

ANNUAL PERFORMANCE PLAN

for

Minute Man National Historical Park

FISCAL YEAR 2002

October 1, 2001 – September 30, 2002



Mission Statement:

"It is the mission of the National Park Service to preserve and interpret, at Minute Man National Historical Park, the significant historic sites, structures, properties and landscapes associated with the opening of the American Revolution which lie along the route of the Battle of April 19th, 1775... and preserve The Wayside, home of famous American authors, and interpret the 19th Century American Literary Renaissance. "

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Approved: _____ Nancy A. Nelson _____ 12/10/01 _____

Superintendent Date

TABLE OF CONTENTS

Approval page 2

Table of Contents 3-4

I Introduction and Overview 5

About this Plan 5

Minute Man National Historical Park 5

The National Park Service 6

The Government Performance and Results Act of 1993 (GPRA) 6

II Mission Statement 8

III Strategies: Accomplishing Goals 9

Organization 9

Facilities 9

Financial Resources 10

Program Evaluations 10

IV Key External Factors 12

V Goals 14

Goal Categories and Mission Goals 14

Long-Term Goals 15

Ia1A Disturbed Lands 15

Ia1B Exotic Species 16

Ia4 Water Quality 16

Ia5 Historic Structures 17

Ia6 Museum Collections 18

Ia7 Cultural Landscapes 19

Ia8 Archeological Sites with condition assessments 20

Ia0 Boston/Minute Man Archeological Project 20

Ib2A Cultural Resource Baseline: Archeological Sites 21

Ib2B Cultural Resource Baseline: Cultural Landscapes 21

Ib2C Cultural Resource Baseline: Historic Structures 21

Ib2D Cultural Resource Baseline: Museum Objects 21

IB2E Cultural Resource Baseline: Ethnographic Resources Baseline 22

Ib2F Cultural Resource Baseline: Historical Research 22

Ib3 Vital Signs 22

Ila1 Visitor Satisfaction 23

Ila2 Visitor Safety 23

Ilb1 Visitor Understanding and Appreciation 24

IVa3 Workforce Development and Performance 25

IVa4 Workforce Diversity (A, B, C, D) 25

IVa5 Employee Housing 26

IVa6A Employee Safety 27

IVa6B Employee Safety (Workers Compensation)	27
Iva7 Line Item Construction	28
IVb1 Volunteer Hours	28
IVb2A Donations and Grants	29
IVb2B Donations and Grants Received from Friends Groups & Other Organizations	29
IVb2C Donations and Grants Received from Cooperating Association	30
IVb4 Fee Receipts	30

VI Measuring Results 32

VII Strategic Plan Preparers 32

VIII Consultations ... 32

IX Appendices ... 33

12/12/00

I. INTRODUCTION

About This Plan

This is the Annual Performance Plan (APP) for Minute Man National Historical Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. It covers Federal fiscal year 2002 (October 1, 2001 – September 30, 2002), year two of our five year (2001-2005) Strategic Plan period. This Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories, mission goals (the "in perpetuity" goals that encompass everything we do), and the quantified, measurable long-term goals from our five-year Strategic Plan. The focus in this Plan, however, is on our annual goals and what we plan to accomplish this fiscal year.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Annual Performance Plan are available by visiting or writing park headquarters at Minute Man National Historical Park, 174 Liberty Street, Concord, MA 01742. We welcome questions and comments, which should be addressed to the Superintendent at this address.

Each annual goal is results- or outcome-oriented, objective, quantified and measurable, with performance measures built into each goal statement. A "Strategies" section describes the organization, facilities, and financial resources available to achieve the plan's goals. The "Key External" Factors" shows those things that may positively or negatively affect goal achievement. Each goal has one or more explanatory paragraphs that gives background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished and measured. After these goal explanations, there is an overview of how results will be measured. We have included a list of those who prepared this Plan and who we consulted with in its development.

In addition to this Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

Minute Man National Historical Park

Minute Man National Historical Park is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by an Act of Congress in 1959, Minute Man National Historical Park is located in Concord, Lincoln, and Lexington, Massachusetts. Containing 967 acres, the park preserves historic sites, structures,

properties and landscapes associated with the opening of the American Revolution that lie along the route of the Battle of April 19th, 1775. It also preserves The Wayside, home of famous American authors, and interprets the 19th Century American Literary Renaissance in perpetuity and makes this valuable part of America's heritage available to over 1,000,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

At present Minute Man National Historical Park is more than half way through a six year, eleven million dollar, development and rehabilitation project which includes building the 5 mile Battle Road Trail - making 80% more of the park and it's resources safely accessible to the public, and rehabilitation of cultural landscapes, stone walls, and historic structures. Additionally, several new lands, historic buildings, archeological sites, and visitor facilities have been added. Average annual visitation is over one million and has the potential to increase.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 385 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. The NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Minute Man National Historical Park. It is also available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, the NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "*performance management revolution*" already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to *establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop*. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing?" In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and Minute Man National Historical Park and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

"It is the mission of the National Park Service to preserve and interpret, at Minute Man National Historical Park, the significant historic sites, structures, properties and landscapes associated with the opening of the American Revolution which lie along the route of the Battle of April 19th, 1775... and preserve The Wayside, home of famous American authors, and interpret the 19th Century American Literary Renaissance. "

The mission statement of the National Park Service at Minute Man National Historical Park grows from the park's legislated mandate found in the Act of Congress, September 21, 1959. This was supplemented by additional legislation on October 24, 1992, which added The Wayside on Lexington Road in Concord, and which expanded the purpose of the Park to include the preservation and interpretation of the historic landscape along the road between Lexington and Concord.

Our mission statement is a synthesis of our mandated purpose and the park's primary significance.

Purpose: The purpose of Minute Man National Historical Park is to preserve and interpret the significant historic sites, structures, properties and landscapes associated with the opening of the American Revolution which lie along the route of battle of April 19, 1775, working in cooperation with others to achieve these goals; AND preserve The Wayside, Home of Authors and interpret the 19th Century American Literary Renaissance.

Significance: The primary significance of Minute Man National Historical Park, including The North Bridge, The Battle Road and the Minute Man Statue, is that it's a global symbol of man's universal struggle for liberty and self-government, and is the nation's memorial to the event's that occurred here on April 19, 1775. Through The Wayside, home of Nathaniel Hawthorne, and Louisa May Alcott, a powerful connection to America's 19th Century Literary Renaissance is maintained. The Wayside today reflects its authors' invaluable contributions to America's Literary Heritage and

to their home.

Legislative Intent: The legislated mandate creating Minute Man National Historical Park mandated the National Park Service to "preserve for the benefit of the American people certain historic structures and properties of outstanding national significance associated with the opening of the War of the American Revolution". The purpose of adding The Wayside was to "preserve and interpret.... the home of Nathaniel Hawthorne, Bronson Alcott, Louisa May Alcott, and Margaret Sidney, whose work illustrates the nineteenth century American literary renaissance". The purpose of the 1992 legislation was to expand the purpose of the Park to include the preservation and interpretation of the historic landscape along the road between Lexington and Concord.

III. STRATEGIES: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

A Superintendent and Assistant Superintendent lead Park staff. Staff is organized into four operating divisions: Interpretation/Cultural Resources, Visitor Protection/Natural Resources, Maintenance, and Administration. Staff expertise and specialties include 9 permanent park rangers, a curator/historian, a museum technician, 1 secretary, a facility manager, a buildings foreman, an administrative technician, 2 carpenters/woodcrafters, a maintenance mechanic, a painter, an auto mechanic, a grounds/tree worker, an administrative officer, a budget analyst, a procurement specialist, a personnel specialist, a computer specialist, a management analyst, and public affairs officer (note: some of the above positions were vacant as of 12/10/01). Due to the increased cost of service and supplies and increased overall personnel cost, the number of seasonals hired in FY 2002 will be less than FY 2001. There will be a total of 13 seasonal (temporary) park rangers, 9 in interpretation, and 3 in visitor protection. There will be 4 seasonal maintenance workers with 2 working in buildings and 2 working in grounds. Some seasonals will work less than full-time. A new full-time, permanent position added in FY 2001 is a Natural Resource Management Specialist. This recurring staff will be supplemented and/or supported this year using special project funds, contracts, and/or the assistance or expertise of various NPS and other organizations as available.

