Luther King, Jr. National Historic Site, one of nearly 400 units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior.

Martin Luther King, Jr. National Historic Site and Preservation District were established by Public Law 96-428 on October 10, 1980. It is located in Atlanta, Georgia. The historic site consists of 38.38 acres, 13.08 of which are federally owned. Thousands of visitors come year round to see the places where Martin Luther King, Jr. was born, where he lived, worked, and worshiped, and where he is buried for their experience, enjoyment, understanding, and appreciation.

I. MISSION of the National Park Service at Martin Luther King, Jr. NHS:

The mission of the Martin Luther King, Jr. National Historic Site as established by the park’s enabling legislation is to preserve, protect and interpret for the benefit, inspiration and education of present and future generations the places where Martin Luther King, Jr. was born, where he lived, worked, and worshiped, and where he is buried, while also interpreting the life experiences and significance of one of the most influential African Americans in the 20th century. The National Park Service accomplishes this mission by: 1) Providing a resource for public education and a focal point for continuing discussions about the legacy of Martin Luther King, Jr.; 2) Sharing leadership with our community partners to ensure the continued expansion of the broader issue of care and human rights around the world; 3) Providing excellent service to visitors, partners, and employees; and 4) Empowering a workforce committed to the values of commitment, competence, trust/trust worthiness, integrity, support, candor, and excellence.

Through use of educational/interpretive outreach programs and activities, internet, partnership programs, activities and etc., the historic site directly and indirectly reaches out to millions emphasizing the importance of stewardship and responsibility in preserving and protecting resources for present and future generations.

Purpose of the National Historic Site and Preservation District

Martin Luther King, Junior, National Historic Site (NHS) located in the city of Atlanta, Fulton County, Georgia, was established on October 10, 1980 to preserve, protect, and interpret the places where Dr. King was born, where he lived, worked, worshipped and is buried. The park is managed for memorial and study purposes. The legislation establishing the park also established the Martin Luther King, Jr. Preservation District. Within the preservation district, NPS is authorized to assist owners of historic properties to preserve and interpret their properties.

Major resources of the site include the Birth Home of Dr. Martin Luther King, Jr.; Ebenezer Baptist Church (Dr. King's spiritual home and the church where he served as co-pastor with his father from 1960 to 1968), and the Martin Luther King, Jr. Center for Nonviolent Social Change (the "King Center") where Dr. King is buried. In addition, the NHS includes the block on which the Birth Home is located, as well as a significant portion of the residential neighborhood where Martin Luther King, Jr. was raised. The NHS also includes a portion of Edgewood Avenue, which preserves the flavor of the historic commercial portion of the community.

The park's preservation district surrounds the NHS and includes the balance of the Sweet Auburn neighborhood, which was one of the nation's most prosperous and successful black communities in the early 20th century. Several examples of Victorian commercial and residential architectural styles are found in the NHS.

Significance of the National Historic Site and Preservation District

Dr. Martin Luther King, Jr., the leader of the Civil Rights Movement, is known and honored throughout the world for his leadership in the struggle for equality and for his philosophy of nonviolent social change. Two structures directly associated with Dr. King constitute the primary historic resources of the national historic site: the home where he was born, at 501 Auburn Avenue, and Ebenezer Baptist Church, on the southeast corner of Auburn and Jackson. The property next to the church was chosen for the Freedom Hall complex, which is the site of Dr. King's memorial gravesite and permanent home of the King Center. Also included in the historic site are portions of the residential area, on Auburn Avenue, and a portion of the commercial area, on Edgewood Avenue. In all, there are 67 historic structures in the national historic site, most of which were built between 1890 and 1910.

The National Park Service can acquire property in the national historic site, and this part of the park constitutes the focal point of the NPS interpretive activities and visitor services. The protection and interpretation of this historic neighborhood allows present and future generations to see the area as Dr. King knew it when he was a child. By experiencing the places where he was born, worked, worshipped, and is buried, visitors will be helped to understand Dr. King, his leadership of the Civil Rights Movement, and the effects of his teachings on this important 20th century social movement.

