

# **Strategic Plan**

for

**FORT MCHENRY NATIONAL MONUMENT AND HISTORIC SHRINE**

**FISCAL YEAR 2001 – 2005**

**(October 1, 2000 – September 30, 2005)**

Approved: s// Laura E. Joss April 14, 2000  
Superintendent Date

## TABLE OF CONTENTS

Approval page .....	2
Table of Contents .....	3
<b>I Introduction and Overview .....</b>	<b>5</b>
About this Plan .....	5
Fort McHenry NMHS .....	5
The National Park Service .....	6
The Government Performance and Results Act of 1993 (GPRA) .....	6
<b>II Mission Statement .....</b>	<b>7</b>
<b>III Strategies: Accomplishing Goals .....</b>	<b>7</b>
Organization .....	7
Facilities .....	8
Financial Resources .....	8
Program Evaluations .....	9
<b>IV Key External Factors .....</b>	<b>9</b>
<b>V Goals .....</b>	<b>10</b>
Goal Categories and Mission Goals .....	10
Fort McHenry Long-Term Goals .....	13
Ia5 Historic Structures .....	13
Ia6 Museum Collections .....	14
Ia07 Cultural Landscapes .....	14
Ia8 Archeological Sites with condition assessments .....	15
Ib2a Cultural Resource Baseline: Archeological Sites .....	16
Ib2c Cultural Resource Baseline: Historic Structures .....	16
Ib2d Cultural Resource Baseline: Museum Objects .....	16
Ib2F Cultural Resource Baseline: Historical Research .....	17
IIa1 Visitor Satisfaction .....	17
IIa2 Visitor Safety .....	18
IIb1 Visitor Understanding and Appreciation .....	18
III Legislative Partner Program .....	18
IVa3 Workforce Development and Performance .....	19
IVa4 Workforce Diversity .....	19
IVa4a Underrepresented Groups in the Permanent Workforce .....	19
IVa4b Women and Minorities in the Temporary and Seasonal Workforce .....	19
IVa4c Individuals with Disabilities in the Permanent Workforce .....	20
IVa4d Individuals with Disabilities in the Temporary and Seasonal Workforce .....	21
IVa5 Employee Housing .....	21

IVa6a	Employee Safety .....	22
IVa6b	Employee Safety (Workers Compensation) .....	22
IVa7	Construction Project Management .....	22
IVb1	Volunteer Hours .....	23
IVb2	Donations and Grants .....	23
IVb4	Fee Receipts .....	24
<b>VI</b>	<b>Measuring Results .....</b>	<b>24</b>
<b>VII</b>	<b>Consultations .....</b>	<b>24</b>
<b>VIII</b>	<b>Strategic Plan Preparers .....</b>	<b>25</b>
<b>APPENDIX</b>	<b>.....</b>	<b>26</b>

## **I. INTRODUCTION**

### **About This Plan**

This is the Strategic Plan for Fort McHenry National Monument and Historic Shrine, 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 (the “in perpetuity” goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-year period covered by this plan, October 1, 2000 through September 30, 2005, federal fiscal years 2001-2005.

The content and organization of this Plan relate 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 or writing park headquarters at 2400 East Fort Avenue in Baltimore Maryland 21230. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan will also be available on our website site at [www.nps.gov/fomc](http://www.nps.gov/fomc).

The Plan also contains a general section on “Strategies” on how goals will be accomplished, that 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 1<sup>st</sup> 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.

### **Fort McHenry National Monument and Historic Shrine**

Fort McHenry National Monument and Historic Shrine 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 (43 Statue 1109) on March 3, 1925, Fort McHenry NMHS is located in Locust Point in downtown Baltimore. Containing 43.26 acres, the park preserves the historic Star Fort, the cultural landscape, and archeological sites in perpetuity and makes this valuable part of America’s heritage available to over 650,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

Since receiving initial congressional appropriations in 1993, a 5.8 million dollar restoration project has been on-going with the help of technical guidance and supervision from a professional team in the Denver Service Center. Brick masonry walls, underground structures and drainage systems have all received treatment during this project. Further work will continue in fiscal year 2001 on the historic brick boundary wall of the park and further waterproofing of bombproofs and magazines.

The Visitor Center, constructed in 1964, no longer meets the demands of increased visitation. The park is working closely with its partners and the owners of a property adjacent to the park in the hopes of negotiating the acquisition of a 30,000 square foot masonry building (circa 1903) that would better accommodate the park’s needs.

## 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 379 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, but it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, Office of Management and Budget (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 eight-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Fort McHenry NMHS. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit 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 with measurable results or outcomes, rather than a description of 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 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 by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have routinely done, rather than in pursuit of 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 Fort McHenry NMHS, 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 at Fort McHenry National Monument to preserve the Star Fort, the associated structures, material culture, archeology, and landscapes of Fort McHenry National Monument and Historic Shrine and to provide for their use in a way that leaves them protected for future generations. These cultural and natural resources, representing a continuum of our nation's military history, and pivotal in the defense of Baltimore during the War of 1812, shall be preserved as a perpetual national monument and as a shrine of the birthplace of "The Star-Spangled Banner."***

The mission statement of the National Park Service at Fort McHenry NMHS grows from the park's legislated mandate. This is found in the Act of Congress (43 Statute 1109) dated March 3, 1925 and supplemented by the Act of August 11, 1939 (53 Statute 1405) which changed the designation from Fort McHenry National Park to Fort McHenry National Monument and Historic Shrine. This is the only such dual designation of both monument and shrine in the National Park System.

