
Yorktown Colonial National Historical Park



Long Range Interpretive Plan Update September 2008

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Part 1

The Foundation



Introduction

The Long Range Interpretive Plan

A Long Range Interpretive Plan (LRIP) provides a 5-10 year vision for a park's interpretive program.

A facilitator, skilled in interpretive planning, works with park staff, partners, and outside consultants to prepare a plan that is consistent with other current planning documents.

Part 1 of the LRIP establishes a foundation on which proposed personal services and interpretive media can be built. It identifies themes, audiences, desired audience experiences, and issues that interpretation should be designed to address. It offers a brief history of planning relevant to interpretation and a summary of existing interpretive media.

Part 2 recommends a mix of services and facilities that will achieve the interpretive goals and mission described in Part 1. It includes an action plan that assigns responsibilities and offers a schedule for progress.

When appropriate, Appendices provide more detailed discussions of specific topics.

The completed LRIP forms a critical part of the more inclusive Comprehensive Interpretive Plan (CIP).

The Planning Process

The process used to produce an LRIP proceeds step-by-step with a series of workshops that build on the results of previous discussions.

The first workshop focuses on Part 1: The Foundation—basic ideas that provide a firm footing for park management. Discussions blend the past with the present, focusing on the immediate challenge of designing a compelling interpretive program that reflects current issues and audiences.

The second workshop selects the best interpretive tools and techniques—everything from publications, exhibits, and ranger-led programs to media

releases and interpretive sales items—to complete The Foundation, recommending specific actions linked to focused goals.

A final workshop decides who will take the lead in accomplishing each action item and when it will become a priority for action.

2008 Update

This LRIP was originally written in 1999. Portions of Part 1, the section on themes in particular, remain current and have been retained from those earlier discussions.

Two sections, however, are new, created after a March 8, 2008, workshop at the park (see participant list toward the end of the plan for workshop attendees). Park staff felt that these two sections—Audience Experiences and Issues—merited the most attention. And while recommendations from other sections will be retained, most of the actions contained in this update will focus on addressing current issues and providing specific types of audience experiences.

Yorktown Background

History

Yorktown is most significant as the site of the last major battle of the Revolutionary War, where General George Washington's victory over British general Lord Charles Cornwallis helped secure independence for the United States of America.

After six years of war, fighting had reached a stalemate. The British held New York City and had recently engaged in significant fighting trying to reclaim the South. After capturing the port of Charleston, SC, in May 1780, the British used it as a supply base from which they hoped to secure the Carolinas. Lord Charles Cornwallis, commander of the British army in South Carolina, destroyed an American army at Camden, SC, but in his subsequent pursuit of another American army commanded by General Nathanael Greene was bested by the Americans at Cowpens and Kings Mountain. At Guilford Courthouse, Cornwallis' army was so heavily damaged that he moved his army to Wilmington, NC. There, Cornwallis decided that conquest of Virginia held the key to eventually recovering the Carolinas. In the spring of 1781, he brought his forces to Virginia. There he met resistance from a small American force commanded by the Marquis de Lafayette.

After three months of limited results, Lord Cornwallis relocated his army to Yorktown in August 1781 and established a naval port in Virginia. Yorktown, founded in 1691 as a tobacco port on the York River near the Chesapeake Bay, offered dock and wharf facilities that could be utilized by a British fleet. Additionally, the narrowness of the York River at the town, only approximately a half-mile across, offered Cornwallis defensive advantages when he occupied and fortified both sides of the river. Unfortunately for Cornwallis, these defenses could not withstand the forces that General Washington and Rochambeau brought against him.

As Cornwallis fortified Yorktown, General Washington, in New York, received word that a French battle fleet under Comte de Grasse was headed to the Chesapeake Bay. Seeing an opportunity to entrap Cornwallis by land and sea, General Washington mobilized some of his troops from New York, joined with the French army under Comte de Rochambeau based in Rhode Island, and

marched to Virginia. There his forces joined the American troops under the Marquis de Lafayette and French troops brought by de Grasse's fleet. As Washington's army advanced toward Virginia, the French fleet, on September 5, 1781, engaged a British fleet under Admiral Graves off the Capes of Virginia. Though the naval engagement was a draw, Graves ultimately decided to return to New York, allowing the French fleet to set-up a naval blockade, trapping Cornwallis.

On September 14, 1781, General Washington arrived at Williamsburg, 12 miles from Yorktown. Two weeks later, his allied American and French forces, numbering over 17,000, made the final march to the outskirts of Yorktown. Setting up camps and making preparations to besiege Cornwallis, on the night of October 6, the allied first siege line was constructed approximately 1,000 yards from Cornwallis' inner defense line. Three days later the allied bombardment started with siege artillery battering Cornwallis' defenses. On October 11, the allies began their second siege line approximately 600 yards closer to Cornwallis. Standing in the way of completing this line were two advanced British positions, earthen forts known as redoubts 9 and 10. On the night of October 14, 400 Americans led by Colonel Alexander Hamilton assaulted in hand-to-hand combat Redoubt 10, while 400 French commanded by Colonel William Deux-Ponts attacked Redoubt 9. Within 30 minutes both redoubts were taken and the allies were able to complete their second siege line. This line brought siege artillery to within point blank range of the enemy.

With the bombardment intensifying, Cornwallis, on the night of October 16, made an attempt to move his forces across the York River. A sudden storm thwarted this escape and by the morning of October 17 Cornwallis found his situation desperate. His defenses and artillery heavily damaged, many of his troops sick, his supplies dwindling, and hope of the British navy arriving with relief forces gone, Cornwallis reached the decision to request a cease fire and seek surrender terms. On October 18, surrender negotiations were held at the Moore House and the formal surrender of Cornwallis' 8,300 troops, representing one-third of the British forces in North America, took place on October 19, 1781.

When news of the surrender reached Great Britain, Prime Minister Lord North is said to have exclaimed, "Oh God! It is all over!" Shortly thereafter North resigned and peace negotiations to officially end the war were begun. On September 3, 1783, the Treaty of Paris was signed, with Great Britain formally recognizing the independence of the United States. Yorktown symbolized, for many, the winning of independence for the United States.

For Yorktown, which had peaked as a tobacco port in the 1750s, the siege had damaged or destroyed about 80% of the community. The town never reclaimed the prominence it had known in the colonial period though it still remained a county seat.

Two subsequent events cemented the town's decline, a fire in 1814, which destroyed much of the waterfront, and the Civil War, which brought siege operations against the town a second time in 1862. In the 1862 siege, Confederate forces under General John Bankhead Magruder had re fortified some of the remains of Cornwallis' inner defensive line and built additional defenses; the Union's Army of the Potomac under General George B. McClellan prepared opposing siegeworks. As McClellan's forces finished their siege lines and gun emplacements, General Joseph E. Johnston, who now commanded the Confederate forces, decided to withdraw from Yorktown rather than face the Union siege guns. Yorktown now became federal territory and for the next three years functioned as a Union garrison named by the military, Fort Yorktown.

