



STRATEGIC PLAN FY-2023 – FY-2027

Martin Luther King, Jr. National
Historical Park

ABSTRACT:

Developed by park management and staff, this plan consists of a mission statement, vision statement, and guiding values, as well as long-term goals, and incremental strategic initiatives which target measurable ways to accomplish our goals in the next five years.

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EXECUTIVE SUMMARY

This document represents a strategic planning process that involved Martin Luther King, Jr. National Historical Park’s Leadership Team, and representatives of the larger employee body in a series of divergent thinking exercises designed to stimulate broad thinking about new directions for the work. The result was the development of the following six goals for fiscal years 2023 through 2027. More detailed descriptions, including incremental annual goals for each goal, are outlined in the body of the document.

1

Supervision: Develops and implements a range of actions to enhance the work environment that communicates clear expectations and priorities and improves employee engagement in decision making and priority setting. Ensures that accountability measures are implemented as described in DO-16E and RM-16E.

2

Business Acumen: Demonstrates forward thinking financial planning acumen, using available tools such as the budget cost projection, NPS scorecard, and/or other means to develop effective financial management practices. Effectively administers the park’s base budget, and manages fund sources within law, policy, and regional protocols/directives. Monitors expenditures and uses a cost-benefit approach to setting priorities.

3

Resource Stewardship: Defines the initial project need through collaboration with regional program coordinators and reference of planning documents. The Project Manager retains responsibility for

assuring continuity and project success through the completion of the project. Projects are scoped and estimated to the best of the park's ability prior to PMIS submission. Uses condition and life cycle management data to inform decision-making and ensure alignment of projects with critical asset needs. Ensure that planning, compliance, and design are completed in advance of receiving project funding.

Cultural Resources: The park will implement actions to ensure that cultural resources are preserved and protected, receive appropriate treatments to achieve desired conditions, and are made available (as appropriate) for public understanding and enjoyment.

Facility Maintenance: Facility Maintenance activities will be carried out in a manner that is consistent and compliant with legislative and regulatory provisions, as well as applicable policies and procedures.

4

Visitor Services: Develop short- and long-term operational planning to provide for on-going Interpretive and Educational programs. Actively participates in strategic and other planning efforts, in addition to the development and implementation of goals which enhances the visitor experience. Develop relationship with stakeholder groups. Determine what agreement is needed when working on shared projects.

5

Visitor Safety: Maintain a safe and healthful work environment for all employees. Develop a safety, health, and wellness action plan that is communicated to employees in a clear and concise manner.

6

Partnerships: Develop and maintain communications with congressional members, community partners, and private landowners about issues that may be sensitive, impacting, or that require public planning and feedback. Works closely with Philanthropic Partner(s) including the National Park Foundation, Cooperating Association(s), Financial Assistance recipients and partners operating under General Agreements on alignment of goals, programs, and funding priorities.

Judy Forte
Superintendent

Date

INTRODUCTION

On October 10, 1980, Congress established Martin Luther King, Jr. National Historic Site and the Martin Luther King, Jr. Preservation District in Atlanta, Georgia, to protect and interpret for the benefit, inspiration, and education of present and future generations, the places where Martin Luther King, Jr. was born, where he lived, worked, worshiped, and is buried (Public Law 96-428). Legislation passed in 2018 (Public Law 115-108), included a change in designation to “national historical park,” and a revision to the park map to include the Prince Hall Masonic Lodge within the authorized boundary. The park consists of 39.17 acres, 14.07 of which are federally owned. Portions of the park are also part of a national historic landmark district. Approximately 700,000 to more than one million national and international visitors come annually to learn about the life experiences and the significance of one of the most influential men of the 20th century.