Our staff will be supplemented and/or supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's System Support Offices in Boston and Philadelphia will work with us to complete construction of the Battle Road Trail for Goals IIa1 and IIa2 and IIb1. The Northeast Cultural Resources Center in Lowell consisting of the Archeological Branch, the Building Conservation Branch, and the Collections Conservation Branch, as well as the Museum Services Branch in Boston, will assist us in preservation and rehabilitation projects for archeological sites, historic structures and museum objects for Goals Ia5, Ia6, and Ia8. The Olmsted Center For Landscape Preservation will help us to inventory and evaluate our historic cultural landscapes. And the Harper's Ferry Center and the Denver Service Center will provide professional architectural, engineering and interpretive design services. Additionally, the Towns of Concord, Lincoln, and Lexington, the U.S. Fish and Wildlife Service, the U.S Forest Service and the State of Massachusetts will provide additional vital assistance through cooperative agreement services. Eastern National

Parks and Monuments Association, in addition to directly helping accomplish education and visitor service goals through literature sales and donating approximately \$23,000 for interpretive and educational purposes, will provide 5 sales clerks at visitor centers. Finally, our friends group, The Minute Man National Park Association will provide support for various special events, engage in fund-raising for future year projects, and may donate funds for future projects. Details of all these supplementary and/or alternative activities, services, products, funds and staffing are shown, where applicable, in each goal narrative.

Facilities

Park infrastructure for accomplishing our goals includes: 3 visitor centers with exhibits, audio visual auditoriums, restroom facilities, interpretive literature sales, and outside amphitheaters; two auxiliary comfort stations; three historic structures open for public access/interpretation; four self-guiding trails; a 5 mile multi-use, interpretive trail; 12 miles of roadways (park, town and state owned); one central and one auxiliary maintenance facility; main park headquarters; ten employee housing units for on-site protection and management of park resources; ten parking areas and three overflow parking areas; and approximately 150 signs for safety, directions and interpretation. During 2002, a third historic structure, the Meriam House, with an auxiliary comfort station, will be added.

Financial Resources

Human and fiscal resources available to achieve the park's goals include a base operating budget of approximately \$2,550,000, a permanent work force of 27 permanent positions, 2 term position (one currently vacant), and 12 to 14 seasonal positions, depending on future budget decisions. Additionally, the Northeast Archeological Branch will have 8 full time equivalency positions divided between permanent and seasonal personnel. This work force will be supplemented by 14,000 hours of Volunteers-in-Parks service, 5 Student Conservation Assistants, 12 summer youth from the Public Land Corps Project, and special project and program funds distributed by the National Park Service Regional and Washington offices. In FY '02 special project and program funding will include: \$150,000 for stonewall repair; \$56,000 to repair the Nelson House septic system; \$46,000 for archeological backlog cataloging; \$225,000 to rehabilitate the Daniel Taylor House; \$259,716 to initiate site design and stabilization work on the Olive Stow House; and \$70,000 to upgrade the fire suppression system in the museum storage areas in the Buttrick Barn. Achieving our goal performance targets is critically dependent on our obtaining these additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize goals and the work to accomplish them, and to communicate and document it, all funding and staffing sources, and major alternative sources of support and work, are included in developing our Plan.

Please note that the goals in this FY 2002 plan assume a "flat budget" for park operations. For park operations in FY 2002 there will be a modest increase of \$54,000 for inflation, but there will be no major increases in funding. A base increase of \$128,000 was provided to the Northeast Archeological Branch for FY 2002. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional

funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless cultural and natural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Annual Performance Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

In 1997 the Superintendent's management team at Minute Man National Historical Park used the NPS 8-step process to arrive at our mission statement, mission goals, and long-term goals. Through a series of meeting park employees evaluated and ranked park resources in relation to the park's enabling legislation, mission statement and other mandates. This effort was undertaken to ensure that limited financial resources were directed towards mission related resources only. Park resources were rated as either being "A" meaning they had direct relation to the events of April 19, 1775, or The Wayside, or "B" meaning they had an indirect relation to the events of April 19, 1775 or The Wayside, and "C" meaning they did not have a direct or indirect relation to April 19, 1775, or The Wayside, but they had other historic significance.

Subsequent review of Park actions increased the number of sites designated as contributing to the mission of the Park. This included the 1992 legislation that provided for more protection of the cultural landscapes within the park and recognition that the continuum of past practices from the American Revolutionary era to the present, such as agriculture, is significant because it relates to the history of the Park. Another area, which broadened the scope of resources deemed important for preservation purposes, was an effort to complete documentation supporting the Park's designation as a site on the National Register of Historic Sites. Through this process numerous resources previously designated as non-contributing were changed to contributing because of their relationship to agriculture.

For the period 1994 through 2005 Minute Man NHP will be in a period of significant planning and development. Although the park was established in 1959, development of visitor use facilities and comprehensive historic resources rehabilitation and preservation activities were not undertaken until 1996 due to the large number of land parcels still privately occupied under term reservations. Up until 1996 visitors were basically only allowed access to a few locations in the park, these included the Minute Man Visitor Center, Fiske Hill, three historic sites along Virginia Road, the Wayside and the North Bridge Unit. Approximately 80% of the park including dozens of historic sites remained inaccessible. This was due to the need to provide privacy to residents still living in the park. By the early 90s only a few residents remained in the park and development of visitor use facilities and comprehensive preservation work became feasible. The development during this period fits into two broad categories; new and enhanced visitor facilities and preservation of natural and cultural resources. Visitor facilities added are part of the four phase Battle Road Trail project that includes a five mile, multi-use trail, new and improved parking areas, the addition of two

comfort stations, and interpretive exhibits. The anticipated completion date is fall 2002. One additional item, a pedestrian tunnel under Hansom Drive, will be constructed at a later date. Two major preservation projects that will occur during this time are called "Save Historic Structures" and "Save Cultural Landscapes" these projects consist of repair and rehabilitation work on seven historic structures and approximately 25 acres of cultural landscapes. Accomplishments in these areas have and will continue to contribute to several park goals including visitor satisfaction and understanding, and preservation of cultural and natural resources.

Regarding future evaluations, the plan will be reviewed annually and potential minor adjustments made based on annual performance achievement the prior year. The Strategic Plan will also need to be reviewed and revised at least every three years as required by the GPRA law, but as the performance management process is better understood and becomes more routine, strategic planning will become easier and better, and fewer reviews and revisions should be necessary.

IV. Key External Factors

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

Increased Traffic and Over Flights: During 1999, Massport authorized Shuttle America to begin commercial flight operations from Hanscom Field with up to 10 flights a day to Trenton, NJ, and Buffalo, NY. In 2000 The FAA gave approval for Shuttle America to begin flights to LaGuardia Airport in NY. This has created a tremendous amount of concern and activism in the local towns because of the present, and potential future, environment impacts to the communities and to Minute Man NHP. The impacts created by commercial aviation from Hanscom include: increased airplane and auto traffic noise; traffic congestion; potential pressure to widen Route 2A in the Park (the original Battle Road); and increased safety hazards to park visitors using Route 2A.

Route 2 Construction Impacts: Planning continues for a major highway improvement project at the Crosby's Corner intersection near a major park entry. It may threaten visual quality, historic character and may increase the speed and volume of traffic through the park along Route 2A. There is serious potential for degradation of public access and resource protection. This is especially so when one considers this project in addition to the highway project at the eastern end of the park along Route 2A and potential air traffic expansion and or related land development adjacent to Route 2A at Massport's Hanscom Field which abuts Minute Man NHP. Recently there has been heightened concern in north Lincoln for safe pedestrian crossing of Route 2A. In the past year there have been three pedestrian/bicyclist accidents along this road.