After the Civil War, Yorktown slipped from public view until the approach of the 100th anniversary of General Washington's victory. Recognizing the national significance of the event, the United States Congress authorized the Yorktown Centennial Commission which planned a four-day commemorative event featuring participants from around the country and included army, navy, presidential, and French involvement. As part of the anniversary events, the cornerstone for the Victory Monument was laid and the monument was completed three years later. The monument had originally been authorized by the Continental Congress on October 29, 1781, to commemorate the victory and the French Alliance that had made the victory possible.

In 1930, Congress again acknowledged the national significance of Yorktown with the establishment of Colonial National Monument (later designated a national historical park). The monument included the Yorktown battlefield, Jamestown, and a parkway connecting the two sites. The new park was immediately immersed in preparations for another national celebration of General Washington's victory--the 150th anniversary on October 19, 1931. Ambitious multi-day activities were planned and presented by a national committee, the Yorktown Sesquicentennial Association which had President Herbert Hoover as honorary president and all the state governors as honorary vice presidents.

Another major, national celebration occurred in 1981 for the 200th anniversary of Washington's victory. The event was preceded by major park development including renovations and additions to the visitor centers at both Jamestown and Yorktown, development of new exhibits, waysides, and a pavilion at Surrender Field, acquisition and restoration of the historic Nelson House and surrounding property, and historic resource studies on the siege. Heads of state, including President Ronald Reagan, foreign dignitaries, the military, thousands of reenactors, and a host of others participated in the multi-day celebration.

To the present day, annual activities planned by patriotic organizations comprising the Yorktown Day Association continue to commemorate the anniversary of General Washington's victory. The National Park Service continues to preserve, protect, and interpret the 1781 siege of Yorktown, where General George Washington and his allied army successfully fought the closing battle of the Revolutionary War.

Legislation

Park-related legislation and previous planning efforts provide insight into how interpretation has been approached in the past.

The Monument

Just 10 days after the surrender at Yorktown, the Continental Congress authorized construction of a monument commemorating the victory. Although it took 99 years, the U.S. Congress finally appropriated the necessary funds in 1880, just in time for a groundbreaking ceremony during Yorktown's centennial in 1881.

The Park

In 1930, Congress acted again when it passed legislation creating Colonial National Monument (later re-designated Colonial National Historical Park). This legislation and subsequent planning focused on the positive benefits of linking Jamestown and Yorktown with Colonial Williamsburg to form an "historic triangle." In this scenario, nearly two centuries of colonial history reached a climax at Yorktown, the "culminating victory of the Revolution."

The boundaries of the Yorktown unit of the park gradually expanded from primarily battlefield sites to other properties in the town itself. Congressional testimony in 1967 indicates an interest in “integrating” the town into the Yorktown experience.

Planning Documents

The general character of the park today can be traced to what happened in the 1950s and 1970s. To prepare for the bicentennial of the American Revolution, the park received considerable attention. An Interpretive Prospectus (IP), approved in 1970, identified three themes that focused on: the siege as the final battle of the American Revolution; the events of the siege itself; and the significance of the Revolution and the victory at Yorktown in their own time and ours. Based on these themes, the IP proposed ambitious facility development and interpretive programming.

More recent planning documents offer only minor clarifications of earlier visions for the park. The 1986 Statement for Management states that interpretation at Yorktown will “foster public understanding of the park’s primary theme, the Battle of Yorktown and the surrender, as the final chapter in the American Revolution, and, in particular, to interpret the military strategies of the American and French forces on the one side and the British on the other.” Colonial Yorktown will be treated as a secondary theme.

The General Management Plan (GMP) approved in 1993, focuses interpretation on the siege but recognizes that “strategic points in the town” are very much a part of that story. It suggests that the colonial commerce and colonial life in Yorktown are secondary themes.

The annual Statements for Interpretation prepared by park staff remind planners to remember two important, albeit, secondary stories: Yorktown’s role as “the first historical area activated within the National Park Service,” and the “extensive Civil War earthworks from the Siege of Yorktown [and] the Battle of Williamsburg.”

A Trail Plan approved in 1995, describes a comprehensive trail system for a variety of user groups (hikers, joggers, bikers, etc.). Integration of interpretive media, however, is left to future discussions.

In 2000, the park developed a wayside exhibit plan, and in 2004 Harpers Ferry Center conducted a design charette for the Visitor Center.

“Poor Potter”

Recognizing the importance of the “Poor Potter” archeological and pottery factory site, a separate IP was prepared and approved in 1982. Proposed development was intended to both protect the factory foundations and provide basic information—the origin of the poor potter name; what happened on site; and the significance of the pottery to colonial and mercantile history. A new structure has been placed over the ruins with interpretive waysides on the outside and inside the structure. Volunteers open the site to the public on a limited basis.

The Park in 2008

Interpretive Venues and Programs

Visitor Center Exhibits & Audio Visual Program

The Visitor Center is open daily (except Thanksgiving, Christmas, and New Years Day). It includes an orientation map with fiber optics, dioramas, a ship replica, ship's artifacts, military equipment, artifacts linked to the surrender, a children's exhibit, parts of Washington's tents, and a 16-minute film that presents an overview of the Yorktown campaign.

In addition, the Visitor Center contains an auditorium, a multi-purpose room, cooperating association sales outlet, park library, and offices. Temporary exhibits highlight specific aspects of the Yorktown story.

In the past eight years, new exhibits focused on African Americans associated with the Yorktown Battlefield, the sinking of the British ships, the Washington-Rochambeau march to Yorktown, the Moore House, and Washington's tents have been added using donations and special funding. The Washington's Tents exhibit, funded by Save America's Treasures, fee revenue, and donations, included the conservation of the tents and construction of a new exhibit case with interpretive panels. It was completed in 2006. In 2004, the park film was digitized and open-captioned for the hearing impaired.

The Town

The restored Nelson House for many years was used as a backdrop for theatrical vignettes in the summer season. It also contains exhibits that interpret the house, family, and 18th-century life. The house is open year-round as staffing permits.

Several houses, buildings, and sites enhance the historic scene including the Dudley Digges complex, Smith, Cole Digges House, Ballard, and Somerwell houses, Archer and Burcher cottages, Swan Tavern complex, Medical Shop, Great Valley, and Tobacco Road.

The Poor Potter site preserves the remains of a significant pottery kiln and provides an interpretive link to Yorktown's economic history. The site is open spring through fall, as staffing permits.

The town's waterfront offers an opportunity to interpret the history of the town as a port.

Tour Roads, Wayside Exhibits, Earthworks

There are two auto tours, one of the battlefield siege lines and surrender field and one of the allied encampments. Sites interpreted along the tour routes include Redoubts 9 & 10, Moore House, Surrender Field, Grand French Battery, Second Siege Line, British Defenses, Yorktown National Cemetery, Washington's Headquarters, French Cemetery, French Artillery Park, Pigeon Hill Redoubt, and Untouched Redoubt.

A CD that follows the battlefield auto tour route is available from the cooperating association.

