



# Morristown National Historical Park



## Five Year Strategic Action Plan 2020-2025

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### Background

#### About Morristown National Historical Park

Morristown National Historical Park (NHP) is a unit of the National Park Service located in Morristown, New Jersey. It “commemorates the sites of General Washington and the Continental army’s winter encampment of December 1779 to June 1780, where they survived through what would be the coldest winter on record. The park also maintains a museum and library collection related to the encampments and George Washington, as well as items relating to pre- and post-Revolutionary America.”<sup>1</sup>

Morristown NHP totals 1,705.69 acres and is composed of four separate areas: Washington’s Headquarters, Fort Nonsense, Jockey Hollow, and the New Jersey Brigade/ Cross Estate Area.

#### Need for a Strategic Action Plan

In recent history and like other agency units, the park has been challenged to balance management and operations of the park with unpredictable resources and disruption of operations. The park is affected by slow agency-wide hiring norms, and is facing the significant ramifications of the fact that 60% of its non-seasonal employees reaching retirement eligibility by 2025. While the impending loss of institutional knowledge coupled with hiring constraints creates challenges, it also provides the opportunity to organize operations to meet present-day and anticipated future needs of the park.

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<sup>1</sup> <https://www.nps.gov/morr/index.htm>

Additionally, the proximity of Morristown NHP to other national parks creates opportunities to find ways to collaborate, support, and share resources to operate and manage the parks. For example, Morristown NHP currently shares staff with both Thomas Edison NHP and Paterson Great Falls NHP.

Another contributing factor impacting the park is increased operational complexity while maintaining a flat budget. A few examples of this include:

- **Flat Budget:** \$2.7M for FY19; 10 years ago (FY10) the park budget was \$2.7M. Reduced public hours of visitor facilities, increased furloughs and other cost-reducing actions have resulted due to flat base funds over the past 10 years (eroding base when inflation is factored).
- **FTE:** 25 (staff is smaller than in the past; many members have increased responsibilities)
- **VIPs:** 477 Volunteers gave more than 13,771 hours of service
- **Educational Programs:** 52 classes and 1,718 students
- **Daily operations demands (e.g., cleaning restrooms) vs. Deferred Maintenance (DM) Projects:** Park has aging infrastructure, much of the infrastructure is Bicentennial-era and nearing 50 years old. DM is \$7.2M (Buildings and Roads largest categories); the park has undertaken a variety of deferred maintenance projects including:
  - Rehabilitation of structures at the site
  - Interpretive media, waysides, brochures and new signage, new park furniture
  - Parking lot rehabilitation and roadway overlay
  - Processing, cataloging and conservation of collections
- **Partnering:** New partnerships and formal agreements with partners (eg. General Agreements) that need to be maintained and managed

The combination of expected staffing changes due to potential retirements, projected ongoing flat budgets, and increased operational and project complexities has created a need for a strategic plan.

## About the Strategic Planning Workshop

The multi-park workshop for Morristown NHP and Thomas Edison NHP was held in April 2019. The purpose of the workshop was to define the issues and challenges facing the parks, and identify key opportunities that will determine a guiding vision which the entire staff supports and advocates. For each park, the intended outcomes of the workshop included 1) a shared vision for the future of the park, 2) an actionable, comprehensive strategic action plan, and 3) increased understanding and collaboration among partners and the park.

All staff members of both parks were invited and most were able to attend at least some portion of the workshop. Representatives from many of the parks' partner organizations joined. In total, forty-five people participated.

## Planning Model Used

The park utilized the model below, developed and taught by New Line Consulting, to create the “building blocks” of its strategic action plan. This document will follow a similar format.

# STRATEGIC ACTION PLAN



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## Enduring: Core Purpose and Values

*The strategic action plan should articulate a park's core purpose and values in order to remind those executing the plan what matters to the park and why it exists so that future decisions and direction are aligned with these essentials that remain constant.*

### Purpose (“what we do + why we do it”)

The purpose of Morristown National Historical Park is to preserve, protect, and interpret the landscapes, structures, and other property of the military encampments of Revolutionary War interest in Morristown, New Jersey, and the vicinity and to maintain a museum and library containing manuscripts, books, paintings, and other objects pertaining to George Washington, the Revolutionary War, and the periods both preceding and following the war.