Community Emphasis on Conservationism and Preservation: The communities surrounding Minute Man NHP are very interested in conservation and preservation of cultural and natural resources. This is beneficial to the Park for its efforts to influence outside development, which could adversely impact park resources and the visitor experience. Another factor beneficial to the Park is that much of the land surrounding the park boundary is town or private conservation land which eliminates the possibility of development in much of the park's historic view shed. The Park is not opposed to outside development that protects the values and historic character of Minute Man NHP, and the surrounding communities.

Community Concern About Park Changes: Community concern was expressed about the development and opening of the 5 mile Battle Road Trail in terms of increased visitation and other associated issue such as increased need for security, information and maintenance. In 1999 the park received a \$250,000 base operating increase for the general purpose of managing the new Battle Road Trail. These additional funds were used to hire additional park rangers, maintenance personnel and support staff to provide adequate maintenance, security and informational services associated with this new facility. Some of the new programs implemented include; ranger bicycle patrol, establishment of a ranger station in the Battle Road Unit, development of a comprehensive maintenance plan for the Battle Road Unit, and increased interpretive and informational services. Additional facilities and historic structures will be added in the coming years so the park is again pursuing additional base funding.

Trends Affecting Operations: The popularity of Minute Man National Historical Park is expected to continue and present even greater challenges both in terms of cultural and natural resource preservation and visitor use. Prior to the existence of the Battle Road Trail, the majority of park visitors went to the North Bridge unit. However, visitation between the two units is now more balanced which is a goal of the 1989 General Management Plan. Due to the rapid growth of the tourist industry, the number of international visitors has placed special demands on park staff. Additional factors affecting performance include:

- The cost of maintaining and restoring natural and cultural resources is escalating.
- Development adjacent to the park is increasing impacts to the park's historic view sheds and is increasing traffic and noise in the park thus adversely affecting the quality and safety of the visitor experience.
- The implementation of new programs that emphasize wise use of limited resources and sustainable practices.
- A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act.
- The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventories and monitoring, and cooperative research studies.
- The NPS continues to automate/computerize many of its administrative and management systems. The most recent change was the conversion to Lotus Notes and Windows 2000.
- During 2000 work was begun on the Cultural Resource Challenge Initiative. This will have long-term implications for how cultural resources are managed and preserved.
- During September 2002, the NPS held a general conference in St. Louis, Missouri, called Discovery 2000. The main purpose of the conference was to establish a vision for the National Park Service for the 21st Century.
- The terrorist attacks of September 11, 2001 have lead to increased security measures at

the park. Additionally, Minute Man NHP is providing commissioned rangers, for extended periods of time, to other NPS areas or Department of Interior sites, for increased security requirements.

V. GOALS

Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, "in perpetuity" mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

Goal Category I Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make better-informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, road and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so

they will enjoy their visit more, support preserving this country's heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

(This mission goal refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.)

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals

Long-Term Goals and Annual Goals

Long-term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of the five-year Strategic Plan, FY 2001-2005. The Annual goals show how much of each long-term goal we intend to accomplish during this fiscal year. The numbering sequence for each goal follows that of the NPS Servicewide plan so that our contributions can "roll up nationally" into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to Minute Man National Historical Park. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to Minute Man NHP contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type. *Long-term goals are italicized. Annual goals are in bold type.* We will assess what we actually accomplished in an Annual Performance Report at the end of the fiscal year. Appendix A provides a worksheet for FY 2002 for each long-term/annual goal. Shown in each worksheet is how much of that long-term goal we intend to accomplish during this fiscal year and the approximate cost.

Goal Category I Preserve Park Resources

Mission Goal Ia Natural and cultural resources and associated values at Minute Man National Historical Park are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia1A Disturbed Lands - By September 30, 2005, 10 acres (80%) of Minute Man NHP's 12.5 acres of disturbed lands targeted in the amended 1997 Resource Management Plan are restored.

Ia1A Disturbed Lands - By September 30, 2002, 8 of 12.5 acres of Minute Man NHP's lands disturbed by prior development and targeted for

restoration, are restored.

Minute Man NHP's 1997 Resource Management Plan indicates that an estimated 350 acres of land have been disturbed by prior physical development. In addition, most of the rest of the park have been disturbed by historical agricultural activities. For consideration under this category, restored lands previously must have been impacted directly by development and/or agricultural practices.

From 1998 to 2000, Minute Man NHP restored 15 acres in accordance with criteria contained in previous versions of the "Field Guide to National Park Service Performance Management". For example, in FY 2000, five modern structures and four garages were removed along Virginia Road, Lexington Road and Route 2A and approximately one half mile of surface asphalt was removed from Old Bedford and Virginia Roads as part of the Battle Road Trail project. Areas from which modern structures were removed were replanted with hay and incorporated into the park's agricultural-leasing program.

However, definitions and qualifying criteria have changed substantially in recent versions of the Field Guide. Current restoration criteria presented in the August 2001 Field Guide require that parks "count only those acres where they plan to manage actively the soil-geomorphic conditions on the site." For legal, historical, and archeological reasons, Minute Man NHP generally limits actions at the park to those with little or no disturbance of soils and geomorphic conditions. In addition, Minute Man NHP's establishing legislation and General Management Plan require maintenance of open fields that reflect 1775 characteristics, thus preventing succession of agricultural fields and meadows to unmanaged, "natural" communities. This combination of factors makes it unlikely that Minute Man NHP will be able to restore a total of 350 acres of disturbed lands in accordance with current criteria. A reassessment of disturbed lands was conducted and 12.5 acres has been identified as meeting the definitions criteria. Of those 6 acres has been restored to date.

Ia1B Exotic Species - By September 30, 2005, 16 (4.7%) of Minute Man NHP 337 acres of priority-targeted disturbances are contained.

Ia1B Exotic Species - By September 30, 2002, invasive, exotic plants on 8 acres of Minute Man NHP are contained.

As of 1999, approximately 337 acres in Minute Man NHP were identified as supporting well-established populations of invasive, exotic plant species. Common buckthorn (*Rhamnus cathartica*), European buckthorn (*Rhamnus frangula*), and bush honeysuckle (*Lonicera* sp.) are locally dominant throughout the park in thickets, fields, and woodlands and Asian bittersweet (*Cephalanthus occidentalis*) dominates the edges and interiors of forests and fields. Purple loosestrife (*Lythrum salicaria*) also is common at the park, where it dominates many wetlands. These exotic species continue to adversely affect native habitats and wildlife by displacing and damaging native plants and interfering with natural food webs.

During FY 2002 as part of the "Save Cultural Landscapes" project, invasive plants, predominantly European and common buckthorns, Asian bittersweet, and bush honeysuckle, will be removed from approximately 3.2 acres south of the Noah Brooks Tavern and 0.2 acre north of the Meriam House. In addition, Japanese knotweed, an invasive perennial, will be removed from approximately 0.6 acre west of the William Smith House. Invasive plants, particularly European buckthorn, also will be contained within 2 acres of forested habitat, and Minute Man NHP will initiate a program to contain purple loosestrife using biocontrol methods.

Ia4 Water Quality - By September 30, 2005, Minute Man NHP has unimpaired water quality.

Ia4 Water Quality - By September 30, 2002, Minute Man NHP has impaired water quality.

A park's water-quality is unimpaired if (1) it does not receive discharge from any park-owned or -managed activity that has been in a state or federally issued notice of violation of the conditions of an NPDES permit; AND (2) it is not listed on the State's Section 303(d) list; OR (2) the park CAN demonstrate through a credible water quality monitoring program or other assessment process that park water bodies persistently meet or exceed water quality standards.