Dr. King's broader childhood environment is included in the preservation district, which encompasses approximately 230 historic structures in both commercial and residential portions of the Sweet Auburn community. Called "sweet" because of the great economic, political, and social success blacks achieved there, Auburn was one of the most prosperous black communities in the United States in the early 20th century. Black religious leaders, bankers, educators, doctors, politicians, and men and women of all occupations worked together to form a foundation for a self-sufficient society and the Civil Rights Movement. Growing up in Sweet Auburn, young Martin Luther King, Jr., saw black men and women achieving, thriving, and building a life for themselves. But he also saw that unfair restrictions and borders prevented the full realization of their potential. By learning about these men and women and seeing the environment they created, visitors will understand the history and effects of Segregation and the conditions that inspired Dr. King to lead the fight for freedom of all Americans.

Legislative Intent

Public Law 96-438 (1980) authorizes the Secretary of the Interior to acquire land within the legislated boundary of the NHS by purchase, donation, transfer or exchange. Property owned by the State of Georgia or any political subdivision thereof may only be acquired by donation. Property owned in whole or in part by Mrs. King or the King Center may only be acquired with the consent of the owner, unless the property is about to undergo a change which is inconsistent with the purposes of the Act. In addition, the Secretary has a right of first refusal on any property in the boundary offered for sale by the King Center. The purchase price paid by the United States for any property owned by the King Center or Estate may not exceed the fair market value of the property on the date it is offered for sale. Significantly, the legislation also authorizes the Secretary to dispose of federally-owned land within the boundary that is no longer needed for park purposes. However, all property to be disposed of must be conveyed subject to such terms and conditions as will assure that the property is used in a manner consistent with the purposes of the act and administration of the NHS.

The 1980 legislation established the original boundary of the NHS. The boundary generally centered on a portion of Auburn Avenue and the surrounding neighborhood, but also specifically included property located at 234 Sunset Avenue Northwest, the home of Dr. King at the time of his death. Mrs. King lived in this home until August 2004. It should be noted that the authorized boundary does not include property located at 220 Sunset Avenue, which is adjacent to 234 Sunset and is also owned by the King family.

Public Law 102-575 (1992) expanded the boundary of Martin Luther King, Jr. National Historic Site by approximately 16 acres and the Preservation District by approximately 5 acres. The purpose of this boundary expansion was to provide lands for necessary facilities to serve the needs of visitors to the park. The land acquisitions authorized by the 1992 expansion legislation have largely been completed and visitor facilities have been constructed.

In 2004, Congress enacted Public Law 108-314 to enhance street access to the NHS Visitor Center and Museum. The act authorizes the Secretary to exchange a vacant lot on Edgewood Avenue (comprising three small tracts) for property owned by the City of Atlanta immediately adjacent to the Visitor Center and Museum.

At the time the park was established, the neighborhood in and adjacent to the NHS was deteriorating. It was felt at the time that federal acquisition of land and structures throughout large parts of the NHS would be one way to preserve and enhance the historic district while improving the lives of persons living in the neighborhood. In the intervening years, however, the neighborhood has experienced resurgence. A number of private efforts are now underway to rehabilitate structures in the NHS and Preservation District. In particular, the Edgewood corridor has become a major area for rehabilitation work in downtown Atlanta. The private sector, with technical assistance from the National Park Service and oversight by the Atlanta's Urban Design Commission is moving aggressively to restore the corridor to its glory years. These entities are performing the role originally envisioned for the NPS. Accordingly, it is the intent of NPS to divest itself of all remaining tracts on Edgewood Avenue and concentrate its future land acquisition efforts on Auburn Avenue and Sunset Avenue.

Mission Goals

Martin Luther King, Jr. National Historic Site's mission is accomplished through pursuit of the following broad, "in perpetuity" mission goals:

Goal Category I Preserve Park Resources

Ia Natural and cultural resources and associated values at the park 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

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 the park 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 mission goal refers primarily to the legislated NPS partnership programs and is accomplished by central offices rather than parks

Goal Category IV Ensure Organizational Effectiveness

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.

