

Title Page:

STRATEGIC PLAN

FOR

BOOKER T. WASHINGTON NATIONAL MONUMENT

OCTOBER 1, 2008 - SEPTEMBER 30, 2012

Results Act and Planning Cycle:

REFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (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 expenditure 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, 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, and progress on mission accomplishment assessed.

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, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- * relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- * key external factors which could positively or negatively affect goal accomplishment;
- * 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 explaining 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...."

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.

ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. Individual park plans address the long-term goals in the DOI/NPS plan that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four 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 NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are 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 the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, 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.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

Park Background Information:

About the Park

Booker T. Washington National Monument was established by an Act of Congress in 1956. It is located in Franklin County, Virginia. Containing 239 acres, the park preserves the birthplace of Booker T. Washington, educator, orator, and early 20th century African American leader in perpetuity and makes this valuable part of America's heritage available to approximately 20,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

Booker T. Washington National Monument's cultural resources include historic structures, archeological sites, two cultural landscapes, two cemeteries, and museum objects. Natural resources include fields and forests, plants, animals, and water. The park has one staffed visitor center open 362 days per year. Year-round programming includes curriculum-based educational programs, tours, Black History month programs, interpretive ranger programs, and special events. Park infrastructure includes NPS-owned roads, trails, three modern-day buildings, signs and markers, and vehicles and equipment.

Mission of National Park Service at Booker T. Washington National Monument

The mission of the National Park Service at Booker T. Washington National Monument is rooted in and grows from the park's legislated mandate found in Public Law 84-464 dated April 2, 1956. Our mission statement is a synthesis of this mandated purpose, plus the park's primary significance as itemized below.

The National Park Service at Booker T. Washington National Monument preserves and protects the birth site and childhood home of Booker T. Washington while interpreting his life experiences and significance in American history as the most powerful African American between 1895 and 1915. The park provides a resource for public education and a focal point for continuing discussions about the legacies of Booker T. Washington and the evolving context of race in American society.

Legislative Intent

Public Law 84-464 creating Booker T. Washington National Monument mandated the National Park Service to:

- *provide a public national memorial to Booker T. Washington.
- *maintain and preserve it in a suitable and enduring manner.

Purpose

Therefore, the purpose of Booker T. Washington National Monument is:

- *Preserve and protect the birth site of Booker T. Washington, its cultural landscape, and viewshed.
- *Memorialize and interpret Booker T. Washington's life, historical contributions, accomplishments, and significant role in American history.
- *Provide a focal point for continuing discussions about the legacy of Booker T. Washington and the evolving context of race in American society.
- *Provide a resource to educate the public on the life and achievements of Booker T. Washington.

Significance

The primary significance of Booker T. Washington National Monument can be summarized as:

- It is a place where the life of Booker T. Washington and his relationship to his contemporaries, his companions, and his critics can be examined through his childhood, education, and socialization.
- Here the National Park Service interprets the impact of the early experiences with slavery, emancipation, and racism on Booker T. Washington and the national character.
- The park is important because it allows the public to experience the mid-19th century plantation setting where Booker T. Washington lived as a slave, was emancipated, and returned as Dr. Booker T. Washington, noted educator, orator, and advisor to United States presidents.
- It is one of the few National Park Service sites set aside where the American public can see how slavery and the plantation system worked on a smaller scale and can reflect on the impact and significance of an American person of color.

Key External Factors Affecting Plan's Accomplishment

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Booker T. Washington National Monument's Strategic Plan and its 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.

The park will continue implementation of its General Management Plan (GMP) recommendations. As identified in the GMP, and within the context of the Centennial Challenge, the park will work towards finishing the expansion of the visitor center to include a new theater. Existing visitor center space will be rehabbed for exhibit, the museum collection, a bookstore, and office space. A new audio-visual program will be produced.

Our primary concern remains the adjacent lands issue. Park management is committed to preserving the viewshed in an agricultural setting. Park management continues to address the importance of viewshed protection to local governing bodies and the county planning commission.

Consultation in Plan Preparation

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the DOI and NPS servicewide plan. In the development of Booker T. Washington National Monument's local Strategic Plan, the following individuals and/or organizations were consulted at various stages of development as indicated.

*Franklin County Chamber of Commerce and Tourism

*Smith Mountain Lake Chamber of Commerce

*Roanoke Valley Convention and Visitor's Bureau

*Congressman Virgil Goode

*David Hurt, Franklin County, VA Board of Supervisors

The park mission and long term goals of the 2008-2012 Strategic Plan remain the same as those in earlier plans.

Strategic Plan Preparers

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Eleanor C. Long, Administrative Officer (GPRA Coordinator)

Rebecca L. Harriett, Park Manager

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated: October 30, 2007

DOI Goal ID Number:

NPS Goal ID Number: la1B

Park/ Program Goal ID Number: la1B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Invasive plant species: acres infested with invasive plants that are being maintained as free of invasive plants

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 22% (5 of 23) of acres infested with invasive plants, as of October 1, 2007 being maintained as free of invasive plants.