Minute Man NHP has numerous surface waters including Elm Brook, Mill Brook, several ponds, approximately 200 acres of wetlands, and the Concord River. A 1996 "Baseline Water Quality Data Inventory and Analysis" determined the Concord River and its tributaries within or adjacent to the park occasionally exceed EPA water-quality criteria for dissolved oxygen, pH, and dissolved copper. Total coliform and fecal coliform concentrations exceeded WRD screening limits for freshwater bathing. In addition, the Concord River is listed on Massachusetts' 303(d) List from the confluence of the Assabet and Sudbury Rivers to Billerica, which includes the section of the river that flows through the park's North Bridge Unit. Pollutants of concern noted on the 303(d) list are metals, nutrients, and pathogens. The State is expected to update the 303(d) list in October 2002, at which time waters may be added or removed. Factors affecting water quality at Minute Man NHP include road runoff and agricultural practices, as well as residential developments and historical actions that resulted in accumulations of metals in the Sudbury River.

A Level 1 Water Quality Inventory covering perennial rivers and streams, permanent ponds, and other significant waters at the park recently was completed and is under review. When complete, this document will aid in determining the overall status of water quality at Minute Man NHP.

Ia5 Historic Structures – By September 30, 2005, 65 (47.8%) of Minute Man NHP's 136 historic structures on the List of Classified Structures as of the end of FY 1998 are in good condition.

Ia5 Historic Structures - By September 30, 2002, 62 (46%) of Minute Man NHP's 136 historic structures on the List of Classified Structures as of the end of FY 1998 are in good condition.

Due to the number of historic structures in Minute Man NHP, this goal is highly important and requires a considerable amount of time and resources. As of 2001, the park has a total of 136 structures entered on the List of Classified Structures (LCS), the official NPS inventory and database of important historic structures. These structures include numerous buildings built between the 17th and

20th centuries, 13 of which were standing at the time of the fighting on April 19, 1775. The LCS also includes numerous sections of stonewalls, historic roads, historic foundations, historic wells, commemorative monuments and markers and other landscape features throughout the park. During 1999-2000 three structures on the LCS were removed from the park – the Giurleo House and Garage and the Kinsler House. Additionally, six structures were added as a result of the National Register Documentation Project - Albano Vegetable Stand, Burke House Garage, Walter Beatteay House, Inferrera House and Vegetable Stand and the Olive Stow Garage - none in good condition. This resulted in a net increase of three for a total now of 136 park structures on the LCS. As of 1997, 58 structures were deemed to be in good condition, i.e. requiring only routine and cyclic maintenance, but no restoration or rehabilitation. Between 1997 and 2000, five structures were elevated to good condition (Job Brooks House, Burke House and three stonewalls) for a total of 63. During 2000 two structures were elevated to good – the North Bridge path and the Wayside Barn, and recently four structures have gone from good to fair or poor (Samuel Brooks, Old North Bridge, Elisha Jones House, and Elisha Jones Shed), and two of the structures removed were in good condition. As a result the total number of structures on the LCS, currently in good condition is 59. Due to establishing a new LCS total, and the reevaluation of numerous LCS structures, the new 5-year goal for 2005 for number of structures in good condition has been changed from 71 to 65.

The goal includes "maintaining" as well as "attaining", for example the park has a total of 136 structures on the LCS as of 2001, but only 59 of those are in good condition. Since the 2005 goal is to have 65 in good condition, we will have to maintain the 59 already in good condition - taking a sizable portion of our routine maintenance funding - as well as rehabilitate about 1 or 2 additional structures each year to bring 6 more into good condition by 2005. Bringing structures up to good condition is normally beyond a park's resources and is usually accomplished through special funding programs and contracts.

Funding was secured during FY 2000-2001, for the "Save Historic Structures" project that will include significant rehabilitation work for the Meriam House, Samuel Brooks House, Noah Brooks Tavern, Joshua Brooks House, MuHugh Barn, and the Whittemore House. The Captain William Smith House, already restored/rehabilitated, will receive a fire suppression system as part of this project. Work was started at the Meriam House in 1999, a significant battle site where the running battle back to Boston began on April 19th, 1775. It will receive the most extensive rehabilitation work, most of which will be performed by the Buildings Conservation Branch with additional work to be performed under contract. Rehabilitation work at all other structures will be contracted out with NPS oversight. In

some cases additional work will still be needed in order to bring these structures up to good condition, except for the Smith House, which is already in good condition. It is anticipated that this rehabilitation work will be finished in FY2002. An Environmental Assessment was prepared for this project that included a public review and comment period and all necessary environmental and historical compliance. Various sections of stonewall will be rehabilitated and brought up to good condition during this 5-year period. Stabilization and routine maintenance work will be performed on the remaining structures to keep them from deteriorating further. Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports, and inspection by the Building Conservation Branch/Historical Architect and representative from the SHPO.

Ia6 Museum Collections – By September 30, 2005, 271 (94%) of 282 preservation and protection conditions in Minute Man NHP's park museum collections meet profession standards.

Ia6 – Museum Collections – By September 30, 2002, 258 (92.80%) of 278 applicable preservation and protection standards for Minute Man NHP's museum collection are met.

The park's museum collection, which is exhibited in three facilities, The Wayside, The Wayside Barn and the North Bridge Visitor Center, and stored in two facilities, the Squash Court and the Job Brooks House, is protected by fire detection systems in all the facilities and by fire suppression systems in The Wayside, The Wayside Barn and the Job Brooks House. Fire extinguishers provide protection from fire in the Squash Court and the North Bridge Visitor Center. A project statement for a new suppression system for the Squash Court was entered into the PMIS system in FY 2001 and will be funded in FY 2002.

Intrusion detection systems protect the collection in all facilities.

In FY 2001 data loggers replaced hygrothermographs for monitoring the temperature and relative humidity in all exhibit and collection storage areas. These instruments will continue to provide the park with accurate data that will help guide the preservation of the collection.

Pest and light monitoring programs will continue.

Natural light has been eliminated from both storage facilities and ultra-violet filtering material is used for shades for the windows in The Wayside and for fluorescent tubes in storage facilities.

The collection is stored in museum quality cabinets and shelving.

Closed cell polyethylene foam sheets line cabinet drawers and shelves.

Over 400 boxes in which a part of the archeology collection is stored have become acidic. A PMIS project statement will be developed in FY 2002 for a phased project that will rehouse the collection in acid-free boxes.

Ia7 Cultural Landscapes - By September 30, 2005, 3 (30%) of Minute Man NHP's 10 Cultural Landscapes as of the end of FY 1998 are in good condition.

Ia7 Cultural Landscapes - By September 30, 2002, 1 (10%) of 10 Minute Man NHP cultural landscapes is in good condition, which is the Jones/Stow farm cultural landscape.

A cultural landscape is one of the categories of property qualifying for listing in the National Register as a historic site or district. It is defined as a geographically definable rural area of open space or natural terrain that has been shaped or modified over time by human use, occupancy, or intervention. Cultural landscapes must possess a significant concentration, linkage, or continuity of historic landscape features, such as buildings, structures, vegetation, land uses, roadways, waterways, and/or natural features.

A preliminary inventory and assessment at Minute Man NHP was completed in 1999 and identified 10 cultural landscapes within the park. One of those landscapes (the "Jones/Stow Farm") was determined to be in good condition, while the remaining 9 landscapes were determined to be in poor to fair condition. A cultural landscape is considered to be in good condition when there is no clear evidence of major negative disturbance and deterioration by natural and/or human forces; the landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions and no immediate corrective action is required to maintain its current condition.

Treatment and rehabilitation work on parts of many of the cultural landscapes in less than good condition will occur as part of three major projects scheduled for completion in 2002, including (1) the Battle Road Trail Project, (2) the Save Historic Structures Project, and (3) the Save Cultural Landscapes Project. An Environmental Assessment was prepared for each project that included all required environmental and historical compliance. After completing these projects, additional work still may be necessary to elevate these landscapes to good condition. Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports, and inspection by a Historic Landscape Architect from the Olmsted Center for Landscape Preservation and a representative from the State Historic

Preservation Office (SHPO). Interpretation of cultural landscapes will be included in park programs to increase visitor awareness, and support for park efforts to restore landscapes.

Ia8 Archeological Sites – By September 30, 2005, 24 (63%) of the 38-recorded archeological sites at Minute Man NHP as of the end of FY 1999 are in good condition.

