

National Park Service
U.S. Department of the Interior



George Washington Memorial Parkway

Priorities & Actions Handbook

2019–2021



ISLANDS FEBRUARY 1945 IWO JIMA OKINAWA KOREA 1950

REVOLUTIONARY WAR 1775-1783 FRENCH NAVAL WAR 1796-1801 TRIPOLI 1801-1805 WAR OF 1812-1815



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Welcome...

The George Washington Memorial Parkway is consistently listed as one of the top ten most visited units of the National Park Service.

Our team of 100 employees, numerous park partners, and the United States Park Police do an amazing job of connecting visitors with our natural and cultural resources, park programs, monuments, and memorials.

We have created this document for all National Park Service employees, partners, and volunteers who work with and support the park. It was fashioned by engaging park leaders, supervisors, and our partners. The four emphasis areas help us understand where to focus our energy and priorities based on the reality of our current capacity in an ongoing effort to provide excellent customer service. Gandhi is credited with saying “action expresses priorities.” Our priorities are where we put the most time, effort, and resources. We can achieve great things with actions that support stewardship, partnerships, a robust workforce and that give voice to our employees.

*Action
expresses
priorities.*

– Ghandi

We want to encourage you to work within the emphasis areas to improve park operations or to develop new, innovative examples with your supervisor and through your division and individual work plans.

We work within our mission and vision to provide quality services to our local communities, international visitors, and millions of park visitors while protecting our natural and cultural resources.

Our emphasis areas align with national and regional priorities and help us move forward as a stronger team. Thank you for joining in the noble profession of public service.



Great Falls

NPS Mission

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. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

NPS Core Values

Shared stewardship: We share a commitment to resource stewardship with the global preservation community.

Excellence: We strive continually to learn and improve so that we may achieve the highest ideals of public service.

Integrity: We deal honestly and fairly with the public and one another.

Tradition: We are proud of it; we learn from it; we are not bound by it.

Respect: We embrace each other's differences so that we may enrich the well-being of everyone.



Dyke Marsh Wildlife Preserve



A visitor enjoys Theodore Roosevelt Island.

GWMP Vision

We lead the National Park Service in fostering stewardship, building community, and providing premier recreation, learning, and adventure in an urban area.

GWMP Mission

The mission of the George Washington Memorial Parkway is to create and sustain an engaged organization that works collaboratively with stakeholders/partners to provide transformative experiences and conserve this urban national park for current and future generations.

GWMP Park Purpose

George Washington Memorial Parkway is a scenic roadway honoring the nation's first president, that protects and preserves cultural and natural resources along the Potomac River below Great Falls to Mount Vernon, and is part of a comprehensive system of parks, parkways, and recreational areas surrounding the nation's capital.



A marsh wren straddles two cattails at Dyke Marsh.

GWMP Core Values

Accountability: Holding self and others accountable for honoring commitments and in implementing agreed upon solutions to achieve project goals.

Committed to Employees: Developing the next generation of leaders and providing tools to support the continual development of a highly efficient, effective, and engaged workforce.

Resource Centered: Protecting GWMP's resources in accordance with the NPS Mission and the Organic Act.

Respect: Embracing each other's differences and enriching the well-being of everyone.

Trust: Creating a collegial workplace by treating each other the way we want to be treated. Building meaningful relationships by listening to each other and seeking first to understand.