### Core Values (“what matters to us”)

*Core Values are enduring principles that the park stands for and which cannot be compromised without compromising the basic identity of the park. The core values adopted by park staff are:*

- **Preservation:** We uphold a tradition of preserving history, both of the Revolutionary War Era and its commemoration.
- **Partnerships:** We grow our success with the knowledge that our mission can only be accomplished through mutual cooperation.
- **Education:** We communicate the park's stories and provide access to its wealth of resources to engage as wide an audience as possible.
- **Excellence:** We deliver consistent, quality service based upon best practices for the public, staff, and partners.



### *National Park Service Mission Statement*

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations.

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## Vision for Change for Morristown National Historical Park

*The vision for change is a proclamation of the desired future state of preservation and visitor experience. It will provide guidance to NPS staff and partners in decision making related to the site. This tells staff and partners **WHERE** they are leading the park in the future.*

**In 2025, new and diverse audiences at Morristown National Historical Park are forming personal connections with Park resources through active community engagement, support from aligned partners, and strategic staffing to address resource needs.**

**How did we develop this vision statement?** The description of the desired future state was developed by reflecting on the major components of an effective vision for change: it must be aligned with the park's identity, it must account for what is unique to this moment in history, and it must address the realities facing the park. Participants identified the following components that were relevant to Morristown NHP's vision for change:

*Aligned with Identity* (mission, purpose, values; what we do, why we do it, what we believe in)

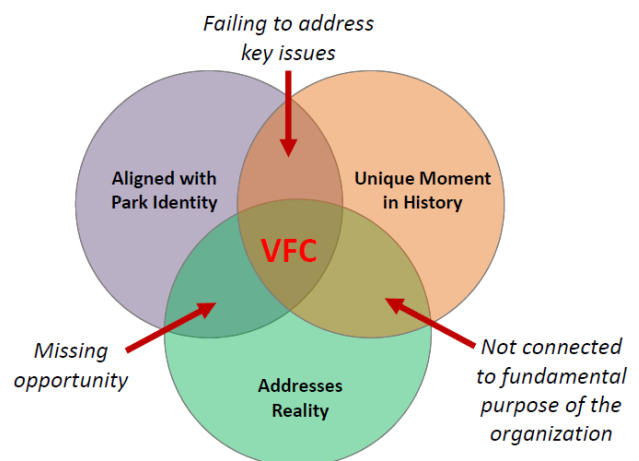
- Themes of leadership, survival, and local citizens
- 1<sup>st</sup> National Historical Park
- Community recreation (an alternative perspective of park value)

*Unique Moment in History*

- Anniversaries (nation's 250<sup>th</sup>, etc.)
- New Discover History Center
- Collection items beyond Revolutionary War
- Environmental threats
- Technology + interest in more interactivity

*Address Reality*

- Staffing/retirements/staff changes
- Flat budget
- Low morale
- Aging existing audience + lagging interest + lack of audience diversity
- Project management + structure, landscape, collections maintenance