The Martin Luther King, Jr. National Historical Park and Preservation District protects core elements of one of the most prosperous and influential African American streets in segregated America from 1910 to 1960, the Sweet Auburn commercial district. Sweet Auburn included many organizations and businesses that actively supported the American Civil Rights Movement, including the headquarters of the Southern Christian Leadership Conference (SCLC) located within the Prince Hall Masonic Lodge which was a major center for the African American community in Atlanta. This organization supported nonviolent direct action to desegregate bus systems across the South during this period and was fundamental to the success of the larger campaign for civil rights. Several sites within the park preserve this history of the organization and King’s contributions to its early work, including Ebenezer Baptist Church, the Prince Hall Masonic Lodge, and the King Family Home.

Purpose of This Plan

This Strategic Plan for Martin Luther King, Jr. National Historical Park is a five-year plan covering fiscal year 2023 through 2027. It was developed by park management and staff and consists of a mission statement, vision statement, and guiding values, as well as long-term goals, and incremental strategic initiatives which target measurable ways that we will accomplish in the next five years toward achieving our overall mission.

It should be noted that the goals in this plan are generally predicated on “flat budgets” for the next five years. Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were considered. Where other funding sources (donations, fee revenues, etc.) were “reasonably assured”, they too

were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission, so we have focused on planning, managing, and communicating what we can accomplish with what we already have or could feasibly attain.

Each year there will be an annual performance review discussing achievements of the prior year's annual goals and progress on long-term goals.

MISSION, VISION, AND VALUES

Mission

The mission of the Martin Luther King, Jr. National Historical Park as established by the park's enabling legislation is to preserve, protect and interpret for the benefit, inspiration and education of present and future generations the places where Martin Luther King, Jr. was born, where he lived, worked, and worshiped, and where he is buried, while also interpreting the life experiences and significance of one of the most influential African American families in the 20th century.

Vision

The Martin Luther King, Jr. National Historical Park is a world treasure embracing humanity in an environment that fosters and inspires peace, justice, and equity.

Values

The park staff embodies the following values individually in our interactions with our partners and customers.

Commitment: Accomplish the work that you are responsible for completing it in a timely manner.

Accountability: Perform the work that falls within your program area and seek assistance when needed.

Trust & Trustworthiness: Confidently knowing that decisions made to execute program activities is supported. Input is provided, at times, to ensure that a desired outcome is accomplished.

Integrity: Embracing open, honest, and positive workplace that is transparent to both internal and external stakeholders.

Support: Provide mentoring for staff to ensure they confidently perform the work they are responsible for accomplishing. Team support.

Professionalism: The performance of work that ensures that there a sense of excellence in the level of customer service provided to internal and external stakeholders.

Respect: Respect the contributions of others and treat others the way you would like to be treated.

Collaboration: Working together as a team to accomplish mutual goals and utilizing partnerships to enhance success

Resilience and Resilient Listening: Flexibility to adapt to changes that present obstacles to execute program goals and/or activities, to create a stronger and more adaptable organization. Openness to listen and to consider to different points of view.

FY 2023-2027 LONG-TERM GOALS AND STRATEGIC INITIATIVES

1 Long-term Goal 1: Supervision

Managing for excellence and strategic management of human capital.

Strategic Initiatives:

Year 1 – By September 30, 2023

- Develop cross-functional teams that includes safety, Compliance, interpretation, Special Park Uses and Filming activities that increases morale and embraces collaboration in fulfilling the park’s mission.
- Promote diversity, equity, inclusion, and accessibility (DEIA) strategies and practices across all human capital activities:
- Increase scores across OPM FEVS new DEIA measures implemented with the 2022 survey
- Prepare for succession by developing SOPs for each program area to include staff’s role, function, and responsibilities.
- Ensure 100% of staff complete required DOI FISSA training and review and sign IT program manager’s checklist for IT security and data protection.
- Develop Park management policies and controls for internet and social media activities.