Ia8 Archeological Sites with Condition Assessments - By September 30, 2002, 20 (53%) of the recorded archeological sites at Minute Man NHP are in good condition.

A goal of Minute Man NHP is to increase the number of recorded archeological sites listed in the 1999 Archeological Sites Management Information System (ASMIS) that are in good condition. To preserve recorded sites, monitoring is necessary and additional actions to enhance preservation may be required. Good condition indicates that the site is stable and its archeological values are well preserved. The park's remaining archeological sites not in good condition will be evaluated and then put into priority order for stabilization. Stabilized archeological sites are incorporated into the park's interpretive program and receive protection and maintenance. The park has approximately eleven other sites that will need condition assessments to be entered into ASMIS. Initial stabilization work will also be necessary. Additional funding will be pursued for this work. Measuring goal achievement and verification of measures will be by on-the-ground inspection; photo documentation, completion reports, and inspection by an archeologist from the NE Archeological Branch and representative from the SHPO.

Ia0 Archeological Sites – By September 30, 2005, 35 park (58%) units in the New England Cluster use the professional services of the Archeological Branch to inventory and maintain their sites in good condition.

Ia0 Boston-Minute Man NHP Archeological Project - Professional Services - By September 30, 2002, 25 parks (36%) of the park units in the Northeast Region use the professional services of the Archeological Branch to protect and preserve archeological sites.

The Archeology Branch deploys in-house staff or brokers for contract services to provide field inspections, site evaluations, research designs, testing, lab analysis and cataloging services. In addition, the Branch offers various levels of technical assistance, including advice on compliance, training, and strategies for public education utilizing archeological research data. The Branch, a component of the Northeast Cultural Resource Center, reports directly to Larry Gall, Team Manager for Stewardship and Partners, Boston Support Office. However, as of FY00, the Archeological Branch operates as a joint venture between The Boston Support Office and Minute Man NHP. Eight FTE and \$472K of ONPS base

funding will be reported by Minute Man NHP, which received an increase for FY'02 for the Archeology Branch.

Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; at Minute Man National Historical Park management decisions about resources and visitors are based on adequate scholarly and scientific information.

Ib2 Cultural Resources Baselines – By September 30, 2005, the 1997 baseline inventory and evaluation of each category of cultural resource at Minute Man National Historical Park is increased.

Ib2 Cultural Resources Baselines - By September 30, 2002, the 1997 baseline inventory and evaluation of each category of cultural resource at Minute Man National Historical Park is increased as follows:

Ib2A Archeological Sites - By September 30, 2005, add 5 sites to the Archeological Site Management Information System for a total of 43.

Ib2A Cultural Resources Baseline: Archeological Sites - By September 30, 2002, add 1 (3%) site to the Archeological Site Management Information System for a total of 39.

Ib2B Cultural Landscapes - By September 30, 2005, add 10 cultural landscapes to the FY 1998 base of 0 landscapes inventoried and evaluated at Level II

Ib2B Cultural Resources Baseline: Cultural Landscapes - By September 30, 2002, the number of Minute Man NHP cultural landscapes inventoried, evaluated, and entered on the National Park Service Cultural Landscapes Inventory (CLI) at Level II remains 0.

Ten cultural landscapes were identified at Minute Man NHP during a 1999 assessment. These landscapes included the North Bridge, North Bridge Visitor Center, Wayside, Meriam's Corner, Jones/Stow Farm, Brooks Farm, Hartwell Tavern, Nelson Farm, Paul Revere Site, and Fiske Hill. Seven of those ten landscapes are present in the park's Battle Road Unit for which the Olmsted Center for Landscape Preservation will be completing a Cultural Landscape Report (CLR) in 2002. Although the CLR will provide important information, additional data will be necessary to complete Level II inventories.

Cultural landscape inventories are completed using WASO funding managed by the Olmsted Center for Landscape Preservation in accordance with Regional priorities. The current work plan, which covers the years 2001-2005, does not include funding for Level II inventories at Minute Man NHP.

Ib2C Historical Structures - By September 30, 2005, remove 3 structures and add 6 structures, then add 8 more structures to the FY 98 base of 133 structures on

the List of Classified Structures for a total of 144.

Ib2C Cultural Resources Baseline: Historical Structures - By September 30, 2002, add 8 structures to the FY01 base of 136 structures on the List of Classified Structures for a Total of 144.

During FY '02, 8 structures, D. Inferrara Farm Garage, Palumbo Open Shed, Palumbo Farm Wood Shed, Palumbo Metal Shed, Palumbo Farm Enclosed Garage, Edward Nowalk Garage, Edward Nowalk 6-Bay Tractor Shed and Edward Nowalk Cottage, need to be added to the LCS because of the National Register documentation work. That means that the park would have 144 structures. At the same time condition would have to be assigned to the 8 structures mentioned above. This assessment is needed to be able to have the most accurate numbers for FY 2002.

Ib2D Museum Collections - By September 30, 2005, increase the total number of museum objects cataloged by 76,000 for a total of 305,066.

Ib2D Cultural Resources Baseline: Museum Collections – By September 30, 2002 increase the total number of museum objects cataloged by 22,000 for a total of 261,321.

The Archeology Collections Management Program of the Archeology Branch of the Northeast Cultural Resources will catalog 22,000 archeology artifacts with \$46,000 from the Backlog Cataloging Program.

Ib2E Ethnographic Resources - By September 30, 2005, the number of ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory (ERI) is increased from 0 in FY1999 to 2 (200% increase).

Ib2E Cultural Resources Baseline: Ethnographic Resources - By September 30, 2002, the number of ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resources Inventory (ERI) is increased from 0 in FY1999 to 2.

Ib2F Historic Research – By September 30, 2005, Minute Man NHPs Administrative History is completed to professional standards, current (approved since 1980), and entered in CRBIB. The Park's Historic Resource Study (HRS), will be done in a later year.

Ib2F – Cultural Resources Baseline: Historic Research - By September 30, 2002, Minute Man NHP's Historic Resource Study (HRS) and Administrative History will not be complete.

Project statements for the Historic Resource Study and the Administrative History were completed and submitted during the FY 2001 Comprehensive Call.

This goal increases the information and knowledge stored on national databases gained through inventorying, analyzing, evaluating, and describing cultural resources not previously inventoried and evaluated. It makes those records accessible for multiple uses.

Under this goal Minute Man NHP records its efforts in money and FTE to add to the number of: archeological sites formally inventoried and evaluated and entered into the Archeological Sites Management Information System (ASMIS); the number of landscapes on the Cultural Landscapes Inventory (CLI) that have been formally inventoried and evaluated at Level II; the number of structures formally inventoried and evaluated and entered into the List of Classified Structures (LCS); the number of ethnographic resources inventoried, evaluated and entered on the National Park Service Ethnographic Resources Inventory (ERI); and the number of museum objects cataloged in the Automated National Catalog System (ANCS) and submitted to the National Catalog. For each cultural resource, measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports, and inspection by an archeologist, historic architect, cultural landscaped specialist and a curator, respectively, and representatives from the SHPO.

Ib3 By September 30, 2005, Minute Man National Historical Park has identified its vital signs for natural resource monitoring.

Ib3 Vital Signs - By September 30, 2002, Minute Man NHP has not identified its vital signs for natural resource monitoring (Minute Man NHP and other Northeast Temperate Network parks are scheduled for vital sign identification in FY 2003).

Minute Man NHP is one of 265 National Park areas identified as having significant natural resources, such as wetlands, forests, and grasslands, that provide habitat for various species of plants and animals, including mammals, birds, reptiles amphibians, and insects. Ensuring the integrity of habitats and maintaining species diversity depends on identifying vital signs, which are key elements that indicate the health of an ecosystem. Vital signs can be any measurable feature of the environment that provides insight into the state of the ecosystem, such as keystone species or key processes like nutrient cycling, patch dynamics, and hydrological regimes. Identifying vital signs that will be used for monitoring the health of Minute Man NHP's ecosystem and other resources of special concern is essential for tracking the status and trends of natural resources at the park. Although vital signs have been identified at some parks in other networks, identification and prioritization of vital signs in the Northeast Temperate Network (of which Minute Man NHP is a part) is expected to begin in FY 2003.