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Invasive plant acres

Acres

Maintained

23

5-Year Results Plan:

The park has 23 acres of land identified as being impacted by invasive vegetation consisting of kudzu, Johnson grass, tree of heaven, multiflora rose, gorse, Japanese honeysuckle, and Japanese stiltgrass. These invasives are treated each year for containment to prevent them from spreading to additional acreage and for eventual eradication where they exist. Park staff spends an estimated average of 60 hours per year on this goal. The Virginia Invasive Vegetation Management Team, administered by Shenandoah National Park, performs the majority of the work.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated: October 18, 2007

DOI Goal ID Number: NPS Goal ID Number: Ia5 Park/ Program Goal ID Number: Ia5

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Number of Historic structures in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 8 (66% of 12) of Booker T. Washington National Monument historic structures are in good condition.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

*Total # Units in
Baseline:*

12

*Status in Base
Year (# Meeting
Condition):*

8

5-Year Results Plan:

The park has 12 structures on the current List of Classified Structures (LCS). Eight are in good condition and four are in poor condition. The structures already in good condition will be maintained in good condition, i.e., requiring routine maintenance. No other major repairs or rehabilitation is planned.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated: October 29, 2007

DOI Goal ID Number: _____ *NPS Goal ID Number:* la6 *Park/ Program Goal ID Number:* la6

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Number of preservation and protection standards met for park museum collections

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 110 (94% of 117) applicable preservation and protection standards for Booker T. Washington National Monument's museum collections are met.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Applicable standards

Each standard

Standards meet

117

109

5-Year Results Plan:

The park meets 109 standards at the end of FY2007. From FY2008 through FY2012, standards will be maintained at the current level. Standards remaining to be addressed involve construction. A PMIS project statement has been written to address these needs.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: la7

Park/ Program Goal ID Number: la7

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Number of the cultural landscapes in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 2 of (100% of 2) of Booker T. Washington National Monument cultural landscapes are in good condition.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

*Total # Units in
Baseline:*

2

*Status in Base
Year (# Meeting
Condition):*

0

5-Year Results Plan:

The park has two identified cultural landscapes in good condition. The park is a former tobacco farm consisting of plowed fields, pastures, woodlands, and streams. It is the primary setting for thematic interpretation and the focal point of visitation. It provides sensory experiences and tangible sites related to the park story. Included are historic trees, replica farm buildings, identified sites of former buildings which include the "Big House" and "birthplace cabin", crops, gardens, fences, and farm animals.

Within the park is the former 1950's era segregated Booker T. Washington Elementary School and its associated landscape which includes identified sites of former playing fields, the basketball court, and the playground. The school's gravel entry road culminates in a roughly circular turnaround in front of the school. The front of the school was supplemented by a flagpole and landscaping. The plantings consist of barberry and Juniper shrubs and a Norway spruce

From FY2008 through FY2012, both cultural landscapes will be maintained in good condition, i.e., requiring routine maintenance.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: la8

Park/ Program Goal ID Number: la8

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Number of archeological sites in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 10 (100% of 10) of Booker T. Washington National Monument archeological sites are in good condition.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Condition

Unit Measure:

Each archeological site

Condition (Desired):

Good

*Total # Units in
Baseline:*

10

*Status in Base
Year (# Meeting
Condition):*

10

5-Year Results Plan:

The park has ten identified archeological sites recorded in ASMIS with condition assessments. Ten sites are in good condition and will be maintained in good condition, i.e., requiring routine maintenance.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Percent of overall visitor satisfaction

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 98% of visitors to Booker T. Washington National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Visitor satisfaction

Unit Measure:

Percent

Condition (Desired):

Satisfied

*Total # Units in
Baseline:*

98

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park has a baseline of 98% visitor satisfaction of park facilities. Staff will continue to provide routine and preventive facility and grounds maintenance for one visitor center, one restroom building, interior and wayside exhibits, two self-guiding trails, roads, a picnic area, the park headquarters building, and equipment and vehicles.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: The number of visitor injuries

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, the annual number of visitor accidents/incidents at Booker T. Washington National Monument is 0.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Accidents/incidents

Unit Measure:

Each injury

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park has a zero baseline visitor accident rate. The park will maintain that rate by continuing to articulate safety messages and reminders to visitors verbally and in park literature and signage and through identification and remediation of potential hazards.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number: NPS Goal ID Number: Ila2B Park/ Program Goal ID Number: Ila2B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: number of visitor fatalities

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, the number of visitor fatalities at Booker T. Washington National Monument will remain at zero.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

The park has a zero baseline visitor fatality rate. The park will maintain that rate by continuing to articulate safety messages and reminders to visitors verbally and in park literature and signage and through identification and remediation of potential hazards.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: 11b1

Park/ Program Goal ID Number: 11b1

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Percent of visitors that understanding and appreciation

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 88% of Booker T. Washington National Monument visitors understand the significance of the park.