Year 2 – By September 30, 2024

- Update park's Organization Chart to Identify new positions required to accomplish new and expanded operations
- Utilize the PLC and or Direct authority to fill current park vacancies.
- Identify funding for employee development - \$2,000 per employee

Year 3 – By September 30, 2025

- Request regional HR help with desk audits and position reviews as needed
- Use the Public Land Corp and Direct Hire Authorities to fill critical vacant positions.
- Identify funding for employee development - \$500 per employee

Year 4 – By September 30, 2026

- Identify opportunities for sharing resources with other parks with similar themes.
- Develop Individual Development Plan for each employee as part of their annual EPAP
- Identify funding for employee development - \$500 per employee

Year 5 – By September 30, 2027

- Research opportunities for sharing resources with other parks with similar themes.

- Develop Individual Development Plan for each employee as part of their annual EPAP
 - Identify funding for employee development - \$500 per employee
-

2 Long-term Goal 2: Business Acumen

Effective practices for fiscal management, human resources, property management, information resources, and leasing managing.

Strategic Initiatives:

Year 1 – By September 30, 2023

- Develop budget cost projections
- Fill critical positions (detail positions) and re-classify outdated positions
- Develop and implement electronic payment system for tenants
- Manage lease revenue to ensure, timely revenue stream and manage and track tenant accounts and leasing
- Manage utility accounts to ensure utilization and accounting are accurate and timely; develop standard protocol for accounting, budgeting, and recording utility payments and utilization and lease units billing
- Manage and track special use permit and filming revenue and expense process to include organizational continuity between fiscal and operational programs
- Facilitate the replacement of ShoreTel VoIP Telephone System with Avaya VoIP Telephone System, which will become a member of the integrated NPS Reston Phone System
- Improve access to the park’s educational curriculum for Grades Pre-K-8th and other education materials utilizing the Education Assets feature through the Content Management System.
- Increase computing efficiency and the mobility of park Interpretive and Facility Maintenance staff by replacing their desktop computers with a laptop computer.

- Research for installation a donor recognition wall to recognize donations of cash, assets, and in-kind services directly to the Park or through Park partner organizations for the benefit of the Park.

Year 2 – By September 30, 2024

- Develop budget cost projections
- Develop SOPs for critical positions and programs
- Continue management of revenue programs to streamline revenue process and ensure continued operation with in NPS regulation and policy and continuity between fiscal and operational programs
- Develop and manage leasing program and ensure MALU program managers are meeting with tenants on a regular periodic basis and standard of leasing operation is organized; leases are maintained and renewed annually; unit rates are reviewed periodically in alignment with NPS regulation and policy
- Continue to manage utility and energy cost and consumption, establish process to ensure each tenant expenses are absorbed by the individual lease holder
- Research solutions, in tandem with Visual Information Specialist, to improve the visitor's experience using various types of technological, such as Artificial Intelligence to educate the public about the park.
- Update Information Technology Plan to outline how technology will be used throughout the park for visitors.
- Extend and install wireless network, Arrowhead Wi-Fi, to visitor contact stations at historic Ebenezer Baptist Church and historic Fire Station No. 6.

Year 3 – By September 30, 2025

- Develop budget cost projections

- Explore revenue streams with special use permits (excluding filming)
- Management reviews for program areas
- Continue management of revenue programs to streamline revenue process and ensure continued operation with in NPS regulation and policy and continuity between fiscal and operational programs
- Continue development and management of leasing program and ensure MALU program managers are meeting with tenants on a regular periodic basis and standard of leasing operation is organized; leases are maintained and renewed annually; unit rates are reviewed periodically in alignment with NPS regulation and policy
- Continue to manage utility and energy cost and consumption, establish process to ensure each tenant expenses are absorbed by the individual lease holder
- Research solutions, in tandem with Visual Information Specialist, to improve the visitor's experience using various types of technological, such as Artificial Intelligence to educate the public about the park.
- Update Information Technology Plan to outline how technology will be used throughout the park for visitors.

