

# Five Year Strategic Action Plan

2017 - 2021



## Mission

*Mission is the reason why the organization exists. The following Mission Statement is defined in APCO's Foundation Document. Our mission is:*

To commemorate the surrender of General Robert E. Lee to Lieutenant General Ulysses S. Grant and the effective termination of the Civil War brought about by the Appomattox Campaign from March 29 – April 12, 1865, and to honor those engaged in this great conflict.

To preserve and protect those park resources, including landscape features, historic structures, archeological sites, cemeteries and monuments, archives, and collections that are related to Appomattox Campaign, the surrender and its legacy.

To provide opportunities for the public to learn about the Civil War, the people affected, the Appomattox Campaign and its culmination in the surrender at Appomattox Court House, and the beginning of peace and national reunification.



# Core Values and Behaviors

*Core Values are the organization's enduring principles. They cannot be compromised without compromising our basic identity. Based on our values, identified behaviors are ways in which we agree to enact our core values.*

**Integrity: We do the right thing.**

- Be consistent in your work to meet the park's mission.
- Treat others as you want to be treated (coworkers, visitors, community partners).
- Maintain a positive attitude in your daily work.
- Be honest in your successes and failures.
- Give 100% effort in all that you do.
- Use the highest moral and ethical standards.

**Teamwork: We work together as one unit.**

- Recognize our common goals and work together to achieve them.
- Work together across divisions.
- Celebrate each other successes as a success for the team and the park.

**Education: We spur interest and excitement about our history.**

- Reach out to diverse communities through inclusive history and stories.
- Provide accurate information and resources for further study.
- Impart knowledge about the events that occurred at APCO.
- Share the relevance of what happened here in 1865 to what is happening today.

**Communication: We communicate thoughtfully.**

- Be dedicated to sharing relevant information in a timely manner.
- Seek input from a variety of people and perspectives.
- Be an active and receptive listener.
- Provide timely and appropriate feedback and responses to communication.
- Ensure the communication was received.
- Understand and communicate at the level of your audience with the appropriate delivery method

Preservation: We believe in the power of place and importance of stewardship.

- Share the power of place and importance of stewardship.
- Preserve and protect original historical structures while promoting opportunities for visitor interaction.
- Inspire an appreciation of preservation
- Manage the built environment in a manner that evokes the 1865 landscape while also meeting NPS policy requirements.



## Whole Park Vision for Change

*Vision for Change is a description of a desired future.*

VISION FOR CHANGE

In 2021, new and varied access to Appomattox Court House National Historical Park's stories inspires personal connection with the park's significance and their evolving relevance.

### Defining the Vision

During the vision session held in August of 2016, participants were asked, "If only one thing could change in five years, what one change would make the biggest different?" A variety of interesting ideas were proposed ranging from small to large scopes.

Rich dialogue uncovered the theme of "access" as an important opportunity. The theme was further refined to specify *new and varied* access that creates deeper levels of *personal connection*, not only with the events of the 1865 surrender but the *evolving relevance* to today. Participants of the session felt that the vision fulfils the following criteria:

- ✓ It is unique to this moment in the park's history

- ✓ All stakeholders can rally around the vision
- ✓ It does not violate the law of diminishing returns

From the work in the session and during the weeks following in which the Strategic Action Plan was finalized, the above vision for change at Appomattox Courthouse National Historical Park emerged.

## Supporting Priorities

*Supporting priorities enable the park to realize its Vision for Change.*



How do these supporting priorities increase access and directly impact the fulfilment of our vision?

**Physical Accessibility: *Get visitors to the stories.***

- ✓ Improve physical access to the structures and landscape that tell our story.

**Whole Story Interpretation: *Make different stories readily available to visitors.***

- ✓ Improve visitor circulation and access throughout the park to increase interpretive and recreational opportunities.

**Evoke 1865 Landscape: *Keep the 1865 time period alive in the visitors' experience.***

- ✓ Find opportunities to enhance the historical atmosphere of the site while improving infrastructure to meet visitor needs and NPS requirements.

**Leveraged Technology: *Use technology in new ways to improve efficiency and access to stories.***

- ✓ Improve both digital and personal connection with the story through new applications.



