

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



**Manassas National Battlefield Park
Long-Range Interpretive Plan
February 2018**



Prepared by
Manassas National Battlefield Park
National Capital Regional Office
Harpers Ferry Center Interpretive Planning

COVER
Stone House
Credit: NPS

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Introduction

MANASSAS
National Battlefield Park

About Interpretive Planning

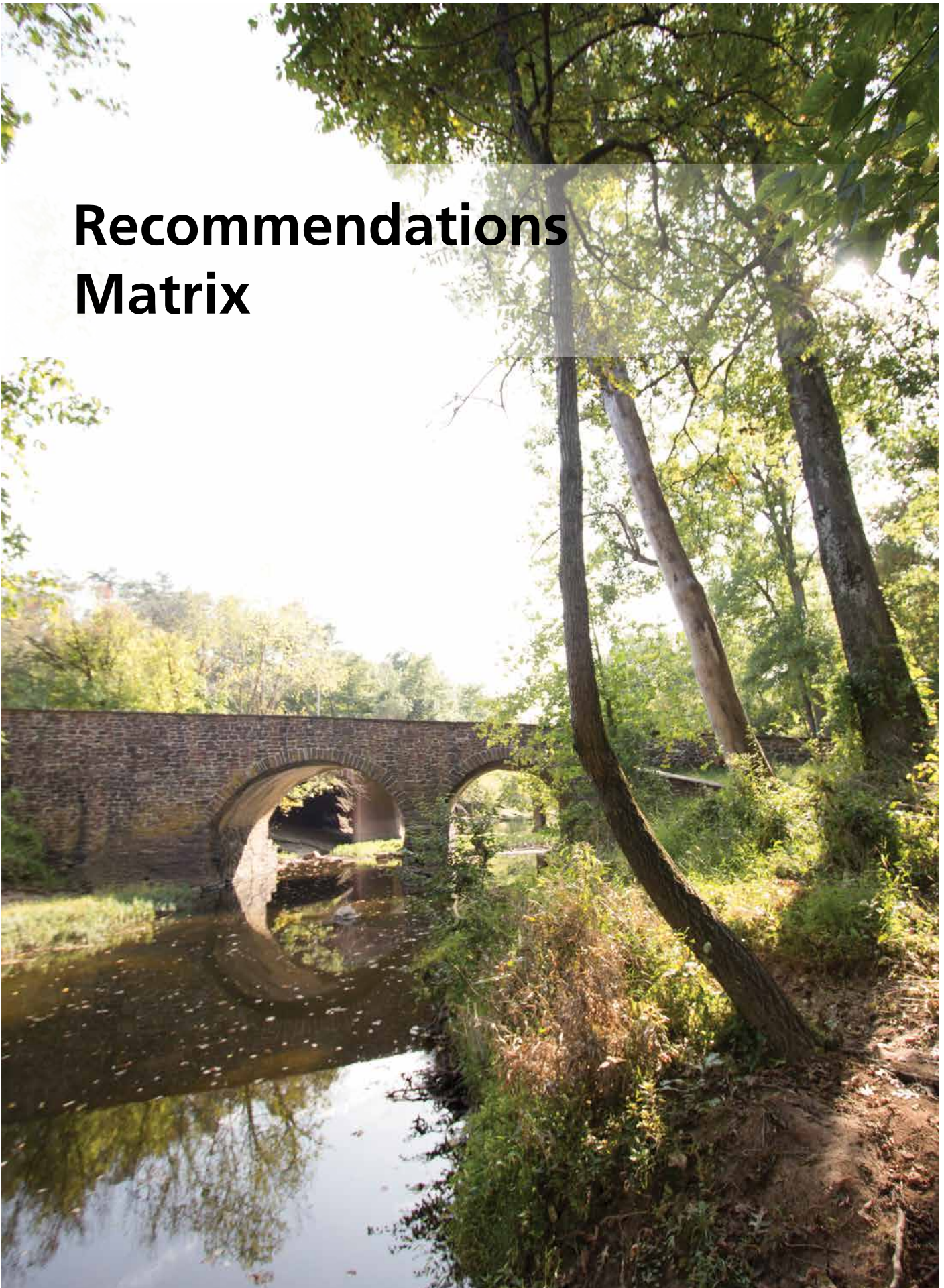
This Long-Range Interpretive Plan (LRIP) includes interpretive themes, describes audience experience goals, and recommends a variety of personal and non-personal interpretive services that will communicate the park's purpose, significance, and primary stories. It was built on the park's Foundation Document (2014), and satisfies the requirement for an interpretive plan as established in Director's Order #6. (<http://www.nps.gov/policy/DOrders/Dorder6.html>)

An interdisciplinary team of NPS staff, stakeholders, and partners met in March 2017 to review portions of the Foundation Document, specifically purpose, significance, and interpretive themes. The group offered feedback on the content and language of

the approved themes in the Foundation Document. During the same workshop, participants considered ways in which targeted audiences could best access park resources and discover resource meanings. The group identified visitor experience goals and specific recommendations designed to guide interpretation during the life of the plan. Review comments from the NPS resulted in additional issues, goals, and actions.

Recommendations included in this LRIP will be updated at least annually or as staffing, funding, technology, or resource conditions change. As noted in the document, further planning, funding, and staffing may be needed to implement some of the plan's recommendations.

Recommendations Matrix



Recommendations Matrix

The matrix that follows indicates when to expect action on the recommendations described in Part 2 of this plan. It also notes whether a recommendation will be primarily accomplished by park staff, with help from NPS staff in the regional or Washington offices, or by non-NPS partners or organizations. It indicates sources of funding, *if other than park*

operating funds or donations from the park's cooperating association (Eastern National).

This is a visual summary with shortened notations for quick reference. The narrative in Part 2 of the plan provides more complete explanations of each action item. The goals follow the same order as the plan narrative.

Goal: Propose options for rehabilitation or redesign of the Henry Hill Visitor Center, Henry Hill House, and Henry Hill walking trail.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Exterior installation at entrance	X			X			
Funding for exhibit plan			X				PMIS
Shorten existing film	Explore			X			PMIS, Trust
Tear-off map for Henry Hill	X			X			
Funding for additional artifacts for exhibit rotation	Ongoing					X	Eastern, Trust
Knapsacks for hands-on items	X			X			
"Begin tour here" sign	X			X			
Accessibility strategy for Henry Hill House and trail	X				WASO		
Plan exhibits for Henry House		X		X	NCR curator		

Goal: Propose options for interpreting the historic Stone House.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
New exhibit plan including accessibility	Implementation funding dependent						PMIS
Additional external exhibits	X			X			

Goal: Propose options for integrating the stories of First and Second Manassas including solutions for concerns about a lack of visitor understanding and recognition of Second Manassas and related park sites.

Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Create/install panel cluster at Brawner			X	X			
Replace obsolete battle map	X			X			PMIS Trust

Goal: Improve the interpretive effectiveness and the physical condition of park waysides, wayfinding signs, and interpretive/hiking trail signs.

Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Complete wayside development	X			X			Eastern
Replace Stuart's Hill panels		X		X			Eastern
Decide on future of driving tour	Decide	Modify		X			
Review existing trail system	Reactivate trail and sign committees						
Assess/rehab unit markers	Assess	Modify					Eastern
Develop side 2 for tear-off maps	X			X			
Revise park brochure	Update	Major revision		X	HFC		
Consolidate signs at Stone Bridge		X		X			
Assess/improve headquarters	X			X			
Review/adjust directional signs on highways		X		X		Highway authorities	

Goal: Propose options for using digital and social media to reach targeted audiences and communicate park themes.

Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Complete Social Media Plan	X			X			
Develop content for website		ID staffing	Add content				
Train staff to add website content			X	X	NCR		
Reassess use of social media to share visual contents			X	X			

Goal: Develop a new strategy for educational programming that addresses the needs of educators and matches them with existing park facilities, interpretive themes, and staffing realities.

Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Resolve education staffing	X			Supt.			
Seek funding to revise education program						X	Trust
Create teacher advisory committee	X			X		Schools	
Seek funding for school trips	X						
Offer teacher orientation	X			X		Schools	
Work with schools to produce electronic programs		X		X		Schools	
Sponsor family day		X		X			
Recruit retired teachers	X			X			
Identify materials for educators	X			X		Schools	
Explore internships	Ongoing			X	NCR		
Develop sustainable annual event for local schools	X					Schools, County, Manassas Museum System, Trust	Eastern, Trust

Goal: Identify possible new partnerships and improvements to existing partnerships.

Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Suggest changes to Civil War Trust tour apps		X		X		CWT	
Collaborate with PW County on special events	Ongoing			X		County	
ID projects for Manassas Battlefield Trust	Ongoing			X		Trust	
ID projects for Eastern National	Ongoing			X		Eastern	
Integrate cultural stories into Bridging the Watershed	X			X		BTW	
Reassess Track Trail and Spark program commitments	X			X			

Goal: Identify options for engaging youth.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Develop activities for families	X			X			
Explore special hiring authorities	Ongoing			X	Admin.		
Explore/apply for internships	Ongoing			X	Admin.		
Collaborate with local colleges	Ongoing			X	Colleges		

Goal: Support personal services.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Training for volunteers on Civil War medical care	Linked to installation of new exhibits in Stone House						
Expand use of "living history"	Plan	Implement	Assess	X		Re-enactors	
Orientation for teachers		X		X		Schools	
Training on controversial issues	X			X	NCR		

Goal: Initiate research projects needed to accomplish other recommendations in this plan.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Civilian inhabitants of battlefield		X		X		Scholar	PMIS, Trust
Request change for count survey	X			X	DSC		
New visitor survey			X				PMIS
Cultural landscape inventories	Ongoing						
Study of monuments/markers		X		X	NCR		PMIS
Historic furnishings/Stone House	Coordinate with exhibit planning						
Ethnographic study	Requires funding				NCR		PMIS
Archeological survey	3-year plan begins in 2018				NCR		

Goal: Provide outreach and interpretation to Hispanic and Korean-American park users.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Engage with trusted leaders to assess need			X	X		CWT	
Develop foreign language brochures			X				PMIS, Eastern

Goal: Address current debates related to memorialization and commemorative monuments/statues.							
Action	2019-20	2021-22	2023+	Staff	Other NPS	Non-NPS	Funding
Patio wayside on memorialization	X			X			
Jackson statue wayside	X			X			v
Website content on park monuments	X			X			
Education program on memorialization		X		X		Schools	

Part 1 Planning Blueprint



Park Purpose

A purpose statement identifies the specific reason(s) for establishment of a particular park, and lays the foundation for understanding what is most important about the park.