Year 4 – By September 30, 2026

- Develop budget cost projections
- Develop a parkwide emergency communication system.
- Career training development
- Continue management of revenue programs to streamline revenue process and ensure continued operation with in NPS regulation and policy and continuity between fiscal and operational programs
- Continue development and management of leasing program and ensure MALU program managers are meeting with tenants on a regular periodic basis and

standard of leasing operation is organized; leases are maintained and renewed annually; unit rates are reviewed periodically in alignment with NPS regulation and policy

- Continue to manage utility and energy cost and consumption, establish process to ensure each tenant expenses are absorbed by the individual lease holder
- Research and implement digital signage solutions to improve the visitor's experience by providing real-time information about park programs, events, tour information.

Year 5 – By September 30, 2027

- Develop budget cost projections
- Develop a leasing Mgmt. plan for lease rental houses
- Continue management of revenue programs to streamline revenue process and ensure continued operation with in NPS regulation and policy and continuity between fiscal and operational programs
- Continue development and management of leasing program and ensure MALU program managers are meeting with tenants on a regular periodic basis and standard of leasing operation is organized; leases are maintained and renewed annually; unit rates are reviewed periodically in alignment with NPS regulation and policy
- Continue to manage utility and energy cost and consumption, establish process to ensure each tenant expenses are absorbed by the individual lease holder

3 Long-term Goal 3: Resource Management

Ensure that cultural resources are preserved and protected, receive appropriate treatments to achieve desired conditions, and are made available (as appropriate) for public understanding and enjoyment.

Ensure Maintenance activities will be carried out in a manner that is consistent and compliant with legislative and regulatory provisions, as well as applicable policies and procedures.

Strategic Initiatives:

Cultural Resources

Year 1 – By September 30, 2023

- Improve Museum Collection Management
 - Hire FTE GS-11 Museum Curator
 - Expand onsite collection storage to accommodate growing collection associated with boundary increases and new acquisitions.
 - Prepare 530 Auburn Avenue to temporarily house items being processed for inclusion into the permanent museum collection.
 - Cull Curatorial Storage to adhere to Scope of Collections and improve inventory efficiency. Initiate Accession and Cataloging of CSK/KLH Collection

Facility Maintenance

- Improve Operations
 - Hire new positions PFT- GS-1010-09 Exhibit Specialist (Historic Preservation)
 - Hire new position Maintenance Worker WG-4747-07
- Improve Visitor Experience

- Rehabilitation of Birth Home
- Rehabilitation of Birth Home Lift

Year 2 – By September 30, 2024

Cultural Resources

- Ensure historic properties have completed studies and treatment documents.
 - Complete 100% Archeological survey
 - Establish Youth Agreement and Secretary of Interior -qualified project lead
 - Hire interns to develop Preservation Guides for Auburn Ave. properties

Facility Maintenance

- Improve Visitor Experience at the Visitor Center and Birth Home
 - Rehabilitation of Visitor Center
 - Seek and continue with the completion of the A&E Services for the Visitor Center Rehabilitation project.
- Rehabilitation of Birth Home (501 Auburn Ave.)
 - Seek funding source for construction

Year 3 – By September 30, 2025

Facility Maintenance

- Ensure all historic properties are listed in GOOD CONDITION on the List of Classified Structures
 - Ensure A&E documents are completed for the restoration of the King Family Home.

- Historic District Preservation for Structures 522, 480, 488, 509, 506, 510, 515, 54 Howell, 550, 518
 - Performed inspections and assessments to capture deficiencies (DM).
 - Create projects in PMIS to be included in 5-year plan for the next SCC FY 23
 - Seek funding for project for FY 25
 - Seek funding and staff/contractors to complete assessments

Cultural Resources

- Complete documentation and treatment studies for new sites
 - SCLC
 - Oral History project
 - Historic Furnishings Report
 - Site Plan Document
 - Needs: Funding, contracting
 - King Family Home
 - Historic Furnishings Report
 - Historic Finishes Analysis
 - Site Plan Document
 - Needs: Funding, contracting
- Develop Park-wide Transportation Study
 - Needs: Funding, contracting
 - Develop transportation strategies that will connect Dr. King’s Birth Home on Auburn Avenue to his Family Home on Sunset Avenue

Year 4 – By September 30, 2026

Cultural Resources

- Develop Timeline with updates on Rehab of Family Home, PHML to inform public when they be available/online for visitors
 - Develop intra-site and website updates for current projects that will affect visitor's experience.