There are cast aluminum signs positioned along these tours. Beginning in 1976, newer fiberglass embedded waysides, including several that replaced original Sidney King oil paintings, have been integrated into the original wayside plan. Harpers Ferry Center completed a Wayside Plan in 2000 and, beginning in 2002, the park installed 52 new embedded fiberglass waysides or replaced older cast aluminum waysides throughout the battlefield and town. These exhibits were based upon NPS standards that focus on the resource, participants, and current research. The park used fee revenue and donations to replace waysides over a five-year period. Additional funding is needed to complete the Wayside Plan recommendations.

Using funds by a donation from the Society of the Cincinnati in Virginia, the park completely revised the Surrender Field exhibit in 2005 with new artwork and waysides.

A mix of original, modified, and reconstructed Revolutionary and Civil War earthworks and original and replica Revolutionary War artillery dot the Yorktown landscape.

The Moore House was the site of surrender negotiations. While the house has been restored and refurbished, fences and dependencies are reconstructions. The house is open as staffing permits throughout the year.

Monuments

The 1881 Yorktown Victory Monument commemorates both the victory and the French Alliance.

The Comte de Grasse Statue and a granite marker, located at Cape Henry in Virginia Beach, commemorate the Battle of the Capes.

The Yorktown National Cemetery contains graves from primarily Union forces with fewer than a dozen Confederates.

The French Memorial commemorates French dead.

The French Cross marks the traditional burying ground of French soldiers who died in the 1781 siege.

Publications

The park has a “unigrd” for Yorktown which includes a self-guided map of the tour routes and the town, and site bulletins for the Moore House, Poor Potter site, the Nelson House, the Civil War, the Virginia Campaign, Lamb’s Artillery, Scots in the American Revolution, and American Indians in the American Revolution.

The bookstore, operated by Eastern National, displays a wide range of published materials related to park themes. In 2005, the Historic Resource Study for the Yorktown Battlefield, prepared by Jerome Greene during the Bicentennial, was edited and published as *The Guns of Independence*. It is the most accurate publication on the siege. Several other new items, developed during the 225th anniversary of the American Revolution, were added to the sales inventory.

Audio Stations

In 2005, the park updated the audio station at Surrender Field with new equipment and a revised audio program.

Guided Programs

Over the years, the park has offered a wide variety of personal service programs including: walking tours of the battlefield and town; non-firing artillery demonstrations; Young Soldiers program; historic house tours; and terrain walks.

Educational Programs

The park has two formal educational programs: Fortunes of War and Colonial Family. Demand has varied. In 1993, the Fortunes of War program was revised and updated. The park has developed and currently loans “traveling trunks,” filled with educational materials, to schools that submit requests.

In 2001, the park conducted an Education Needs Assessment with participation of several partners (APVA, Jamestown-Yorktown Foundation and the Colonial Williamsburg Foundation). The assessment recommended creation of an education program coordinator position and the establishment of a Teachers Advisory Board. Funding for the education program coordinator position was initially received in an operations base increase in 2003. The funding was used for other park staffing needs associated with the 400th anniversary of Jamestown and was eventually removed by Region in 2007.

In 2003, a Parks-As-Classrooms grant provided funding for a Teachers Advisory Board (TAB) to develop an evaluation tool for the education programs and to revise programs as necessary. TAB met its primary goals although some specific projects were not completed. The revisions to the Yorktown education program included: moving the Colonial Family program to the Nelson House, painting and improving the multi-purpose room and adding a screen to separate the education space from the break room area, and identifying the Standards of Learning for the education programs. A new program focusing on George Washington and Leadership was partially developed by park staff but was not completed by TAB as initially planned. Funding from the education program fee is used to purchase supplies and produce material used in the education program, including hands-on reproduction items.

Junior Ranger Program

The park also offers a Junior Ranger program with activity booklets available through the bookstore. The booklets were revised in 2002 for three different age groups and have been updated to incorporate changes in the Visitor Center exhibits. This program helps children, to the age of 12, learn more about the people, places, and events surrounding the siege.

Special Events

Numerous special events are conducted throughout the year including: Memorial Day Weekend (focuses on the Civil War); Lamb's Artillery (offered approximately six times each year, these events depict artillery used during the siege); Celebrate Yorktown Weekends (four-five community weekends designed to focus attention on Yorktown attractions); and Yorktown Victory Weekend.

The most significant event, Yorktown Day, October 19, celebrates the surrender with parades, patriotic ceremonies, and 18th-century demonstrations of military tactics.

Website

The park has an official NPS website with links to the cooperating association and related Revolutionary War sites.

Interpretive Partners

Currently, a variety of organizations and institutions also interpret complementary stories:

- Fifes and Drums of York Town - A youth organization which provides a minimum of 28 Colonial and American Revolutionary War performances yearly at Yorktown as part of an agreement with Colonial National Historical Park. They dedicated a new building in 2007 that was built on park property.
- Watermen's Museum - A museum that tells the story of the Chesapeake's wooden boats and watermen.
- Colonial Williamsburg - Restored town of Virginia which served as the colonial capital from 1699 to 1780; it also provides the link, historically

between Jamestown and Yorktown to create the historic triangle. There are many options for working with Colonial Williamsburg on projects, from historical research to development of visitor programs, to archeology.

- Grace Church - Originally built in 1697, the building is still used by an active Episcopal congregation and is available to visitors on a regular basis.
- York County - Yorktown serves as the county seat and consequently is the focus of many county activities. The county's information office serves somewhat as a tourist bureau, providing information on local events, sites, etc. Additionally, the county has developed a riverwalk along the Yorktown waterfront, including limited interpretive waysides, providing a walkway from the National Park Service Visitor Center to the Yorktown Victory Center.
- Celebrate Yorktown Association - This organization is made up of several community groups who provide visitors with several events throughout the year, including the holiday tour of historic and classic homes in the Yorktown area. The association also works to promote Yorktown with area visitors.
- Daughters of the American Revolution (Customs House) - The Comte de Grasse Chapter of the DAR is headquartered at the Customs House, which was built around 1720. The DAR opens the building on selected weekend days.
- Virginia War Museum (Civil War/Endview) - The Virginia War Museum interprets the Civil War earthworks in Newport News Park, which is adjacent to Yorktown and part of General George McClellan's 1862 Peninsula Campaign. Additionally, the museum operates Endview Plantation, which served as a stopping point for the Virginia militia on its way to besiege Yorktown in 1781.
- Gloucester County (Tyndall's Point) - Across the river from Yorktown are the partial remains of Civil War fortifications related to the 1862 Peninsula Campaign. The British also fortified the area in 1781, though no earthworks from that period exist today. In 2007, in cooperation with the park, Gloucester County developed a new trail with waysides to better interpret the Civil War works as well as the site's association with the 1781 events.