The purpose statement for Manassas National Battlefield Park was drafted after careful analysis of the park's enabling legislation and the legislative history that influenced park development.

The park was established by Secretarial Order on May 10, 1940 (see Appendix A of the 2014 Foundation Document).

The purpose statement in the 2014 Foundation Document says:

Manassas National Battlefield Park preserves and protects the land and resources associated with the First and Second Battles of Manassas to foster understanding and appreciation of the battles and their significance by providing opportunities for interpretation, education, enjoyment, and inspiration.

Park Significance

Significance statements explain why a park's resources and values are important enough to merit designation as a unit of the National Park System. They describe the distinctiveness of the park and why it is important within a global, national, regional, or systemwide context. They focus on the most important resources and values that will assist in park planning and management.

Significance statements are linked to the purpose of Manassas National Battlefield Park, and are supported by data, research, and consensus.

The 2014 Foundation Document identified the following significance statements for Manassas National Battlefield Park (the sequence of the statements does not reflect a level of significance).

- More than a half century of sectional strife led to bloodshed on July 21, 1861, as Federal and Confederate forces clashed on the fields outside Manassas Junction near Bull Run. This first major land battle of the Civil War was a setback for Union forces that brought sobering casualties on both sides and an escalation in hostilities.
- The Union defeat at the Battle of Second Manassas was the culmination of the Northern Virginia Campaign of 1862, shifting the seat of war from the gates of Richmond, Virginia, to the doorsteps of Washington, D.C., and opening the way for Robert E. Lee's first invasion of the North.
- The presence of civilian spectators at First Manassas reflected the nation's fascination with an early, glorified expectation of what civil war entailed. While they flocked to the Battle of First Manassas, civilians fled the destruction that came with the Battle of Second Manassas.

- With few commemorative monuments on the battlefield landscape, and due to delayed designation as a national park, Manassas National Battlefield Park provides an opportunity to explore the complicated relationship between Civil War history, political action, and commemoration fueled by the Confederate victories / Federal defeats at the battles of First and Second Manassas.
 - The contiguous rural landscape preserved and protected by Manassas National Battlefield Park allows visitors to better connect with the historic events of the battles, helps foster reverence for the suffering and sacrifices of its participants, and provides opportunities for learning in an immersive environment.
 - Manassas National Battlefield Park protects historic structures, museum collections, and archeological resources that are tangible links to the events that unfolded at the battles of First and Second Manassas and serve as a physical record of the people who experienced the Civil War first-hand.
- The Foundation Document also included a significance statement that participants in the interpretive planning workshop considered to be regionally rather than nationally significant.
- As a largely unspoiled area surrounded by the intense pressure of regional development from Washington D.C., the streams, landforms, fields, and forests that comprise Manassas National Battlefield Park are becoming an important refuge for both wildlife and people.

Henry Hill witnessed critical action during both battles of Manassas. This view is from Buck Hill, looking toward the Henry House and the visitor center. Credit: NPS



Park Interpretive Themes

Interpretive themes often are described as the key stories or concepts that audiences should understand after visiting a park — they define the most important ideas or concepts communicated to visitors about a park unit. Themes are derived from, and should reflect, park purpose and significance. A set of interpretive themes is complete when it provides the structure necessary for park staff to develop opportunities for audiences to explore and relate to all park significance statements.

Interpretive themes are an organizational tool that can reveal and clarify meaning, concepts, contexts, and values represented by park resources. Sound themes are accurate and reflect current scholarship and science. They encourage exploration of the context in which events or natural processes occurred and the effects of those events and processes. Interpretive themes go beyond a mere factual description of an event or process. These themes help explain why a park story is relevant to people who may otherwise be unaware of connections they have to an event, time, or place associated with a park.

The park's 2014 Foundation Document, developed with considerable input from park staff, identified the following themes.

- The two battles of Manassas, fought 13 months apart on the same grounds, reflect the **transformation** of the Civil War in purpose, scale, methods,

and impacts on both soldiers and civilians.

- The comparative **changes** in leadership, army strength, and weaponry in the months during and between the two battles of Manassas illustrate the application and advancement of 19th-century military science and technology, as well as the mobilization of both Northern and Southern society to achieve the aims of an expanding war effort.
- The **experience of the civilians**, free and enslaved, who inhabited the battlefield landscape of Manassas, reflects the changing nature of the Civil War, leading variously to hardship, sacrifice, and freedom for those who lived here.
- The memorialization reflected on the battlefield landscape helped create and influence competing memories of Manassas and the Civil War, reflecting the evolving values regarding the legacy of the battles and the preservation of the battlefield as a place of **shared remembrance**.
- The experience of battle at Manassas forged bonds of brotherhood among the armies and individual units engaged on the battlefield, influenced political actions of the civilian leadership of North and South, spurred the **emergence** of a national identity for the Confederacy, and tested the resolve of the Union to pursue the war and expand its aims.

Standing on a hillcrest near Groveton, the 14th Brooklyn Monument honors the regiment's dead from both battles of Manassas.
Credit: NPS



Each of these themes identifies kernels of a similar connective storyline that includes elements of **Change, Evolution, and Transformation**.

When workshop participants reviewed the Foundation Document themes, several more specific ideas emerged, ideas that might be considered subthemes and used as exhibit, publication, or program themes.

They included suggestions that the battles at Manassas also could be interpreted as:

- A failure of the democratic process
- A confirmation that the Confederacy was a realistic possibility
- A catalyst that forced the Union to confront the reality of an

extended war that, in turn, required intense debates over the conduct and goals of the war

- A paradigm shift in the central role that warfare played in US memory, culture, society, and history
- An additional case study in the role that natural landscapes played in modern warfare

Audiences

In order to design the most effective interpretive programming and employ the most effective interpretive techniques, it's critical to identify intended audiences that well-planned interpretation might engage.

The term audience is used purposefully in this document. In the 21st century, it is common to communicate with onsite visitors as well as others who have not or cannot "visit" local sites. Increasingly, for example, digital and social media accessed online are a source of both information and interpretation. While many who use their computer or hand-held device 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 online or off-site. News and magazine articles as well as television, radio programs, YouTube broadcasts, and social media postings reach thousands who fall outside the traditional definition of "visitor."

Snapshot of Audience Activity

Over the last decade, annual visitation to MANA ranged from a high of 659,740 (2011 marked the 150th anniversary of First Manassas) to a low of 502,045 (2015). The annual average = 512,044. The Henry Hill Visitor Center, the most visited park location, counted 114,001 visitors in 2016.

Targeted Audiences

This section of the plan recognizes that interpretive techniques and audiences are inter-related — some interpretive tools are better adapted to, or appeal to, particular audiences.

All audiences are welcome and invited to participate in the park’s interpretive programs, and the park fully intends to sustain service to existing audiences.

In addition, workshop participants felt that the following audiences should receive specific attention during the life of this LRIP, and that planning should develop or enhance interpretive media to help build the park’s next generation of constituents by reaching out to:

Educators

The park feels that there is considerable potential for educational outreach, and invited several local educators and partners in education to participate in workshop discussions. The contents of this LRIP reflect the importance of educational audiences and include educator input.

Youth

The park also invited participants interested in engaging youth. Their input will lead to specific recommendations in Part 2 of this plan.



The ranger-led walking tour on Henry Hill is a popular interpretive program from spring through fall. Credit: NPS

Businesses and New Residents

The Manassas Battlefield Trust suggested outreach to new residents to the Manassas community and expressed interest in additional contact with community businesses.

Audience Experiences

While interpretive themes focus on what audiences will learn as a result of interpretive programs and media, audience experiences explore what audiences will do, and how they will organize a park visit.

Workshop participants suggested that several characteristics associated with how visitors interact with park resources needed to be considered during interpretive program design and media selection.

Essential Stops

Among the many features preserved and interpreted within the park's boundaries, most visitors choose only a few. While each park feature adds depth to the park's stories, the current configuration of the park elevates two locations to the level of essential stops for physical and historical orientation.

The **Henry Hill Cluster** includes a visitor center with a film about both battles, an Eastern store, museum exhibits, and a battle map focused on First Manassas. The Henry House, a one-mile trail, and the Stonewall Jackson Monument are adjacent to the visitor center.

The **Brawner Farm** exhibits and grounds are critical to understanding Second Manassas. The farm is the first stop along a 20-mile driving tour of the battlefield.

Orientation and Wayfinding

Given the complexity of the park and the overlapping stories of the two battles, workshop participants felt that 1) it is essential for audiences to have **contact with knowledgeable staff**; 2) onsite visitors must have early access to explanations of visiting **options**; and 3) **wayfinding** around the park needed to be easy to follow and whenever possible compensate for increased local traffic on roads through the park.

Topography

Battles occur in landscapes, and those landscapes contribute to the ebb and flow of fighting. Audiences need help understanding the role that the Virginia **countryside** played in both battles.

Story Continuity

As the interpretive themes demonstrate, each separate battle takes on additional meaning when interpreted in context. Change, transformation, and evolution can only be explained when both battles are addressed as a continuum of war. They are not isolated, but are **connected events**.

Personal Stories

Audiences need to have access to the many personal stories associated with both combatants and civilians. These biographies **humanize** battle events and provide emotional bridges across time.

Interpretive Issues & NPS Initiatives

Issues

In order to develop the most effective interpretive programs and media, park staff must address issues that are closely linked to desired audience experiences. At MANA, those issues (in no particular order) include the need to:

- Address **exhibit deficiencies** in the Henry Hill Visitor Center.

a) Best practices recommend that historic textiles be rotated and

not left on display for lengthy periods of time.

b) Maintenance of exhibits in the Henry Hill Visitor Center is difficult and time consuming

c) Labeling, lighting, and display techniques do not reflect current standards

d) Second Manassas needs to be integrated into the total story

- Seek cooperation from highway authorities to address **deficiencies in directional signage** leading to the park on local roads and plan and implement **traffic calming** measures within the park where possible.