**Clear Orientation:** *Use first-contact to get visitors on track to connect personally with the stories.*

- ✓ Clearly orient visitors to find the stories they connect with through personal services.

**New Use of Existing Spaces:** *Use what we have to come together and make new visitor opportunities.*

- ✓ Increase internal collaboration; implement new uses of existing spaces to share our story.

## Goals for Supporting Priorities

*Specific, measureable goals for each Supporting Priority*

**Physical Accessibility:** By 2021, improve access into the village for mobility-impaired visitors as by constructing a walkway from the visitor parking lot to the visitor center that meets ADA requirements.

**Whole Story Interpretation:** By 2021, a trail and circulation design plan is completed and funding proposals are developed and submitted for segments of trail development.

**Evoke 1865 Landscape:** By 2021, develop accessible road surface from Tibbs Lane to the Salute Site that that evokes the 1865 appearance while meeting ADA requirements.

**Leveraged Technology:** By 2021, install fiber optics as the foundation for creating various electronic and digital access opportunities to enhance visitor experience; implement one (1) interactive application and promote one (1) accessibility application.

**Clear Orientation:** By 2021, add wayfinding signage to guide visitor to personal services and outlying areas of park per needs identified in accessibility study.

**New Use of Existing Spaces:** By 2021, develop plan for park structures to address employee work spaces, educational programming, and storage needs across the park.



# Supporting Priorities Yearly Breakdown

Year	2017	2018	2019	2020	2021
<b>Physical Accessibility</b>	<ul style="list-style-type: none"> <li>Complete Accessibility Plan</li> </ul>	<ul style="list-style-type: none"> <li>Design walkway from parking lot to visitor center</li> <li>Complete compliance review</li> <li>Submit project into PMIS</li> </ul>	<ul style="list-style-type: none"> <li>If ONPS funded, develop bid specifications and submit to contracting.</li> <li>If not, develop funding proposal for walkway construction</li> </ul>	<ul style="list-style-type: none"> <li>If funded, begin construction of the walkway</li> <li>If not, obtain funding for walkway construction</li> </ul>	Finish construction of the walkway.
<b>Whole Story Interpretation</b>	<ul style="list-style-type: none"> <li>Develop and implement work plan for Archeology of Coleman House Site.</li> <li>Begin development of comprehensive trail plan.</li> <li>Work with partners to submit FLAP funding proposal for regional trail connection.</li> </ul>	<ul style="list-style-type: none"> <li>Complete report of Coleman House Site study.</li> <li>Design access and circulation of Coleman House area.</li> <li>Complete development of comprehensive trail plan.</li> <li>If funded, work with partners to develop specifications for regional trail in park.</li> <li>Address Compliance needs.</li> </ul>	<ul style="list-style-type: none"> <li>Search for funding opportunities based on design Coleman House Site, or begin implementation if funded.</li> <li>Develop and submit funding proposals for construction of trails based on trail plan recommendations and prioritizations.</li> <li>If funded, work with partners in construction of regional trail.</li> </ul>	<ul style="list-style-type: none"> <li>Continue submitting funding proposals for trail segments.</li> <li>If segments are funded, begin work on the priority trail segments.</li> </ul>	At least one trail is constructed and others are in progress.
<b>Evoking 1865</b>	<ul style="list-style-type: none"> <li>Complete Accessibility Plan</li> <li>Research materials</li> </ul>	<ul style="list-style-type: none"> <li>Test road and walkway samples</li> <li>Submit project into PMIS</li> <li>Compliance</li> <li>Complete Cultural Resource Landscape Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Project funded and contracting/scope of work completed</li> <li>Submit project components for walkways based on results of Cultural Resource Landscape Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Install accessible and uniform road services in core village area</li> </ul>	<ul style="list-style-type: none"> <li>Continue the accessible road surface for completion.</li> <li>Begin working on walkway surfaces.</li> </ul>
<b>Leveraged Technology</b>	<ul style="list-style-type: none"> <li>PMIS for Fiber Optics</li> <li>PMIS for applications</li> <li>SHPO and NER approval</li> </ul>	<ul style="list-style-type: none"> <li>HQ approved</li> <li>Coordination for public Wi-Fi</li> <li>Develop application projects for visitor use and accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Fiber Optics funding in place</li> <li>Fiber Optics in place/done</li> </ul>	<ul style="list-style-type: none"> <li>Public Wi-Fi in place; applications live</li> </ul>	<ul style="list-style-type: none"> <li>Public Wi-Fi in place; applications live.</li> </ul>
<b>Clear Orientation</b>	<ul style="list-style-type: none"> <li>Adjust signage to direct visitor to Visitor Center for orientation</li> </ul>	<ul style="list-style-type: none"> <li>Orientation map of access points in park</li> <li>Research kiosk costs</li> </ul>	<ul style="list-style-type: none"> <li>Develop welcome station kiosk at flagpole for orientation and storage of golf cart</li> </ul>	<ul style="list-style-type: none"> <li>Plan for new entry orientation for 2nd entry route</li> </ul>	<ul style="list-style-type: none"> <li>Adjust orientation based on changes to technology and development of trails</li> </ul>