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## Park-Wide 5-Year Goal

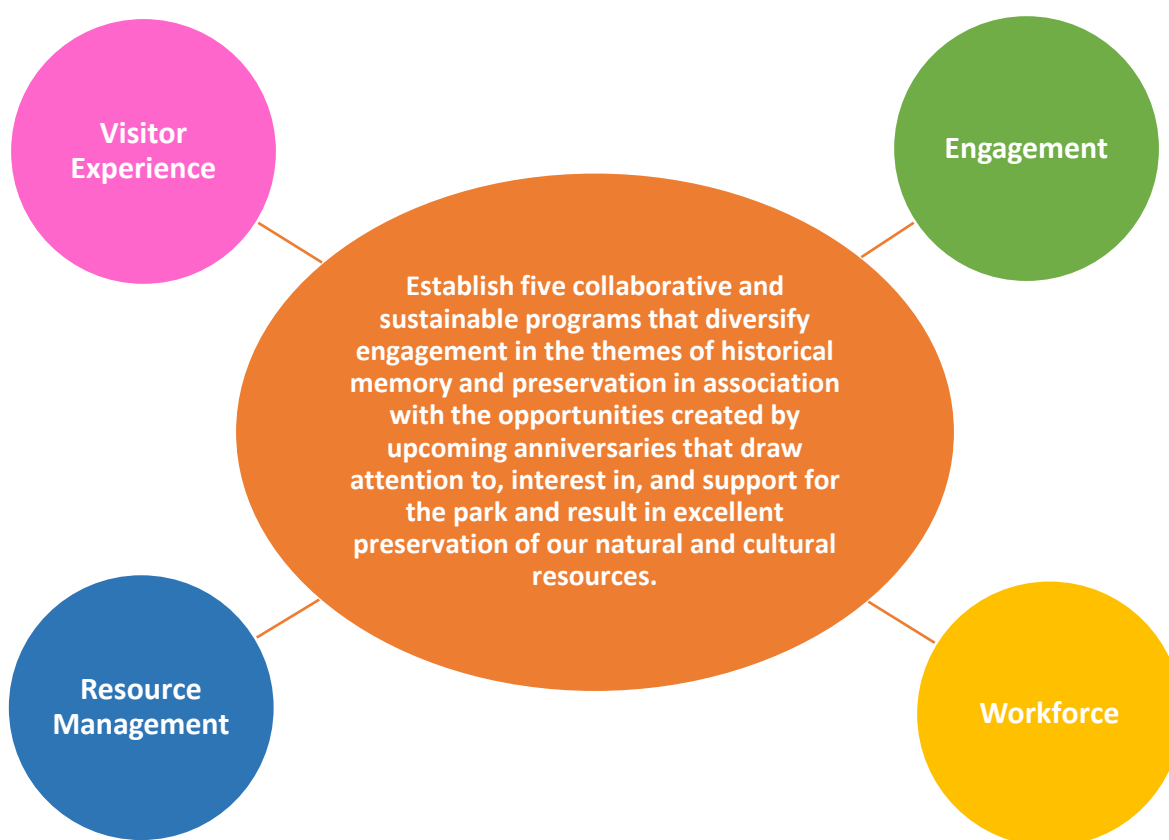
*The 5-year goal is a specific, measurable goal that, should we achieve it as a park, we believe we will realize our vision for change. This tells staff and partners **WHAT** they are going to do.*

**Establish five collaborative and sustainable programs that diversify engagement in the themes of historical memory and preservation in association with the opportunities created by upcoming anniversaries (ex: Park's 90<sup>th</sup>, Washington Association's 150<sup>th</sup>, Nation's 250<sup>th</sup>) that draw attention to, interest in, and support for the park and results in excellent preservation of our natural and cultural resources.**

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## Strategic Focus Areas

*Strategic focus areas are categories of work that park staff and partners will invest time and resources over the next five years in order to achieve the park-wide goal. These can be thought of as the “battles we must win in order to win the war.” This tells staff and partners **HOW** to create the desired future.*



## Strategic Focus Areas Breakdown

*The following is a breakdown of how each strategic focus area will contribute to reaching the park-wide 5-year goal and realizing the vision.*

**Visitor Experience:** *A new way of thinking about the visitor experience will create opportunities that draw diverse, multi-generational audiences.*

- ▶ Primary Objectives: (1) Expand physical access and (2) provide new access to existing programs and resources; and (3) offer new, multiple-perspective programs and multiple language offerings.

**Resource Management:** *We will systematically attend to the resource needs.*

- ▶ Primary Objective: Implement Natural and Cultural Resource Plans.

**Work Force:** *We will proactively and strategically navigate a period of staffing uncertainty.*

- ▶ Primary Objectives: (1) A strategically aligned organizational chart is developed; (2) sustainable and equitable processes for determining needs and sharing workloads are developed; and (3) staff feel taken care of and morale is improving.

**Engagement:** *We will engage communities to create awareness of the park and excitement about our stories that result in resources, support, and advocacy.*

- ▶ Primary Objectives: (1) Prioritize our needs for partner support; (2) build a sustainable VIP program that aligns with strategic needs; (3) collaborate with organizations that can help create awareness of the park and its resources and build excitement for them.

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## Broad Strategies

*Broad strategies are overall methods or regular practices that support park staff in achieving the goals.*

### Utilize Diversity Expertise

Seek out and utilize expertise in diversity, inclusion, and related topics for increasing engagement, changing the visitor experience, and staffing.