- Explore alternatives to the current **driving tour of the park** that will address traffic congestion, wayfinding confusion, and the high



Battery Heights became an important artillery position during Second Manassas. Used by Federals on the first day of fighting, Confederate gunners occupied the site on the battle's final day. Credit: NPS

As technology has evolved, maintaining the park's fiber optic battle map programs has become increasingly challenging. Pictured here is the map program in the visitor center.
Credit: NPS



percentage of visitors who never complete the tour.

memorialization of the Civil War into historical context.

- Develop a strategy that addresses **staffing** related to educational programming, website and social media maintenance, oversight of all public communication, and use of staff and volunteers at Stone House and Brawner Farm.
- Develop **content for use in new media** that expands interpretation of the battlefield to include interpretation of civilians, free and enslaved African Americans, soldiers and military units, historic structures and monuments, archeological resources, and the battlefield landscape.
- Interpret the **commemorative features** of the park, and the nation more generally, in a way that addresses one of the park's primary themes and places
- Address the **obsolescence of the battle maps** in the Henry Hill Visitor Center and at Brawner Farm. The technology of both maps is too old to replace in a cost effective way. In addition, since each map focuses on only one battle, continued use runs counter to the park's desire to interpret the battles in the context of an evolving war.
- Work with local governments on a sustained basis to **protect the park's historic viewsheds from visual intrusions** due to adjacent and nearby development.
- **Coordinate with the Civil War Trust and other partners** to preserve and protect lands associated with First and Second Manassas.

Interpretive Goals

- Develop and implement a strategy for engaging **local immigrant populations** who use the park primarily for recreation and relaxation rather than interpretation.
- Address **health and safety** issues, particularly seasonal concerns such as ticks and heat.
- Address the impact of an **uncontrolled deer** population that has the potential to alter the natural landscape and pose safety hazards to motorists.
- Control **relic hunting** that still occurs inside the park and educate the public on the damage that this activity causes to historic resources.

Initiatives

Completed in 2014, the Foundation Document for MANA is a formal statement of the park's core mission and provides a basic understanding of the park's purpose, significance, and fundamental resources and values. It serves as the basis for park management decisions and answers critical questions such as what are the park's legal and policy requirements, special mandates, and key planning and data needs.

Released in 2014, "Achieving Relevance in Our Second Century" provides a blueprint and strategies for interpretation and education system wide. See Appendix 3 for the plan's outcomes and goals.

The LRIP is a five to seven year document that serves several purposes. It provides a tool for focusing and assessing existing interpretation even as it makes recommendations designed to strengthen or perhaps redirect a park's interpretive efforts. It endorses past success and charts a desired future.

Park staff will implement as many of these recommendations as possible, given existing staffing and budget levels, in the next five-seven years.

Since staff and budget always have limits, it is important to focus on the park's most pressing interpretive needs. The Scope of Work for this interpretive plan, coupled with workshop discussions of themes, audiences, and audience experiences, identified several goals.

This plan will suggest . . .

- Options for rehabilitation or redesign of the **Henry Hill Visitor Center, Henry House, and Henry Hill walking trail**
- Options for furnishings and exhibits in the historic **Stone House**
- Options for **integrating the stories** of First and Second Manassas including solutions for long-standing concerns about lack of visitor understanding and recognition of Second Manassas and its complex story and far-flung resources

- Improvements in the status and condition of **wayfinding signs** (including driving tour and interpretive/hiking trail signs), **unit markers**, planned but not produced **wayside exhibits**, and signs for visitors who mistakenly come to **park headquarters**
- Strategic ways to use **digital and social media**, given limited staffing, to reach targeted audiences and communicate park themes
- **Partnership opportunities** for existing and new groups
- A sustainable strategy for the use of **personal services**
- A strategy for **educational programming** that addresses the needs of educators and matches them with park facilities, interpretive themes, and staffing realities
- A strategy to address current (2017) debates about **memorialization and commemorative statues** in an objective way
- Options for **engaging youth and local immigrant park users**

Vista on Matthews Hill, looking toward Henry Hill.
Credit: NPS

Part 2 Action Plan



Introduction

Part 2 of the LRIP describes the actions that park staff and partners will take during the next five-seven years to build out the blueprint described in Part 1.

A Dynamic Document

LRIPs are dynamic documents capable of responding to changing conditions. Staff should revisit this plan annually and make adjustments, remove accomplished tasks, and include new projects that have surfaced. Since viable plans need to be nimble and responsive to new realities, staff should take advantage of opportunities as they arise.

As conditions change, this LRIP provides a framework for considering interpretive proposals as they emerge. Part 1 should function as a yardstick against which new ideas are measured. Does a new idea reach targeted audiences, address an identified issue, offer a desired audience experience, etc.? When properly used, Part 1 provides priorities that can help move interpretive programming in a consistent direction despite changing times.

Some of the bulleted items in this plan are dependent on funding not in hand, while others require additional staff, volunteers, or partner participation.

Periodic reassessments of plan recommendations can extend the life of the plan well beyond seven years. That's important if some projects

require funding requests, multiple years of planning, or extensive exhibit rehabilitation to accomplish.

Summary to the Desired Future for Park Interpretation

A review of existing conditions and the park's GMP suggests the following vision for interpretation.

Actions proposed in this plan will result in the following future conditions.

- In the long-term, **interpretation in the Henry Hill Visitor Center will interpret both First and Second Manassas.**

However, since this change will involve substantial redesign of interpretive media and space utilization, this goal will take planning. Although that planning can begin during the five-to-seven year life span of this LRIP, full realization of this shift in interpretive emphasis will happen later.

In the interim, the park will continue to provide orientation and battle interpretation at two locations—Henry Hill will focus on First Manassas and Brawner Farm will focus on Second Manassas. Both sites will be staffed with paid interpreters supplemented with trained volunteers.

- In the long-term, **Brawner Farm** will continue to serve as a staffed contact station. However, the



Built in 1942 and enlarged in 1962 and 1999, the Henry Hill Visitor Center is the most heavily-visited site in the park. Credit: NPS

orientation and interpretation that happens there will focus on place-based interpretation of the initial moments of Second Manassas. The farm will provide a logical first stop for a visit to the Second Manassas battlefield. Continued staffing will offer another critical opportunity for visitors to interact with knowledgeable personnel who can answer questions and reorient visitors touring the battlefield.

- Additional interpretive media throughout the park will **focus on the watershed events** of both battles. The sites chosen for enhanced interpretation will relate to the defining or decisive moments of each battle.

At each of these chosen sites, visitors will find certain conditions.

- a) There will be a **structure or battlefield feature** that serves as a focus or destination—the

Henry House, the Stone Bridge, the Brawner Farmhouse, the Stone House, and the railroad cut for example.

- b) A **rehabilitated historic scene with a well-marked self-guided walking trail** will help visitors understand what happened at each site. Interpretive landscapes/vistas including historic structures will be preserved or, where appropriate or possible, re-created to help visitors understand how the battles unfolded.

- c) Supporting media at each site will include an **interpretive cluster of waysides** with: concise interpretation of what happened at the site and how it “defined” the battle; a site map; a brief explanation of how the site fits into a bigger story (the battle or the war); a short introduction to a localized

story of a civilian family or combatant(s) that illustrates the human impacts of the war; and suggestions for the next stop.

- d) Where physical conditions allow—perhaps there is a historic structure on site—**additional exhibits** will expand on one or two storylines drawn from the park’s primary themes: **how warfare and the war’s objectives changed** during the span of time between the two battles; **how the war affected the lives of diverse civilians** in harm’s way, or how the site reflects shifting attitudes on **memorialization**.
 - The design and location of **place-based signs** will be more visible and recognizable although not necessarily more intrusive—good design can achieve both goals.
 - The park will enhance visitor **travel around the park**
- a) Eliminate the numbers on all wayfinding maps. Simply mark interpretive sites for both battles and inform visitors that guided tours and apps have been developed by others and sold by Eastern.
 - b) As the General Management Plan suggests, reduce the number of stops along the eastern portion of the Second Manassas tour route and reduce the number of times visitors drive through the traffic-snarled Stone House intersection. Assess the need to provide additional stops, for properties acquired or developed in the future (the Dogan Tavern, for example), on a case-by-case basis.

Opened in 2010, the Brawner Farm Interpretive Center provides visitors with an orientation to the Second Manassas battlefield.
Credit: NPS





The congested intersection at the Stone House poses challenges for park visitors touring the battlefield.
Credit: NPS

- c) Develop a more recognizable wayfinding icon to replace the current minie ball. Each interpretive location would use this new icon to encourage visitors to stop.
- d) Develop maps and media that focus on the park’s benchmark events and sites. Staff would direct visitors to those locations, and develop media that explains the critical nature of each site and places it into a broader context.
- e) Use the park’s website and visually-oriented social media to help visitors develop their own personalized driving tour of the park’s many interpretive features.
- f) Provide an interactive map program (online or in the Henry Hill Visitor Center) that will allow visitors to see
 - visiting options and generate a personalized tour route.
- g) Enhance interpretive signs and markers with a simple visual indication—a date or icon—that indicates which battle a site is associated with.
 - Interpretation will address the diversity of human stories associated with the battle by providing new media and programming related to **civilians**.
 - The park will sustain a **robust education program** carefully linked to the needs of local education partners and nimble enough to respond to changing conditions (staffing, budget, and curricular goals).
 - Park staff will continue to nurture **partners** and build support among the business community and local residents.

The existing exhibits in the visitor center emphasize the people, places, and events connected to First Manassas. Current space limitations constrain the park's ability to introduce additional exhibits to highlight Second Manassas. Credit: NPS



This will include appropriate special events that attract local visitation and publicity-worthy changing exhibits that attract repeat visitation.

Proposed Actions

During the workshop held in early 2017, participants identified the action items that follow. Each item responds to the blueprint presented in Part 1.

Goal

Propose options for rehabilitation or redesign of the Henry Hill Visitor Center, Henry House, and Henry Hill walking trail.

When this plan is fully implemented, the Henry Hill Cluster will orient onsite visitors to the physical features of the whole park and the interpretive themes identified in this plan. One of the primary goals of

revised interpretive media will be a commitment to unifying interpretation of both First and Second Manassas. Although the current film is unnecessarily long, an audiovisual program will remain an important component of media offered at Henry Hill.

