

Title Page:

STRATEGIC PLAN

FOR

LITTLE ROCK CENTRAL HIGH SCHOOL NATIONAL HISTORIC SITE

OCTOBER 1, 2005 - SEPTEMBER 30, 2008

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.

Results Act and Planning Cycle:

PREFACE

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. It is available on the Internet at http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf.

Individual park plans address the long-term goals in the NPS and DOI plans 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 mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then 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

This Strategic Plan has been written for Little Rock Central High School National Historic Site, one of more than 388 units of the National Park System administered by the National Park Service, U.S. Department of the Interior.

The National Park System preserves outstanding representatives of the best of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. Along with similar resources of local, state, tribal, and national significance administered by other public and private organizations and supported by National Park Service technical assistance and grant funding support, Little Rock Central High School NHS is a vital part of America's national system of parks and other preserved resources. The National Park Service not only directly and indirectly preserves these myriad national treasures, it also makes them available to millions of visitors from throughout the country and the world every year.

Little Rock Central High School NHS was established by an Act of Congress in November 1998. It is located just west of downtown Little Rock, Arkansas, and is generally centered around the intersection of 2125 Daisy L. Gatson Bates Drive and South Park Street. Encompassing 27.56 acres, the park includes Central High School (a National Historic Landmark), a restored 1920s-era Mobil Gas Station (which serves as an interim visitor center), a Commemorative Garden, the Ponder's Drug Store building, and the cultural landscape associated with these properties. These resources are preserved in perpetuity and make this a valuable part of America's heritage available to almost 30,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

In December 2001 the City of Little Rock and Central High Museum, Inc. donated the interim visitor center (located inside the Mobil gas station) and the commemorative garden to the National Park Service. This marked the beginning of NPS operations at Central High School. The site's first General Management Plan was approved in July 2002. In the succeeding three years, the NPS has invested considerable energy in establishing programs, developing partnerships, and adding staff. Current staff at the park include a superintendent, historian, administrative officer, education specialist, two park rangers (interpretation), and various part-time and seasonal employees.

As a relatively new unit of the National Park System, Little Rock Central High School National Historic Site will continue to mature. New facilities (including a permanent visitor center) and new programs are planned. Additional staff will be added. We hope to achieve an organizational structure near that recommended in the General Management Plan by the autumn of 2007, the 50th anniversary of the Little Rock desegregation crisis.

The centerpiece of the historic site is Central High School. The building and surrounding campus are located within the park boundary. The school continues to be operational, serving about 2,400 9th through 12th grader students. The NPS has a partnership in place through a cooperative agreement with the Little Rock School District that provides for the preservation, interpretation, and education program development for the school. A \$13 million renovation project on Central High is underway, that will help protect the historic fabric of the building. About \$2.5 million of this project is being funded through a NPS-administered "Save Americas' Treasures" grant.

Mission of National Park Service at Little Rock Central High School National Historic Site

The mission of the National Park Service at Little Rock Central High School National Historic Site is rooted in the park's legislated mandate found in an Act of Congress, Public Law 105-356:

It is the mission of the National Park Service to preserve, protect, and interpret for the benefit, education, and inspiration of present and future generations, Central High School in Little Rock, Arkansas, and its role in the integration of public schools and the development of the Civil Rights movement in the United States.

This mission statement also defines the purpose for the historic site.

Based on the park's enabling legislation, the significance of Central High School NHS can be summarized as:

- * The admission of nine African American students to Little Rock Central High School was the most prominent national example of the implementation of the two Supreme Court decisions in *Brown v. Board of Education of Topeka*.
- * Central High School was designated a national historic landmark in recognition of the events which took place at the school during the Little Rock Crisis, beginning in 1957, and continuing through the closing and reopening of the school in 1959.
- * Little Rock Central High School played a significant role in the desegregation of public schools in the South.

Key External Factors Affecting Plan's Accomplishment

While park management and staff can plan and manage 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 Little Rock Central High School'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.