II. LONG-TERM GOALS

During the next five years – fiscal years 2007 through 2011 – the National Park Service will achieve the following specific long-term goals in pursuit of its mission and mission goals at Martin Luther King, Jr. NHS. These long-term goals are objective, quantified, and measurable. Due dates, performance indicators, performance target numbers, desired condition, and baselines, as appropriate, are imbedded in each goal statement in order to avoid separate long lists of performance measures. Each long-term goal is listed in the context of the mission goal it is targeting to achieve.

Long-term Goal Listing

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

Long-term goals:

Ia5-5560 Historic Structures - By September 30, 2011, 22 of MALU's 29 Historic structures on the 1998 List of Classified Structures are in good condition.

Ia6-5560 Park Museum Collections - By September 30, 2011, 202 (77%) of

263 applicable preservation and protection standards for MALU's museum collections are met.

Based on the Departmental Museum Property Handbook 411 Volume I & II in bringing the management of museum property up to the standards given to museum property housed in Federal facilities.

Ia8-5560 Archeological Sites - By September 30, 2011, the park's only Archeological site is monitored and remains in good condition.

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

Long-term goals:

Ia1A-5560 Visitor Satisfaction - By September 30, 2011, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Ia2A-5560 Visitor Safety - By September 30, 2011, the visitor accident/incident rate at MALU is maintained for the next five years at 3.

Ia2B-5560 Visitor Fatalities – By September 30, 2011, the visitor fatalities rate at MALU will remain zero.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations

Long-term goal:

Ib1-5560 Visitor Understanding and Appreciation - By September 30, 2011, 92% of MALU's visitors will understand and appreciate the significance of the park.

Mission Goal IVa and IVb: The National Park Service uses current management practices, systems, and technologies to accomplish its mission. The National Park Service will also increase its managerial resources through initiatives and support from other agencies, organizations, and individuals.

Long-term goals:

IVa6A-5560 Employee Lost Time Injury Rate- By September 30, 2011 the lost time injury will be at or below 3.

IVa6B-5560 Continuation of Pay (COP) – By September 30, 2011, The number of MALU's hours of COP will be reduced to 80 hours from fiscal year 06.

IVb1A-5560 Park Partnerships - By September 30, 2011, MALU will continue to maintain and nurture the relationship it has with the park's long-term partners and establish three more bringing the total to (7) seven.

Goal Explanations

Goal Category I: Preserve Park Resources

The mission goals and long-term goals in Goal Category I: are inclusive of the mandates in Martin Luther King, Jr. NHS's authorizing legislation and the NPS Organic Act "to conserve the scenery and the natural and historic objects and the wild life therein..." Subsequent legislation reinforced and expanded these mandates. All goals that pertain to resource preservation and the acquisition of knowledge from and about the resources to meet this mandate are appropriate to this category.

Mission Goal Ia: Natural and cultural resources and associated values of Martin Luther King, Jr. NHS are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

This goal includes the concepts of biological and cultural diversity. Broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond the park to nearby lands. Cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events or cultural processes.

Long-term goals related to this mission goal include the protection, restoration, or maintenance of archeological and ethnographic resources, historic structures and objects, cultural landscapes, and research collections – all of which are relevant to the purpose and/or significance of the park.

Long-term Goals Addressing Mission Goal Ia:

MALU should have a total of 29 structures entered on the List of Classified Structures, the NPS' official inventory and database of important historic structures. Twenty-two of those structures were already deemed to be in good condition, i.e. requiring only routine and cyclic maintenance, but no repair or rehabilitation. Long-term goals will include all routine maintenance to preserve the 22 structures in good condition. Additional work will be performed to rehabilitate the interiors of other structures and emergency stabilization work as needed. From FY06 to FY11, MALU will maintain and keep all 22 structures in good condition as listed on the List of Classified Structures.

Martin Luther King, Jr. National Historic Site will restore and complete Phase II of Ebenezer Baptist Church. The work for this project cannot be overemphasized because of the church's highly political and social profile. The church receives more than 600,000 visitors annually, including thousands of international visitors, and it hosts the live broadcast ecumenical services held annually for Dr. King in January. Its completion will provide positive publicity and political support for the National Park Service by allowing visitors to better learn, understand, and appreciate the life and career of Dr. King within the context of a key historic setting at MALU.