The Henry House and features along the existing one-mile walking trail will be considered a critical part of a visit to this cluster of features. Those who stop at the visitor center will be encouraged and enticed to see both the house and trail. New media will take advantage of the opportunities that the house and trail provide to use the lives of actual people to humanize battle stories.

To achieve this desired future, the park will . . .

- Develop and install a modest **cluster of exhibits** outside the main entrance of the Henry Hill Visitor Center. This

installation will include a map of the park, visiting options, a brief introduction to primary themes, and a catch phrase that summarizes one of the park themes or the ideas suggested by LRIP workshop participants (An End of Innocence, for example, or A Failure of Democracy).

- Seek funding for a new visitor center **exhibit plan** that addresses both battles, develops a new audiovisual program, updates the approach to orientation, and reassesses how personal services are used for orientation and interpretation. This plan will take a fresh look at the use and size of the building's theater and staff desk.

The search for funding will require staff, perhaps working with a partner, to develop a well-illustrated narrative vision for the visitor center's new media. Once funding is available, more detailed planning can begin.

- Explore an alternative to the technologically **out-of-date battle map**. The new program will include options that interpret both battles.
- Retain the existing film for occasional use, but develop a strategy to **shorten the existing film** by half for regular use.
- Experiment with a less expensive, two-color **tear off map** that focuses on the Henry Hill Cluster on one side and the park on the other.

It also could include an explanation of what to see if onsite time is limited: one-hour (Henry Hill Cluster); half-day (Henry Hill and Brawner Farm); and full-day options (benchmark sites).

- Seek funding, perhaps from a partner or donor, to purchase **additional battle-associated uniforms**, that will allow



The one-mile loop trail on Henry Hill is the primary means for visitors to tour the First Manassas battlefield. While much of the battlefield is visible from the trail, the hill itself witnessed the day's heaviest fighting. Credit: NPS

staff to rotate existing textiles on and off display. Although acquisition of additional artifacts can begin immediately, display may be dependent on additional planning that reflects the difficulty posed by the current exhibit cases—they are extremely hard to access and change.

- Experiment with a different approach to hands-on/minds-on interpretation. Use staff and willing volunteers more flexibly and encourage them to engage visitors using existing and additional reproduction objects. Keep these items in a **portable knapsack**, for example, that can be used throughout the visitor center or on a walking tour.
- In order to encourage more visitors to take the Henry Hill trail, install a sign outside the rear door of the visitor center (on the railing) that says “**Begin tour**” with an arrow to the first wayside exhibit.
- Explore **programmatic accessibility** to the stories along the Henry House trail. Seek help from community groups or the accessibility coordinators in the regional or Washington offices.
- Survey existing **wayfinding along park trails** to ensure that it is effective and presents a consistent appearance. This appears to be particularly important at the Henry House where some visitors lose the path.

- Replace the current, worn out **exhibits in the Henry House**. The next generation of exhibits will focus on the Henrys and other families who lived on the battlefield. Interpretation will help visitors understand and relate to how the battles affected civilians.

Because the house will not have climate control and will be unstaffed, the new exhibits will be made from durable materials, perhaps vinyl panels or theatrical scrim that fits into the windows. Scrim might be used, for example, to create views from the house windows that will help visitors understand both the appearance of battlefield landscapes and the proximity of battle to civilians.

Staff might experiment with reproduction tactile objects that can be handled securely.

Explore using graduate college students to develop exhibit plans and historic furnishing plans with guidance from the National Capital Region’s curator.

A series of rotating exhibits could focus more generally on enslaved and free African Americans, rebuilding and recovery for civilians after the Civil War, returning veterans and reconciliation, early preservation efforts on the battlefield, etc.

Long-term, the stereograph program will be removed from the house but retained for

possible use elsewhere, perhaps for special programs or with educational groups.

Goal

Propose options for interpreting the historic Stone House.

Workshop participants reviewed the history of park interpretation of the Stone House and discussed the effectiveness of current media and use of volunteers. Currently, the interior rooms interpret the cultural history of the house, including use as a tavern, and preservation of the structure rather than as a refuge for wounded soldiers.

One significant reality of the house is that the soldier-created graffiti—the most compelling artifact that connects the house with battle—is on the second floor of the house and the stairs are narrow and difficult for all visitors.

The group did agree that interpretation will refocus on battle-related stories rather than cultural history of the structure. To accomplish that, the park will . . .

- Develop a new **exhibit plan** for the first floor that focuses on the house as refuge for wounded Union soldiers. There will be an introduction to the resident family, interpretation of caring for the wounded, and media that tell visitors about the graffiti on the inaccessible second floor. The new plan should explore the possibility of making 3D tactile copies of the soldier graffiti that visitors can handle. It also is important that visitors know that the Stone House is one of the few original battlefield structures to survive.

Part of this new exhibit plan will consider removing the tavern bar and associated artifacts. The “tavern” room, however, will



Living history programs on the grounds of the Henry House are among the special programs scheduled throughout the year. Credit: NPS

The ranger-guided walking tour at Brawner Farm provides an introduction to the Second Manassas campaign and the opening action of the battle.
Credit: NPS



remain largely open space and flexible with some seating for visitors.

- Implement plans for **additional exterior exhibits** including 1) a panel that interprets the historic road and intersection adjacent to the house; 2) a changeable sign that lets visitors know before they walk all the way to the building that the house is open or closed 3) an experimental sign with a simple message for motorists passing through the heavily-traveled intersection. Text will identify the Stone House and include a very brief statement of significance that can be read quickly and easily from a moving vehicle. For example:

Stone House
1848
Rare survivor of 1st and 2nd
Manassas

Goal

Propose options for integrating the stories of First and Second Manassas including solutions for concerns about a lack of visitor understanding and recognition of Second Manassas and related park sites.

Workshop participants agreed that the media in the Henry Hill Visitor Center will be redesigned to interpret both battles. This is a long-term goal with several steps in the process—secure funding, create a new exhibit plan, and design/build.

In addition, the park will . . .

- Continue to use the **Brawner Farm** to interpret Second Manassas in the short-term.

For the farm to reach its interpretive potential as the focal point for Second Manassas, it needs to be staffed nine months of the year

(March–November) with NPS staff supported by volunteers.

- Create and install a **modest cluster of exhibits**, similar to the one proposed for the Henry Hill Cluster, that provides a map, an introduction to both battles, and more focused interpretation of Second Manassas.
- In the future, when the Henry Hill Visitor Center exhibits are redesigned to interpret both battles, interpretation of Brawner Farm will be re-assessed and most likely focused on the fighting that occurred around the farm.
- Explore an alternative to the **technologically out-of-date battle map**. The new program will include options that interpret both battles and reuse the solution proposed for the Henry Hill Visitor Center map.

Goal

Improve the status and condition of wayfinding signs, unit markers, and planned but not produced wayside exhibits.

Workshop participants agreed that the current driving tour is long and complicated. Heavy traffic during commuting hours adds time and frustration to the tour experience. Very few visitors follow the complete tour.

The group also acknowledged that the park's step-by-step plan to improve the collection of

wayside exhibits has been effective and another phase is needed to complete current plans.

- The **remaining phase of wayside development** and improvement will address several areas primarily related to Second Manassas, including the Chinn Ridge, Unfinished Railroad, Deep Cut, and Stuart's Hill areas of the park.
- Exhibit planning will include **replacing the displays of the aging interpretive panels on Stuart's Hill**. The replacement will interpret the use of the site as Lee's command post during the battle.

In addition, park staff will . . .

- Experiment with a **new site identifier** to replace the minie ball. The new symbol will be more recognizable to more visitors and proportioned and colored to be more visible.

Work with the **Civil War Trust to update the sequential driving tours** that they have developed.

- **Assess the condition of existing unit markers** and initiate rehabilitation as needed.
- The park will create and provide **inexpensive tear-off maps** with updated stops and visiting advice.
- At the same time, staff will request a **revised park**

brochure. An initial update will reflect current boundaries. A more extensive revision will reflect a new approach to touring the park, more interpretation of civilian stories, and more engaging design (less text and more images).

- Plan and install a modest **cluster of exhibits** at the Stone Bridge. The bridge is not only an important feature on the battlefields, it also is another important contact site with visitors looking for information. The installation will be similar to the ones outside the Henry Hill Visitor Center and Brawner Farm. It will include a map, general interpretation of both battles, and more specific interpretation of Bull Run and the bridge. Other signs at the location will be reassessed and removed if appropriate.

Goal

Propose options for using digital and social media to reach targeted audiences and communicate park themes.

Park audiences increasingly turn to the Internet and social media not only for information but also for advice and interpretation. In this rapidly changing world, it will be important for park staff to proceed strategically, to assess their skill level and time commitments, pay close attention to developing appropriate and useful content, and then to migrate gathered material

to the media outlets that reach targeted audiences.

Workshop participants considered the information collected by audience interaction with the park's website, the pros and cons of creating and sustaining a social media presence, and the variety of available platforms.

The park is committed to fully developing NPS.gov and sustaining up-to-date online content. Given the challenges of ever-changing technology, expanding possibilities, and limited resources (budget and staffing), workshop participants recommended that the park . . .

- Address **staffing** for a sustainable online presence.
- Because NPS.gov is the foundation for all that the NPS does in digital space, efforts will initially focus resources on creating and sustaining a robust and up-to-date **website**, with content in each template category. That will include additional, **high quality, high-resolution visual materials** critical to 21st-century communication.
- Complete a **Social Media Plan** with participation from all park divisions. Expansion of social media efforts will relate to the audiences targeted and prioritized in the Social Media Plan—ideally, those audiences should reflect the goals described in this plan—and align with NPS.gov.

- Will **provide guidance**, in the Social Media Plan or in another appropriate format, on who can create and contribute to each online platform that the park supports. All communication with the public should be channeled through the Superintendent or interpretive staff.
- Work with the Digital Communications Specialist in National Capital Region to cull useful information about park audiences from social media and NPS.gov and use that **data** to refine and plan future interpretive programs and digital communications.

- Work with Digital Communications Specialist in National Capital Region to locate and arrange **training** for park staff on the use of the content management system and interpretive writing/photos for digital media.

- Expand the collection of **visual material** that can be used for interpretation. For example, a photo contest (sponsored by the park or partner) would generate a collection of donated photos from the public. Or strategic use of the park's 360° video capability could enhance the visual content available on NPS.gov.

Use these additional visual materials—on new exterior panels, on tear-off maps, or on the website, for example—to highlight and interpret lesser-visited sites.