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

**Purpose:** The purpose of Fort McHenry is derived from the first enabling legislation which "provided for the restoration of Fort McHenry ... and its permanent preservation as a national park and a perpetual shrine as the birthplace of the immortal 'Star-Spangled Banner,' written by Francis Scott Key."

**Significance:** The primary significance of Fort McHenry NMHS can be summarized as the central role it played in the successful defense of Baltimore in the War of 1812 and the inspiration this defense gave to Francis Scott Key as he composed our national anthem, "The Star-Spangled Banner."

## **III. STRATEGIES: Accomplishing Goals**

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

### **Organization**

A General Superintendent leads the Fort McHenry staff. The staff is organized into three operating divisions: Visitor Services, Maintenance, and Administration. Staff expertise and specialties include 5 permanent park rangers, 3 law enforcement officers, a horticulturalist, and a curator. There are 7 seasonal (temporary) park rangers working in interpretation.

Our staff is supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's Philadelphia System Support Office works with us to assess and improve our interpretive programming for Goal IIb1. The NPS Denver Service Center assists us with the Fort Restoration Project and continues to help ensure we have satisfactory facilities to achieve Goal Ia5. The Northeast Museum Services Center and Cultural Resources Center will help us to inventory and catalog our objects and evaluate our historic cultural landscapes and archeological resources for Goals Ia6 and Ia7 for better data on which to make informed decisions about our resources. The Harpers Ferry Design Center in West Virginia will continue to help us with the planning, design and installation of new exhibits in the Star Fort to help accomplish Goal IIb. Through a partnership with the National Park Service, North Carolina State University is providing vital assistance to the park with the preparation of a Geographic Information System Plan. The Questers, a

non-profit historic preservation group, continues to help with exhibit projects, donating their expertise and funds for new displays and furnishings in the exhibit rooms. In addition to helping accomplish education and visitor service goals through literature sales, the Eveyln Hill Corporation provides 2 sales clerks at the visitor center in the park gift shop. The Patriots of Fort McHenry through the Living Classroom Foundation, will continue to assist with annual special events including: Civil War Weekend, Defenders' Day celebration and summer tattoo ceremonies. The park will also continue to collaborate with the Smithsonian's National Museum of American History on their project to preserve the original Star-Spangled Banner that is currently undergoing treatment. Members of their team continue to assist the park in learning more about the history of this most treasured American icon.

## **Facilities**

Park facilities [and infrastructure] for accomplishing our goals include: the historic Star Fort with exhibits, educational classroom, office space, and a housing unit; a visitor center with exhibits, AV auditorium, concession sales area, a visitor information desk that also serves as the point of entrance fee collection for the park, and offices. A powder magazine of Civil War era serves as an excellent museum collection storage facility. One of the units of a Mission 66 duplex serves as the residence for the Chief of Visitor Services while the second unit has been converted to office space for administration and maintenance. A small maintenance facility supports a carpenter's shop, garage, and storage. A new, larger maintenance facility is under construction. A park road of less than ¼ mile leads into a paved parking lot with 160 parking spaces. A paved trail of approximately ¾ of a mile circles most of the park's 43 acres along the seawall. Both park housing units provide for on-site protection and management of park resources.

## **Financial Resources**

Financial resources available to achieve Fort McHenry's goals include an annual base operating budget of over 1.5 million which funds a workforce of 28 permanent positions, 1 temporary position, and 9 seasonal positions. This workforce will be supplemented annually by approximately 18,000 hours of Volunteers-in-Parks service and special project and program funds distributed by the National Park Service regional and Washington offices including over \$300,000 collected at the park in entrance fees. 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 our goals and the work to accomplish them, all funding and staffing sources and major alternative sources of support and work have been estimated and included in developing our Plan.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured," they, too, were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather, it is about planning, managing, and communicating what we can accomplish with what we 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.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios 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**

In the 1997 Plan, the park staff prepared and reviewed the mission statement, mission goals and long term goals. Since that time, self-assessments, reviews and visitor surveys were completed along with consideration of available financial resources. The Strategic Plan was then revised in 1999 by the park team. Program evaluation will be done in the future through update sessions conducted in squad meetings at the senior park staff level. These reviews will be used for revising and improving annual performance plans and, if necessary, long-term park goals. As required by law, this Strategic Plan will 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 a description of those factors that are most likely to influence outcomes at the time this plan was written

**Partnerships** – The park friends group (Patriots of Fort McHenry) has merged with the larger non-profit foundation, Living Classrooms Foundation. This will assist the Patriots with greater administrative support and fund raising capability. The Patriots, with support from the Living Classrooms Foundation, continues fund raising for a new visitor center. The deadline for raising \$500,000 of private funds to receive a matching grant from the State of Maryland has been extended to June of 2002. Additionally, a 13-acre lot with a 30,000 square-foot building immediately outside the park entrance gate has come under new ownership. This building has many elements that make it a desirable location as the new visitor center for the park. The Living Classrooms Foundation and Patriots are working with park management to examine its feasibility as a visitor center and to create a potential where the new owner might want to donate the building to the Patriots for that use.

The Living Classrooms Foundation formally rolled out “The National Historic Seaport of Baltimore” during the summer of 1999. The foundation successfully worked with the city to secure use of the pier off the fort seawall for use by water shuttle services flying the Historic Seaport colors. This agreement brought a significant increase in the number of visitors who came to the fort by boat. Park statistics indicate that entrances via the pier almost doubled from previous years to a total of 61,957 in 1999.