Goals achievement will be measured and verified by on the ground inspection, photo documentation, and project completion reports.

Work will continue to address the preservation, protection, and conservation of the park's museum collection. In addition, the park will continue to acquire a SCA student to assist in maintaining the museum collection. From FY06 to FY11, the number of standards met will increase from 197 to 202.

Required museum collection reports and plans will be completed.

Martin Luther King, Jr. National Historic Site will continue to communicate and collaborate with the Southeast Regional Staff in regards to the 2 cultural landscapes that were identified in the mid 1990's, which are the Birth Home Block and a component of the Birth Home.

Historian briefing papers will continue to be produced for staff use and material will be utilized for interpretive publications for park visitors.

Goal achievement will be measured by completion of historic resource studies, oral history interviews, historian briefing papers, publications, and objects cataloging.

Goal Category I I: Provide for the Public Enjoyment and Visitor Experience of Parks

The mission goals and long-term goals in Goal Category II embrace the mandate 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."

Subsequent legislation reinforced and expanded this mission. All NPS efforts for visitor satisfaction, enjoyment, safety, appreciation, and understanding of park resources and facilities are appropriate to this category.

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

Enjoyment of the parks and their resources is a fundamental part of the visitor experience. Visitor enjoyment and safety are affected by the quality of park facilities and services, whether provided by the National Park Service, a concessionaire, or a contractor. *Availability* of park facilities, services, and recreational opportunities refers to convenient locations, and times of operation that fit visitors' transportation and schedule needs. *Accessibility* for special populations refers to their accommodation when visiting federal and concession-operated facilities or participating in authorized recreational activities in accordance with Uniform Federal Accessibility Standards. *Diversity* of facilities and services refers to a range of appropriate accommodations and recreational opportunities (at various prices and levels of expertise and interest) for park visitors seeking various park experiences. *Quality* of facilities and services refers to well-presented, knowledge-based information and orientation exhibits and brochures. *Appropriate* recreational opportunities are consistent with a park's purpose and management and are not harmful to resources or park visitors.

Long-term Goals Addressing Mission Goal IIa:

Results from the visitor survey cards in FY06 show a 97% satisfaction rate.

Condition and content assessments have been made for all of the park's audiovisual programs, exhibits, historic furnishings, and wayside exhibits, thus enabling the park to improve quality in the future and improve visitor satisfaction.

Quality customer service is evident through friendly, courteous, and quick response to visitor inquiries, needs, requests.

Park facilities and grounds are routinely rehabilitated and maintained.

Resources are protected from incompatible use.

Visitor accident/incident rate will be reduced by:

- Preserving, protecting, operating, maintaining, monitoring, and evaluating park facilities utilized by visitors;
- Routine law enforcement patrols, along with any needed criminal investigations to help ensure the safety of visitors to MALU;
- Identifying, investigating, and correcting or mitigating sources of injury and property damage experienced by visitors; and

- Education of visitors through signage, personal contacts, publications.

Goal achievement will be measured by reduction in visitors' and tenants' accident/incident rate.

Goal achievement will be measured and verified by on the ground inspection, law enforcement patrols and incident reports, completed reports, and results of visitor survey cards.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations

Visitors' park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. Satisfactory visitor experiences build public support for preserving this country's heritage as contained in the parks. Long-term goals related to learning and understanding park and resource purpose and significance relate to this mission goal.

Long-term Goals Addressing Mission Goal IIb:

Results from the visitor survey cards in FY06 show that 90% of visitors understand and appreciate the park.

From FY07 to FY11, the percentage of visitors who understand and appreciate the significance of the park will increase by 1% each year, resulting in achievement of the 92% goal.

The significance of the park is relayed to park visitors through a combination of personal and non-personal interpretation. Permanent exhibits at the Visitor Center, Historic Fire Station No. 6, and the King Center discuss Dr. Martin Luther King, Jr., the history of the modern Civil Rights Movement, and the development of the Sweet Auburn community. Wayside exhibits in the park and preservation district also help to tell those stories.