Target Year:

2012

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Visitor understanding

Percent

Understand

83

5-Year Results Plan:

The park has a baseline of 83% visitor understanding of significant park themes. The park has one staffed visitor center open 362 days per year. Interpretive services include formal programs such as tours, walks, and talks; informal interpretive roves; the Eastern National Junior Ranger booklet program; curriculum-based education programs; Living History; Black History Month programs; and two annual special events, Juneteenth and An Old Virginia Christmas. Interpretive media includes an orientation video, wayside exhibits, the park brochure, an interactive touch screen exhibit, and the park website. Interpretive facilities include the visitor center with exhibits, an auditorium, and a bookstore; the 15-acre living history farm and associated structures and features; and two self-guiding trails.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: 11b2

Park/ Program Goal ID Number: 11b2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitor Satisfaction w Facilitated Programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, 98% of park visitors are satisfied with park facilitated Programs.

Target Year:

2012

Performance Indicator (what is measured):

Visitor Satisfaction

Unit Measure:

Percent from VSC survey

Condition (Desired):

Total # Units in Baseline:

98

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The park has a 98% satisfaction rating from visitors attending facilitated programs. Facilitated programs provide the quality of visitor experiences as they enjoy the park and its resources and learn about why the park was established and the significance of its resources. From 2008-2012, the park will maintain its 98% overall visitor satisfaction with facilitated programs

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: IVa6A

Park/ Program Goal ID Number: IVa6A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Employees: Number of employee accidents (DART)

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, the number of Booker T. Washington National Monument employee lost-time injuries is maintained at the previous 5-year annual average number of 0.

Target Year:

2012

Performance Indicator (what is measured):

Injuries or fatalities

Unit Measure:

Each injury or fatality

Condition (Desired):

Reduced

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The park has a baseline of 0 employee lost time injuries based on the NPS 5-year (FY2001-FY2006) annual average. We will maintain that rate. This will be done by conducting safety inspections, preparing job safety analyses for all hazardous jobs, providing training for hazardous jobs, conducting safety tailgate sessions, and rewarding accident-free behaviors.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number: _____ *NPS Goal ID Number:* IVa6B *Park/ Program Goal ID Number:* IVa6B

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Employees: Number of servicewide Continuation of Pay (COP) hours

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, the number of Booker T. Washington National Monument hours of Continuation of Pay is at or below 8.

Target Year:

2012

Performance Indicator (what is measured):

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The park has a baseline of 1 hour of Continuation of Pay based on the NPS 5-year (FY2001-FY2006) annual average. We will continue to maintain or reduce that rate. This will be done by conducting safety inspections, preparing job safety analyses for all hazardous jobs, providing training for hazardous jobs, conducting safety tailgate sessions, and rewarding accident-free behaviors.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: IVb1A

Park/ Program Goal ID Number: IVb1A

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Partners: NPS has X community partnerships

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, Booker T. Washington National Monument has 6 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

Target Year:

2012

Performance Indicator (what is measured):

Partnerships

Unit Measure:

Each partnership

Condition (Desired):

Established

Total # Units in Baseline:

6

Status in Base Year (# Meeting Condition):

5-Year Results Plan:

The park has partnerships with three Chambers of Commerce, Eastern National, the Blue Ridge Parkway, and the National Park Foundation-African American Experience Fund (NPF/AAEF). The Chambers provide marketing services which advertise park programs and special events using a variety of media and a variety of advertising outlets. The purpose is to promote regional tourism. Eastern National is the park's cooperating association. Annually, the park receives funds for its Eastern donation account. The amount is contingent upon the annual sales amount of items sold in the bookstore. The Blue Ridge Parkway provides the park with Law Enforcement support. NPF/AAEF provides funding for volunteers and special events. During the strategic plan cycle, the park plans to continue partnering with these six groups to increase visitation, to provide additional interpretive items in the book store, to provide security for special events and hunting season, and to provide funding support for volunteerism.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: IVb2

Park/ Program Goal ID Number: IVb2

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Visitors: Number of visitors served by facilitated programs

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2012, Booker T. Washington National Monument's attendance at facilitated programs will increase to 77,100 (from 76,584 in 2007).

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

Facilitated programs

Each visitor

attended

76584

5-Year Results Plan:

Interpretive services include one staffed visitor center with exhibits open 362 days a year; a 15 minute orientation program on DVD; an interactive touch screen program; community programs; first and third-person living history; curriculum-based education programs; formal interpretation such as tours, walks, and talks; informal interpretive roves; the EN Junior Ranger program; Black History Month programs; and two annual special events, Juneteenth and Christmas in Old Virginia. These interpretive services will continue throughout the life of this strategic plan.

Strategic Plan Report, FY 2008-2012

Park/ Program Name: BOOKER T WASHINGTON NATIONAL MONUMENT

Park/ Program Org Code: 4210

Date Last Updated:

DOI Goal ID Number: _____
 NPS Goal ID Number: OVERHEAD
 Park/ Program Goal ID Number: OVERHEAD

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Overhead

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

Longterm goal text not available. Enter the text on the
Annual Work Plan Results tab for the final year of the
Strategic Plan.

*Target
Year:*

2012

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

*Status in Base
Year (# Meeting
Condition):*

5-Year Results Plan:

Strategic Plan Report, FY 2008-2012