### Strive for Smart Partnerships

*Prioritize partners who:*

- Understand and are aligned with our mission, vision, and goals
- Help us diversify our audience
- Assist in better balancing workload and capacity

*Focus Partners on:*

- Doing things we CAN'T do
- Doing things we choose not to do
- Doing things that create better products because of collaboration

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## How to Use this Document

### **Focus on Capacity**

The park is operating in a time of complex change and limited resources. Recognize that park staff need clear, achievable priorities. Commit to continuously assessing actual capacity and let go of projects, programs, and activities that are not essential to the mission and long-term goals; those that meet the following criteria should be prioritized:

Does the project, program, or activity:

- ✓ Achieve the fundamentals outlined in our enabling legislation
- ✓ Align with the park purpose and complement our core values
- ✓ **Align with and support the Vision for Change**
- ✓ **Support accomplishing the goals of the plan**
- ✓ Consume manageable amounts of time, energy, and money
- ✓ Have a champion who has the time and attention required to manage it

### **Make This a Living Document**

Review this document regularly (quarterly is recommended). Annually, meet with the park team (consider including partners) to check on progress, alignment, and to update the document to reflect current needs and conditions.



## Supporting Priorities Yearly Breakdown

Year	2020	2021	2022	2023	2024	2025
<b>Visitor Experience</b>	<p><i>A new way of thinking about the visitor experience will create opportunities that draw diverse, multi-generational audiences.</i></p> <p><b>Preparing for USA 250 (2020'-25')</b></p>	<p><b>Primary Objectives:</b> (1) Expand physical access and (2) provide new access to existing programs and resources; and (3) offer new, multiple-perspective programs and multiple language offerings.</p>	<b>90<sup>th</sup> Park Anniversary</b>	<b>150<sup>th</sup> WANJ Anniversary</b>		<b>250<sup>th</sup> Prep Year</b>
<b>Immersive Wick House</b>	<ul style="list-style-type: none"> <li>Research other museums who have immersive experiences, what works, what doesn't work</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for making a room or entire house accessible.</li> <li>Research and develop new program outline for immersive experience.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase a new piece of furniture/object for Wick House</li> <li>Develop and implement training program for new Wick House experience</li> </ul>	<ul style="list-style-type: none"> <li>Purchase a new piece of furniture/object for Wick House</li> <li>Pilot test the new Wick House program.</li> </ul>	<ul style="list-style-type: none"> <li>Purchase a new piece of furniture/object for Wick House</li> <li>Review and refine new Wick House program.</li> </ul>	<ul style="list-style-type: none"> <li>Assess and adjust training program</li> <li>Market new program</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>Continue to develop a whole park, place based education program</li> <li>Pilot new program(s) at Washington's HQ</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and adjust.</li> <li>Recruit and train education VIPs to assist with program(s).</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate program and adjust.</li> </ul>			
<b>Technology</b>	<ul style="list-style-type: none"> <li>Work with WANJ on technology program- audio tour, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Re-evaluate park website to Improve park mobile "app"</li> </ul>	<ul style="list-style-type: none"> <li>In partnership develop a technology program, audio tour, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Improve and/or expand program.</li> </ul>		
<b>Accessibility</b>	<ul style="list-style-type: none"> <li>Enter accessibility survey in PMIS</li> </ul>	<ul style="list-style-type: none"> <li>Assess what language translations are needed</li> </ul>	<ul style="list-style-type: none"> <li>Translate the park brochure into one new language.</li> </ul>		<ul style="list-style-type: none"> <li>Conduct accessibility survey- PMIS</li> </ul>	<ul style="list-style-type: none"> <li>Provide multiple language offerings</li> </ul>
<b>Physical Access</b>	<ul style="list-style-type: none"> <li>Have Geo-caching program up and running</li> </ul>	<ul style="list-style-type: none"> <li>Review Geo-Caching program. Adjust as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Review Geo-Caching program. Adjust as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Survey visitors to see what hours they would like, such as evening hours.</li> </ul>	<ul style="list-style-type: none"> <li>Consider incentives for visitors staying late. eg. discounts at restaurants, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Provide expanded access – both physical and programmatic.</li> </ul>