### **Adjacent Lands**

The National Aquarium has launched an impressive project in the wetlands that is located on state property immediately adjacent to the park’s southwest boundary. A partnership has been formulated between the National Aquarium, Morgan State University, the Maryland State Department of Natural Resources, the U.S. Geological Survey, the Corps of Engineers, the Environmental Protection Agency, the Chesapeake Bay Foundation, and the National Park Service at Fort McHenry. A real-time water and air quality station will be installed and monitored in the spring of 2000. Data collection and inventory programs are being conducted with the help of students from Morgan State University. Because these organizations access the wetlands from the park property, this on-going project will affect the park’s visitation and assistance with educational and natural resource protection programs.

### **Assistance to Sister Site**

Due to operating budget constraints, Fort McHenry provides an array of assistance to its sister site, Hampton National Historic Site, in the completion of its mission. A portion of Fort McHenry operating funds and FTE are spent in support of completion of Hampton’s mission goals. The general superintendent who



provides management oversight of both sites, is funded from Fort McHenry. Most administrative and maintenance functions for Hampton are completed with staff and funding from Fort McHenry.

## Summary

The popularity of Fort McHenry NMHS is expected to continue. This will present even greater challenges both in terms of cultural and natural resource preservation and visitor use. Visitation has grown 18.6% over the last five years and is expected to continue to grow. Due to the rapid growth of the tourist industry, the number of international visitors has placed special demands on park staff. Additional factors affecting performance include:

- ♦ The cost of maintaining and restoring natural and cultural resources are escalating.
- ♦ The implementation of new NPS initiatives emphasizes wise use of limited resources and sustainable practices.
- ♦ An increase in the number of projects will require compliance reviews under the National Environmental Policy Act and/or Section 106 of the National Historic Preservation Act.
- ♦ The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, and cooperative research studies.

## V. GOALS

### Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, "in perpetuity" mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

#### Goal Category I: Preserve Park Resources

The mission and long-term goals in Goal Category I are inclusive of the mandate regarding parks in the NPS Organic Act:

"...to conserve the scenery and the natural and historic objects and the wildlife therein..."

Subsequent legislation reinforced and expanded this mission. All NPS goals that deal with resource preservation in parks 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 are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.**

This mission goal, which encompasses the broad mandate of the NPS Organic Act and subsequent legislation, includes the concepts of biological and cultural diversity. Broader ecosystem and cultural context includes both natural and cultural systems that extend beyond the park unit to nearby lands. Park cultural context refers to park resources preserved and interpreted in relationship to other, larger historical events or cultural processes. For park units sharing resource management concerns with other countries, broader context includes appropriate international cooperation. Special international designations, such as world heritage sites and biosphere reserves are part of the broader cultural and/or ecological context. Various parks' enabling legislation requires protection of the scenic grandeur of landscapes. The mandates of the Wilderness Act require preservation of wilderness values in designated or proposed wilderness. Incompatible influences must be minimized to preserve scenic grandeur and wilderness values in a natural area or the integrity of a cultural landscape.

Long-term goals related to this mission goal include the protection, restoration, or maintenance of ecosystems, rare plant and animal populations, archeological and ethnographic resources, world heritage sites, historic structures and objects, research collections, cultural traditions, and subsistence activities, relevant to the purpose and/or significance of the site. Long-term goals that deal with threats to natural or cultural landscapes or the perpetuation of wilderness values also relate to this mission goal, as do goals that seek cooperation with neighboring land managers and also promote ecosystem management.

This long-term goal relates directly to resource condition and represents the National Park Service's effort to manage and maintain the national park system.

**Mission Goal 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.**

The National Park Service has fundamental information needs for making decisions about managing natural and cultural resources within the national park system. The National Park Service also contributes to scholarly and scientific research. To meet this goal, parks must routinely use scholarly and scientific research and consultation with park-associated communities. Goals that research park resources, either in the field or through documentary sources, and goals that link research data to decision making, are supported by this mission goal. This long-term goal relates directly to the knowledge gained about resources and represents the National Park Service effort to understand the natural and cultural resources within the national park system.

**Goal Category II: Provide for the Public Use and 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 effort for visitor satisfaction, enjoyment, safety, appreciation, and understanding of park resources and facilities is 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.

**Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of and its 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. Support for parks also comes through recognition by international program designations such as World Heritage Site and biosphere reserve. Long-term goals related to learning and understanding park and resource purpose and significance relate to this mission goal.

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

**This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources and does not apply to the present situation at Fort McHenry NMHS.**

**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 mission goal.

**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-government 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 FOR FORT MCHENRY NMHS**

Long-term goals are examples of how we will make 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 Fort McHenry NMHS. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized.* Each year, by January 1<sup>st</sup> 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.

## **FORT MCHENRY GOAL CATEGORY I: PRESERVE PARK RESOURCES**

**Mission Goal Ia** - Natural and cultural resources and associated values at Fort McHenry NMHS are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

***la5 – Historic Structures - By September 30, 2005, 75% of Fort McHenry’s historic structures listed on the List of Classified Structures at the end of the fiscal year 1999 are in good condition. This represents a 10% increase in structures in “good” condition over those listed in 1999.***

As of the end of FY1999, the park has a total of 40 structures entered on the List of Classified Structures. This is the NPS official national inventory and database of significant historic structures. 1999 is the baseline year for this goal. Twenty-seven of those structures were deemed to be in good condition, i.e. requiring only routine and cyclic maintenance, but no repair or rehabilitation. Annually, work will include all routine maintenance to preserve the 40 structures in their existing condition. Additional work will be performed annually to targeted historic structures restoring them to good condition as funding permits. Measuring goal achievement will be by on-the-ground inspection by the park management team including the park superintendent, chief of area services, and cultural resources specialist. Staff will report structure condition as good, fair, or poor, based on criteria established in the List of Classified Structures which reads as follows:

Good: The structure and significant features are intact, structurally sound, and performing the intended purpose. The structure and significant features need no repair or rehabilitation, but only routine or preventive maintenance.