- Yorktown Victory Center (Jamestown-Yorktown Foundation) - The Victory Center interprets the story of the American Revolution utilizing museum exhibits, a recreated Continental Army camp, and an 18th-century tobacco farm. Because of the close thematic relationship with the Yorktown Victory Center, and its adjacent location to the park, opportunities exist for such joint projects as research and special events.
- Association for the Preservation of Virginia Antiquities - The APVA owns the Secretary Thomas Nelson house site in Yorktown. The house served as Lord Cornwallis' headquarters at the start of the 1781 siege.
- Yorktown Foundation - This non-profit foundation's mission is to raise money to help promote Yorktown and fund community projects that improve Yorktown's stature.
- York Historical Society - This local historical society focuses on the overall history of the area. It has a small museum in the old Courthouse building in Yorktown plus an agreement with the park to operate a small museum in the former Fifes and Drums building on Main Street.
- Yorktown Day Association - This organization is made up of 14 historical and patriotic groups who, along with Colonial National Historical Park, sponsor the Yorktown Day commemoration held on the anniversary of the British surrender, October 19th.
- Eastern National – One of the park's two cooperating associations, Eastern provides donations used to fund a variety of interpretive programs at Yorktown, including living history programs and the battlefield flag program.

Current Staffing, Volunteers, Budget

The current staffing reflects the loss of several staff members and volunteers since the 1999 LRIP was completed due to a shrinking budget.

- Chief Historian, GS-025-13 Division Chief of Historical Interpretation and Preservation Division (.333 of time associated with Yorktown)
- Division Secretary, GS-0301-06 (.333 FTE)

Program/Area of Operation:

- Supervisory Park Ranger, GS-025-11 (1 FTE)
- Park Ranger, GS-025-09 (3 FTE)
- Visitor Use Assistants, GS-0303-05 (2 positions, .4 FTE)*

Seasonal Staff:

- Park Ranger, GS-025-05, 1 part-time (.11 FTE)
- Park Guide, GS-026-04, 1 part-time (.11 FTE)
- Park Guide, GS-026-04, 1 full-time (.46 FTE)
- Centennial Park Guides, GS-026-04, 2 full-time (.90 FTE)
- Staff Support Assistant, GS-0301-05, 1 part-time (.5 FTE)*
- Visitor Use Assistant, GS-0303-05, 1 full-time (.2 FTE)*

*Note: In 2008, the Staff Support Assistant, GS-0301-05 permanent, full-time, was changed to a Seasonal (1039 hours), part-time (4 hours per day). A permanent Visitor Use Assistant, GS-0303-05, was changed to a one-year, temporary position. These staffing changes were made by the Superintendent and Deputy Superintendent due to budget concerns and pending CORE Operations in FY2009.

Volunteers/Interns:

In 2007, a decision to close the seasonal dormitory was made due to the cost of maintaining the structure. As a result, the SCA program ended. Only interns that do not require housing will be accepted. The closing of the dormitory resulted in the ending of a successful internship program with the University of Moscow in Russia that had provided year-long interns for the past 15 years. The loss of several long-term volunteers has impacted the ability of the park to keep the Moore House and Nelson House open to the public. A full-time Volunteer-In-the-Park Coordinator position will be filled, which should help in the recruitment of new volunteers.

- Poor Potter, 2 (.2 FTE)
- Nelson House, 3 (.5 FTE)
- Moore House, 2 (.3 FTE)
- Visitor Center, 5 (1 FTE)
- Special Events, 60 (.61 FTE)

Budget (FY08):

Operations	\$273,800
Visitor Use Assistants (Fee)	24,000
Administration	54,400
Total	\$352,200

Purpose & Significance

Purpose

A statement of purpose emerges from legislative language and existing planning documents. It states the reasons a park was established and identifies the specific resources included.

The purpose statement for Yorktown reflects the fact that Jamestown and the Colonial Parkway also are included in Colonial National Historical Park.

The park exists to . . .

preserve and interpret historic structures, landscapes, and artifacts associated with the American colonial period from 1607 to 1781, at Jamestown, Yorktown and related sites, and to provide for a scenic highway connecting those sites for the benefit and enjoyment of the people.

Significance

Significance statements explain why the park and its component resources are important to the nation and included in the National Park System. They provide broad historical and national context.

The park is considered nationally significant because . . .

- it preserves two sites of cardinal importance to the history of the United States (Jamestown and Yorktown).
- Jamestown was the first permanent English settlement in North America (1607), the site of the first representative assembly (1619), and the capital of Virginia throughout the 17th century.
- Yorktown was the site of the last major battle of the American Revolution (1781) where George Washington's successful siege against the British attained American independence.

- the 23-mile Colonial Parkway provides a physical link to our nation's past as a scenic corridor with views and vistas that connect Jamestown, Williamsburg, and Yorktown into an entity known as the "historic triangle."

Mission Statement

The park's mission statement combines the thoughts contained in the purpose and significance statements. Colonial National Historical Park exists...

to preserve the cultural, scenic, and natural resources of Jamestown, Yorktown and related areas, to interpret the colonial era from 1607 to 1781, and to maintain the Colonial Parkway and its surrounding resources for the benefit and enjoyment of the people.

Mission Goals

Elaborating on the mission statement, park staff also prepared nine mission goals. These mission goals represent the ideal conditions that the park wants to attain or maintain. They emerge from agency (National Park Service) goals and are appropriately expressed in terms of desired future conditions.

1. Significant cultural resources and cultural landscapes of Jamestown, Yorktown, the Colonial Parkway and related areas are protected, maintained, and restored as appropriate. The cultural resources are protected and managed based on adequate scholarly and scientific information.
2. The scenic landscapes and resources adjacent to the park that complement park values are preserved, to the extent of NPS influence.
3. Appropriate celebration, commemoration, and educational activities and events will be available to all Americans and people around the world during 2007 and the years leading up to 2007. By 2007, Jamestown's resources will be preserved, studied, and interpreted more effectively and accurately in accordance with plans in the 1993 General Management Plan and the Jamestown Master Plan being jointly prepared with the Association for the Preservation of Virginia Antiquities.
4. Park visitors and the general public learn, understand, and support the significance and purposes of the park.

5. The park's natural resources are protected and managed based on adequate scholarly and scientific information and in a manner consistent with applicable policies and regulations, while supporting cultural resource objectives.
6. Yorktown is a vital community with a balanced mix of public and private uses that reflect Yorktown's historical size, scale, traditions, and spirit, while supporting the park's preservation and educational goals.
7. Recreational opportunities are available consistent with the purposes and significance of the park.
8. Colonial NHP is a responsible, efficient, and accountable organization, with all systems integrated to enhance productivity. Employees are competent, trained, motivated, outcome oriented, and representative of the national workforce.
9. Park facilities and services assure a safe, accessible, and sustainable environment for visitors and employees.

Primary Themes

All parks have a variety of stories to tell. Primary themes, however, are closely linked to a park's national significance. They merge the park's tangible and intangible resources into statements that express meaning and relevance to contemporary audiences.

Bottom line, when interpretation focuses on these primary themes, audiences better understand why the park is a national treasure included in the National Park System.

Parkwide themes illustrate how Jamestown, Yorktown, Colonial Parkway, and Williamsburg can be interpretively linked.

Interpretive programming should attempt to communicate primary themes to all visitors to Yorktown. If resources remain, they can be earmarked for programs that focus on secondary themes that might, for example, be communicated to certain groups of visitors or at certain times of year.