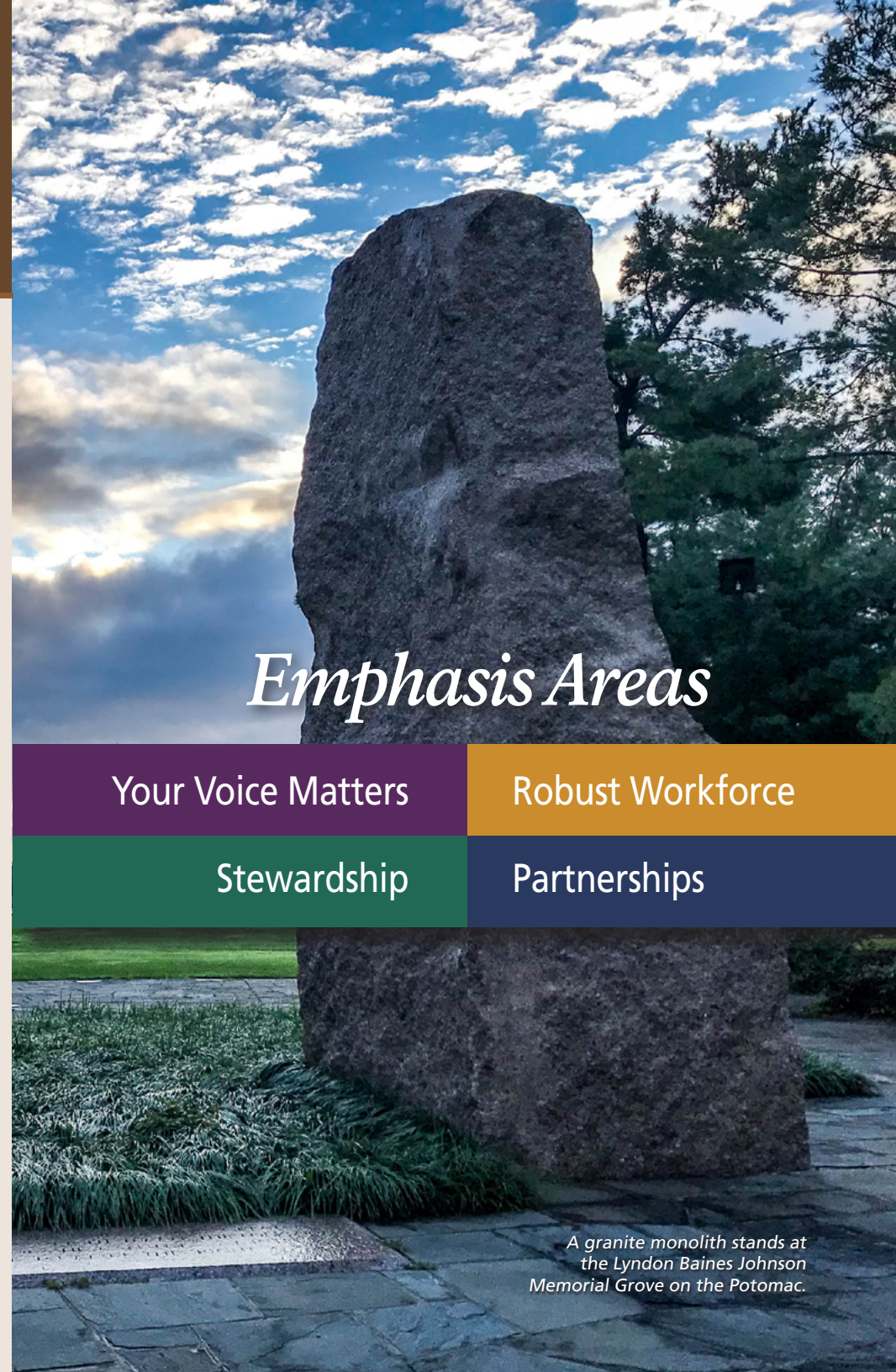
Honesty: Speaking openly, using relevant facts to support assessments, and always testing assumptions.

Innovation: Actively exploring creative and more efficient ways to accomplish GWMP's mission while respecting our traditions. Utilizing the expansive talent pool of park staff.

Integrity: Doing the right thing even when no one is looking. Engaging with each other in a manner that is authentic and demonstrates our core values.

Communication: Delivering accurate, timely information in such manner that helps things "go right" and fosters positive interactions amongst our staff and colleagues.