Fair: The structure is in fair condition if either of the following condition is present:

- a) There are early signs of wear, failure, or deterioration though the structure and its features are generally structurally sound and performing their intended purpose; OR
- b) There is failure of a significant feature of the structure.

Poor: The structure is in poor condition if any of the following conditions is present:

- a) The significant features are no longer performing their intended purpose; OR
- b) Significant features are missing; OR
- c) Deterioration or damage affects more than 25% of the structure; OR
- d) The structure or significant features show signs of imminent failure or break-down.

Unknown: Not enough information is available to make an evaluation.

***la6 – Museum Collections - By September 30, 2005, 90% of applicable preservation and protection applicable standards for Fort McHenry's museum collection are met.***

The park has a total of 184 applicable collection standards to measure on the NPS Checklist for Preservation and Protection of Museum Collections. This checklist is the official NPS measure of the environmental, security, and fire protection conditions needed to preserve and protect museum objects. As of the end of 1999, the baseline year for this goal, the park met 158 of the 184 standards which is equivalent to 85.86%.

Annually, work will include all routine housekeeping, maintenance, cataloging, and inventory control to continue the 158 conditions currently meeting standards. Additional work will be performed annually to meet additional standards of the checklist. Measuring goal achievement will be through the completion an annual evaluation of goals meeting the standards established on the NPS Checklist for Preservation and Protection of Museum Collections by the park management team including the park superintendent, chief of area services, chief of visitor services, and cultural resource specialist.

***la07- Cultural Landscapes - By September 30, 2005, the elements of Fort McHenry's cultural landscape are routinely maintained and protected in good condition while the site is evaluated through a Cultural Landscape Report.***

The cultural landscapes of our national parks 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 relationship among the park's cultural and natural resources. The Cultural Landscapes Inventory (CLI) is an agency-wide database, which will comprise an inventory of all park landscapes having historical significance when it is fully completed.

Fort McHenry needs a professional evaluation of its landscape to measure its significance and addition to a national database, the Cultural Landscape Inventory(CLI). The CLI contains information on the location, historical development, and current management of cultural landscapes including condition. The criteria for determining condition (good, fair, poor) is consistent with Resource Management Plan Guidelines definitions. Funding has been requested by the park for the evaluation, but has not reached high enough on regional and national priority lists to be funded. The regional lists indicate a Level I evaluation will be conducted at Fort McHenry in 2002 and a Level II in 2006. Without a professional evaluation, but based on the professional knowledge of park staff including the staff horticulturist, park management estimates that 40% of the one landscape at Fort McHenry is in good condition.

The current condition of a cultural landscape is based on criteria from the Resource Management Plan Guideline and Software Manual (1994). This goal targets only good condition and is defined as:

Good - 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.

Annually, the park will manage the landscape to maintain its existing condition through the completion of basic maintenance and preservation work, repairs from storm damage and construction, and resource protection patrols. Measuring goal achievement will be through the completion of an annual evaluation of landscape condition by the park management team including the park superintendent, chief of area services, horticulturist, and cultural resource specialist.

***1a8 – Archeological Sites - By September 30, 2005, 50% of Fort McHenry’s archeological sites listed on the 1999 National Park Service Archeological Management Information System (ASMIS), with condition assessments are routinely are in good condition.***

With the help of a temporary archeologist, Fort McHenry is currently conducting a professional evaluation of its archeological resources to measure their scope and condition, and to add them to the national database, the Archeological Sites Management Information System (ASMIS). The ASMIS provides a summary of archeological conditions nationally including those in good condition. Four separate sites have been identified at Fort McHenry with numerous subsites listed in each category. Two primary sites have been evaluated in good condition and two in fair condition. Good condition and fair condition as defined and adapted from the original Resource Management Plan Guideline have been revised by the Archeological Cluster Coordinators and reads as follows:

Good: The site, during the time interval between its last two regularly scheduled condition assessments (as defined in the Documented Inspection Schedule field of ASMIS), shows no clear evidence of disturbance or deterioration by natural forces and/or human activities. The site is considered currently stable and its present archeological values are not threatened. No adjustments to the currently prescribed site treatment actions are required in the near future to maintain the site's present condition.

Fair: The site, during the time interval between its last two regularly scheduled condition assessments (as defined in the Documented Inspection Schedule field of ASMIS), shows clear evidence of minor disturbance or deterioration by natural forces and/or human activities, but an approved corrective action has been taken to remove the potential threats and to stabilize the site to prevent further harm to its archeological values. The identified threats, left to continue without the appropriate corrective action, will result in the site being degraded to a poor condition assignment.

Annually, the park will manage archeological resources to maintain their existing condition through the completion of basic preservation work, repairs from storm damage, and resource protection patrols. A numerical goal for preservation of archeological resources has been established with the completion of the professional assessment, determining scope and condition of these resources. Annually these resources will be evaluated and reported by the park management team through the ASMIS program.