Parkwide Themes

- 1. The history and resources of Jamestown, Green Spring, Williamsburg, and Yorktown represent the military, political, social, economic, and diplomatic forces that changed English, other Europeans, Native Americans, and Africans, in the 13 colonies, into citizens of an independent United States.*
- 2. The resources of Jamestown, Williamsburg, and Yorktown were the subject of some of the earliest national preservation efforts.*

Primary Themes for Yorktown

- 1. General George Washington's victory at the siege of Yorktown, the last major military campaign of the American Revolution, secured independence for the United States of America.*

Sub-themes:

- A. The siege and the military tactics employed at Yorktown illustrate standard European practices of the day.*

B. The participants in the siege represent the diversity of both combatants and civilians.

C. The actions of Washington, Rochambeau, and Cornwallis, commanders at Yorktown, directly impacted the outcome of the siege. Washington's life after the siege illustrates the effect that war can have on a personal career.

D. French naval support was crucial to the allied victory at Yorktown.

2. The Yorktown campaign reflects the fact that the American Revolution was part of a global conflict.

Sub-themes:

A. Many of the countries, including France, Great Britain, and German principalities in the global conflict were represented at Yorktown.

B. The Franco-American Alliance of 1778 had its greatest impact at Yorktown.

Secondary Theme for Yorktown

1. Yorktown and its geographic resources have long been recognized as having military importance.

Sub-theme

A. Yorktown was instrumental in Peninsula operations during the Civil War.

Untold Stories

Yorktown can be viewed from a variety of perspectives. As with every historic event, it is important to acknowledge the accounts of as many witnesses and participants as possible. It can be difficult to present all points of view and some remain "untold." At Yorktown, interpretation can help remedy imbalance by addressing . . .

- African-American soldiers, free and enslaved civilians.
- Town residents—wealthy and poor, black and white, patriot and loyalist, men, women, and children.

- Each of the nationalities represented in the armies—French, Caribbeans, Canadians, Germans, English, Scots, Welsh, and Irish.
- Natural resources, i.e., York River, Chesapeake Bay, and landforms and their association with historic events of Yorktown.

Audiences

In order to design the most effective interpretive programming and select the best interpretive techniques, it is critical to identify intended audiences, both existing audiences who actively use site interpretive programs AND potential audiences that well-planned interpretation might encourage.

The term audience is used purposefully in this document. In the 21st century all parks communicate with both on-site visitors as well as others who have not or cannot “visit” a park’s sites. Increasingly, for example, the Internet is a source of both information and interpretation. While many who use their computer as a gateway to a site or region will eventually visit, that is not universally true. In addition, for reasons of time and budget, outreach and school programs might be conducted off-site. News and magazine articles as well as television and radio programs reach millions who fall outside the technical definition of “visitor.” In addition, any park associated with a heritage area has a significant number of neighbors who live within the region and should be the recipients of interpretive information and programming.

Snapshot of Existing Audiences

“Individuals understand places differently depending on how they have experienced them, and this experience in turn is shaped by their social characteristics such as age, gender, race, class, and physical condition.”

David Glassberg in *Sense of History: The Place of the Past in American Life*

Interpretive programming should make every attempt to appeal to and retain the interest of those audiences who currently enjoy the park.

The most recent scientific analysis of park visitors, conducted in the summer and fall of 1987, found that:

- Most visitors (79% in the summer and 90% in the fall) came in small groups of 2-4 people.
- While 19% of summer visitors were over 51 years old, 52% of autumn visitors fell into the same age bracket.

- 28% were under age 15 during the summer; only 10% in the fall.
- Around 2/3rds of all visitors were visiting the park for the first time.
- Virginia, Pennsylvania, and Maryland sent the most U.S. visitors to the park.
- 3% of the summer's visitors and 6% of the autumn's were from outside the U. S., primarily Europe and Canada.

Targeted Audiences

This section of the LRIP recognizes that interpretive techniques and audiences are inter-related—some interpretive tools are better adapted to, or appeal to, particular audiences. The park also recognizes that interpretation not only can retain current levels of visitation but also encourage new audiences. So, although all audiences are welcome and invited to participate in the park's interpretive programs, those who participated in preparing the 1999 LRIP felt that certain audiences should receive specific attention during the life of this LRIP, and that planning should develop interpretive media with direct appeal to the following groups.

Interpretive programming will target the following groups:

- Additional school groups across all grade levels, not just elementary groups.
- Life-long learners.
- African Americans.
- Families, particularly women and children who may not be enticed by traditional techniques of interpreting military strategy and warfare.
- Visitors who are outside the traditional profile of national park visitors, i.e., middle- and upper-class, well educated, white.
- “Local” audiences including recreational users.
- Visitors who come to Colonial Williamsburg.

- Visitors to other Revolutionary War parks.
- “Non-visitors,” i.e., those who search for information on the Internet, those who read about the park in news media and magazines, etc.
- International visitors.
- Professional groups.

Accessibility and Audiences

The NPS is committed to developing a comprehensive strategy to provide people with disabilities equal access to all programs, activities, services, and facilities. As part of that effort, Harpers Ferry Center developed “Programmatic Accessibility Guidelines for National Park Service Interpretive Media” and made them and other resources available via their website (www.nps.gov/hfc/accessibility/index.htm).

As Yorktown staff revise or rehabilitate existing interpretive programming or develop new media, they should consult these guidelines.

Audience Experiences

While primary themes focus on what audiences will learn as a result of interpretive programs and media, audience experiences explore what audiences will do. What types of activities will reinforce site significance? How might the design of interpretive programs and media invite audience involvement and, as a result, reinforce certain key elements of the park's stories?

John Falk and Lynn Dierking, in *The Museum Experience*, argue that visitors are strongly influenced by the physical aspects of museums, including architecture, ambience, smell, sound, and the “feel” of the place.

Workshop Discussions (2008)

- As is the case at all units in the National Park System, the staff at Yorktown are committed to providing clean and well-maintained interpretive facilities as well as accurate and high quality interpretive programs.

In addition, participants at the March 8, 2008, workshop suggested that the park provide additional opportunities for audiences to . . .

- plan a visit based on clearly-presented options.
- use their senses, to walk, look, process information, and continue to learn on their own.
- gain an overview of the siege lines and town, see the spatial and geographical relationships of Yorktown features (river, town, bluff, earthworks, etc.), grasp distances and associated time for travel.
- engage in hands-on/minds-on activities that will involve kids, families, groups, etc. in the park's stories, and offer some sort of reward or sense of accomplishment.
- imagine, to see through another's eyes, to understand the story from different perspectives, commercial, religious, political, etc., to have a sense of being there. This might include simulating experiences of another time period,

“envisioning” the surrender and feeling emotions, sensing the risks involved in revolution and warfare, of possible impacts, of motivations, of loss and gain.

“In designing public programs to elicit the memories attached to local places, we must ensure that the multiple voices of the community be represented.”

David Glassberg in *Sense of History: The Place of the Past in American Life*

- connect personally with the places and peoples of the past, develop a sense of what the past means and how it is relevant, to forge intellectual and emotional connections.
- place events into context, to understand chronology, to construct a mental timeline.
- see and understand the use and significance of artifacts in the park’s collection.