<b><i>New Stories/Old Stories in New Ways</i></b>	<ul style="list-style-type: none"> <li>▪ Park staff chat on <b><i>Imperiled Promise</i></b> or similar topics, new scholarly research on park topics, new presentations on styles/trends. Multiple perspectives. Offer at least one “scholarly” program to staff.</li> <li>▪ Survey content of programs/exhibits- where are we strong; where do we need to grow.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer at least one “scholarly” program to staff.</li> <li>▪ Select one current program /exhibit and identify ways to present it with a different perspective (ex. modern historical interpretation)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer at least one “scholarly” program to staff.</li> <li>▪ Begin research and development of the re-designed program/exhibit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer at least one “scholarly” program to staff.</li> <li>▪ Begin research and development of the re-designed program/exhibit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer at least one “scholarly” program to staff.</li> <li>▪ Begin research and development of the re-designed program/exhibit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Offer at least one “scholarly” program to staff.</li> <li>▪ Review and refine redesigned program/exhibit.</li> <li>▪ Provide multiple perspective opportunities</li> <li>▪ Training for both Staff and VIPs.</li> <li>▪ Market new programs</li> </ul>
<b><i>Land Use</i></b>	<ul style="list-style-type: none"> <li>▪ Create briefing statement on how the park lands have been used over time.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Explore different ways that park lands could be utilized by visitors – Incorporating both Recreation and History</li> </ul>	<ul style="list-style-type: none"> <li>▪ Research and develop a program/exhibit that could incorporate both history and recreation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pilot test the new history /recreation program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to explore other park land use programs</li> </ul>	
<b><i>Visitor Facilities</i></b>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, repave Ft. Nonsense Road and Parking area and new guard rails.</li> <li>▪ Contingent on funding and contracting, update Historic Furnishings Report (HFR) for the Ford Mansion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, Bluestone Walkway in front of Ford Mansion is rehabilitated.</li> <li>▪ Contingent on funding and contracting, rehabilitation work begin on soldier huts 1, 2 and 4.</li> <li>▪ Contingent on funding and contracting, update Historic Furnishings Report (HFR) for the Ford Mansion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, rehabilitation work is underway for accessible walkway and ramp into Ford Mansion</li> <li>▪ Contingent on funding and contracting, rehabilitation work is underway on the visitor center roof, drainage, walls and walkways.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, rehabilitation work is underway on the exterior of the Wick House</li> <li>▪ Contingent on funding and contracting, reconstruction of soldier huts 3 and 5 is underway.</li> <li>▪ Contingent on funding and contracting, park wide wayside panel planning is underway.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, the Wick House, Ford Mansion and Guerin House are painted.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contingent on funding and contracting, wayside panel installation commences park wide.</li> </ul>

Resource Management	We will systematically attend to the resource needs. <b>Preparing for USA 250 (2020'-25')</b>	Primary Objective: Implement Natural and Cultural Resource Plans.	90 <sup>th</sup> Park Anniversary	150 <sup>th</sup> WANJ Anniversary		250 <sup>th</sup> Prep Year
<b>Exhibits</b>	<ul style="list-style-type: none"> <li>Begin to review park exhibits/materials for inclusiveness using latest scholarship and trends. (eg. <i>Imperiled Promise</i>)</li> <li>Monmouth archaeology research plan/collaboration</li> <li>Create soldier hut plan: use, locations, rehabilitation, interpretation</li> </ul>	<ul style="list-style-type: none"> <li>Analyze and digest findings of 2020 review</li> <li>Implement Monmouth archaeology work on site.</li> <li>Implement soldier hut rehabilitation project plan with Mather HS and volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Reach out to local colleges and OAH to begin to discuss changes to historical offerings.</li> <li>Implement soldier hut rehabilitation project plan with Mather HS and volunteers</li> <li>Review archeology studies to ascertain possibility of adding another hiking trail – areas to review: Bettin Monument, Ft. Hill to White Trail</li> </ul>	<ul style="list-style-type: none"> <li>Convene staff and partner experts to continue to evaluate findings and make recommendations</li> <li>Implement soldier hut rehabilitation project plan with Mather HS and volunteers</li> <li>Wayside panel planning and design begins</li> </ul>	<ul style="list-style-type: none"> <li>Implement findings of historical study groups and begin to move to create the multiple stories.</li> <li>Implement soldier hut rehabilitation project plan with Mather HS and volunteers</li> <li>Wayside panel planning and design continues</li> </ul>	<ul style="list-style-type: none"> <li>Modern historical approach to multiple park stories (FM, Wick, JH); Factoring OAH and <i>Imperiled Promise</i></li> <li>Rotate exhibits to ensure preservation of artifacts in galleries and to reflect modern historical approach</li> <li>Wayside panel planning and design complete with contracting scheduled for fabrication and installation in 2026.</li> </ul>
<b>Vegetation / Deer Management Plan Implementation</b>	<ul style="list-style-type: none"> <li>DEWA fire staff assess MORR for prescribed fire program and begin work on Prescribed Fire Plan.</li> </ul>	<ul style="list-style-type: none"> <li>MORR Prescribed Fire Plan is approved.</li> <li>Planning underway for Deer control.</li> </ul>	<ul style="list-style-type: none"> <li>MORR prescribed fire plan is implemented.</li> <li>Deer control initiated.</li> </ul>	<ul style="list-style-type: none"> <li>Deer control continues</li> </ul>	<ul style="list-style-type: none"> <li>Deer control continues</li> </ul>	<ul style="list-style-type: none"> <li>Deer control project implemented reducing deer population to 20 deer/square mile, 5% reduction in invasive plants park wide.</li> </ul>
<b>Alternative Transportation</b>	<ul style="list-style-type: none"> <li>Input PMIS projects from recommendations of park alternative transportation plan</li> </ul>				<ul style="list-style-type: none"> <li>Reevaluate alternate transportation program in park-adjust</li> </ul>	<ul style="list-style-type: none"> <li>Realize funding from PMIS for alternative transportation project implementation</li> </ul>
<b>Foundation Document PMIS Recommendation</b>	<ul style="list-style-type: none"> <li>Input in PMIS “high priority” resource needs as identified in 2018 Foundation Document</li> </ul>	<ul style="list-style-type: none"> <li>Medium priority projects in Foundation Document entered into PMIS</li> </ul>		<ul style="list-style-type: none"> <li>Input worthy Low priority projects in Foundation Document into PMIS</li> </ul>		
<b>Cultural Resources</b>	<ul style="list-style-type: none"> <li>Continue to carry out rehabilitation projects on structures and landscapes.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work</li> </ul>		