Year	2017	2018	2019	2020	2021
<b>New Visitor Center</b>	Identify landscape footprint for new visitor center. Research cost of architectural design.	Write project submission for PMIS. Discuss fundraising efforts with Friends Group	Propose a Capital Fundraising Campaign.	Launch Capital Fundraising campaign.	Continue campaign.
<b>New Use of Existing Spaces</b>		<ul style="list-style-type: none"> <li>Conduct a facilitated discussion with park staff to identify space needs in each division including employee offices, storage, and additional operational items</li> </ul>	<ul style="list-style-type: none"> <li>Write report outlining the space needs for each division and possible solutions</li> <li>Assess current status of rehabilitation of Mathews House as new location of the park headquarters</li> </ul>	<ul style="list-style-type: none"> <li>Submit projects into the Project Management Information System to address building needs for the existing spaces report</li> </ul>	Continue work on building needs.
<b>Existing and/or Expected Obligations</b>	<ul style="list-style-type: none"> <li>Anniversary Event and Luminary</li> <li>Seminar</li> <li>Lantern Tour</li> <li>Concert Series</li> <li>Accessibility Plan</li> <li>Peers House</li> <li>Shut down fee program</li> <li>O'Brian House demolition</li> <li>Comprehensive trail and circulation plan</li> <li>In-house trail planning</li> <li>Contract specifications and acquisition</li> <li>PAMP re-visit</li> <li>Coleman House</li> <li>Coleman site trail pre-planning and site evaluation</li> <li>Complete CL-treatment plan</li> <li>Install server 2012</li> <li>Reorganize specs/files</li> <li>Sewer System eval/repair</li> <li>Village field management</li> <li>O'Brian watering system installation</li> <li>GIS system update</li> <li>Launch of State Parks partnership</li> <li>FLAP grant with town for trail connection</li> </ul>	<ul style="list-style-type: none"> <li>Anniversary Event and Luminary</li> <li>Seminar</li> <li>Lantern Tour</li> <li>Concert Series</li> <li>Peers House</li> <li>Sweeney House</li> <li>5 unpainted structures</li> <li>Trail planning contract</li> <li>Trail project funding proposals</li> <li>Vegetation and view shed management</li> </ul>	<ul style="list-style-type: none"> <li>Anniversary Event and Luminary</li> <li>Seminar</li> <li>Lantern Tour</li> <li>Concert Series</li> <li>McLean House Kitchen</li> <li>Mathews House</li> </ul>	<ul style="list-style-type: none"> <li>Anniversary Event and Luminary</li> <li>Seminar</li> <li>Lantern Tour</li> <li>Concert Series</li> <li>Isbell House building, roofing</li> <li>McLean House painting</li> </ul>	<ul style="list-style-type: none"> <li>Anniversary Event and Luminary</li> <li>Seminar</li> <li>Lantern Tour</li> <li>Concert Series</li> </ul>

# Five Year Strategies

*The broad strategies that support our work.*

We recognize that Appomattox Court House NHP is fortunate to have a management team, employees, Friend's Group, volunteers and interns who demonstrate a keen interest in the park's stories and resources. We will support the work outlined in the strategic plan by capitalizing on the passion of those working in the park, consistently collaborating across park divisions, and prioritizing park resources and visitor experience in the decisions that we make.