Tours of Dr. King's Birth Home is offered seven days a week, from 10am-5pm. During this ½ hour tour, visitors learn about the family life and early influences upon young Martin.

To increase the level of understanding and appreciation, the following work will address this long-term goal:

- The site plans to acquire historic documents and artifacts relating to Dr. King;
- The park will continue to present a film series showcasing diverse cinema highlighting civil and human rights stories. Guest speakers and filmmakers are invited to discuss issues in an interactive setting;
- A speaker series focusing on the Site's major program areas, i.e. King National Holiday, Remembrance of Dr. King's Assassination, The Anniversary of the March on Washington and Park's Establishment and issues/individual/incidents associated with the modern civil rights movement, as well as human rights struggles around the world;
- Curriculum-based education programs will be developed for the Children of Courage Discovery Center exhibition. Park staff will work collaboratively with local school systems and teachers to develop educational materials;
- A weekend concert series provides a venue for local, national, and international music groups to perform in Ebenezer Baptist Church, thus continuing the tradition in this historic African American church. These concerts can also help express to visitors the importance of music to the Civil Rights Movement;

- A puppet show provides educational opportunities for grades K-5. Previously no outreach program was available for these age groups. Students learn about the National Park Service, the life of Dr. King, and the Civil Rights Movement;
- Special interpretive programs will be developed to address various park interpretive themes;
- A Comprehensive Interpretive Plan (CIP) is being developed with assistance from Harpers Ferry Center. The CIP will provide direction and focus for the interpretive program for the next 7-10 years by describing the park's interpretive themes and visitor experiences, and recommend ways to facilitate those experiences through facility design, interpretive/informational media, and personal services; and
- Community outreach programs will be presented to diverse groups throughout metro Atlanta.

Goal achievement will be measured by the results of the FY2006 visitor survey, as well as completed reports/projects, the development of the Sweet Auburn community, and interpretive exhibits in Fellowship Hall of Ebenezer Baptist Church.

Goal Category IV: Ensure Organizational Effectiveness

The goals in Goal Category IV support the National Park Service mission. This category generally relates to efficient and effective governmental processes rather than to the results of those processes. These goals measure workplace standards such as diversity and competency levels, as well as program efficiencies, such as accuracy of construction cost estimates.

Goals in Category IV are the ways that the National Park Service has chosen to better accomplish its mission of protecting park resources, providing for visitor understanding and enjoyment, and assisting others in preserving their resources and the enjoyment of those resources by their constituents.

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

To become more responsive, efficient, and accountable, the National Park Service must integrate its planning, management, accounting, reporting, and other information resource systems. Integrating or interfacing these systems will provide better cross-communication during daily operations and help the National Park Service develop required annual performance plans in compliance with the Government Performance and Results Act. Modern electronic technology makes it possible to integrate/interface these systems among the park units, central offices, and program centers. Improvements in the areas of workforce diversity, employee safety, employee housing, and employee performance standards will help the National Park Service accomplish its mission. Long-term goals pertaining to organizational responsiveness, efficiency, and accountability are related to this goal.

Long-term Goals Addressing Mission Goal IVa:

The lost time injury rate of 3 will be maintained from FY07-FY11. All supervisors will receive safety training; safety gear will be procured; safety publications will be purchased; incentives such as time-off awards for outstanding safety records will be utilized. The number of the park's hours of Continuation of Pay will be reduced by less than 1%.

Goal achievement will be measured by verification of training, purchase of equipment and informational publications and number of time-off awards presented.

Mission Goal IVb: The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

The National Park Service will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non-governmental organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, tribal, and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements. Long-term goals that deal with park management strategies and funding sources carried out in cooperation with other government and non-government organizations and private donors relate to this mission goal.

Long-term Goals Addressing Mission Goal IVb:

The site will continue to reach out to colleges and universities to increase our partnership for the purpose of improving our knowledge about park resources and to increase educational opportunities; as well as focusing on developing new partnerships and nurturing existing partnerships.