Work Force	<p><i>We will proactively and strategically navigate a period of staffing uncertainty.</i></p> <p><b>Preparing for USA 250 (2020'-25')</b></p>	<p><b>Primary Objectives:</b> (1) A strategically aligned organizational chart is developed; (2) sustainable and equitable processes for determining needs and sharing workloads are developed; and (3) staff feel taken care of and morale is improving.</p>	90 <sup>th</sup> Park Anniversary	150 <sup>th</sup> WANJ Anniversary		250 <sup>th</sup> Prep Year
<b>Worforce/Morale</b>	<ul style="list-style-type: none"> <li>▪ Determine park tasks and needs (let go, keep, reorganize)</li> <li>▪ Yearly PD review (identify and prioritize)</li> <li>▪ Reevaluate org chart</li> <li>▪ Hire; develop interview questions related to core values</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess retirement and vacancies and reevaluate org chart.</li> <li>▪ Taking Care: Determine what positions need desk reviews</li> <li>▪ Update priority PDs as needed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess retirement and vacancies and reevaluate org chart.</li> <li>▪ Taking Care: complete desk reviews</li> <li>▪ Ongoing review of PDs and needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess retirement and vacancies and reevaluate org chart.</li> <li>▪ Ongoing review of PDs and needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess retirement and vacancies and reevaluate org chart.</li> <li>▪ Ongoing review of PDs and needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess retirement and vacancies and reevaluate org chart.</li> <li>▪ Ongoing review of PDs and needs</li> </ul>
<b>Morale</b>	<ul style="list-style-type: none"> <li>▪ Ongoing: empowering staff to identify and determine their own morale needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low pressure design thinking modeling to gradually move toward empowerment culture</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff leading their own design thinking initiatives or prototypes</li> </ul>			
<b>Training</b>	<ul style="list-style-type: none"> <li>▪ Taking Care: Determine what training is wanted; prioritize and develop a 5-year plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking Care: 10% of prioritized training from plan completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking Care: 25% of priority training from plan completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking Care: 50% of priority training from plan completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking Care: 75% of priority training from plan completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taking Care: 100% of priority training from plan completed</li> </ul>