Goal Category II Provide for the Public Enjoyment and Visitor Experience of Parks

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities at Minute Man National Historical Park.

Ila1 Visitor Satisfaction – By September 30, 2005, 99% of park Visitors to Minute Man NHP are satisfied with appropriate park facilities, services, and recreational opportunities.

Ila1 Visitor Satisfaction - By September 30, 2002, 99% of all park visitors to Minute Man NHP are satisfied with appropriate park facilities, services, and recreational opportunities.

This goal focuses on the programs, facilities, services, and recreational opportunities Minute Man NHP provides for visitor use, comfort, and enjoyment and is responsive to the mandate in the NPS Organic Act "...to provide for the enjoyment of the (resources) in such manner and by such means as will leave them unimpaired for the enjoyment of future generations". The major activities to be directed towards visitor satisfaction during FY 2002 will be completing Phase IV of the Battle Road Trail Project, completing a new comfort station at Meriam's Corner, rehabilitating six historic houses, and rehabilitating 25 acres of cultural landscape in the Battle Road Unit. Also, work may begin in FY 2002 on construction of a pedestrian tunnel for the Battle Road Trail under Hanscom Drive, and planning and design work will begin for a comprehensive rehabilitation project in the North Bridge unit.

Other activities intended to enhance visitor satisfaction include new offerings of educational programs, more special events, expanded interpretive offerings along the Battle Road Trail, a winter lecture series, and improved trail and road signage. Measuring goal achievement and verification of measures will continue to be measured by surveying visitors. This method was started in 1998 and consisted of using a professionally developed questionnaire distributed to park visitors using a random sampling method. During FY 2001, the overall Visitor Satisfaction Rate was 98%.

Ila2 Visitor Safety: By September 30, 2005, the visitor accident/incident rate at Minute Man NHP is maintained at its low baseline rate of 1 per 100,000 visitor days.

Ila2 Visitor Safety - By September 30, 2002, the visitor accident/incident rate at Minute Man NHP is maintained at its low baseline rate of 1 per 100,000 visitor days.

The purpose of this goal is to improve the safety and security of visitors. Approximately 1,000,000 visitors come to Minute Man NHP annually. While many things affect visitor safety and security, this goal focuses on park facilities and services provided to support them. They include; grounds and building maintenance for security, health and sanitation systems, law enforcement, search and rescue, employee training, safety messages, special events and traffic control. This goal covers a variety of activities and efforts to provide the visitor a safe and secure visit. This includes; training staff in identifying common park hazards and visitor incidents, increased traffic enforcement on Route 2A and other park roads, incorporating safety messages about park hazards on trail head signs, in interpretive programs, and on park brochures, and continuing with an active Park Safety Committee to address park safety issues. Measuring goal achievement and verification of measures will be by periodic safety inspections, accurate record keeping, and analysis of accident statistics.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of Minute Man National Historical Park and its resources for this and future generations.

Iib1 Visitor Understanding and Appreciation – By September 30, 2005, 86% of park visitors to Minute Man NHP understand and appreciate the significance of the park they are visiting.

Iib1 Visitor Understanding and Appreciation - By September 30, 2002, 60% of park visitors to Minute Man NHP understand and appreciate the

significance of the park they are visiting.

Minute Man NHP's new park development projects include a five-mile multi-access trail with interpretive waysides and granite markers, new parking areas, new visitor center exhibits and theater program, extensive cultural landscape restoration, and rehabilitation of seven historic structures. Still to be accomplished is improved signage to increase awareness of park identity and better facilitate visitor access.

These development efforts have resulted in visitors spending longer in the park, visiting more locations, and treating the park more as a "destination" to be understood and appreciated. We have revised our programming to help our visitors have a more cohesive park experience. This has always been a challenge at Minute Man, because the park is in three different towns and has 13 different entrances.

For the first time, our park newsletter/program guide, web site, and visitor center staff serves to start visitors on a sequential park tour. It begins with our visitor center and theater program, which introduce the 18th-century story of the Revolution. Visitors can then move out onto the Battle Road Trail for guided walks that add depth to 18th-century understanding, and visit historic Hartwell Tavern for living history demonstrations that interpret the lives of the people who took part in the Revolutionary events. The sequential experience then continues on to "The Wayside" where 19th-century Concord authors who were inspired by the Revolution in their town fostered a new intellectual independence. The visitor experience ends at the famous North Bridge where our "Two Revolutions" program illuminates the links between the 18th-century Revolutionary events at the site and it's setting in a 19th-century commemorative landscape. Here the ideals of the Revolution and their expansion by the Concord authors come together to develop understanding of our American heritage.

During FY 2001, the visitor awareness of the significance of Minute Man NHP was 68%, and we hope to continue exceeding our goal in 2002.

Goal Category IV: Ensure Organizational Effectiveness

Mission Goal IVa: Minute Man National Historical Park uses current management practices, systems, and technologies to accomplish its mission.

IVa3A Employee Performance - By September 30, 2005, 100% (52) of Minute Man NHP's permanent, term and temporary employees performance plans are linked to appropriate strategic and annual performance goals and position competencies.

IVa3A Workforce Development and Performance - By September 30, 2002, 75% of Minute Man NHP's employee performance plans are linked to appropriate strategic and annual performance goal and position competencies.

This goal makes sure that permanent and term employee performance agreements and annual performance standards are linked to park strategic and annual performance goals. It implements Minute Man NHP's *Strategic Plan* by connecting individual performance to organizational success. Measuring goal achievement and verification of measures will be accomplished annually by supervisors/managers certifying that Employee Performance Plan and Results Reports are related to organizational goals set forth in the strategic plan for Minute Man NHP. On-going position reorganization in the Maintenance and Administrative divisions may result in the need to update plans due to the establishment of new positions/redistribution of duties.

IVa4 Workforce Diversity - By September 30, 2005, there is an increase in the number of employees in targeted occupational series at Minute Man NHP from underrepresented groups.

IVa4 Workforce Diversity - By September 30, 2002, there is an increase in the number of employees in targeted occupational series at Minute Man NHP from underrepresented groups as follows:

IVa4A Workforce Diversity: Permanent - By September 30, 2005, the number of Minute Man NHP permanent positions in the 9-targeted occupational series filled by employees from underrepresented groups is increased from the FY1999 level of 3 to 4.

IVa4A Workforce Diversity: Permanent - By September 30, 2002, the number of Minute Man NHP permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is maintained at the FY1999 level of 3.

IVa4B Workforce Diversity: Temporary/Seasonal - By September 30, 2005, the total number of Minute Man NHP temporary/seasonal positions annually filled by women and minorities is increased from 5 in FY 1999 to 10 (100% increase).

IVa4B Workforce Diversity: Temporary/Seasonal - By September 30, 2002, the total number of Minute Man NHP temporary/seasonal positions annually filled by women and minorities is increased from 5 in FY 2000 to 7 (40% increase).

IVa4C Workforce Diversity: Permanent - By September 30, 2005, the number of Minute Man NHP permanent positions filled by employees with disabilities is increased from 1 in FY 1999 to 2 (100% increase).

IVa4C Workforce Diversity: Permanent - By September 30, 2002, the total number of Minute Man NHP permanent positions filled by employees with disabilities is maintained at the FY1999 level of 1.

IVa4D Workforce Diversity: Temporary/Seasonal - By September 30, 2005, the number of Minute Man NHP temporary/seasonal positions filled by employees with disabilities is increased from 0 in FY1999 to 1 (100% increase).

IVa4D Workforce Diversity: Temporary/Seasonal - By September 30, 2002, the total number of Minute Man NHP temporary/seasonal positions filled by employees with disabilities is maintained at the FY2001 level of 1.