One Park—One Team: Working together as one park—one GWMP/ NPS team focused on preserving and protecting the parkway for future generations. Embodying the mindset that our success as a park depends on us reaching across divisions and districts to accomplish our mission.



Emphasis Areas

Your Voice Matters

Robust Workforce

Stewardship

Partnerships

A granite monolith stands at the Lyndon Baines Johnson Memorial Grove on the Potomac.

Your Voice Matters

Your voice holds immense power. Use it to:

- Make a difference.
- Create mutual understanding of each other's operational needs.
- Demonstrate empathy and compassion.
- Grow an inclusive environment.
- Increase staff collaboration, cohesiveness, and actions.
- Foster a respectful, accountable and safe work environment, promoting employee well-being.

Specific Actions

- Improve collaboration, information-sharing, and feedback throughout the organization.
- Create and offer on a recurring basis new employee orientation that incorporates our core values.
- Provide monthly project updates to supervisors.
- Incorporate roundtable discussions as part of team meetings.
- Provide networking at all employee meetings.
- Facilitate mixers outside of work.
- Launch bi-monthly lunch-and-learns.
- Provide job sharing experiences.
- Continue skip-level meetings to provide opportunities for all employees to be heard.
- Use green and gray teams to blend work skills in the maintenance division.
- Create and share a parkwide calendar of events.
- Create park fact sheet and recreation fee fact sheet.

The dogwoods bloom at Clara Barton National Historic Park.

*Arlington House,
The Robert E. Lee Memorial*



Robust Workforce

Foster a work environment where employees thrive.

- Foster a ready and resilient workforce.
- Recruit and retain a diverse, dynamic workforce that addresses our priorities.
- Seek youth, non-profit, and other non-traditional staffing options to increase capacity and introduce people to careers within the federal government.
- Sustain a regular, proactive, and customized safety training program to meet the varied needs of staff.

What is a Ready and Resilient Workforce?

A Ready workforce is:

- Trained with the knowledge, skills, and attitudes required to perform the mission.
- Properly equipped with tools and protective equipment to support the mission.
- Healthy and fit to endure the environmental conditions required in the mission.
- Guided by strong and effective leaders.

A Resilient workforce:

- Is ready to perform its roles and mission.
- Withstands and copes with stress.
- Adapts and adjusts to challenging conditions.
- Rebounds and grows from experience.



NPS employees clear GWMP.

Specific Actions

- Host specific training: Physical security, Green Dot, civility, cultural competency.
- Ensure all employees attend Operational Leadership training.
- Continue existing employee recognition.
- Update or create needed standard operating procedures (SOPs).
- Develop a records management and archival plan.
- Continue the success of the Safety Committee.
- Revive the Environmental Stewardship Committee.
- Implement the Emergency Operations Plan.
- Upgrade bandwidth and connectivity at key work locations.
- Replace or dispose of obsolete equipment.
- Upgrade microwave and radio infrastructure.
- Assess the quality and suitability of park workspaces and communal areas to create a prioritized plan for improvements.
- Clean up clutter and complete survey of property twice a year.
- Ensure that employees seeking details have completed Individual Development Plans.
- Provide youth and alternative hire opportunities.
- Identify positions that are difficult to fill or have high turnover.
- Safety E-Tool: Achieve 100% closure and successful implementation of Tier 1.
- Safety E-Tool: Complete the Tier 2 self-assessment and implementation of Goal 1.

Stewardship

We seek out and consider input from divisions and partners on decisions that will impact the park.

- Protect, preserve, and restore cultural, natural and historical resources.
- Create interest and engagement by providing stories that inspire people of all backgrounds to visit and care about these treasures for now and future generations.
- Understand and communicate the history and significance of GWMP to metro DC.
- Improve accessibility throughout the park.
- Invest in our essential infrastructure.
- Reduce deferred maintenance backlog by focusing and prioritizing projects.
- Align our work with key resource and visitor needs.
- Ensure the park's focal areas are safe and managed sustainably.
- Protect resources and reduce criminal activities using problem-solving strategies, community policing, and progressive law enforcement methods.