- Needs: Funding and staffing to complete project
- Maintain a Youth Based Internship Program in Resource Management
 - Seek new partners for historic preservation, and cultural resource management

Facility Maintenance

- Maintain a Youth Based Historic Preservation Internship Program
 - Develop strategies to establish a park-based historic preservation training program.
 - Needs: hiring of two Exhibits Specialist (Historic Preservation), GS-1010-7-9-11
One permanent and one term
- Secure funds for Ebenezer Baptist Church Rehabilitation
 - Seek funds for masonry work and HVAC system
 - Needs: Funding and specialized mason to perform work

Year 5 – By September 30, 2027

Facility Maintenance

- Prioritize stabilization/planning for vacant structures on Auburn Ave (491, 493, 495, 518)
 - Annual conditional assessments, updating mothballing
 - Pursue stabilization projects as needed
 - Pursue strategies for use
 - Needs: Funding for contracting/staffing
- Pursue Partnerships/Agreements to fund Prince Hall Masonic Lodge Rehab
 - Present project to possible donor or stakeholders for funding opportunities.
 - Seeking funding through NPF
 - Needs: Funding, agreements

Cultural Resources

- Implement recommendations from Cultural Landscape Report on Auburn Ave.
 - Create a PMIS statement based on CLR recommendations, transportation study, and other sources to remedy drainage issues, incompatible modifications associated with modern use, and reintroduce historic features, feeling, and association.
 - Needs: Consultation with SERO HLA to develop a project statement

4 Long-term Goal 4: Enhance Visitor Experience and Inspire Personal Connections

Provide excellent, meaningful, and memorable opportunities to connect Dr. Martin Luther King, Jr.'s life and legacy using personal and non-personal interpretive services, educational programs, special park uses, filming, and social media. Develop short- and long-term operational plans to provide for ongoing interpretive and educational programs.

Strategic Initiatives:

Year 1 – By September 30, 2023

Interpretation

- Increase outreach interaction by 20% with educational institutions, school partners, civic organizations, and community service groups in the form of virtual and in-person programming.
- Incorporate opportunities for park visitors to become environmental stewards by educating them about ways they can conserve energy, reduce waste, and prevent pollution.
- Create an on-site interpretive media room for interpretive/educational training, publications development and virtual programming services.

- Improve upon the visitor's experience by exploring the need for a new visitor center.
- Create and hire a Visual Information Specialist position to design and produce a variety of visual materials for the park's interpretive, media, and educational program.

Year 2 – By September 30, 2024

- Utilization of latest Interpretive Media technology and space reconfigurations will be used to rehab and renovate the Park Visitor Center exhibits, audiovisual programming, and front desk operations, with a focus on increasing accessibility opportunities.
- Update the visual appearance and ease of reading text for each pod in the Courage to Lead (main exhibition). Increase accessibility as well.
- Create and hire for an Interpretive Specialist position that will be responsible for the park's Education program.
- Develop new operating procedure for Birth Home Ticket Registration system.
- Improve upon the visitor's experience by exploring the need for a new visitor center.
- Provide career-ladder opportunities for Interpretive staff.

Year 3 – By September 30, 2025

- Develop Visitor and Interpretive Service Plan for the World Cup 2026, to include revision and international language translation of park ungird and an upgrade to the current Junior Ranger Activity Booklet.
- Design and install a comprehensive directional signage plan that would address roadways to NPS parking lots and pedestrian routes to buildings and park grounds.
- Improve upon the visitor's experience by exploring the need for a new visitor center.