- As part of expanding this collection, staff need to develop a way to tag all photos with user rights, year, and other information so that a **database of images** is searchable and rights/permissions are clearly stated.

Goal

Develop a new strategy for educational programming that addresses contemporary needs of educators and matches them with existing park facilities, interpretive themes, and staffing realities.

Workshop participants identified several characteristics of a desired educational program. Generally, it will employ active learning and multiple strategies to explore the relevance of the park's resources. School visits will be high quality and place-based, focused on using park resources as teaching tools. There will be a few signature experiences with meaningful educational goals rather than many superficial activities that primarily fill time.

That said, the park's future education program also will consider logistics that reflect the realities of activities outside the classroom. It will be based on standards of learning and have partner buy-in and educator involvement in development and delivery. There will be pre- and post-visit components and support materials that will

Living history demonstrations help students learn about the Civil War period from different perspectives.
Credit: NPS



facilitate classroom learning and teacher preparation.

Ideally, the program will offer a continuum of expanding educational opportunities targeting multiple grades rather than a single contact. First and Second Manassas will be explored through multiple lenses from several different perspectives.

If these characteristics are built into a revised program, it will build support among the educational community that will sustain it and allow it to adapt and grow appropriately.

In comparison to this desired future, the park's current educational program is at a crossroads. In order for it to remain viable and relevant to both teachers and students, the park will . . .

- Seek funding (or staffing) to develop a **revised education program** built from the

ground up. This new program will include place-based in-park experiences, classroom and online components, and evaluation tools.

The level of work involved requires either a term GS-11 Education Specialist position or equivalent funding to hire a contract employee.

When the new program is in place, it can be sustained and administered by a full-time GS-09 Education Coordinator.

- Work with Prince William School District to create a **Teacher Advisory Committee** that can provide on-going advice and feedback on joint programming.
- After the new programs are in place, seek funding from a partner to pay for **school trip transportation**.

In the interim, park staff will continue to offer existing programs with the following adjustments.

- Additional **orientation** for teachers interested in using park resources.
- Working in conjunction with school district and county partners, develop **student planned, written, and produced electronic programs** that educators can use to create interest in the park and explore park stories. One could be a simple invitation, presented by kids, for other students and parents to visit the park. Another might be student-produced news programs about the battles, or social media that reports the progress of battle. Or a photo project that creates quality images of benchmark battle sites.
- Create a **shortened version of the 45-minute film** shown in the Henry Hill Visitor Center that educators can use in the classroom or as visit preparation.
- Sponsor a **family day** that works with local teachers to train students to give tours, create and show videos, draw and display art, exhibit photos, prepare and present biographical sketches based on a battle or battlefield story, etc. using park venues.
- Develop **hands-on/minds-on items** stored in backpacks that staff, volunteers, and trained teachers can use to enrich a site visit, or use in a classroom.
- Recruit local **retired teachers** to help develop and present these interim ideas.
- Working with the advisory group, identify **primary source materials** including photos and primary documents that educators can use before and after a visit to the park.
- Explore **internships** and staffing authorities that can provide periodic assistance to either deliver educational programs or adapt existing programs.



Although most educational visits are from nearby school districts, the park's proximity to Washington DC also draws school groups from out-of-state. Credit: NPS

In recent years, the park has hosted an annual education event in April for middle school students in Prince William County. Credit: NPS



Goal

Identify possible new partnerships and improvements to existing partnerships.

Planning discussions identified several promising avenues of increased cooperation with partners directly related to the park’s significance and interpretive themes. They include . . .

- Increase, coordinated activity with **Prince William County School District**. Interaction that already occurs can be sustained. However, the most promising areas for expanded joint programming are linked to development of a revamped education program made possible by a GS-11 position or funding for program design and implementation.
- **Prince William County** offers programs similar to some available

from the NPS. Additional discussions should fine-tune that relationship to ensure complementary not competing programs. This might be particularly relevant in the area of environmental and natural interpretation—topics appropriate to county sites—and special events.

- **Manassas Battlefield Trust** is an important partner. Their mission is to preserve and protect the lands and resources associated with First and Second Manassas. They help the park “foster an understanding and appreciation of the battles and their significance through philanthropic support of opportunities for interpretation, education, enjoyment and inspiration.” Several projects in education and artifact acquisition described in this interpretive plan fit into categories they support. Park staff will work with them to

choose and mount appropriate funding campaigns.

- **Eastern National** operates a successful store located in the Henry Hill Visitor Center. Park staff will prepare a list of projects from this plan that are appropriate for Eastern National funding.
- **The American Battlefield Protection Program (ABPP)** promotes the preservation of significant historic battlefields associated with wars on American soil. The goals of the program are 1) to protect battlefields and sites associated with armed conflicts that influenced the course of our history; 2) to encourage and assist all Americans in planning for the preservation, management, and interpretation of these sites; and 3) to raise awareness of

the importance of preserving battlefields and related sites for future generations. The ABPP focuses on land use, cultural resource and site management planning, and public education.

- The **Civil War Trust** is involved in protecting lands associated with the Manassas battles. The Trust's acquisitions (and continued preservation activities) have involved lands connected to both battles. As land is transferred to the NPS, park staff will develop specific plans for interpretation.

Three other programs currently focus on environmental education. Workshop participants acknowledged the role that natural resources and environmental conditions always play in military confrontations and encouraged those conducting environmental



The park's Eastern National store is well-stocked with publications and gift items related to Manassas and the Civil War. Credit: NPS

Over 40 miles of hiking and equestrian trails provide for public enjoyment of the park and its cultural and natural resources.
Credit: NPS



education programs to look for opportunities to make connections between the environment and history. As with all interpretive programs, environmental programs should be evaluated to ensure that they are relevant to the park's resources and national significance. Content must be related to NPS goals and should address the park purpose and interpretive themes.

- **Bridging the Watershed** is an outreach program of the Alice Ferguson Foundation, in partnership with the National Park Service (NPS) and area schools, designed to promote student academic achievement, personal connections with the natural world, lifelong civic engagement, and environmental stewardship through hands-on curriculum-based outdoor

studies in national parks and public lands.

- Manassas National Battlefield Park's Stone Bridge **TRACK Trail** follows the Stone Bridge Loop Trail. This 1.4-mile hike features scenic views of Bull Run and wayside exhibits. The interpretive materials produced for the site—wayside and brochure—need to be assessed for visual compatibility with the historic nature of the site and whether they achieve the site's interpretive objectives.
- The park has an agreement with Prince William County Public Schools to provide a location for a sixth grade hands-on science exploration program in the park. This program, "From the Mountains to the Estuary: From the Schoolyard to the Bay" is a program designed to provide a meaningful watershed experience for thousands of sixth grade students in Prince William County Schools. Activities encourage problem solving and the development of research projects that have a positive influence on the students' local watershed and ultimately the Chesapeake Bay ecosystem. The program occurs at the Brownsville Picnic area located in the southwest section of the park.

To ensure that all education efforts meet NPS standards and address audience needs, all education programs must be **coordinated through the**

park's education coordinator in the Interpretive Division.

Goal

Identify options for engaging youth.

As used in this plan, youth programs target young people under the age of 35. They do not include curriculum-based programming.

A small group gathered at the park on March 20, 2017, to develop recommendations to address this goal. The park will . . .

- Fill the vacant **education coordinator position** and have that person develop, deliver, and oversee both educational programs and family/youth activities.
- Develop and offer youth **activities for families** at the Henry Hill Cluster. Experiment with program times and topics to determine what attracts the most attendees.
- Integrate best practices that focus on universal stories. The Civil War is complicated. However, **intangibles** such as family and caring could be discussed and illustrated. Having hands-on items are good learning tools for youth. Write programs for various levels of family understanding.
- Work with human resources to use appropriate **hiring authorities** such as the Pathways trainee program (the Pathways trainee program allows

for students to accrue time for federal hiring authorities) and Direct Hire Authority.

- Continue the strong **scout program**. Use volunteers to help mentor these programs, perhaps a virtual volunteer could help with schedule and paperwork management for Eagle Scout projects. Apply for a Citizen Volunteer Ambassador to assist with this program.
- Apply for WASO sponsored **internships**, such as the Latino Heritage Internship Program or the Cultural Resources Diversity Internship Program to help the cultural resources/interpretation program. Explore cultural resource internships with colleges and universities affiliated with the regional office for more in-depth research into critical topics.
- Contact **Northern Virginia Community College-Manassas** campus to see if there are youth oriented programs that need field time.

Goal

Provide outreach to local immigrant populations who use the park for recreational activities.

- To be effective, park staff will **develop relationships** with the trusted leaders of local immigrant communities and open a dialogue on park use.

Living history groups provide historic weapons demonstrations during battle anniversaries and other special events.
Credit: NPS



- As the need for interpretive materials is identified, staff will work with community leaders to **develop materials (including brochures)** to meet park user needs.

Goal

Address current debates related to memorialization and commemorative monuments and statues.

Park staff will respond to the public's interest in commemoration in a proactive way.

- **New interpretive signs** on the patio of the Henry Hill Visitor Center and at the Stonewall Jackson statue will interpret memorialization of Jackson and place the statue into historical context.
- Staff will adjust **website content** to address the memorialization theme and specific monuments in the park.

- Staff will work with educators to develop **school materials** that will help students understand the evolving role that statues and monuments play in national life.

Staffing and Training

Goal

Develop a sustainable strategy to support personal services.

The actions identified in this plan are ambitious. To be fully or even partially realized they require full staffing and well trained volunteers increasingly competent to function with appropriate independence.

Several recommendations involve staffing and training. They include . . .

- A term **GS-11 Education Specialist** position or partner funding to hire an equally qualified contract employee.

- A **full-time GS-09 Education Coordinator** who will oversee the park’s revamped educational program and expanded opportunities to engage youth and families.
- Additional events that use **“living history” or re-enactors** to present diverse human stories associated with the battles, particularly civilian stories.
- **Training for volunteers** to engage in hands-on/minds-on activities and interpret Civil War medical care for the wounded in the Stone House.
- Staff or volunteer **training to sustain the park’s website and expand social media presence.**
- **Orientation for partner teachers** including what the park can offer educators onsite and through resource materials.
- Recruitment of **retired teachers** as volunteers for the revamped educational program.
- A special history study of the **civilian inhabitants of the Manassas** battlefield. This study will document civilian experiences during the Civil War and their efforts to recover and rebuild after the war. In addition to addressing the impact of the war on the community, the study should document the impact of Reconstruction policies on local residents (such as the efforts of the Freedman’s Bureau in the region), and explore the role of community efforts to bury the dead, commemorate the battles, and preserve the battlefield. [PMIS 216503 – Complete Special History Study for Interpretive Media Development]
- A visitor study to **understand the park’s audiences** and their changing needs.