The park has formal partnerships with the King Center, Trumpet Awards Foundation, Ebenezer Baptist Church and City of Atlanta Fire Department. New partnerships will continue to be established.

The site personnel will continue to provide personal and non-personal interpretive services to the visiting public and park neighbors. Programs, publications, events and interactions will be used to inform visitors of the national significance of the site's historic and cultural resources. This will be a contributing factor in working to increase attendance at the site.

III. HOW GOALS WILL BE ACCOMPLISHED

Martin Luther King, Jr. National Historic Site's long-term goals will be accomplished in five annual increments detailed each year in an Annual Performance Plan. The Annual Performance Plan will contain annual goal increments of the long-term goals. It will also contain a work plan for each annual goal, which will lay out the activities and products, along with their personnel and fiscal costs projected to achieve the annual goal.

Current human and fiscal resources available to achieve the park's goals and carry out its mission include an annual base operating budget of approximately \$3,800,000, a permanent work force of approximately 26 permanent positions, and 14 temporary/seasonal positions. This work force is supplemented by 2193 hours of Volunteers-in-Parks service, and 1 Student Conservation Association Assistant.

Park staff is led by a superintendent. The staff is organized into four operating divisions: Interpretation Education and Cultural Resources Management; Visitor Protection; Facility Management; and Administration. This recurring staff will be supplemented and/or supported this year using special project funds, contracts, and/or the assistance or expertise of various NPS and other organizations, as available.

Staffs are distributed in 1 central maintenance facility; the visitor center which houses park headquarters; and historic homes located in the Auburn Avenue Birth Home Block where the visitor protection and interpretive divisions offices are housed.

Park infrastructure includes: 1 Visitor Center with permanent and temporary exhibits, an AV auditorium, and an orientation/information desk; 1 historic fire station containing artifacts, exhibits, and the Eastern National sales outlet; Ebenezer Baptist Church which contains an information desk and historic sanctuary in which interpretive programs are presented; 1 contact station located at Freedom Hall at the King Center which also contains exhibits displaying the personal artifacts of Dr. and Mrs. King.

The park also consists of 40 rental units contained inside 25 historic structures.

The park's annual ONPS budget is supplemented each year by an estimate of \$45,000 donated funds (from park donation boxes) and \$160,000 of park housing funds and annually approved projects for repair and rehabilitation, cyclic maintenance, Cultural Resource Preservation Program (CRPP) and regular maintenance cyclic funds. In addition, the park has been successful in securing fee demonstration funds (20%) for the repair/rehab projects.

Additional specific assistance in achieving the park's FY2011 annual goals will be provided by the National Park Service's Southeast Regional Office in Atlanta and Harpers Ferry Center. Eastern National, in addition to directly helping accomplishing education and visitor service goals through literature sales and donating \$6,264.00 for interpretive and educational purposes, will provide 2 full-time and one part time sales clerk at historic Fire Station No. 6. Eastern National will also pay approximately \$320.00 per month, or \$3,840.00 a year, in rental fees to house its regional office at the park maintenance facility.

Achieving and/or exceeding performance targets in annual and long-term goals is sometimes dependent on the availability of special project funds and assistance from Regional Support Offices and other National Park Service support organizations, as well as partners and cooperating organizations.

IV. KEY EXTERNAL FACTORS

While park management and staff can plan, manage, and largely control much of what occurs within the park, it can only influence other dynamics, particularly those that occur outside of park boundaries. Some issues, such as natural events, are beyond management's complete control. In developing Martin Luther King, Jr. National Historic Site's *Strategic Plan* and long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

Factors That May Impact

- Lack of repair and rehabilitation funds will impact the number of historic properties to be restored.
- Planned new exhibits and programs are designed to improve understanding and appreciation.
- Aggressive diversity outreach efforts are needed to attract minority law enforcement staff and bilingual employees,
- The site anticipates an increase in volunteer hours. An employee has been assigned to the volunteer program which involves 30% of their duty,
- Increasing the Cultural Resources Management staff will ensure better preservation and conservation of park resources.
- Outreach and partnering efforts are needed to yield an increase in donations and grants.