Little Rock Central High School National Historic Site is a unique and non-traditional park. The park's enabling legislation places limits on federal ownership of property and on the application of federal law and regulations within the boundaries of the historic site. Congress specifically mandated that park operations not interfere with the continuing use of Central High School as an educational institution. The enabling legislation also made clear that designation of the historic site does not affect the authority of the Little Rock School District to administer the high school, nor the authorities of the City of Little Rock in the neighborhoods surrounding the school. Therefore, many of goals and objectives highlighted in this plan must be accomplished through partnerships with the school district, the city, and others. The National Park Service will work with our partners to coordinate mutual goals, program objectives, and staff and financial resources to the maximum extent possible.

Much of the park's cultural landscape is outside the boundary of the historic site. Long term restoration and protection of this resource largely will be dependent on the efforts and commitment of the city, the neighborhood association, and private landowners. The National Park Service has entered into a memorandum of understanding with the city, neighborhood association, and school district to facilitate communication and coordinated efforts towards historic preservation.

The General Management Plan calls for a boundary adjustment to include the seven homes located along Park Street, directly in front of Central High School. Adding these residences to the boundary will give the National Park Service more flexibility to assist the homeowners on matters of historic preservation. The NPS has prepared a legislative data package on this issue that will be submitted to Congress for consideration. Congress ultimately will decide whether or not to add the homes to the boundary.

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. The National Park Service conducted extensive consultation with the public and other agencies as part of the General Management Plan process (completed in 2002). Because GMP consultation process was recent and thorough, that consultation is highly germane to this plan. Those consulted in association with GMP planning include:

Central High Museum, Inc.
Little Rock School District
The City of Little Rock
Central High Neighborhood, Inc.
Little Rock Convention & Visitors' Bureau
Arkansas Department of Parks & Tourism
Arkansas Historic Preservation Program
Arkansas Congressional Delegation

Strategic Plan Preparers

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

R. Michael Madell, Superintendent
Janice Lee, Administrative Officer & GPRA Coordinator
Laura A. Miller, Chief of Interpretation & Cultural Resources Management

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a05

Park/ Program Goal ID Number: 1a05

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

Other historic structures

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

By September 30, 2008 60% of Central High School NHS historic structures not listed on the National Park Service List of Classified Structures are in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

Total # Units in Baseline:

10

Status in Base Year (# Meeting Condition):

6

5-Year Results Plan:

Portions of Central High School NHS are not owned by the National Park Service. Accordingly, structures on these lands cannot be listed on the List of Classified Structures. Instead, a "shadow" database has been developed to track the condition of these structures. Since items on the shadow database are not owned by the NPS, we have no authority to make decisions about their management. Rather, we offer technical assistance (and, if available, funding) to help preserve and maintain the structures. As of November 2004, ten structures are listed on the shadow database:

1. Central High School
2. Ponders Drug Store
3. CHS Reflecting Pool
4. CHS Fieldhouse
5. CHS Sidewalks and walkways
6. Quigley Stadium
7. CHS Fencing
8. CHS Cafeteria Plaza
9. CHS Flagpoles
10. CHS Matthews Library

A proposal has been submitted to expand the boundary of Central High School NHS to include the seven private homes on the east side of Park Street (opposite the school). If Congress agrees to the boundary expansion, these seven homes will be added to the shadow database. The NPS would then provide technical assistance to the homeowners.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: January 25, 2005

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):

47% of historic structures on the current List of Classified Structures are 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, 2008 100% of Central High School NHS historic structures on the current List of Classified Structures continue to be in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each structure

Condition (Desired):

Good

Total # Units in Baseline:

6

Status in Base Year (# Meeting Condition):

6

5-Year Results Plan:

The initial List of Classified Structures (LCS) for Central High School NHS was established in 2004. The LCS currently contains six structures, all related to the Visitor Center, a converted 1920s-era Mobil Gas Station, and the monuments in the commemorative garden. The structures are in good condition (meaning they need no repair), but only routine and cyclic maintenance. The objective of this goal is to ensure that the six structures continue to remain in good condition. Only structures that are on Federal land within the historic site are listed on the LCS. Other historic structures within the boundary of the site, but on non-Federal land are listed on a "shadow" database. Information about management efforts to protect these non-Federal structures is reported under Goal Ia05.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a6