Engagement	<i>We will engage communities to create awareness of the park and excitement about our stories that result in resources, support, and advocacy.</i>					
	<b>Preparing for USA 250 (2020'-25')</b>					
	<b>Primary Objectives:</b> (1) Prioritize our needs for partner support; (2) build a sustainable VIP program that aligns with strategic needs; (3) collaborate with organizations that can help create awareness of the park and its resources and build excitement for them.					
			<b>90<sup>th</sup> Park Anniversary</b>		<b>150<sup>th</sup> WANJ Anniversary</b>	
	<b>250<sup>th</sup> Prep Year</b>					
VIP	<ul style="list-style-type: none"><li>▪ Establish annual VIP meeting and assess training needs, etc.</li></ul>	<ul style="list-style-type: none"><li>▪ Evaluate VIP program needs and create strategic plan FY21-25</li></ul>	<ul style="list-style-type: none"><li>▪ Implement VIP plan in alignment with goals</li></ul>	<ul style="list-style-type: none"><li>▪ Implement VIP plan in alignment with goals</li></ul>	<ul style="list-style-type: none"><li>▪ Re-evaluate VIP plan and adjust as necessary</li></ul>	
Returning Visitors		<ul style="list-style-type: none"><li>▪ Brainstorm incentives to get visitors to return to park</li></ul>	<ul style="list-style-type: none"><li>▪ Pilot 1-2 incentive programs for return visitors</li></ul>	<ul style="list-style-type: none"><li>▪ Evaluate pilot incentive program and fully implement success story.</li></ul>		
Partners	<ul style="list-style-type: none"><li>▪ Set and prioritize clear outcome-oriented needs that partners can assist with</li></ul>	<ul style="list-style-type: none"><li>▪ Identify partners (Crossroads, NJARRT, local universities, WANJ, Morris County Tourism Bureau, Chamber of Commerce and additional partners)</li></ul>	<ul style="list-style-type: none"><li>▪ Engage interested partners to support strategic park needs</li></ul>	<ul style="list-style-type: none"><li>▪ Engage interested partners to support strategic park needs</li></ul>		
Community	<ul style="list-style-type: none"><li>▪ Diversify recruitment and community stewardship strategy (expand how we engage and promote ourselves in the community).</li></ul>	<ul style="list-style-type: none"><li>▪ Use community engagement results to determine direction of visitor experience.</li><li>▪ Carry out one community based program.</li></ul>	<ul style="list-style-type: none"><li>▪ Use community engagement results to determine direction of visitor experience and engage partners to carry out programs and projects.</li><li>▪ Carry out one community based program.</li></ul>	<ul style="list-style-type: none"><li>▪ Carry out one community based program.</li></ul>	<ul style="list-style-type: none"><li>▪ Carry out one community based program.</li></ul>	<ul style="list-style-type: none"><li>▪ Carry out one community based program</li></ul>

	2020	2021	2022	2023	2024	2025
<b>(DRAFT) Formulated PMIS Projects – (Not including design projects)</b>	<p><b>189840</b> – Wick Orchard Preservation</p> <p><b>227053-</b> Rehabilitate Bluestone Walkway in Front of Ford Mansion</p> <p><b>226073</b> – Write Historic Furnishings Report on Ford Mansion</p> <p><b>245911</b> – Replace culvert pipe on Grand Loop Trail</p> <p><b>201624</b> – VC and NY Brigade ADA Restroom doors</p> <p><b>222159-</b> Repave Fort Nonsense access Road and Parking Area</p> <p><b>253832-</b> Continue Archaeological survey of the Fort Hill Area</p> <p><b>226976-</b> Replace Heat and Smoke detector system at HQ Museum and FM</p>	<p><b>238667-</b> Access to HQ Restrooms</p> <p><b>211205</b> – Write Wick House Historic Furnishings Report</p> <p><b>236853</b> – Hazard Tree Backlog</p> <p><b>246504</b> – Initiate vegetation inventory</p> <p><b>201946-</b> Rehabilitate Museum Ceiling to preserve collection</p> <p><b>238267-</b> Upgrade Museum HVAC system to improve performance</p> <p><b>246620-</b> Replace underground storage tanks with above tanks</p> <p><b>215252</b> – Implement plans for universal access to Ford Mansion</p> <p><b>227839-</b> Stabilize and repair Huts # 1, 2 &amp; 4</p>	<p><b>227256B</b> – Repair VC roof, drainage and walkways</p> <p><b>256943</b> – Rehabilitate Wick House Exterior</p> <p><b>2389048</b> – HQ Museum roof repairs</p> <p><b>246504</b> – Complete vegetation inventory</p>	<p><b>201628A</b> – Replace Brick Pavers NY Brigade Comfort Station</p> <p><b>227273</b> – Repaint exterior of Wick House</p> <p><b>227271</b> –Repaint exterior of Guerin House</p> <p><b>201748</b> – Repaint exterior of Ford Mansion</p>		