**Mission Goal 1b** - Fort McHenry NMHS contributes to knowledge about natural and cultural resources and their associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

***1b2a - Archeological Baseline – By September 30, 2005, the number of Fort McHenry’s archeological sites inventoried, evaluated and listed in the National Park Service ASMIS is increased from 0 in FY 1999 to 4 (400% increase).***

Knowledge about archeological sites and their condition 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.

While 4 sites and 61 subsites now have been identified and recorded in electronic format at Fort McHenry, the number of recorded sites in ASMIS as of FY 1999 was 0. This number (4) reflects a combination of backlog data entry and new site information. This number is a substantial increase from the FY 1999 baseline data when the Fort McHenry ASMIS database was void of any records of archeological sites.

***Ib2c- Historic Structures Baseline – By September 30, 2005, 100% of Fort McHenry’s historic structures included on the FY 1999 List of Classified Structures (LCS) have updated information in their LCS records.***

The List of Classified Structures (LCS) is the primary computerized national database containing inventory and condition information on the estimated 40 park historic and prehistoric structures at Fort McHenry. 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.

At the end of FY 1999, data on 40 structures in the park were in the database; all of the data needs to be updated over the five-year period, FY 2000-2005. That is, by September 30, 2005, data elements of all LCS records will be current to the reporting period FY 2000 to FY 2005.

***Ib2d – Museum Collection Baseline – By September 30, 2005, Fort McHenry will continue to ensure that 100 % of museum objects are cataloged in the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog database which is a continuation at the current level of performance.***

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

At present, the park museum collection includes 41,521 cataloged objects (FY 1999 baseline). In 1999, the park added 477 more objects to the Automated National Catalog System (ANCS+).

The park is not planning to accession additional objects to be cataloged; therefore there is no catalog backlog. Any artifacts recovered during archeological discovery will be cataloged by the project contractor. As projects continue in 2001-2005, additional objects accessioned into the collection will be cataloged as they are accessioned.

Measuring goal achievement will be through the annual Collections Management Report which is prepared by the park curator and submitted to the national database (ANCS+).

***Ib2f – Historical Research Baseline - By September 30, 2005, Fort McHenry’s Administrative History is updated to professional standards, current (approved since 1980), and entered in CRBIB.***

An Administrative History (AH) is used here as one of the primary indicators of the health of the Service’s historical research program. This is not the only type of historical research parks may require. For this goal, "historical research current and complete to professional standards" is defined as an Administrative History that has been approved since 1980.

At Fort McHenry, the most recent Administrative History was written in 1958 by George McKenzie and therefore does not meet the current professional standards. The park will seek funding to update this documents during the course of this five-year plan. Measuring goal achievement will be through the annual submission to the national CRBIB database.

**FORT MCHENRY GOAL CATEGORY II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE OF PARKS**

**Mission Goal IIa -** At Fort McHenry visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

***Ila1 – Visitor Satisfaction - By September 30 2005, 98% of visitors to Fort McHenry, who use the park for more than recreational opportunities, are satisfied with appropriate park facilities and services.***

For the past several years over 650,000 people have visited the fort annually. This goal works to ensure visitor satisfaction with the facilities and services available to them. The mission of Fort McHenry focuses on history and the cultural resources on site as a battleground and inspiration of Francis Scott Key's Star-Spangled Banner. Located within the urban environment of Baltimore, the 43 acres of fort grounds are also used by visitors for recreational purposes. Based on the park mission only limited, non-intrusive recreational activities are permitted. These include walking, jogging and bicycling on the perimeter sea wall trail. Organized sporting activities, golf, soccer, etc., are not permitted. Being outside the park mission, the park is not managed for visitor satisfaction with recreational opportunities.

This goal measures visitor satisfaction with facilities including the visitor center, exhibits, restrooms, walkways, and roads. It measures visitor satisfaction with services such as assistance from park employees, park brochure, ranger programs, and commercial service. It also includes opportunities such as sightseeing and learning about history and culture. A visitor survey designed by the NPS and conducted at Fort McHenry during July 1998 established the initial baseline for visitor satisfaction with facilities and services. The questionnaire distributed to the public included an overall quality question used as the primary measure of visitor satisfaction. A visitor is "satisfied" if the response to the question is either "very good" or "good". That survey showed a 98% satisfaction rate and was validated by an additional survey in 1999 that returned the same rate. Measuring goal achievement will again be through the completion of an annual visitor survey.

***Ila 2 – Visitor Safety - By September 30, 2005, the number of Fort McHenry visitor accident/incidents is reduced from the FY 1992- FY1996 five- year annual average of 1.6 to 1.4 per 100,000 visitor days (10% decrease).***

Fort McHenry has over 650,000 visitors annually come to the park. On average, between the years of 1992-1996, 1.6 visitors have a serious accident each year. A serious accident is defined as an accidental event that results in serious injury or illness requiring medical treatment; a death, or involves direct use of, or interaction with, park facilities, roads, waters or resources. Serious injuries and deaths resulting from operating a motor vehicle or vessel under the influence of alcohol or drugs are also reported. To be able to equally compare parks nationally the visitor safety incident rate was developed (at a low baseline of X per 100,000 visitor days).

The Fort McHenry five-year goal is to reduce the visitor safety incident rate by 10%, at 2% increments each year. This will be accomplished by working to maintain safe facilities, dispensing safety information through printed and verbal means to visitors, and contacts with visitors involved in unsafe activities. Analysis of case incident report files will identify the primary sources of accidents and where the greatest improvements can be made. Measurement of this goal will be through applying the visitor safety incident formula to total annual accidents.