Park/ Program Goal ID Number: 1a6

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

75.5% of preservation and protection standards are 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, 2008, 91 (84%) of 108 applicable preservation and protection standards for Central High School NHS's museum collections are met.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Applicable standards

Each standard

Meet Standards

0

0

5-Year Results Plan:

The site recently (at the beginning of FY05) received the ANCS+ museum cataloging software. Currently, staff are cataloging all federally-owned objects and recording them in the database. The small collection is housed in the park's administrative offices, and not in a dedicated collection storage facility. Park staff will develop plans for providing access to the collection, monitoring environmental conditions, and maintenance in FY05. By FY08, the park will have completed a collections management plan and the collection will be housed in a dedicated storage facility.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1a7

Park/ Program Goal ID Number: 1a7

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

33% of the cultural landscapes on the current Cultural Landscapes Inventory are 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, 2008, tangible progress will be made towards having Central High School NHS's one cultural landscape on the NPS Cultural Landscape Inventory in good condition.

Target Year:

2008

Performance Indicator (what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Much of Central High School NHS's one cultural landscape is outside the designated boundary of the historic site. The park is situated within the Central High School Neighborhood National Historic District comprised of approximately 800 buildings (417 listed as contributing to the district's significance). The neighborhood has experienced a period of decline. A significant number of buildings are abandoned; others have been razed. A high percentage of properties are not owner-occupied.

Because so much of the cultural landscape is outside park boundaries, preservation and management of the resource must be accomplished through partnerships and cooperative efforts with the Little Rock School District, the City of Little Rock, the Central High Neighborhood Association, and the State Historic Preservation Officer. The extent and breadth of the preservation effort is dependent upon cooperation and combined resources from the partners.

The National Park Service must work towards preservation initiatives under the constraints imposed by the enabling legislation as to not affect the authorities of the school district, city or neighborhood. The priority of the preservation effort is to preserve the South Park Street setting in front of the school. This includes the front school campus and the seven homes located between Daisey Bates Drive and 16th Street.

As of late 2004, the cultural landscape is in fair condition as evident by abandoned buildings, burned-out buildings, and substandard maintenance of the homes. In 2004, the National Park Service, the City of Little Rock, the Little Rock School District, and the Central High Neighborhood, Inc., signed a memorandum of understanding under which the signatories acknowledge the importance of the neighborhood's historic resources and commit to work together to preserve those resources (including the cultural landscape).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: January 25, 2005

DOI Goal ID Number:

NPS Goal ID Number: 1b02C

Park/ Program Goal ID Number: 1b02C

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

Other

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

By September 30, 2008 all (100%) historic structures on the List of Classified Structures have complete, accurate, and reliable information.

Target Year:

2008

Performance Indicator (what is measured):

Number updated

Unit Measure:

Each record

Condition (Desired):

Increase

Total # Units in Baseline:

6

Status in Base Year (# Meeting Condition):

6

5-Year Results Plan:

Park and regional office staff completed the List of Classified Structures in FY 2004. The six structures listed on the LCS are associated with the restored Magnolia Gas Station and the memorials in the commemorative garden; all structures have accurate and complete information. No work on this goal is anticipated during the strategic planning period. In the event that another historic structure is acquired, it will be added to the LCS together with the appropriate information.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: January 25, 2005

DOI Goal ID Number:

NPS Goal ID Number: lb2B

Park/ Program Goal ID Number: lb2B

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

Cultural landscapes on the Cultural Landscapes Inventory that have complete, accurate and reliable information are increased by 110.8% from FY 2003 (from 148 to 312 landscapes).

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

By September 30, 2008, the data related to Central High School NHS's one cultural landscape (as entered into CLAIMS at level II) remains current.

Target Year:

2008

Performance Indicator (what is measured):

Number in database

Unit Measure:

Each landscape

Condition (Desired):

Increase

Total # Units in Baseline:

1

Status in Base Year (# Meeting Condition):

1

5-Year Results Plan:

Central High School NHS has one cultural landscape. That landscape was inventoried and entered into the National Park Service's Cultural Landscape Automated Inventory Management System (CLAIMS) in 2003. If changes in that data occur within this planning period, the inventory data will be updated.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2D

Park/ Program Goal ID Number: 1b2D

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

Museum objects cataloged are increased by 42% (from FY 2001 baseline of 44 million to 60.2 million).