Priorities

By combining similar experiences, workshop participants recommended that, over the next five years, the park focus on audience experiences that . . .

- personalize and humanize Yorktown. That means inviting audiences to look at the park’s stories from multiple points of view and helping them discover relevance in the people and places of the past.
- are engaging, hands-on/minds-on, and use all the senses.
- provide an overview of Yorktown’s physical resources—river, port, town, siege lines, encampments, earthworks, etc.—and the relationships among them.
- place Yorktown into historical context and explore the layers of history represented by park resources.

- help all audiences plan their visit via clearly-presented options and explanations of what the NPS and individual partners offer.

Issues

In order to develop the most effective interpretive programs and media, park staff must address the realities of the real world, including issues that are closely linked to providing desired audience experiences.

In addition to communicating information, establishing historical context, and presenting the park's stories via memorable themes, interpretation also must address issues crucial to the management of the park and help achieve management goals.

Park Management Issues

Interpretation often is affected by management decisions. But well-planned interpretive programming also can help grapple with many of the real life dilemmas that park managers inevitably face.

The GMP

The park's 1993 General Management Plan (GMP) alludes to several concerns:

1. Coordination of activity with other organizations and agencies in the area.
2. Traffic along the Colonial Parkway and on roads that bisect the Yorktown battlefield.
3. The appearance of the cultural landscape and preservation of earthworks.
4. Interpretation of all participants in historical events.
5. The potentially competing needs of recreational users.

Issues Identified by Workshop Participants (2008)

Additionally, participants at a March 8, 2008, workshop identified a variety of current issues that interpretation might help address including the need to:

- plan for the 150th anniversary of the Civil War.

- strengthen connections to:

The Washington/Rochambeau Route
 The Captain John Smith Chesapeake National Historic Trail
 Gloucester, VA
 The Chesapeake Bay Network
 Recent development on Yorktown's riverfront
 Children & Nature Network

- expand audiences to include those not currently well connected to the Yorktown story, in particular to African Americans and American Indians provide additional interpretation of:

Watermen
 British occupation of Yorktown
 Impact of the siege on the town
 French participation in the siege
 Historic preservation and architecture
 Geology, geography, changing landscapes
 Grace Church
 Shiloh Baptist Church
 Slavery in Yorktown

- balance “core” stories associated with the Revolution and other layers of history represented by Yorktown resources.
- address competing and inappropriate recreational use of park resources, particularly use that results in earthwork damage.
- discuss use of underutilized and under-interpreted historic structures, specifically Nelson House.
- discuss additional use of technology for interpretation.
- consider the impact of changing visitation patterns, particularly as influenced by the economy and locally by development along Yorktown's riverfront.

- balance the interests of “tourists” and residents including the need to craft stories that appeal to both and that take into account different levels of knowledge about Yorktown.
- balance the benefits/costs of heightened emphasis on user fee collection.
- ensure compliance with the Americans with Disabilities Act.

Priority Issues

After reviewing this list of issues, workshop participants found several commonalities and suggested that, over the next five years, the park develop interpretive programs and media to . . .

- address more of the park’s “untold” stories (African Americans, American Indians, civilians, Civil War, slavery, churches, etc.) and work with partners, including York County, on interpreting some of these stories along the waterfront.
- make connections with organizations/programs and plan joint celebrations and interpretive events.
- help to preserve the park’s earthworks and identify interpretive uses for several historic structures.
- connect park stories and audiences with nature, the out-of-doors, and recreation.

Service-wide Initiatives

In addition to local issues, the National Park Service has announced several service-wide initiatives that individual parks should monitor.

- The Future of America’s National Parks: Summary of Park Centennial Strategies (see Appendix 1 for a list of goals)
- Interpretation and Education Program Business Plan

“Interpretation and education are fundamental National Park Service activities designed specifically to help people understand and identify with the intangible meanings inherent in the National Park System.”

“Interpretation and Education Renaissance Action Plan”

- Interpretation and Education Renaissance Action Plan (see Appendix 2 for a summary of the plan's focus)
- Interpretation and Education Renaissance Action Plan (see Appendix 2 for a summary of the plan's focus)

In each case, these initiatives contain goals that often mesh with local objectives. As calls for servicewide projects are announced, this LRIP provides fertile ground for initiative ideas.

Part 2

Taking Action



Introduction

Part 2 of the LRIP describes the actions that park staff will take, over the next five years, to build on the foundation described in Part 1.

This plan is intended to be a dynamic document that responds to changing conditions. Assuming that staff revisit the plan's contents on a regular basis, they can make adjustments, take advantage of opportunities that surface, remove accomplished tasks, and move new projects up in priority.

Implementation charts near the end of this document list each action included in the narrative, indicate who will be responsible for making sure the item moves forward, and show, by fiscal year or years, when progress is expected.

Projects Carried Forward from 1999 Plan

Since preparation of the initial LRIP in 1999, park staff have made considerable progress in several areas. Other projects, included in the 1999 plan, remain current and should be addressed in this cycle of planning and implementation, specifically:

- Interpretive plans for the Moore and Nelson houses.
- Implementation of additional elements of the 1781 siege wayside plan.
- Development of a strategy to comprehensively revamp exhibits in the Visitor Center.
- A program to repair, stabilize, and interpret the earthworks.

Current Areas of Focus

In addition, the time appears right to focus on three areas—educational programs, audience experiences, and current issues. Most of the recommendations for new programs and projects will fall into these three, targeted areas.

Education

The park has a long history of educational programming and, with encouragement contained in a variety of current servicewide planning documents (including the Centennial Initiative), intends to refocus programming to meet 21st-century conditions. Specifically, staff will:

- Revise the section of the park’s website that provides information to teachers and educators.
- Create a “teachers institute” designed to give educators the tools needed to integrate the park into their curriculum.
- Strengthen coordination with other teacher institutes that already exist in the area.
- Continue to use the Teachers Advisory Board to provide input into educational programming developed by the park.
- Develop an additional traveling trunk that complements the park’s Colonial Family ed. program.
- Consider using Neck ‘o Land for summer camps.
- Develop a web-based Junior Ranger program.

Audience Experience Recommendations

Participants at the March 8, 2008, workshop suggested several ways to enhance recommended audience experiences. In July, park staff discussed and expanded on the March ideas.

Personalize and humanize Yorktown

Personal services are an obvious interpretive technique for bringing Yorktown’s stories to life. As many years experience illustrates, sustaining the trained staff required to provide high quality programming can be difficult and costly. Keeping the challenges of sustainability in mind, workshop participants and staff proposed the following:

- Planning for the Nelson and Moore houses consider ways to humanize those historic structures.
- Plan special weekends, using qualified, experienced volunteers, reenactors, or actors to “people” the park, particularly the town, and add the perspectives of a wider range of historical participants (British soldiers, women, and African Americans, for example).
- Develop self-guiding tours that focus on people, actual historical characters—residents, merchants, soldiers, etc.—that on-site visitors can follow through town and around the siege lines
- As plans emerge for different exhibits in the Visitor Center, planners need to remember to introduce people into the stories and then to connect the people to actual places throughout the park.
- The script for the park’s CD tour needs to be updated. In the process, staff will retain elements (quotes, for example) that personalize the tour and look for additional ways to humanize the story.
- Ensure that all personal services tours include stories of people.
- Consider ways to use technology to enhance park tours with human interest elements.
- Develop a sales item specifically related to the Poor Potter.