The park has not had a comprehensive visitor study since 1995. Since that time, the area has experienced significant population growth and major changes in demographics that influence audience perceptions and needs. A comprehensive visitor study will provide park management with baseline data necessary to meet visitor needs for facilities, services, and programs.

Research Needs

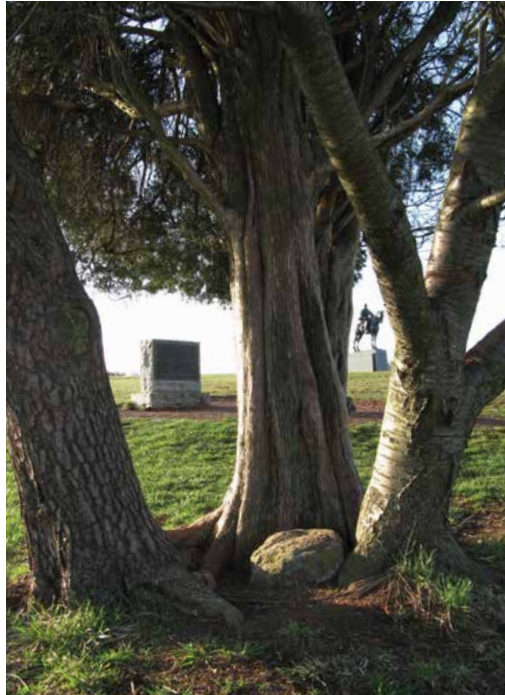
Goal

Initiate research projects needed to accomplish other recommendations in this plan.

The NPS is committed to interpretation based on current scholarship. In order to fulfill that obligation, park staff recommend:

- **Cultural landscape inventories and reports** for significant battlefield landscapes.

The ruin of the Bartow Monument, a remnant of the war's first memorial, now lies sheltered by trees, only yards away from a later monument to the Confederate colonel. The Jackson Monument, meanwhile, overlooks the scene from the hillcrest.
Credit: NPS



To date, cultural resource documentation has been completed for the Brawner Farm, the Unfinished Railroad, and the Groveton Confederate Cemetery. In addition, a study has been completed of the overall battlefield landscape, documenting vegetation and fence lines and providing guidelines for the future restoration of these elements of the landscape.

The park needs additional, detailed cultural landscape inventories for the following: Chinn Farmstead, Henry and Robinson Farmsteads, Matthew Farmstead, Stone House/H. Matthew Farmstead, Sudley Springs/Thornberry Farmstead, Stone Bridge area/Van Pelt Farmstead, J. Dogan Farmstead, Groveton/L. Dogan Farmstead, Portici/F. Lewis Farmstead, and the New York Monument landscape.

- A historic resource **study of monuments and markers**.

This study will document monument history, assess their condition, recommend appropriate treatments for their management, and aid in interpreting these resources. This is particularly timely given the current (2017) high profile debates over Confederate memorialization.

- A historic **furnishings report for the Stone House**, if needed to support new exhibits.

This report will guide the acquisition of appropriate reproduction furnishings for display and use in the building.

- An **ethnographic overview and assessment** of the park.

This project will provide baseline research to document traditional associations among cultural communities and park landscapes, places, and resources. It will provide baseline ethnographic documentation that is accessible to park management, interpreters, educators, identified ethnographic groups, and the public as appropriate.

- An **archeological survey** and assessment of the park scheduled to begin in FY 2018 and continue for three years.

This project will include an overview and assessment

of existing reports and data collected previously and recommendations for additional data to provide complete, accurate, and reliable archeological resource records. The project also includes an archeological identification and evaluation study to locate, evaluate, and document resources in areas not previously surveyed in the park. The project also will produce media to inform and educate the public on the results of the investigation.

Appendices



Appendix 1

Background

Secretary of the Interior Harold L. Ickes designated Manassas National Battlefield Park on May 10, 1940, to commemorate the Civil War battles of First and Second Manassas.

Manassas National Battlefield Park is located in the Piedmont region of Virginia in Fairfax and Prince William counties, approximately 25 miles west of Washington, D.C. Of the park's 5,071 acres, the federal government owns approximately 85% and private owners hold the remaining 15%. Interstate 66 borders the park to the south, Pageland Lane (Virginia State Route 705) borders the park to the west, and Bull Run forms the park's eastern boundary.

The battles of First and Second Manassas are two well-known battles of the Civil War. First Manassas marked the first major land battle of the war, and Second Manassas, fought approximately a year later, paved the way for Confederate General Robert E. Lee's first invasion of the North. In each instance Confederate armies won and dangerously threatened the national capital in Washington.

The First Battle of Manassas (July 18–21, 1861) had been eagerly awaited by raw recruits and inexperienced officers who rushed into service following the firing on Fort Sumter. Soldiers and civilians from the North and South envisioned a short and easy war highlighted by shiny

uniforms, brass bands, and heroic adventure. However, the reality of 10 hours of fighting on Matthews Hill, Henry Hill, and Chinn Ridge during this first battle put away all preconceived notions of a short war. The Union called this field of battle Bull Run, while the Confederacy named it Manassas. The 900 Americans killed on the battlefield that day were graphic proof that this civil war would be a protracted, bloody struggle to determine whether the divided nation would be reunited.

When the armies returned to fight a four-times larger, four-times bloodier battle on August 28–30, 1862, the high cost of war was unmistakable. The Second Battle of Manassas, a contest fought by seasoned veterans, took the Confederacy to the height of its power. As was the First Battle of Manassas before it, Second Manassas was the largest battle fought in the western hemisphere up to that time.

Among the park's most important resources are the large tracts of land managed to represent the battlefield landscape as it existed at the time of the Civil War. Included in this landscape are three houses that date from the Civil War period, several post-war historic buildings, a Confederate cemetery, the reconstructed Stone Bridge over Bull Run, six miles of historic road traces, and numerous other resources, including historic structures, archeological resources, cemeteries, trenches, and earthworks.

Bull Run Monument on Henry Hill
Credit: NPS

The farmlands and fields that historically surrounded the park are giving way to suburban Washington, D.C. While the areas to the north of the park retain some rural character, the areas south and west of the park now bustle with residential and commercial development.

The current area that comprises Manassas National Battlefield Park (MANA) is bisected by Lee Highway (U.S. Highway 29, also known by its historic name of the Warrenton Turnpike) and Sudley Road (Virginia State Route 234). These two roads follow the basic historic road alignments used by Civil War troops. Today, they provide visitor access to important battlefield sites. The roads also receive heavy use by commuters, residents, and commercial trucks from nearby quarries and construction operations. The heavy volumes of commuter and truck traffic create a safety problem and have a significant impact on the visitor experience. Travel through the park during morning and afternoon rush hours is extremely slow and negatively affects the feeling of being inside a national park.

During the 1980s, pressure from residential and commercial development threatened Stuart's Hill and brought national attention to both Manassas National Battlefield Park and the importance of Civil War battlefield preservation. The proposal for the commercial development of this significant historic site rallied the Civil War battlefield

preservation community. Their efforts and subsequent success resulted in Congress enacting outright purchase of Stuart's Hill and incorporation of this site into Manassas National Battlefield Park. In what began as a local issue, the need to protect Stuart's Hill reached both a regional and national audience. These efforts at Manassas National Battlefield Park signaled a renaissance in battlefield protection that continues to influence battlefield preservation efforts around the country.

Appendix 2

Existing Conditions

The following is a narrative of the existing conditions of current services and media, as they existed at the onset of the long-range interpretive planning process.

Pre-visit, arrival, and way-finding information

Information regarding Manassas National Battlefield Park is available by contacting the park by telephone or mail, or by accessing the park's website (www.nps.gov/mana), or Facebook page (www.facebook.com/manassasbattlefield). The Henry Hill Visitor Center is open and staffed daily from 8:30 a.m. until 5:00 p.m., and rangers and volunteers are available to address public inquiries regarding the park, its facilities, and interpretive programs.

Signage along Interstate 66 and key intersections with Routes 29 and 234 direct visitors to the park. Near the park entrances and within the park, signs direct visitors to the Henry Hill Visitor Center and to the Brawner Farm. Numbered tour signs also identify stops on the park's driving tour of the Second Manassas battlefield.

Media Outreach

The park notifies local and regional media outlets of upcoming events and park news regularly through news releases. The park's website and Facebook page are also used to alert the public to upcoming events and changing park conditions.

Website

The park's website is maintained and updated to inform the public of program offerings and schedules throughout the year.



The auditorium in the visitor center shows the park orientation film every hour. Lectures and other special programs are also offered here on an occasional basis.
Credit: NPS

The pedestrian trail and bridge at Brawner Farm provides an accessible route to the Brawner Farm Interpretive Center.
Credit: NPS



Interpretive and Visitor Contact Facilities and Areas

The Henry Hill Visitor Center is open daily, except Thanksgiving and Christmas Day. The Visitor Center houses museum exhibits, a fiber optic battle map of First Manassas, an auditorium exhibiting an orientation film, the Eastern National bookstore, restrooms, offices, and the park library. In addition to the fiber optic map, the museum exhibits include interpretive wall panels bearing photographs, illustrations, maps, and text; weapons, accouterments, uniforms, and artifacts from the war; and objects associated with civilians residing on the battlefield. An exhibit on the use of artillery on the battlefield occupies the rear area of the lobby and includes tactile displays, providing an opportunity for visitors to touch reproduction objects.

The building's auditorium was rehabilitated for the display of the orientation film, which was produced in 2002. Although used primarily for exhibiting the film, the auditorium also receives use as a venue for ranger talks and presentations, visiting lecturers, performers, and public meetings. The room seats 130 people.

The Brawner Farm Interpretive Center is a contact station dedicated to providing orientation to the Second Manassas battlefield. The center is open daily from March through November and contains a fiber optic battle map of Second Manassas and interpretive wall panels highlighting significant events connected to the battle.