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

By September 30, 2008 the number of Central High School NHS's museum objects cataloged and submitted to the National Catalog is increased from 0 in FY2003 to 444 (44,400% increase).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Number of museum objects cataloged

Unit Measure:

Each museum object added

Condition (Desired):

Increased

*Total # Units in
Baseline:*

0

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

0

5-Year Results Plan:

The park received ANCS+ cataloging software in early FY05. A graduate intern is currently working to catalog all of the items in the site's small collection. The current collection consists of approximately 444 items and they will all be cataloged by the end of fiscal year 2005. Additional items will be cataloged as they are added to the collection in the coming years.

We anticipate moving into a new visitor center in 2007. That facility will include an appropriate museum collections facility. At that time, we hope to formally acquire the collection of Central High Museum, Inc., which currently is curated by the University of Arkansas at Little Rock. That collection will be cataloged after acquisition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: 1b2F

Park/ Program Goal ID Number: 1b2F

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

18.7% (72 of 384) of parks have historical research (an approved Historic Resource Study AND an approved Administrative History) that is current and completed to professional standards as of 1985.

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

By September 30, 2008, Central High School NHS's Historic Resource Study (HRS) is completed to professional standards.

Target Year:

2008

Performance Indicator (what is measured):

Studies

Unit Measure:

Each park

Condition (Desired):

Updated

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Faculty at the University of Arkansas at Little Rock are working on a Historic Resources Study for the park. That study is expected to be complete in 2005. The park has requested funding for an administrative history. However, under current budget protocols, the earliest that the funding may be awarded would be 2009 (outside the time frame of this strategic plan).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

DOI Goal ID Number:

NPS Goal ID Number: Ila1A

Park/ Program Goal ID Number: Ila1

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

95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

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

By September 30, 2008, 95 percent of visitors to Central High School NHS are satisfied with the appropriate park facilities, services, and recreational opportunities.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Visitor satisfaction

percent

Satisfied

99

5-Year Results Plan:

The park currently operates a small interim visitor center and commemorative garden located adjacent to Central High School. The park received ownership of these properties in December 2001. The visitor facility is furnished with exhibits and a bookstore. Measurement of visitor satisfaction is currently obtained through the Visitor Survey Card program. "Satisfied Visitors" are those who rate park facilities, services and recreational opportunities as "good" or "very good". Verbal comments from visitors about facility neatness, clean restrooms and visual appearance are very positive. The site has participated in the Visitor Survey Card project for two years (FY2003 & FY2004), and has received a 99 percent visitor satisfaction rating both of those years.

The NPS has awarded a contract for custodial services using the Small Business Administration's 8(a) process. Custodial standards are in place to ensure clean and sanitary facilities. A separate contract for landscaping has been awarded to improve lawn care practices and to properly and safely maintain the grounds at high visual standards.

Funding is expected in fiscal year 2005 to begin planning and design for a permanent visitor center. This new facility will be built on the northeast corner of Park Street and Daisy Bates Drive. If Congress provides construction funding in fiscal year 2006, the National Park Service intends to have the new visitor center open by September 2007 (the 50th anniversary of the desegregation crisis).

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: February 16, 2005

DOI Goal ID Number:

NPS Goal ID Number: Ila2A

Park/ Program Goal ID Number: Ila2

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

The number of visitor accident/incidents will be at or below 4,969 accidents/incidents.

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

By September 30, 2008, the number of visitor accidents/incidents at Central High School NHS is maintained at the FY2000-FY2003 annual average of zero.

Target Year:

2008

Performance Indicator (what is measured):

Accidents/incidents

Unit Measure:

Each accident/incident

Condition (Desired):

Reduced

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Central High School National Historic Site has never had a visitor injury. Our goal is to maintain that perfect record. Park staff participate in a safety program (training, meetings, inspections) that is designed to make safety everyone's responsibility, and integrates safety considerations into each work day.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: February 16, 2005

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):

The number of servicewide visitor fatalities will be at or below 120.