## Focus on Capacity

We are operating in a time of complex change and limited resources and recognize that park staff has been overburdened with work and are in need of clear, achievable priorities. We are committed to changing how we work in order to ensure the wellbeing of our people and our park. This commitment requires that we continuously assess our actual capacity and let go of projects, programs, and processes that are not essential to our core values and long-term goals. The priority of work will be determined based on its alignment with strategic goals using the following criteria:

### **Does the project, program, or activity-**

- ✓ Achieve our enabling legislation / park fundamentals
- ✓ Align with our purpose and core values
- ✓ Support the 2021 Vision
- ✓ Consume manageable amounts of time, energy, and money
- ✓ Consider opportunities for resourcefulness to create capacity
- ✓ Have a champion within the organization who has the time and attention required
- ✓ Institutionalize this Strategic Action Plan

Institutionalize this Strategic Action Plan as a living document and practical tool for priority setting, problem solving, and bold thinking. We commit to:

- ✓ Set clear, achievable, measurable park-wide goals each year
- ✓ Set clear, achievable, measurable division goals that align with park goals each year
- ✓ Consider core values, park-wide goals, and execution of strategies during project planning, hiring, and individual performance evaluations
- ✓ Make it a given to consider core values, park-wide goals and execution of strategies during project planning, hiring, and individual performance evaluations

## Focus resources on high impact, high influence items

- High impact: makes the biggest difference
- High influence: within our span of control

## **FY 2017 Priorities:** what we choose to target this year

### **PHYSICAL ACCESSIBILITY**

**Improve physical access to the structures and landscape that tell our story.**



- Complete Accessibility Plan.

Park Leader: John Spangler

## **WHOLE STORY INTERPRETATION**

**Increase access to outer and new areas of the park to tell different park stories:**

- Develop and implement work plan for Archeology of Coleman House Site.
- Begin development of comprehensive trail plan.
- Work with partners to submit FLAP funding proposal for regional trail connection.

Park Leader: Brian Eick

## **EVOKE 1865 Landscape**

**Improve physical access and access to the story by placing the visitor in an authentic setting:**

- Research surface materials

Park Leader: Patrick Schroeder

## **LEVERAGED TECHNOLOGY**

**Improve both digital and personal connection with the story through new applications.**

- Write and submit project for Fiber Optics into PMIS.
- Coordinate SHPO and NER Approvals

Park Leader: David Richardson

## **CLEAR ORIENTATION**

**Clearly orient visitors to find the stories that they connect with through complimenting personal services.**

- Adjust signage to direct visitors to the Visitor Center for orientation
- Research Kiosk Costs

Park Leader: Ernie Price

## **NEW USE OF EXISTING SPACES**

**Increase internal collaboration; implement new uses of existing spaces to share our story.**

- Implement appropriate recommendations from FY16 review of the back of the Visitor Center.
- Strengthen current PMIS project for the Mathews House.
- Add a component of new project for the technology needs and other needs.

Park Leader: Jeff Mailley

## **NEW VISITOR CENTER**

**Research and prepare plans for new visitor center construction through fundraising efforts with the Park's Friends Group.**

- Identify landscape footprint for new Visitor Center

- Research costs for architectural designs.

Park Leader: Robin Snyder

## **FY 2017 Identified Park Projects:** what we already have on our list.

- Revisit PAMP as a team to prioritize park assets
- Complete roof for Meeks Stable
- Perform Sewer system evaluation and repairs
- Continue village field management
- Engage in in-house trail and circulation plan
- Perform clearing and archaeology at Coleman House.
- Install O'Brian Watering System
- GIS System Update
- Launch of State Park Partnership
- Complete FLAP Grant with Town for trail connector
- Complete Housing Management Plan
- Finalize withdrawal from Fee Program
- Rehabilitation work on Peers House
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### **Contracted projects to include:**

- Complete Accessibility Study
- Demolition of O'Brian House
- Comprehensive Trail and Circulation Plan

### **Park and Partner Events:**

- Anniversary Event and Luminary
- Longwood Seminar
- Lantern Tours
- Sweeney Concert Series
- Every Kid in a Park with Amherst County

Each year, the strategic planning team will meet to evaluate the park's progress on the strategic plan and review the five year action items. The plan will be updated each year to incorporate the fiscal year priorities and park projects. The *Strategic Plan Five year action items* file is attached with the strategic plan for reference.