- Developing programming for the 250th Anniversary of our nation's founding (America 250)

Year 4 – By September 30, 2026

- Assist with the creation and development of the operational systems for 234 Sunset Avenue and SCLC Headquarters (Prince Hall Masonic Building) which would include plans for transportation, parking and connecting pedestrian trails.
- Create an exhibition on the King Family home, located at 234 Sunset Avenue and SCLC 's Headquarters at 330 Auburn Avenue to be exhibited within the D.R.E.A.M. Gallery.
- Nurture and/or expand Partnerships with the Civil and Human Rights Center, The Carter Center, City of Atlanta Fire Department, Atlanta History Center, Southview Cemetery and Oakland Cemetery and the Atlanta Convention and Visitor Bureau.
- Improve upon the visitor's experience by exploring the need for a new visitor center.

Year 5 – By September 30, 2027

- Research interactive exhibit opportunities for the visitor-use spaces at Historic Fire Station No.6 and Historic Ebenezer Baptist Church.
- Create a new puppet show in partnership with Center for Puppetry Arts.
- Improve upon the visitor's experience by exploring the need for a new visitor center.

5 Long-term Goal 5: Visitor Safety

Assures that safe conditions are provided for visitors, tenants, and employees.

The Protection Division is compliant with law and policy and have a robust staff to support park-wide operations. Strengthen partnerships with other parks and public safety partners to leverage resources and improve our collective effectiveness.

Treat employees, partners, and the community that we serve with the dignity and respect that they deserve. Embrace emerging technologies to increase safety for visitors, tenants, and employees.

Strategic Initiatives:

Year 1 – By September 30, 2023

- Re-establish agreements with Atlanta Police Department, Fulton County Sheriff's Office, Atlanta Public Schools Police.
- Contract in place for law enforcement dispatch services.
- Dispose of closed case evidence and unneeded property.
- Procure needed equipment.
- Contract for new CCTV system.

Year 2 – By September 30, 2024

- Contract for alarm system replacement.
- Update the following park documents: Jurisdictional Inventory, Officer Involved Shooting Plan, Physical Security Plan, Superintendent's Compendium, Structural Fire Plan.
- Fill vacant law enforcement positions.
- Create PMIS project to replace park radio system

- Completion of all three level tiers in E-Tool (safety) 9/30/24

Year 3 – By September 30, 2025

- Develop a health & wellness plan for the park staff.
- Research and document the damage from roadway vehicle traffic to park structures.

Year 4 – By September 30, 2026

- Organize Park key inventory and re-core park buildings as necessary.
- Work with the City of Atlanta to mitigate the damage from roadway vehicle traffic to park structures.

Year 5 – By September 30, 2027

- Initiate a land swap with the City of Atlanta. Swap the park owned land on Edgewood Avenue, for property more conducive to the park's needs.

6 Long-term Goal 6: Partnerships

Maintain relationships with congressional members, community partners, and private landowners within the park's boundaries. Works closely with Philanthropic Partner(s) including the National Park Foundation and Trust for Public Lands as appropriate. Engage Volunteer Groups, Eastern National Cooperating Association, The King Center, Ebenezer Baptist Church, and other partners operating under General Agreements (Memorandum of Agreement/Memorandum of Understanding) on park goals, programs, and funding priorities.

Strategic Initiatives:

Year 1 – By September 30, 2023

- Develop a written list of park needs that potential partners would fund and support.
- Create database of all agreements that are current and expired

Year 2 – By September 30, 2024

- Develop video of park's needs that potential partners could fund and support.
- Develop agreements that meet the needs of the park.