A heron rests at Dyke Marsh.



Specific Actions

- Educate all staff on cultural and natural resources.
- Improve pedestrian, bicyclist, and driver safety at problematic areas and intersections within the park.
- Continue efforts to sustain river safety education and injury reduction efforts.
- Obtain input from visitors regarding desired services and experience.
- Identify priorities and maximize funding sources.
- Align personnel budgets and funding with priorities.
- Focus on customer service to provide responsive, timely, and quality service, information or action.
- Improve the overall condition of the recreational driving experience.
- Improve directional signage by installing new roadway signage.
- Collaborate with U.S. Park Police to identify public safety issues.
- Improve stormwater management.
- Develop cyclic repair and rehabilitation projects based on priorities.
- Update the park's compendium.
- Create and implement a preventive maintenance plan and schedule.
- Renew expired concessions contracts to meet current laws and customer service needs.
- Prepare for the grand reopening of Arlington House, the Robert E. Lee Memorial .
- Conduct vista management planning and treatment.
- Complete the Dyke Marsh restoration project.
- Complete Memorial Circle improvements.
- Create GWMP interpretive plan.
- Create GWMP wayside plan.
- Complete and implement recommendations from recent planning studies.



Turkey Run

Partnerships

We embrace collaboration, trust, and open communication with our partners to achieve shared goals.

- Strengthen and sustain coalitions and partnerships to focus on our priorities.
- Enhance our ability to provide quality services and experiences through partnerships and external opportunities.
- Create the next generation of park volunteers, advocates and patrons.
- Make contact with the public at key intercepts to answer questions and help them plan their visit.
- Identify, build, and strengthen partnerships with city, county, state, and federal agencies; tribal governments; members of Congress; and elected representatives at state and local levels.
- Develop management styles and staffing capacity that support a culture of partnership and relationship building.

Specific Actions

- Complete partner agreements and annual work plans.
- Host quarterly partner meetings.
- Encourage timely communication between the park and partners.
- Collaborate with Eastern National.
- Update webpages.
- Apply for NPF funds and grants.
- Enhance volunteer webpage to include GWMP opportunities.
- Conduct interpretation and education programs to appeal to new audiences.
- Continue the Weed Warriors and native plant planting program
- Complete the Langley Forks-Langley Oaks Land Exchange.
- Expand the Find Your Park movement.
- Implement a Find Your Park engagement at Great Falls Park promote park and local experiences.
- Encourage the Potomac Appalachian Trail Club to become more engaged on GWMP trails.
- Identify opportunities for the Friends of the Mount Vernon Trail to assist with trail maintenance.

Back to Basics

- Demonstrate pride of ownership in their duties by every employee wearing the uniform properly and representing the park positively.
- Maintain a safe work environment by maintaining situational awareness, avoiding shortcuts, and keeping an organized workplace and through the proper use of equipment including vehicles, mechanized tools, and personal protection equipment.
- Conduct ourselves in such a manner that if we were on camera all day we could be proud of our actions.
- Strive to become a model of sustainability by recycling and turning off lights and by taking steps to reduce energy and water consumption and not waste the resources available to us.
- Perform our duties with pride and strive for excellence in our work and service.
- Be park advocates and give an honest day's work for the pay we receive.

Where Do I Fit In?

It is our desire to have everyone connecting with our priorities and actions. To that end you are asked to identify where you fit in. Using annual work plans, we will track our progress. In addition, performance reviews will aid in holding ourselves accountable for achieving results. Finally, we want to use the park's core values as a filter for hiring and significant decision making.

List three ways you can implement these priorities and actions into your work plan.

1. _____

2. _____

3. _____