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

By September 30, 2008, the number of visitor fatalities at Central High School National Historic Site will remain at zero.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Fatalities

Each fatality

Reduced

0

0

5-Year Results Plan:

Central High School National Historic Site has never had a visitor fatality. Our safety program (training, meetings, inspections) is designed to ensure that this perfect record is maintained.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 15, 2004

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):

87% of visitors understand and appreciate the significance of the park they are visiting

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

By September 30, 2008, 90 percent of the Central High School NHS visitors understand the significance of the park.

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Visitor understanding

percent

Understand

95

95

5-Year Results Plan:

This goal measures visitors' comprehension of park significance and history. Information, orientation, interpretation and education will be directed towards ensuring visitors understand the park's purpose and significance. The park is included in the NPS visitor survey card program and received a rating of 95 percent visitor understanding in FY2004. The park will continue to participate in the survey card program and also recently worked with OMB to develop a survey card for teachers, to measure the effectiveness of curriculum-based education programs.

In FY04, the park completed its first Long Range Interpretive Plan which identifies the avenues to develop interpretive programming for visitor exhibits, brochures, formal programs, and types of education programs. The park will develop annual interpretive plans to guide development of programs and services according to the priorities outlined in the LRIP.

A special emphasis related to visitor understanding is the park's curriculum-based education program. The NPS as an agency does not report its accomplishments related to curriculum-based education separately from other visitor understanding-related goals. However, because of our strong commitment to curriculum-based education, we believe it is important to highlight the efforts and successes of this program. Therefore, we have established the following park-specific goal:

By September 30, 2008, 90 percent of educators rate the value of Central High School NHS's curriculum-based materials and programming as good or very good.

Performance related to this goal will be tracked by use of a feedback survey recently approved by the Office of Management and Budget. Annual performance goals also will be established. An Education Plan, is being developed to guide implementation of our curriculum-based education program.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 29, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa10A

Park/ Program Goal ID Number: IVa10A

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

X(TBD) (Y% of Z) of NPS cultural and natural heritage assets are in fair or good condition as measured by the FCI.

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

By September 30, 2008, 100 percent (1 of 1) of Central High School NHS's Cultural and Natural Heritage assets continue to be in good condition as measured by Facility Condition Index (FCI).

Target Year:

2008

Performance Indicator (what is measured):

Unit Measure:

Condition (Desired):

Total # Units in Baseline:

Status in Base Year (# Meeting Condition):

Condition of asset

Each asset

Fair or good

1

1

5-Year Results Plan:

Central High School's interim visitor center, the Magnolia Gas Station building, is the only Cultural and Natural Heritage asset owned by the NPS within the park. As of December 2004, that facility has a Facility Condition Index of 0.023, which is within the fair-to-good standard as defined by the NPS. We will continue to conduct preventative and cyclic maintenance to ensure the facility remains in good condition.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 29, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa10C

Park/ Program Goal ID Number: IVa10C

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

X (TBD) (Y% of Z) NPS other assets are in fair to good condition as measured by the FCI.

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

By September 30, 200X, X (Y% of Z) other assets are in fair to good condition as measured by the FCI at (name of park).

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Condition of asset

Each asset

Fair or good

5-Year Results Plan:

Based on revised technical guidance issued by the NPS on December 20, 2004, Central High School NHS does not have assets that meet the definition for this goal. This goal will be eliminated from the Strategic and Annual Performance Plans.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 06, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa3

Park/ Program Goal ID Number: IVa3A

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

100% of NPS employees have performance plans linked to appropriate park (office) strategic goals and annual goals

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

By September 30, 2008, 100% of Central High School NHS's employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Target Year:

2008

Performance Indicator (what is measured):

Employee performance plans

Unit Measure:

Each employee

Condition (Desired):

Linked to goals

Total # Units in Baseline:

8

Status in Base Year (# Meeting Condition):

8

5-Year Results Plan:

Management of Central High School National Historic Site is committed to ensuring that all staff understand the linkages between their work and the strategic goals of the agency. To that end, the annual performance plans of all employees will be linked to appropriate strategic and annual performance goals.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 06, 2004

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):

The NPS rolling 5-year (previous 5 years) average number of employee accidents will be at or below 716.