Year 3 – By September 30, 2025

- Develop partnership with MARTA for information sharing and promoting MARTA as a mode of transportation to the park (i.e., transportation loop from the park to the Olympic Centennial Park which includes the Center for Civil and Human Rights, GA Aquarium, the World of Coke)

Year 4 – By September 30, 2026

- Expand Park volunteer program to recruit and train volunteers for the King Family Home, the Southern Christian Leadership Conference, and the Prince Hall Masonic Lodge.
- Research the creation of a park Friends Group and develop plan accordingly.

Year 5 – By September 30, 2027

- Develop a new partnership with the Southern Christian Leadership Conference and the Prince Hall Masonic Lodge for the purpose of operating and housing interpretative staff and exhibitions.

HOW GOALS WILL BE ACCOMPLISHED

Martin Luther King, Jr. National Historical Park's long-term goals will be accomplished in five annual increments as outlined above. Each manager will develop an annual plan to accomplish the annual goal increments of the long-term goals relevant to their work. These annual plans will contain a work plan for each annual goal, which will lay out the activities and products, along with their personnel and fiscal costs projected to achieve the annual goal.

Current resources available to achieve the park's goals and carry out its mission include an annual operating budget, which is supplemented each year by donated funds, leasing funds, repair and rehabilitation funds, cyclic maintenance funds, line-item construction, IRA funding, Cultural Resource Preservation Program (CRPP) and regular maintenance cyclic funds. This work force is supplemented with the help of our Volunteers-in-Parks program, the Student Conservation Association, and the Greening Youth Foundation. Park staff is led by a Superintendent. The staff is organized into five operating divisions: Interpretation and Education Management; Cultural Resources Management; Visitor and Resource Protection; Facility Management; and Administration. This recurring staff will be supplemented and/or supported this year using special project funds, contracts, and/or the assistance or expertise of various and other organizations, as available.

Park managerial and administrative staff are located at the visitor center; facility maintenance staff is housed at a maintenance facility; the Visitor and Resource Protection and Interpretive divisions offices are housed within two (2) historic homes located within the Auburn Avenue Birth Home Block.

Park infrastructure includes: a Visitor Center with permanent and temporary exhibits about the life and legacy of Dr. Martin Luther King, Jr., which includes a 200-seat theater, atrium, and an information desk; historic Fire Station No. 6 which contains artifacts, exhibits, and multi-purpose space; Historic Ebenezer Baptist Church which contains an information desk, Fellowship Hall, and Heritage sanctuary in which interpretive programs are presented. The park also consists of 40 leased units contained inside 25 historic structures.

Over the course of the 5-year plan we have prioritized employee development, hiring critical positions, annual financial planning for each division and program area, restructure of the leasing program and revenue tracking practices, physical security planning, safety-health and wellness planning, historic preservation, and transportation study. In addition, we will accomplish these goals with new partnerships with community stakeholders, youth agreements, partnership outreach establishment, friends' group, and expansion of our VIP program. Achieving and/or exceeding performance targets in annual and long-term goals is

sometimes dependent on the availability of special project funds and assistance from Regional Support Offices and other National Park Service support organizations, as well as partners and cooperating organizations.

KEY EXTERNAL FACTORS

While park management and staff can plan, manage, and largely control much of what occurs within the park, it can only influence other dynamics, particularly those that occur outside of park boundaries. Some issues, such as natural events, are beyond management's complete control. In developing Martin Luther King, Jr. National Historical Park's Strategic Plan, and 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.

Factors That May Impact Implementation and Accomplishment of Goals

- Amount of available repair and rehabilitation funds will impact the number of historic properties to be restored.
- Planned new exhibits and programs are designed to improve understanding and appreciation.
- Increasing the Cultural Resources Management staff will ensure better preservation and conservation of park resources.
- Outreach and partnering efforts are needed to yield an increase in donations and grants.
- Funding to fill vacant program manager positions and any new positions identified in the updated organization chart will impact our ability to meet supervisory goals.
- The status of contracts and agreements will impact the accomplishment of visitor safety goals.