The National Park Service workforce does not reflect the representation of minorities, woman, and individuals with disabilities as identified by the civilian labor force figures in certain occupational series. In many occupations, minorities, women, and/or individuals with disabilities are severely underrepresented, and separation rates for these groups are often times higher than, or equal to, the rate at which the Service hires them.

Minute Man NHP is committed to increasing diversity in its workforce in direct and indirect ways. Supervisors and managers actively recruit and hire qualified minorities, women, and individuals with disabilities in all occupational series, but particularly in those targeted occupations and grade levels where they are underrepresented to achieve consistency with their percentage of representation in the civilian labor force. Indirect: The Interpretation Division is developing and expanding the African American history programs and inner-city programs that reach children from diverse backgrounds in grades 5 to 12. Interpretation and

Maintenance Divisions continue to improve their NPCA Diversity Program to expose inner-city young adults to grounds crew work in a National Park. As the faces and backgrounds of the staff change in the park, integrated interpretive programs and ideas are generated, which invite and appeal to a more diverse population of the labor force. Early introduction into the school system may also help the park achieve its goal. The targeted occupational series are 025 – Park Management, 170 – Historian, 301 Administration and Programs, 401 – General Biological Science, 1640 – Facility Management, 083 – Police, 194 – Archeology, 1010 – Exhibit Specialist, and 1015 Museum Curator. Measuring goal achievement and verification of measures will be accomplished by a two step process 1) reviewing actions directed towards recruitment of underrepresented groups for targeted positions, and, 2) comparison of the number of employees from underrepresented groups in targeted occupational series with civilian force figures, at Minute Man NHP.

IVa5 Employee Housing - By September 30, 2005, the number of Minute Man NHP employee housing units listed in poor or fair condition is reduced from 10 in FY1997 assessments to 5 (50% reduction).

IVa5 Employee Housing - By September 20, 2002, the number of Minute Man NHP employee housing units listed in poor or fair condition is reduced from 10 in FY1997 assessments to 6 (40% reduction).

This goal improves the condition of employee housing within Minute Man NHP. Housing is provided so that the park's resources are better protected. Protection rangers living in park housing are available to be called 24 hours a day to respond to park emergencies. The National Park Service has historically provided employee housing in remote locations and other places where it is beneficial to the government.

Minute Man NHP has 10 housing units used by permanent and seasonal employees. Of these 6 are in fair or poor condition and four are in good condition. Minute Man NHP is committed to improving its employee-housing situation. Formal assessments of conditions and needs begun in FY 1997 document baseline conditions, determine extent of work needed, and propose corrective actions. Housing repairs and upgrades will continue during FY 2001-2005 and will result from rehabilitation work performed as part of the "Save Historic Structures" project. Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, and completion reports, and because many of these are historic structures, inspection by the Building Conservation Branch/Historical Architect and representative from the SHPO.

IVa6A Employee Safety (Lost-time Accidents) - By September 30, 2005, the number of Minute Man NHP employee lost-time injuries is reduced from the FY1992-FY1996 five-year annual average rate of 3.458.

IVa6A Employee Safety (Lost-time Accidents) - By September 30, 2002, the number of Minute Man NHP employee lost-time injuries is reduced from the FY1992-FY1996 five-year annual average rate of 3.458.

IVa6B Employee Safety (Workers Compensation) - By September 30, 2005, the number of Minute Man NHP hours of Continuation of Pay will be at or below 31.4.

IVa6B Employee Safety (Workers Compensation) - By September 30, 2002, the number of Minute Man NHP hours of Continuation of Pay will be at or below 31.4.

The National Park Service has the worst safety record in the Department of Interior and one of the worst in the Federal Government. Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost time

injury rate). The Occupational Safety and Health Administration's FY 1995 annual average for federal employee accidents (number of lost-time accidents per 100 employees) was 2.83. The National Park Service's annual average for the same period was 6.46.

As a baseline, Minute Man NHP has determined its 5-year (FY 1992-1996) average employee lost time injury rate and its causes. Unsafe work practices account for approximately 90% of NPS employee accidents (National Safety Council & NPS analysis, 1995) so efforts were directed towards ensuring safe work practices by all of Minute Man NHP employees. In FY 2000 line management adopted a renewed emphasis towards leadership in safety excellence. To achieve this goal an action plan was developed which includes: developing a written safety policy for Minute Man NHP; demonstrating leadership commitment to safety; establishing effective safety management systems; promoting employee involvement and influence in park-wide safety; implementing safety program audit methods; establishing lists of applicable OSHA standards; performing Job Hazard Analysis; writing disciplinary policy for safety violations; promoting safety awards; and revising/updating incident investigations. Measuring goal achievement and verification of measures will be by periodic safety inspections of working areas and practices, accurate record keeping, and analysis of accident statistics.

Iva7. Construction Project Management. By September, 30 2005, 100% of Minute Man NHP line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

IVa7 Construction Project Management - By September, 30 2002, 100% of Minute Man NHP's line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

The National Park Service line-item construction program covers historic preservation, rehabilitation, and new construction projects authorized by Congress. Most Federal Lands Highway Program dollars rehabilitate and reconstruct park roads and bridges (e.g. Yellowstone National Park road system). Such projects have a project agreement or comparable document that provides baseline data, including a funding allotment for each phase of the project and a project completion schedule. Accuracy in estimating the needs and time required to design and to build facilities is also measured. The park Superintendent is accountable for ensuring that project decisions meet the goal. This goal tracks NPS construction performance comparing the appropriated amount to actual project costs, and projected schedules to actual project completion dates. The goal also measures the degree of achievement on stated project goals. This goal is reported to by the park Superintendent receiving the line item funds at the completion of construction. Projects this will include are the Battle Road Trail Project, Phases IV, the Save Historic Structures Project Phase 170AA, and Save Cultural Landscapes Project Phase 170AB .

Mission Goal IVb: Minute Man National Historical Park increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.

IVb1 Volunteer Hours - By September 30, 2005, increase to 15,080 (16%), over the 1997 level, the number of volunteer hours at Minute Man NHP.

IVb1 Volunteer Hours - By September 30, 2002, increase to 14,300 (10%), over the 1997 level, the number of volunteer hours at Minute Man NHP.

Park volunteers provide diverse kinds of assistance from maintenance and interpretation to administration, resource management and archeology. The National Park Service Volunteer in Parks (VIP) program, authorized in 1970, allows Minute Man National Historical Park to accept and use voluntary help in ways mutually beneficial to the Park and the volunteers. Government downsizing

and expanded facilities at Minute Man NHP has increased the demand for additional volunteers and funding. In 2001, volunteers worked 14,919 hours at Minute Man NHP.

From FY 2002 through FY 2005 staff will identify and recruit for new VIP activities. An expanded VIP recruitment strategy will be developed and implemented and an annual VIP appreciation activity will be planned. Also, a new series of volunteer workshops introduced in the winter 2001 will again be held in winter 2002. Measuring goal achievement and verification of measures will be accomplished by accurate record keeping of VIP activities, review of VIP activities by supervisors and management, and comparison of the quality and quantity of VIP work with the 1997 baseline.

IVb2A Donations and Grants - By September 30, 2005, cash donations and cash grants increase to \$1,864 over the 1998 level (\$1,635), the dollar amount of donations and grants .

IVb2A Donations and Grants - By September 30, 2002, cash donations and cash grants increase to \$1,765 over the 1997 levels, the dollar amount of donations and grants

The contributions of cash donations from individuals, support groups and private sector support for the National Park Service has a long and proud history. These generous donations have the potential to support new park development, improve visitor service, help in times of disaster, and provide the means to accomplish dozens of priority projects and programs at Minute Man NHP. There is much potential for increase in cash donations. This goal increases and tracks the dollar amount of support received by Minute Man NHP in donations and grants from the National Park Foundation, friends groups, and other public and private sources. In FY 2002 the park will identify new ways for interested parties to make cash donations to support park programs, for example by putting a donation box near the new Battle Road Trail or in the vicinity of the North Bridge, and, by expanding the Park's outreach program to outside organizations and informing them of the opportunity to make cash donations to Park programs. Measuring goal achievement and verification of measures will be accomplished by accurate record keeping of cash donation activities, review by supervisors and management of receiving procedures for cash donations, and comparison of the quantity of cash donations with the 1997 baseline.