**Mission Goal IIb -** At Fort McHenry, visitors and the general public understand and appreciate the preservation of the park and its resources for this and future generations.

***Ilb1 – Visitor Understanding and Appreciation - By September 30, 2005, 65% of Fort McHenry's visitors, who use the park for more than recreational opportunities, understand and appreciate the significance of the park.***

As explained above, measurement of this goal will also not be applied to recreational visitors to the fort grounds. The purpose of this goal is to ensure that visitors leave the park with



more than satisfaction with facilities and services. The park will work to ensure that visitors have a learning experience to appreciate why Fort McHenry is important. Visitor understanding is defined as "to grasp meaning." Measurement of this goal is through survey of visitors and measures their ability to identify elements of park significance around its role in the War of 1812, inspiration for F.S. Key's Star-Spangled Banner, and/or the fort's continuous role in American military history. In a survey conducted during July of 1998, 62% of visitors reported an understanding of park significance by mentioning at least one of the elements listed above. A number of additional respondents indicated that the fort was significant in learning about our history in general.

Annually, an increased emphasis on these elements will be incorporated into ranger interpretive programs presented to the public to increase understanding of the park's significance. Measuring goal achievement will be through the completion of an annual visitor survey.

### **FORT MCHENRY GOAL CATEGORY III: LEGISLATED PARTNERSHIPS PRGRAMS**

This goal does not apply to current programs at Fort McHenry NMHS.

### **FORT MCHENRY GOAL CATEGORY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS**

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

***IVa3a - Workforce Development and Performance - By September 30, 2005, 100% of Fort McHenry's employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.***

Baseline for this goal is the total number of employees, permanent and term, who have their annual performance standards linked to appropriate strategic and annual park performance goals. This goal directly ties individual performance goals to organizational outcomes. Fort McHenry has 26 employees on the permanent and term rolls, and all have their standards and professional competencies linked to goals.

Annually, all permanent and term employees will have their annual performance standards linked to appropriate strategic and annual park performance goals and professional competencies. Measurement of goal achievement will be through an annual employee performance plan report produced by the park administrative officer to the superintendent indicating the number of employees having performance standards and competencies linked to goals.

***IVa 4a –Underrepresented Groups in the Permanent Workforce –By September 30, 2005, the number of Fort McHenry/Hampton NHS permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 4 at the end of FY 1999 to 6 (50% 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 higher than, or equal to, the rate at which the Service hires them.

Staffing at Fort McHenry and Hampton is managed out of an administrative office located at Fort McHenry. Statistics for the two parks are combined in reporting of hiring. In FY1999, there were 14 employees in the 9 targeted occupational series. Ten are in the 025 Series: Park

Management/Park Ranger (2 of which are female); Two are in 1015 Series: Museum Curator (both are female), and two are in the 1640 Series: Facility Management. The park is committed to increasing diversity in its workforce. Management 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. Management at all levels will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

The Fort McHenry/Hampton staff does not reflect the civilian labor force. This goal reflects the parks' efforts to increase the representation of underrepresented groups in its workforce. The five-year goal is to show an increase of 50% in underrepresented groups. To achieve the goal staff filling positions will conduct targeted recruiting to reach underrepresented candidates. Staff making selections will prioritize affirmative action. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating workforce composition as it relates to underrepresented groups.

***IVa4b – Women and Minorities in the Temporary and Seasonal Workforce - By September 30, 2005, the total number of Fort McHenry/Hampton's temporary/seasonal positions annually filled by women and minorities is increased from 7 in FY 1999 to 9 in FY 2005 (28% 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 higher than, or equal to, the rate at which the Service hires them.

Staffing at Fort McHenry and Hampton is managed out of an administrative office located at Fort McHenry. Statistics for the two parks are combined in reporting of hiring. In FY1999 there were 7 women and minorities in the temporary and seasonal workforce at Fort McHenry. However, the park is committed to increasing diversity in its workforce. Management 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. Management at all levels will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

The Fort McHenry/Hampton staff does not reflect the civilian labor force. This goal reflects the parks' efforts to increase the representation of women and minorities its workforce. The five-year goal is to show an increase of 28% in the total number of women and minorities in the temporary and seasonal positions. To achieve the goal staff filling positions will conduct targeted recruiting to reach underrepresented candidates. Staff making selections will prioritize affirmative action. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating workforce composition as it relates to underrepresented groups.

***IVa4c- Individuals with Disabilities in the Permanent Workforce - By September 30, 2005, the total number of Fort McHenry/Hampton permanent positions filled by employees with disabilities is increased from 1 in FY 1999 to 2 in FY 2005 (100% 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.

Staffing at Fort McHenry and Hampton is managed out of an administrative office located at Fort McHenry. Statistics for the two parks are combined in reporting of hiring. In FY1999 there was one individual who had a documented disability in the permanent workforce at Fort McHenry. However, the parks are committed to increasing diversity in their workforce. Management 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. Management at all levels will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

The Fort McHenry/Hampton staff does not reflect the civilian labor force. This goal reflects the parks' efforts to increase the representation of employees with disabilities in its workforce. An individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major activities, has a record of such impairment, or is regarded as having such an impairment. The five-year goal is to show an increase of 100% from 1 to 2 individuals with disabilities in the permanent workforce. To achieve the goal staff filling positions will conduct targeted recruiting to reach underrepresented candidates. Staff making selections will prioritize affirmative action. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating workforce composition as it relates to underrepresented groups.