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

By September 30, 2008, the number of Central High School NHS employee lost-time injuries is maintained at the previous 5-year annual average number of zero.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Incidents

Unit Measure:

Each incident resulting in injury

Condition (Desired):

Reduced

*Total # Units in
Baseline:*

0

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

0

5-Year Results Plan:

Since the National Park Service assumed management of Central High School NHS in 2001, there have been no employee injuries. Our long term goal is intended to maintain this record.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 06, 2004

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):

The servicewide Continuation of Pay (COP) hours will be at or below 55,335 hours.

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

By September 30, 2008, the number of Central High School NHS's hours of Continuation of Pay is maintained at the five year average of zero.

Target Year:

2008

Performance Indicator (what is measured):

COP hours

Unit Measure:

Each COP hour

Condition (Desired):

Reduced

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

National Park Service staff were first assigned to Central High School NHS in 2001. Accordingly, a five year average of COP hours cannot be established until the end of this fiscal year. To-date, Central High School NHS has never had a lost time injury.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 06, 2004

DOI Goal ID Number:

NPS Goal ID Number: IVa6C

Park/ Program Goal ID Number: IVa6C

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

The NPS number of employee fatalities

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

By September 30, 2008, the number of Central High School NHS employee lost-time injuries is maintained at the previous 5-year annual average number of zero.

Target Year:

2008

Performance Indicator (what is measured):

Fatalities

Unit Measure:

Each fatality

Condition (Desired):

Reduced

Total # Units in Baseline:

0

Status in Base Year (# Meeting Condition):

0

5-Year Results Plan:

Since the National Park Service assumed management of Central High School NHS in 2001, there have been no employee fatalities. Our long term goal is intended to maintain this record.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 01, 2004

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):

NPS units have X community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

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

By September 30, 2008, Central High School National Historic Site has twelve community partnerships designed to enhance the park's ability to implement its programs and to protect nationally important historic resources.

*Target
Year:*

2008

*Performance Indicator
(what is measured):*

Unit Measure:

Condition (Desired):

*Total # Units in
Baseline:*

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

Park Partnerships

Each partnership

Established

6

6

5-Year Results Plan:

Partnerships are absolutely critical to accomplishing the mission of Central High School National Historic Site. The park's enabling legislation, Public Law 105-356, made clear that management of the historic site was to be done in partnership with others. The law placed restrictions on the property that the National Park Service could own, and also limited the regulatory authority of the agency as it relates to the school and to the neighborhood surrounding the school. The NPS must rely on partnerships and cooperation to implement many of its programs at this site.

The National Park Service already is working in cooperation with the city, the neighborhood association, the school, and others to preserve and restore the historic resources and landscape that surround the school. The NPS is working with several partners on various education and interpretation initiatives. And, the NPS is working with the entire Little Rock community to plan for commemoration of the 50th anniversary of the desegregation crisis (which will be observed in 2007).

Throughout the life of this strategic plan existing collaborative relationships will continue to thrive and grow; new cooperative relationships will be developed.

Strategic Plan Report, FY 2005-2008

Park/ Program Name: CENTRAL HIGH SCHOOL HNS

Park/ Program Org Code: 7310

Date Last Updated: December 06, 2004

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):

8% increase in attendance at facilitated programs (from 147 million to 159 million)

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

By September 30, 2008, attendance at Central High School NHS facilitated programs will increase to 14,077 (50% over 9,384 in FY2004).

Target Year:

2008

Performance Indicator (what is measured):

Facilitated programs

Unit Measure:

Each visitor

Condition (Desired):

attended

Total # Units in Baseline:

9384

Status in Base Year (# Meeting Condition):

9384

5-Year Results Plan:

Beginning in FY05, visitor statistics for those participating in facilitated programs will be tracked and reported quarterly. The park is implementing a new daily count form which will help record the needed data. In addition, the staff are developing new interpretive and educational programs, including distance learning programs, that will enable more visitors and students to participate in the site's programs.

Strategic Plan Report, FY 2005-2008