The Stone House is a historic Civil War period building, open to the public seasonally. One of only three wartime buildings still standing within the park, the house has been restored to its 1860s appearance and partially furnished with reproduction furnishings in two first floor rooms. The remaining first floor room contains exhibit panels providing background on the history and preservation of the house. The second floor remains unfurnished and is accessible as staffing allows. Soldier graffiti is carved into the floor and baseboard of one of the upstairs rooms.

The Henry House is a post-Civil War building on the site of the original Judith Henry house. Located on the grounds of the Henry Hill Visitor Center, the building is open seasonally and

contains exhibits on the Henry and Robinson families, who lived on Henry Hill. A six-minute video displaying stereographic images of the battlefield is also available for viewing on site.

The two remaining Civil War period buildings, the Lucinda Dogan House and the Thornberry House, are open only on special occasions. The two buildings are unfurnished and contain no exhibits.

In addition to the buildings identified above, the battlefield includes numerous resources that are components of the cultural landscape of the park, including the reconstructed (c. 1880) Stone Bridge, the remains of the unfinished Independent Line of the Manassas Gap Railroad (known as the Unfinished Railroad), historic road traces, 17 monuments and markers within the park, 40 artillery pieces (including 38 authentic wartime cannon tubes and two reproduction tubes) representing selected battery positions, remnants of earthworks, and numerous archeological resources.

The park directs visitors to tour the battlefield by walking and driving tours. For First Manassas, walking the Henry Hill interpretive loop trail provides the primary means for the public to tour the area of heaviest fighting in the July 1861 battle. The one mile trail provides access to the postwar Henry House, the Robinson House site, and artillery displays representing key positions occupied by Ricketts' and Griffin's Union batteries and the Confederate

guns assembled by Jackson during the battle. The trail also passes the location of several notable monuments, including the Bull Run (or Henry Hill) Monument and the Jackson Monument.

For Second Manassas, a 12-stop driving tour provides access to sites significant to the events of the August 1862 battle. The tour route, marked by red, bullet-shaped signs, follows a combination of public roads and park roads for nearly 20 miles through the park. The tour stops, which are numbered and arranged generally in chronological order, include Brawner Farm, Battery Heights, Stone House, Matthews Hill/Dogan Ridge, Sudley, Unfinished Railroad, Deep Cut, Groveton, New York Monuments, Chinn Ridge, Portici, and Stone Bridge.

In addition, an extensive trail network provides access to most areas of the park. More than 20 miles of hiking trails and 20 miles of equestrian trails are open to the public, allowing visitors the opportunity to explore the battlefield and its resources. The two main hiking trails, the First Manassas Trail and the Second Manassas Trail, originate at the Visitor Center and pass many key landmarks and features of the battlefield. The park has established interpretive loop trails throughout the battlefield to direct visitors to sites important to understanding the park's story. In addition to the Henry Hill loop trail, similar trails are located at Stone Bridge, Matthews Hill,

Sudley, Brawner Farm, Unfinished Railroad, Deep Cut, and Chinn Ridge. These shorter loop trails originate at the tour stops of the driving tour. Interpretive waysides and troop position markers focus visitor attention on the battlefield's compelling history.

Interpretive Media Resources and Materials

Audiovisual Media

The park's orientation film, *Manassas: End of Innocence*, was produced in 2002, replacing a decades-old slide show. The 45-minute film, featuring a dramatization of the two-battle story, is shown every hour at the top of the hour from 9:00 a.m. through 4:00 p.m. The film includes subtitles for the hearing impaired.

The First Manassas fiber optic battle map is located in the museum wing of the Visitor Center. The

seven-minute program portrays troop movements and combat on the battlefield and includes a narration describing the battle action. The map program is captioned for the hearing impaired. The Second Manassas fiber optic battle map, located in the Brawner Farm Interpretive Center, provides a similar program for Second Manassas. The nine-minute program is likewise captioned.

Several small video monitors in the Visitor Center's museum areas demonstrate the drill and firing of weapons by the various branches of service of Civil War armies. Captions provide the only interpretation, as the videos do not include narration. All of the videos run on a continuous loop.

Publications

The park's primary publication is the NPS-produced unigrid brochure. The brochure features the park map, brief histories of the two

New interpretive wayside exhibits have replaced dated displays on Henry Hill. Credit: NPS





The existing interpretive kiosk on Stuart's Hill offers visitors a glimpse of the hill's role as Confederate command headquarters and signal station during Second Manassas. Credit: NPS

battles, and descriptions of the First Manassas walking tour on Henry Hill and the numbered stops on the Second Manassas driving tour. The brochure also lists regulations and provides contact information for the Visitor Center and park website.

The park distributes a hiking trail map to visitors inquiring about hiking opportunities on the battlefield. The map identifies all trails open to the public and provides a description of the park's two longer trail circuits – the 5.4 mile First Manassas Trail and the 6.6 mile Second Manassas Trail.

A separate bridle trail map is also available for visitors inquiring about horseback riding in the battlefield. The map highlights the equestrian trails throughout the park and provides mileage information and the estimated time to complete various trail loops.

The park has also produced an informational rack card, for distribution to welcome centers,

museums, and other attractions requesting information about the park for their patrons. The rack card includes a brief description of the park and visitor facilities, a small map, and contact information for the Visitor Center and park website and Facebook page.

In addition, the park distributes a site bulletin at the Stone House, giving an overview of the building's history and its role during the two Civil War battles. The Regional Archeology Program has also developed a site bulletin on archeology at the Brawner Farm, which is available at the Brawner Farm Interpretive Center.

Other brochures featuring the park's natural resources have been produced by the park's Natural Resources Management Program and are available at the Visitor Center and in racks at bulletin boards in the park.

The park has two Junior Ranger booklets for youths of various

ages, one an activity sheet for ages 3 - 5 and the other a full booklet for ages 5 and up. Youths completing the booklet activities receive the option of a badge or patch. Other NPS-themed Junior Ranger booklets covering the NPS Centennial and the 50th anniversary of the passing of the National Historic Preservation Act of 1966 are available while stock lasts. In addition to the Junior Ranger booklets, the park has a Scout activity booklet. Participating scouts who complete the activity requirement may earn a Scout Ranger patch.

Waysides

The park has installed interpretive waysides throughout the battlefield—at every tour stop and on all of the interpretive loop trails.

Upright signs provide visitors with basic site information at most tour stops.
Credit: NPS



Since the park initiated an effort to upgrade and replace its waysides in 2012, most of the exhibits are in good condition. However, the older waysides that remain, mostly dating to the 1980s, now show their age, with faded text and illustrations. They will be replaced as funding is available, and additional waysides will be developed to highlight lesser-known stories.

Areas of the park needing new or revised waysides include the Unfinished Railroad loop trail, as well as scattered locations on Henry Hill, Stone House, Chinn Ridge, and Deep Cut. In addition, an interpretive kiosk on Stuart's Hill, dating to 1996, displays three faded interpretive panels on the role of the hill as Lee's command post at Second Manassas. These exhibit panels likewise should be replaced as funding is available.

In addition to the interpretive waysides, the park maintains numerous upright informational signs, located at most of the parking lots throughout the battlefield. Intended to help visitors find their way in the park, the upright signs feature a large park map with the visitor's location marked and the location of the Visitor Center prominently displayed. The park should determine whether these signs function effectively as wayfinding resources, and if they are not necessary, the signs should be removed or replaced.

Museum Collection

The Henry Hill Visitor Center houses the park's museum, with

exhibits in the lobby and two rooms in the adjoining museum wing. A small museum storage room is located in the basement, and additional storage space is located at two other locations in the park, including Rosefield, where archival materials are kept. The bulk of the park's collection, however, is stored at the National Capital Region's Museum Resource Center (MRCE) in Landover, Maryland.

Library

The park library is located on the second floor of the Henry Hill Visitor Center. The library contains primary and secondary source materials related to the First and Second Battles of Manassas and the American Civil War, as well as studies related to the park's cultural resources. The library receives daily use from park staff, conducting research for programs and projects, as well as to answer visitors' historical inquiries. The library is non-circulating, but is

accessible to researchers on an appointment basis.

Personal Services

- **Visitor Contacts:** The park encourages visitors to begin their visit at the Henry Hill Visitor Center. Park staff and volunteers are available to assist visitors with an orientation to the battlefield and to provide guidance on how to tour the park. Visitors may also encounter interpretive rangers and volunteers at the Brawner Farm Interpretive Center and the Stone House, both of which are open on a seasonal basis.
- **Youth Programs:** Park staff offer guided tours and curriculum-based education programs to school groups. These are age-appropriate and address the current standards for Virginia. The park also offers Junior Ranger program activities and Scout hiking trail programs.



Guided walking tours and hikes offer visitors opportunities to explore the battlefield with a ranger.

Credit: NPS

- **Military Programs:** The park is located near numerous military installations, and many groups of officers and enlisted personnel use the park for conducting staff rides and other leadership training opportunities. Interpretive staff is sometimes requested for these activities, to provide a detailed tour of the battlefield that contributes to an understanding of strategic and tactical decisions and how such lessons can be applied to contemporary situations. The park's ability to assign staff to lead such programs is limited due to current staffing levels.

- **Interpretive Programs:** Interpretive programs consist of guided walking tours of portions of the battlefield, guided hikes, interpretive talks, living history and historic weapons demonstrations, and lectures. Guided walking tours account for most of the formal interpretive programming at the park. Of these tours, the Henry Hill walking tour is the mainstay of the interpretive program, having been offered with greater regularity and frequency through the years than any other program currently scheduled. The tour provides visitors with an introduction to the First Manassas campaign, with emphasis placed on the battle's climactic events on Henry Hill. The tour is offered on a regular schedule, spring through fall, and multiple times each day during the summer season. (The tour may also be offered on winter days with mild weather.)

For Second Manassas, the foundational program is the Brawner Farm walking tour. Offered when the Brawner Farm Interpretive Center is in operation (March – November), the tour provides an overview of the background to the campaign and of the battle's opening engagement at the Brawner Farm. Visitors are then poised to tour the battlefield with an understanding of the strategic decisions that brought about the battle.

Additional guided tours are available during the summer season and, when staffing allows, during the spring and fall shoulder seasons. Currently, these include Matthews Hill, Deep Cut, Chinn Ridge, and Unfinished Railroad walking tours. All walking tours last approximately 45 minutes and cover several hundred yards of walking.