***IVa4d- Individuals with Disabilities in the Temporary and Seasonal Workforce - By September 30, 2005, the total number of Fort McHenry/Hampton seasonal and temporary positions filled by employees with disabilities is increased from 0 in FY 1999 to 1 in FY 2005 (100% 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 higher than, or equal to, the rate at which the Service hires them.

Staffing at Fort McHenry and Hampton is managed out of an administrative office located at Fort McHenry. Statistics for the two parks are combined in reporting of hiring. In FY1999 there were 0 individuals with documented disabilities in the seasonal and temporary workforce at Fort McHenry/Hampton. However, the parks are committed to increasing diversity in its workforce. Management 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. Management at all levels will be held accountable for increasing diversity based upon their opportunities to recruit and hire employees at various grade levels throughout the organization.

The Fort McHenry/Hampton staff does not reflect the civilian labor force. This goal reflects the parks' efforts to increase the representation of employees with disabilities in its workforce. An individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major activities, has a record of such impairment or is regarded as having such an impairment. The five-year goal is to show an increase of 0 to 1 (100%) individuals with disabilities in the seasonal and temporary workforce. To achieve the goal staff filling positions will conduct targeted recruiting to reach underrepresented candidates. Staff making selections will prioritize affirmative action. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating workforce composition as it relates to underrepresented groups.

***IVa 5 – Employee Housing - By September 30 2005, upgrade one fair condition housing unit in the park to good condition or eliminate it from the housing inventory.***

This goal improves the condition of employee housing within the park. Housing is provided 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 NPS Housing Initiative has improved the living conditions in many parks, the National Park Service continues in its commitment to improving its employee housing situation.

At Fort McHenry, there are three housing units maintained to ensure the park's resources and visitors are better protected. One of these housing units is currently being used for administrative purposes. Two of these units are in good condition. This goal recognizes the need to keep housing units in good condition for the occupants who are required by a condition of their employment to live in them.

The park will maintain the status quo with one housing units which is in fair condition. This unit is an historic structure, which will receive routine maintenance. An upgrade on this unit will be withheld until a decision is made by park management as to whether it will continue in the housing inventory. This unit will be upgraded if it remains on the housing inventory by the end of this measurement period. Measurement of goal achievement will be through an annual report produced by the chief of area services to the superintendent indicating the condition of quarters as measured by standards in the Quarters Management Information System.

***IVa6a – Employee Safety -- By September 30, 2005, the number of Fort McHenry's employee lost-time injuries is reduced from the FY 1992-1996 five-year annual average of 1.22 lost-time injuries per year to 1.***

This goal directs a park focus on employee safety and measures the number of employee accidents that occur due to work-related injuries and illnesses that take them off the job for more than one day (the lost-time injury rate). The National Park Service has the worst safety record in the Department of Interior and one of the worst safety records in the Federal Government. Fort McHenry will focus to ensure that employees think safety and work in a safe environment. The Fort McHenry baseline of lost-time accidents is 1.22 (an average of accidents from 1992-1996).

The Fort McHenry five-year goal is to reduce the lost-time accidents to an average of one annually. This will be accomplished by an active safety program that supports a collateral duty safety officer working to maintain safe facilities and equipment, employee training, and all staff taking the responsibility to advise coworkers of unsafe work practices. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating the annual lost-time accidents. Results of this goal will reduce the employee lost-time injuries.

***IVa6b – Employee Compensation - By September 30, 2005, the number of Fort McHenry's hours of Continuation of Pay will be at or below 100.***

Continuation-of-Pay (COP) hours are the result of employees missing work due to on-the-job injuries or illnesses and are coded as COP on the timekeeping records. Data pertaining to the COP hours are provided to the park by the Risk Management Program. Fort McHenry's baseline of hours is an annual average of 117.4 hours established from cases between 1992-1996. Over the course of the upcoming five-year period, the number of COP hours will be at or below 100.

The goal will be accomplished by an active safety program and the development of alternative work plans (light duty) for employees who are able to work in some limited capacity while injured. Measurement of goal achievement will be through an annual report produced by the park administrative officer for the superintendent indicating the Continuation-of-Pay hours for new workers' compensation cases for the year. This information is compiled and reported to the National Park Service Risk Management Program.

***Iva7 - Construction Project Management - By the year 2005, 100% of line-item projects funded by September 30, 1998 and each successive 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 Federal Lands Highway Program dollars rehabilitate and reconstruct park roads and bridges (e.g. Yellowstone National Park road system). 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. The park superintendent is accountable for ensuring that project decisions meet the goal.

Data are 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.

This goal tracks 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. This goal is reported by the park superintendent receiving the line-item funds at the completion of the project from data provided by the Construction Program Management Division.

Fort McHenry has been working with the Denver Service Center in a 5.8 million dollar restoration project since 1994. Further restoration of brick and masonry features will continue in FY2001 at a cost of nearly \$687,000. In accordance with the recently revised NPS guidelines, park staff will continue to ensure that this project's cost and schedule meets the specified construction parameters. The progress reports, expense reports and completion reports will serve as a method to track the management overhead costs for this construction work.

**Mission Goal IVb: The park increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.**

***Ivb1 – Volunteer Hours - By September 30, 2005, the number of Fort McHenry's volunteer hours will increase from 18,462 in FY 1997 to 20,308 in FY 2005 (10% increase).***

This goal reports the total number of hours contributed to the park volunteer program. The National Park Service Volunteers in Parks (VIP) program, was authorized in 1970 and permits the National Park Service to accept and use volunteer help in ways mutually beneficial to the parks and the volunteers. Park volunteers provide a diverse range of assistance to Fort McHenry to maintenance, visitor services, and administration. The 18,462 donated hours provided in the base year of 1997 translate to almost nine additional full-time employees on the staff.