IVb2B Donations and Grants - By September 30, 2005, the cash value of in-kind donations, grants, and services provided Minute Man NHP by the Minute Man NP Association and other organizations is maintained at FY 1999 level of \$166,950

IVb2B Donations and Grants - By September 30, 2002, the cash value of in-kind donations, grants, and services provided Minute Man NHP by the Minute Man NP Association and other organizations is maintained at FY 1999 level of \$166,950

Thanks to the work of traditional *Park Friends Groups* and

non-profit support groups the National Park Service achieves higher levels of accomplishment. These generous donations support new park development, improve visitor service, help in times of disaster, and provide the means to accomplish dozens of priority projects and programs at Minute Man NHP. This goal increases the value of cash donations and *donations in-kind* received by Minute Man NHP from Friends Groups and other non-profit park support organizations. In 1998 the *Minute Man National Park Association*, a friends group with the purpose of supporting Minute Man National Historical Park, came into existence. Other "Friends" groups, which support the park, include the Hartwell Family, The Brooks Family and the Meriam family. The Park will work with the friends group to develop projects and activities, which benefit visitor services and the preservation of park resources. Additionally, Minute Man NHP has long worked together with the towns of Concord, Lincoln, Lexington, Hanscom Air Force Base, the U.S. Fish and Wildlife Service, and the State of Massachusetts to bring benefit to the park and surrounding communities. Types of benefits received from the surrounding agencies include emergency assistance, fire protection, alarm monitoring, maintenance, employee training, materials, and use of equipment. Measuring goal achievement and verification of measures will be accomplished by accurate record keeping of donations in-kind, consultation with the *Minute Man National Park Association*, and comparison of the quantity of donations in-kind with the 1998 baseline.

IVb2C Donations and Grants Received from Cooperating Association - By September 30, 2005, the cash value of in-kind donations, grants and services to Minute Man NHP from Eastern National Monument and Park Association is increased from \$20,135 in FY 1997 to \$23,356 (16% increase).

IVb2C Donations and Grants Received from Cooperating Association - By September 30, 2002, the cash value of in-kind donations, grants and services to Minute Man NHP from Eastern National Monument and Park Association is increased from \$20,135 in FY 1997 to \$22,148 (10% increase).

Tremendous benefits to education and interpretation have been realized from the work and support of Cooperating Associations with the National Park Service. Eastern National Monument and Park Association has been long associated with Minute Man NHP. Eastern National has three sales outlets within the park and provides for sale to the visiting public theme related publications and items. A percentage of the revenues from sales are donated to support Minute Man NHP and other National Parks in the system. These generous donations support new park development, improve visitor service, support interpretive and research activities, and provide the means to accomplish several priority projects and programs at Minute Man NHP.

This goal increases the value of donations received by Minute Man NHP from the Cooperating Association. Measuring goal achievement and verification of measures will be accomplished by accurate record keeping of the value of donations received from the Cooperating Association, consultation with the management staff of Eastern National, and comparison of the quantity of donations with the 1997 baseline.

IVb4 Fee Receipts: By September 30, 2005, the Minute Man NHP receipts from park entrance, recreation, and other fees are increased from \$33,522 in FY1997 to \$41,232 (23% increase).

IVb4 Fee Receipts - By September 30, 2002, the Minute Man NHP receipts from park entrance, recreation, and other fees are increased from \$33,522 in FY1997 to \$40,266 (20% increase).

The 1996 Recreation Fee Demonstration Program, a multi-year demonstration program, allows Minute Man NHP to raise existing fees, and to charge new fees for recreation activities. Minute Man NHP began charging fees under this program in FY 1999. Fees will be charged for tours of The Wayside House and for special educational programs. Other special offerings are being considered for fee such as step-on tours for tour buses. Minute Man NHP also issues "Special Use Permits" and charges fees for special park uses such as agriculture, grazing livestock, wedding and retirement ceremonies and for use of park property for other private events. This goal increases fee receipts received by Minute Man NHP. During FY 2001 the fee structure for Special Park Uses was reviewed for increases and new appropriate special parks uses for fee were identified. Currently the Park is exploring the possibility of establishing concession operations such as Bed and Breakfast homes and a restaurant. Depending on how the operation was managed the revenues from such operations would either be reported to this goal or to the Park Concessions Goal. Measuring goal achievement and verification of measures will be accomplished by accurate record keeping of fee receipts received from all sources, consultation with permit holders, and comparison of the quantity of fee receipts in 2002 with the 1997 baseline.

VI. MEASURING RESULTS

A requirement of the Annual Performance Plan is to provide a basis for comparing actual program results with the established performance goals, and, describe the means to be used to verify and validate measured values. A variety of methods will be used as ways to quantifiably and objectively monitor and measure whether or not we achieved our target number and/or desired condition for various goals. For example, a professionally developed questionnaire/survey is distributed to park visitors using a random sampling method and is used both for Goals IIa1-Visitor Satisfaction and IIb1-Visitor Understanding. Site inspections by park personnel or completion reports may be the method used on several goals.

Additional methods for measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, completion reports, and inspection by an archeologist, historic architect, cultural landscaped specialist, a curator, and representatives from the SHPO. In section V. "Long-Term Goals And Annual Goals", at the end of each goal's explanatory paragraph, we have briefly described how we intend to measure whether or not, or to what degree, we have achieved each goal outcome.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were involved in preparing this Annual Performance Plan:

Nancy A. Nelson Superintendent

Dan Dattilio Assistant Superintendent/Chief Park Ranger

Terrie Wallace Curator/Historian

Christopher Davis Natural Resources Management Specialist

Thomas Casey Supervisory Park Ranger

Bill Brooks Park Ranger/Safety Officer

Thomas Nieves Acting Chief of Maintenance

Lou Sideris Chief of Interpretation

Jessica Liptak Park Ranger

Melissa Saalfield Public Affairs Officer

Ellen Fusco Budget Analyst

David St. Louis Computer Specialist

Park GPRA Coordinator:

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VIII. CONSULTATIONS

Minute Man NHP is a frequent and continuously involved partner with local towns and their respective boards and commissions; local, state and federal conservation and preservation organizations; park neighbors; numerous community groups; and other stakeholders. Opportunities to discuss park goals, strategies, programs and plans are numerous and coordinated planning and actions are routine. This resulted in there being extensive informal discussions with stakeholders as we developed the Minute Man NHP Strategic and Annual Performance Plans. Formal notification of the availability of the Strategic Plan and the Annual Performance Plan has been made as required by law but, this has not elicited public interest/response.

Appendices

Appendix A – Appendix A provides a worksheet for FY 2002 for each long-term/annual goal. Shown in each worksheet is how much of that long-term goal we intend to accomplish during this fiscal year and the approximate cost.

Appendix B – Map of Minute Man National Historical Park

Appendix A

Following is a work plan for each annual goal which details the activities, services, and/or products, along with their personnel and fiscal costs that will be carried out to achieve the annual goal. Worksheets also indicate baseline information, performance definitions and measures, responsible parties, etc. The worksheets demonstrate that in addition to the park's base operating funds, achieving and/or exceeding the FY 2001 annual goal performance targets is critically dependent on a number of other factors including special project funds, donations, assistance, and partnerships. Therefore, in order to plan the year's goals, to organize the year's work to accomplish them, and to communicate and document them requires that all funding and staffing sources, as well as all major alternative sources of support and work be included in the annual work plan display sheets which follow. These should give the park staff and partners, as well as the public and other constituencies, a better understanding of not only what we are trying to accomplish this year, but also how we are doing it.

In addition to the following annual work plan display sheets, please see the explanatory paragraphs following each goal in the "Annual Goals", section V, for more information and/or detail on how goals will be accomplished.