During the winter months, park staff offer ranger talks in the Henry Hill Visitor Center. The talks are offered in front of the fiber optic battle map in the museum, with two talks offered daily on First Manassas and two talks on Second Manassas. First Manassas talks are also offered in lieu of Henry Hill tours on occasions when there is inclement weather.

The park staff also provide longer guided hikes on an occasional basis. In most years the park has offered spring and fall hikes of the First and Second Manassas



Walking tours are popular program offerings during battle anniversaries. The Deep Cut tour, pictured here, provides visitors with the opportunity to follow in the steps of Union soldiers in the largest Federal attack during Second Manassas. Credit: NPS

trails, offering the public the opportunity to take an extended walk with an interpretive ranger, covering five to six miles and lasting several hours. The staff have also offered special evening programs in the summer, many of which have involved longer walks on the battlefield. Known as the “History at Sunset” series, the program series focuses attention on lesser-known or visited sites in the park.

The park supplements its interpretive offerings with living history and historic weapons demonstrations. Offered on selected weekends from spring through fall, the demonstrations draw heavily on volunteer group participation. The park’s historic weapons coordinator provides supervision and training for volunteers and ensures that all programs meet NPS standards for interpretation and safety. These programs are always

offered in conjunction with the annual observance of Memorial Day in May and the battle anniversaries in July and August. Other weekend dates are offered based upon the availability of volunteers and reenacting groups to participate.

Special Events/Community Events

The park plans several significant events annually. The anniversary of the First Battle of Manassas occurs on the Saturday closest to July 21, the actual anniversary date. Most special programs are scheduled during the Saturday event, with some historic weapons demonstrations continuing into Sunday. The anniversary of Second Manassas is scheduled on the weekend closest to the August 28-30 anniversary dates. Special programs are offered through the weekend, beginning with an extended walking tour at the Brawner Farm on Friday evening. In addition, the park

conducts an annual observance of Memorial Day, which includes living history and historic weapons demonstrations and wreath-laying ceremonies at the Groveton Confederate Cemetery and the New York Monuments.

The park also regularly participates in special events planned at the national level, including the Civil War Trust-sponsored Civil War Park Day in April, Junior Ranger Day in April, and National Public Lands Day in September.

Current Personal Services Program Assessment

The park's interpretive staff faces challenges due to the consolidation or elimination of positions and leaving a key vacancy unfilled. The staff currently includes the division chief, serving in a dual capacity as the Chief of Interpretation and Cultural Resources Management (GS-12), a lead ranger that serves as interpretive specialist (GS-11), an interpretive ranger (GS-9), and a museum specialist (GS-9). One interpretive ranger (GS-9) position, serving as the education coordinator, is currently vacant. Filling that vacancy poses the single greatest need for the park and its interpretive and education program. Expanding the staff to address the loss of other positions would enable the park to provide a higher level of service to the public (such as offering additional special programs throughout the year), as well as to undertake new projects and provide more positive responses to special requests for tours, staff rides, off-site programs, and community outreach.

Partnerships

- Cooperating Associations: The Visitor Center houses an Eastern National bookstore, which usually ranks first in sales among all Eastern National outlets in the cooperating association's Virginia region. Eastern National employees operate the store and coordinate with the Chief of Interpretation and Cultural Resources Management and regional Eastern National managers. Eastern National donates approximately \$26,000 annually to support interpretive and educational needs at the Superintendent's discretion.
- Partnerships: The park maintains partnerships, both formal and informal, with various partners at the local, regional, and national level, in support of interpretation and education, including:
 - a) The Manassas Battlefield Trust, the park's friends group
 - b) The Civil War Trust, the nation's premier preservation organization dedicated to the preservation of Civil War battlefields
 - c) Gettysburg College, Civil War Institute, which sponsors the Brian C. Pohanka Internship Program and annually places at least one interpretive intern on the park's summer seasonal staff
 - d) West Virginia University, which provides the park with a summer interpretive intern from its graduate level History program

- e) Prince William County Schools
- f) Prince William County
Historic Preservation Division
- g) Manassas Museum System

The latter two partners manage historic properties in the surrounding community and often work with the park to plan and undertake special events.

- **Volunteer Program:** The park has an active volunteer program, with more than 500 volunteers participating each year, with many assisting with special projects or taking part in special events at the park. Volunteers account for approximately 16,000 hours of work annually, with nearly half of the total contributed to Interpretation. Although park volunteers embrace all age groups, many volunteers are retired and work a half or full day schedule on a recurring basis. Interpretive volunteers operate the information desks at the Henry Hill Visitor Center and the Brawner Farm Interpretive Center and provide staffing for the Stone House. In addition, some volunteers may also conduct interpretive tours and assist with education programs.

In addition, two volunteer groups, the Blue and Gray Trail Crew and the Battlefield Equestrian Society, work to maintain the park's hiking and equestrian trails respectively. Their work assists the park in

providing the visiting public with access to park resources throughout the battlefield.

- **Youth Programs:** The park has college internship programs with Gettysburg College and West Virginia University (WVU). These programs target students with a strong interest in Civil War history enrolled in undergraduate and graduate level history programs. The school pays Gettysburg College interns; MANA pays for the housing inside the park. The WVU—Manassas agreement specifies a 50/50 cost share. The park provides a full week of training for the students on the week prior to Memorial Day each year. Students generally stay through mid-August.

There are active Girl Scout and Boy Scout programs near the park. Boy Scout merit programs and local history programs help younger scouts learn about the park. Eagle Scouts are coordinated by the park's interpretive specialist/volunteer coordinator who works with the Blue and the Gray volunteer corps. This mix of youth and the senior volunteers provides a mentorship in the park. The park had 24 Eagle Scout projects in FY16 focused on resources and maintenance. The park also had two Gold Award projects for Girl Scouts in FY16. These projects assisted the natural resource program at the park.

The park has multiple Junior Ranger booklets, including park, regional, and national programs that mention Manassas.

There are several youth programs that are administered through other divisions of the park.

There is a Youth Conservation Corps (YCC) program focused on natural resources and maintenance. The park often combines the YCC crew with a Student Conservation Association (SCA) leader.

The Kids-in-Parks trail program and Park RX connect hiking and health.

Virginia Tech Cooperative Extension and the nearby state forest share an intern who works on connector trails.

Appendix 3

Achieving Relevance in Our Second Century

Outcome One

Relevance and Inclusion: The National Park Service facilitates thematic, inclusive, and inquiry-based interpretation.

- Goal 1A: Place events and park resources into national and global contexts.
- Goal 1B: Ensure that National Park Service audience experiences are relevant, inclusive, active, and fun.
- Goal 1C: Transform the role of interpreter to be a facilitator of learning rather than just a giver of information.

Outcome Two

Educational Leadership: The National Park Service is a valued and significant educator.

- Goal 2A – Establish the National Park Service as an educational institution and strengthen parks as places of learning that teach about our American heritage and develop civic engagement, scientific and historical literacy, and citizen stewardship.
- Goal 2B – Collaborate with partners and other educational institutions to expand National Park Service education programs and the use of parks as places of learning.

- Goal 2C – Develop and nurture lifelong connections between the public and parks, especially for young people, through a continuum of engaging recreational, educational, volunteer, service, and work experiences.

Outcome Three

Active Engagement: The National Park Service works hand-in-hand with communities to engage people of all ages and backgrounds in meaningful and mutually beneficial volunteer opportunities.

- Goal 3A – Cultivate an organizational culture of stewardship and service within the larger context of national volunteerism efforts.
- Goal 3B – Build capacity and sustainability for parks/programs through effective volunteer management, investments, partnerships, and program/professional development.
- Goal 3C – Provide a range of engaging volunteer, service learning, and civic engagement opportunities that match the interests and skills/talents of volunteers, meet community needs, and are aligned with high priority National Park Service work goals.

Outcome Four

Business Acumen: The Interpretation, Education, and

Volunteers program employs excellent business practices to maximize and leverage resources.

- Goal 4A – Create a flexible and adaptive organizational culture that encourages innovation, collaboration, and entrepreneurship.
- Goal 4B – Modernize and streamline National Park Service business processes and systems.
- Goal 4C – Actively support and train staff, volunteers, and partners from all disciplines who deliver Interpretation, Education, and Volunteers services and programs.

Appendix 4

Participants

The following participated in the LRIP workshop held in March 2017:

Name	Agency/Organization
Jim Barnes	Law Enforcement Ranger, Manassas National Battlefield Park (MANA)
Brandon Bies	Superintendent, MANA
Karen Boone	Facility Service Assistant, MANA
David Born	Historic Programs Coordinator, Prince William County
Ray Brown	Chief, Interpretation & Cultural Resource Management, MANA
Jim Burgess	Museum Specialist, MANA
Hank Elliott	Interpretive Specialist, MANA
Shelby Galvin	Public Affairs Fellow, National Capital Region (NCR)
Jeff Girvan	Supervisor of History and Social Studies, Prince William County Schools (PWCS)
Bryan Gorsira	Natural Resource Manager, MANA
John Hennessy	Chief Historian, Fredericksburg & Spotsylvania National Military Park
Dean Herrin	Chief Historian, NCR
Nathan King	Digital Communications Specialist, NCR
Kathy Kulick	Executive Director, Manassas Battlefield Trust
Elisa Kunz	Youth Programs, NCR
Linda Lutz-Ryan	Chief of Interpretation and Education, NCR
Jim Nichols	Law Enforcement Ranger, MANA
John Noel	Acting Superintendent, MANA
Jennifer Rigby	Education Specialist, The Acorn Group
Kathy Russ	Specialist, Social Studies, (PWCS)
Peg Scherbaum	Contracting Officers Representative, Harpers Ferry Center
Kaitlyn Shermer	Biologist, MANA
Bob Sonderman	Regional Curator, NCR
Melissa Viola-Askey	Social Studies PD Specialist, (PWCS)
Brad Waldron	Facility Management System Specialist, MANA
Brent Ward	Exhibit & Social Media Specialist, Riggs Ward Design
Gregory Wolf	Park Ranger, MANA
Ron Thomson	Facilitator/Writer, Compass

Document design by Riggs Ward Design

Harpers Ferry Center
National Park Service
U.S. Department of the Interior