Engage audiences

- Use living history to engage the senses, see above.
- Place more objects on display, create additional temporary exhibits, and rotate objects in public view. Ensure that this is a goal in planning future Visitor Center exhibits.
- Add audio to enliven and personalize the Washington tent exhibit, and try to address the problem of glare (lighting) in the current exhibit.
- Plan additional hands-on/minds-on programming for kids and families.

Provide an overview of the park's landscapes

- Explore ways, including new technologies, to help visitors understand spatial relationships, distances, where one landscape feature was located in relation to others, etc.
- Develop a graphic for an outside Visitor Center wall that helps visitors with orientation and provides a bird's eye view of the river, town, siege lines, and encampments.

Place Yorktown into historical context

- Include a timeline in plans for new Visitor Center exhibits.

Help all audiences plan

- Create a five-minute orientation “preamble” to the park’s film that will introduce viewers to all that Yorktown offers.
- Review signs along the tour route and adjust for clarity.
- Develop advice on what to see for those visitors who have limited time, and develop an efficient way to distribute this information, including adding to the park’s website.

Issues Recommendations

At the March 8, 2008, workshop, participants developed a preliminary list of interpretive solutions to current issues. This preliminary list formed the basis of additional discussions, on July 31, by park staff.

Untold Stories

The March workshop included a lively discussion focused on the use the Lodge on the grounds of the National Cemetery as a visitor or interpretive center focused on the Civil War and Civil War-era interpretive stories, including Slabtown and African American history associated with Yorktown.

It soon became clear, however, that the Lodge could not be converted to the proposed use. The rehabilitation required to provide access per ADA guidelines would have been extensive, no funding was obviously available for the conversion, and there was not enough time to plan and complete the rehab and new interpretive installations before the 150th anniversary of the Civil War.

Instead, park staff attending the July workshop developed the following alternatives:

- Develop a mini-interpretive plan focused on interpreting both the African American and Civil War stories associated with Yorktown.

The Lodge/Cemetery area remains a logical place to highlight these stories, perhaps via a trail with a brochure and very limited waysides. Shiloh Church will become a valuable partner in any plans for this area including gathering additional information about the church and the local African American community and videotaping oral histories.

- In addition, interpretation of the town and waterfront will be enhanced, specifically via use of the grounds of Archer Cottage and its historic connection to Civil War activities, and via new wayside or museum exhibits (developed in partnership with York County) focused on slavery, African American history, Yorktown as a port, civilian history, and British occupation.
- Encourage partners to offer special topic tours, particularly related to under-interpreted stories.
- Encourage partners to create brochures, with maps, on special topics.
- Support or fund research that provides the background information needed to create these special tours and brochures (see Research section).
- Sponsor (NPS and partners) seminars on special topics. These seminars would help gather information and generate interest in special topics.
- Sponsor (NPS and partners) special events that focus on special topics.
- Create temporary exhibits for the Yorktown Visitor Center that introduce under-interpreted stories and encourage visitors to learn more about them.

- As part of the planning for new Visitor Center exhibits, create a feature that suggests the layers of history present at Yorktown.
- Gather background information on what is known about how Yorktown changed, and then support the creation of new artwork that shows Yorktown at different times.
- Integrate media that is developed to tell under-interpreted stories into the park's website.

Make Connections & Develop Partnerships

- Set up a working group of partners to discuss ways to coordinate interpretive efforts.
- Generally increase awareness of NPS activities by regularly communicating with interpretive partners.
- Increase outreach opportunities, invite partners to participate in park planning and park events.
- Discuss opportunities with partners for more interpretation along Yorktown's Riverwalk.
- Renew efforts to engage York and Gloucester county schools, and provide additional traveling trunks that can be loaned to schools.

Commemorate the 150th Anniversary of the Civil War

- Stay involved in NPS efforts to commemorate the 150th anniversary of the Civil War, reach out to Newport News and Colonial Williamsburg to discover mutually beneficial ways to commemorate the anniversary.
- Define an appropriate emphasis for the 150th anniversary commemoration (the commemoration will focus on what time span or which events?).

Preserve the Earthworks & Develop Interpretive Use for Historic Structures

- Prioritize the work needed preserve the park’s earthworks and provide supporting interpretation—waysides, include in guided walks, create an audiovisual program for the Visitor Center, for example.
- Design and implement a program that uses trained volunteers to build gabions.
- Create a Visitor Center exhibit that shows an earthwork profile, illustrates how earthworks were built, generations or types of earthworks, ways to “read” earthworks, and how to preserve earthworks.
- Create an exhibit that orients audiences to the whole siege and its components (siege lines, encampments, town, port, etc.), perhaps with an overlay of Civil War-era resources. Consider some sort of elevated structure/overlook.
- Tap local military expertise, engineers, etc. to help with earthwork preservation efforts.
- Recruit volunteers to help monitor the condition of earthworks.
- Prepare interpretive plans for the Moore and Nelson houses.

Connect Audiences with the Natural Resources of the Park

- Sustain links with the Chesapeake Bay Network.
- Ensure that interpretive materials link the importance of the natural environment to historical events.
- Develop ties to the Children & Nature Network.
- Consider engaging with a partner to use of Neck ‘o Land for programs that connect kids with nature.
- Use the Teacher Ranger Teacher Program to identify and recruit teacher expertise in natural and environmental subject areas. Use these teachers, plus student interns, to help develop educational materials that link the history and nature represented by park resources.

Research

Additional research is needed in order to complete several of the projects identified in the narrative above, particularly in the areas of untold stories. All efforts to expand the panorama of history must be guided by accurate information. Specifically, park staff will:

- Initiate a study that focuses on Yorktown’s African American history.
- Initiate a study that focuses on Yorktown’s American Indian history.
- Complete research, in progress, on the Garrison Period (1862-1865) of Yorktown’s Civil War history.
- Complete research, in progress, on Yorktown’s National Cemetery.
- Further develop a database with information about siege participants.
- Develop biographies on significant Yorktown residents in 1781.

In order to improve accessibility and interpretive programs and facilities, park staff will not only consult the guidelines developed by Harpers Ferry Center, but also will:

- Invite local accessibility experts to the park to evaluate programs and facilities.

Since one of the goals of the “Interpretation and Education Renaissance Action Plan” (see Appendix 2) is to “create a culture of evaluation,” park staff will:

- Actively look for opportunities to include both formative and summative evaluation into planning.

Sales

Eastern National (EN) is an active contributor to the park's interpretive programming and participated as a workshop participant. During the workshop discussions two action items emerged:

- As described above, EN will work with staff to develop a sales item specific to Poor Potter.
- Revise the Scope of Sales.
- Revise audio driving tour.