The five-year goal is to increase the donated hours to the park by 10%, at increments of 2% each year. This increase will be accomplished through increased recruitment and use of volunteers in maintenance and visitor services, including fee collection. Measurement of goal achievement will be through an annual report produced by the park volunteer coordinator, through the chief of visitor services, to the superintendent indicating the volunteer hours contributed for the year.

***IVb2a – Cash Donations - By September 30, 2005, cash donations to Fort McHenry from a variety of non-profit, state and local agencies and friends groups are increased from \$13,500 in 1998 to 14,850 (10% increase) to support the mission of Fort McHenry and the National Park Service.***

This goal tracks the dollar amount of support received by the park in donations and grants from the National Park Foundation, friends groups, cooperating associations, and other public and private sources. The park maintains a donation box in the visitor center which in recent years has generated over \$7,000 annually. The park friends group, the Patriots of Fort McHenry, provides consistent financial assistance to the park, particularly to support the living history program and special interpretive events. Total donated funds in the base year of 1998 was \$13,500.

The five-year goal is to increase financial donations to the park by 10%, at increments of 2% each year. This increase will be accomplished through increased support by park management to the Patriots of Fort McHenry for its fund raising activities, and its new and developing association with the Living Classrooms Foundation. Measurement of goal achievement will be through an annual report produced by the park administrative officer to the superintendent indicating the dollar amount of park donations and grants for the year.

***IVb4 – Fee Receipts - By September 30, 2005, the Fort McHenry receipts from park entrance, recreation and other fees are increased from \$260,000 in FY 1997 to \$345,800 (33% increase).***

This goal reports the amount of receipts from all fee sources. The park began participation in the Recreation Fee Demonstration Program midway through FY97. Park entrance fees were increased from \$2 per adult to \$5 per adult based on a comparability study of other local museums and tourist attractions. In that baseline year of FY97, the park collected \$260,000 in entrance fee receipts. Under guidelines established by the Recreation Fee Demonstration Program the park is able to keep 80% of those fees to invest in backlogged resource preservation and visitor education facilities.

The five-year goal is to increase the receipts from fee collection activities by 33% over the FY97 baseline year, at increments of 6.6% each year. This increase will be accomplished by continuing the park's involvement in the recreation fee demonstration program. Measurement of goal achievement will be through an annual report. The WASO Ranger Activities Division, National Fee Program will report servicewide information based on data received through the accounting system in the Park Fee Receipt Reports.

## **VI. MEASURING RESULTS**

As stated in the text of the goals cited above there are a variety of tools which will be used to quantify and objectively measure the accomplishments towards each target. As in the past visitor surveys will be used to measure both visitor understanding and visitor satisfaction. The annual museum collection reports and inventories, updates to the Resource Management Plan, the annual report on the List of Classified Structures and Cultural Landscapes, and the annual Archeological Sites Report will be used to monitor cultural resources. Safety inspections are another measuring tool used by the park to ensure workplace conditions meet federal government standards. Employee surveys and questionnaires are distributed at staff meetings to measure employee satisfaction and development.

## **VII. CONSULTATION IN DEVELOPING THIS PLAN**

The park consulted directly and indirectly with a variety of individuals and organizations in developing our original plan and this revision and they are shown below. All comments were carefully considered. 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. We did increase our performance targets on Goals Ia5 and Ia8 to reflect this concern. The National Park Service also

consulted with Congress, the Office of Management and Budget (OMB), and the Department of the Interior in the development of the National Park Service plan.

In the development of Fort McHenry's Strategic Plan, the basic principles of GPRA and the park's GPRA goals were discussed with the Patriots of Fort McHenry and Living Classrooms Foundation (friends groups) and the Locust Point Civic Association (adjacent community).

### **VIII. STRATEGIC PLAN PREPARERS**

The following park staff members were intimately and extensively involved in preparing the original Strategic Plan for Fort McHenry: Kayci Cook, Paul Bitzel, Greg McGuire, Rick Nolan and Tom Schiller.

Staff involved in the update of this plan:

Laura Joss	General Superintendent
Rick Nolan	Chief of Visitor Services
Greg McGuire	Chief of Area Services
Lois Schwartz	Chief of Administration
Anna von Lunz	Museum Curator

The coordinators who worked on this plan were: Rick Nolan, Chief of Visitor Services and Anna von Lunz, Museum Curator. They can be reached at 410-962-4290 extensions 224 and 239 respectively. Their email addresses are: [Rick\\_Nolan@nps.gov](mailto:Rick_Nolan@nps.gov) and [Anna\\_von\\_Lunz@nps.gov](mailto:Anna_von_Lunz@nps.gov)

### **Current Park Employees:**

Frederick Apfel, III	Hugh M. Manar
Wayne M. Boyd	Brian M. McGinnis
Robin B. Brukiewa	Cecelia R. Neugebauer
Garry W. Church	Paul E. Plamann
Susan R. DeWeerd	James E. Rogers
Roy P. Elder	John E. Schultz
Keith D. Ertter	Lois Schwartz
Linda B. Guthrie	Scott S. Sheads
John R. Harthousen, Sr.	Thomas O. Schiller

Lawrence P. Jessen	Jesse L. Sherrod
Laura E. Joss	Vincent J. Vaise
Greg D. McGuire	Anna R. von Lunz
Rick J. Nolan	William F. Wagner