Staffing & Training

Expansion of interpretive programming often requires additional staff or volunteers and training. In order to help accomplish the actions included in this update, staff will:

- Carefully define the need for additional volunteers to complete specific tasks, recruit, and then provide training and appropriate supervision.
- Develop training that will help staff interpret to audiences with special needs.
- Provide all staff with the training needed to help preserve the park's earthworks.

Actions Related to Experiences

Action	Who?	FY09	FY10	FY11	FY12	FY13	Future
Personalize, humanize							
Use professional/trained interpreters, actors, reenactors, etc.	Robbie	Plan	Fund/ Impl	Fund/ Impl			
Connect VC exhibits to people & people to places		See	1999	Actions			
Update CD park tour	EN& Diane	Request & Script	Impl				
Develop tours that provide visitors with real characters they can follow	Mac		Impl	Impl			
Ensure that all tours include people component	Diane	X	X	X	X	X	X
Consider new tech. to enhance tours	Mac	Proposal	Fund				
Develop a sales item related to Poor Potter	EN & Robbie	X					
Engage audiences							
Continue use of living history, etc.		See	above				
Use more objects in new VC exhibits		See	1999	Actions			
Plan audio to help bring tent exhibit to life	Karen	Plan	Fund	Fund	Impl		
Plan more hands-on programming for kids, families	Mac	X	X				
Provide physical overview							
Discuss the use of tech. to help visitors make spatial relationships	Karen & Diane	Plan			Impl		
Develop graphic for exterior wall of VC	Karen		Plan/ Impl				
Historical context							
Develop a timeline for VC		See	1999	Actions			
Help audiences plan							
Create short preamble for VC film	Mac	X					

Action	Who?	FY09	FY10	FY11	FY12	FY13	Future
Review tour route signs	Roger	X					
Develop advice for length of visit	Diane	X					
Add planning advice to website	Roger	X					

Actions Related to Issues

Action	Who?	FY09	FY10	FY11	FY12	FY13	Future
Untold stories							
Dev. mini-plans for African American and Civil War stories	Karen & Diane	Research	Plan	Fund/Impl	Impl		
Encourage partners to offer special interest tours	Partners						X
Work with partners to create brochures/maps on special topics	Partners						X
Sponsor seminars and preserve info.	Diane		Rev. War		Civil War		
Sponsor special events	Diane		Slabtown Reunion	Af Am			
Create temporary VC exhibits	Ranger Staff	X	X	X	X	X	X
Develop new art showing Yorktown port	Robbie	Background	Fund/Impl	Fund/Impl			
Add new media to website as developed	Roger	X	X	X	X	X	X
Connections							
Set up interpretation working group	Mac		X				
Develop communication strategy with partners	Mac		X				
Increase outreach and invitations	Mac		X				
Discuss more interp along Riverwalk		See mini-plan above					
Renew efforts with York & Gloucester schools	Mac	X	X	X	X	X	X
150th Civil War							
Stay involved in 150 th Civil War commemoration	Diane	X	X	X	X		
Develop appropriate 150 th events	Diane	X	X	X			

Action	Who?	FY09	FY10	FY11	FY12	FY13	Future
Earthworks							
ID key section, rehab, interp.		See	above				
Educate all on earthworks pres.		See	above				
Create VC earthworks exh.		See	VC	exhibit	item		
Create gabion repro program	Vol. Coord & Mac	X					
Tap military expertise	Mac	See	earthworks	above			
Recruit vols to monitor condition	Roger			X			
Historic houses							
Prepare interp plans Nelson & Moore houses		See	above				
Archer Cottage grounds		See	Civil	War	mini-plan		
Connect with nature							
Sustain links with Chesapeake Bay Network	Karen	X	X	X	X	X	X
Ensure that interp materials link env. with history on website	Roger		X				
Develop ties to Children & Nature Network	Mac	X	X	X	X	X	X
Use Teacher Ranger Teacher program	Mac	X	X	X	X	X	X
Consider Neck 'o Land for nature programs	Mac	Plan	Plan				

Actions Related to Research, Training, Sales

Action	Who?	FY09	FY10	FY11	FY12	FY13	Future
Research							
African American Study	Karen	X					
American Indian study	Karen			X			
Civil War research	Diane	62-65 period	National Cemetery				
1 st shot archeology	Karen		X	X	X		
Invite accessibility experts evaluation	Dorothy	X					
Develop database of residents	Robbie		X				
Continue work on siege participant database	Robbie		X	X	X	X	X
Training							
Develop staff training related to accessibility & interpretation	Diane	X	X	X	X	X	X
Train staff on earthworks preservation	Roger			X	X	X	X
Define need for volunteers and train	Prog. coord	X	X	X	X	X	X
Sales							
Develop a Poor Potter sales item		See	above				
Revise EN Scope of Sales	Karen	X					
Update CD park tour		See	above				

Participants

Ann Berry, Administrator, APVA-Historic Jamestowne
Skip Brooks, Deputy Superintendent, Colonial National Historical Park
Reinhold Bruer-Tajovsky, York County Historical Committee
Ralph Carr, Trustee, Shiloh Baptist Church, Yorktown, VA
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Diane Depew, Supervisory Park Ranger, Colonial National Historical Park
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Appendix 1

Centennial Strategy Goals

Anticipating the 100th anniversary of the National Park Service (2016), the Secretary of the Interior prepared a report, *The Future of America's National Parks*, and in 2006 presented it to President George W. Bush. That report contained the following goals:

Stewardship

The National Park Service leads America and the world in preserving and restoring treasured resources.

Provide inspiring, safe, and accessible places for people to enjoy.

Improve the condition of park resources and assets.

Set the standard of excellence in urban park landscape design and maintenance.

Assure that no compelling chapter in American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Serve as the pre-eminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.

Encourage children to be future conservationists.

Environmental Leadership

The National Park Service demonstrates environmental leadership to the nation.

Reduce environmental impacts of park operations.

Inspire an environmental conscience in Americans.

Engage partners, communities, and visitors in shared environmental stewardship.

Recreational Experience

National parks are superior destinations where visitors have fun, explore nature and history, find inspiration, and improve health and wellness.

Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

Establish “volun-tourism” excursions to national park for volunteers to help achieve natural and cultural resource protection goals.

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children’s lives.

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Education

The National Park Service fosters exceptional learning opportunities that connect people to parks.

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Introduce young people and their families to national parks by using exciting media and technology.

Promote life-long learning to connect through park experiences.

Impart to every American a sense of their citizen ownership of their national parks.

Professional Excellence

The National Park Service demonstrates management excellence worthy of the treasures entrusted to our care.

Be one of the top 10 places to work in America.

Use strategic planning to promote management excellence.

Promote a safety and health culture for all employees and visitors.

Model what it means to work in partnership.

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

All planning processes, including preparation of LRIPs, should consider these goals and, as appropriate, help park managers reach servicewide objectives.

Appendix 2

Interpretation and Education Renaissance Action Plan

Anticipating the NPS centennial, interpreters recommended a renewed focus in five areas:

- Engage people and make enduring connections to America's special places.
- Use new technologies.
- Embrace interpretation and education partners.
- Develop and implement professional standards.
- Create a culture of evaluation.