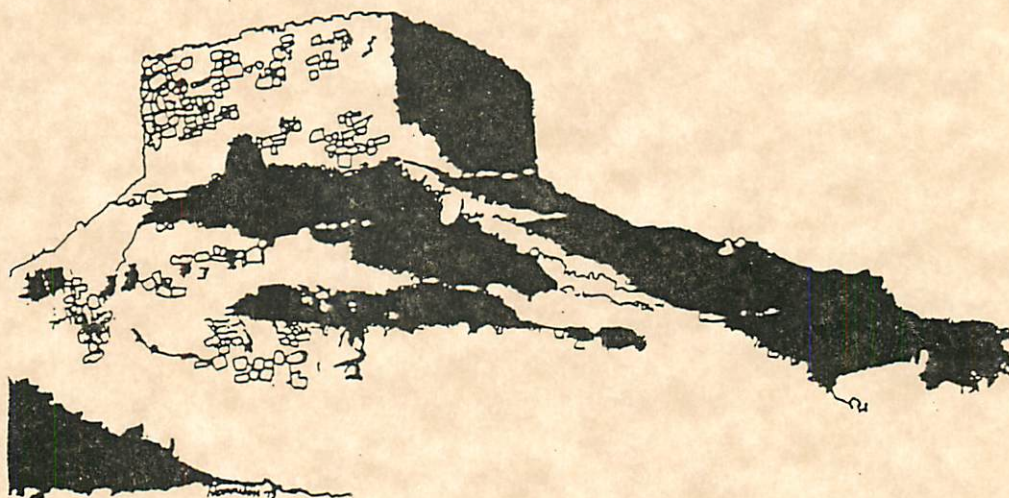
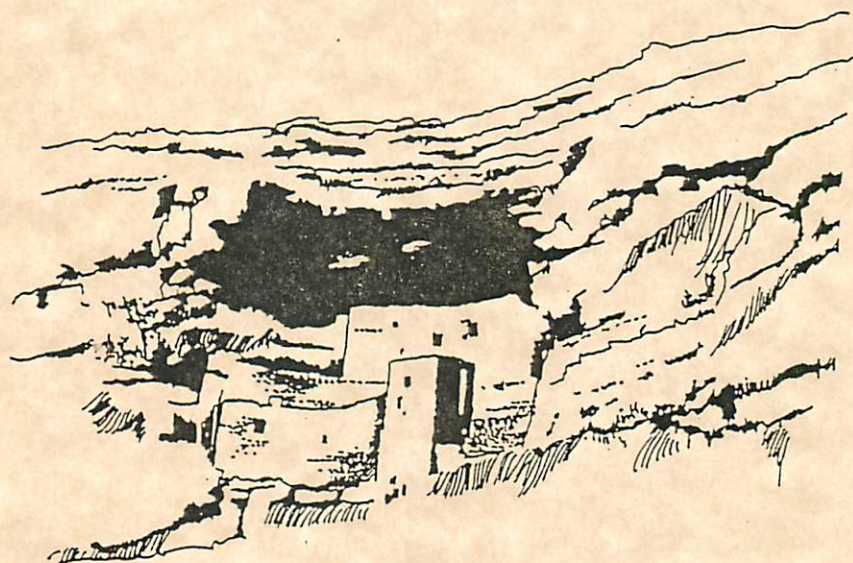




Montezuma Castle and Tuzigoot National Monuments

Annual Performance Plan



FY 2002

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ANNUAL PERFORMANCE PLAN

FOR

MONTEZUMA CASTLE AND TUZIGOOT NATIONAL MONUMENTS

FISCAL YEAR 2002

OCTOBER 1, 2001 – SEPTEMBER 30, 2002

Fiscal Year 2002
Annual Performance Plan

for

Montezuma Castle and Tuzigoot National Monuments

Approved Glen E. Henderson Superintendent

Date 11/23/01

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INTRODUCTION

Government Performance and Results Act of 1993 (GPRA)

This Annual Performance Plan was written in part to fulfill the requirements of the Government Performance and Results Act (GPRA). Congress passed this law in 1993 to bring the federal government into the "performance management revolution." Performance management is a goal-driven management concept and practice already widely adopted by the private sector, state and local governments, and many others. GPRA requires federal agencies to develop 1) a **Strategic Plan**, 2) **Annual Performance Plans**, and 3) **Annual Performance Reports** in order to more effectively and efficiently manage their activities to achieve their missions, and to more effectively communicate with the Congress and the American people. Please see the parks' Strategic Plan for more information about GPRA and performance management. Copies of this Strategic Plan are available at Park Headquarters, 527 Main Street, Camp Verde, Arizona.

It should be noted, however, that the following Annual Performance Plan is much more than just a response to legislative mandate. The law was a catalyst that caused the park staff to reexamine its daily activities and its routine products and services, as well as funding and staffing expended to accomplish them. It motivated us to make sure these things were well aligned with the mission of the National Park Service and Montezuma Castle and Tuzigoot National Monuments and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication with all of our constituencies and stakeholders, as well as amongst ourselves, about where we are, where we need to be, and how we are going to get there in the most effective and efficient ways.

About This Plan

An Annual Performance Plan is written each fiscal year as a one-year increment of the Montezuma Castle and Tuzigoot National Monuments' Strategic Plan.

The five-year Strategic Plan was first submitted on September 30, 1997, for fiscal years 1998-2002. It was revised in March, 2000, for fiscal years 2001-2005. It complements and dovetails with the National Park Service (NPS) Strategic Plan and displays how Montezuma Castle and Tuzigoot National Monuments address service wide mission and goals as well as the specific mission and long-term goals of these parks. The Strategic Plan contains a mission statement, mission goals, and long-term goals – generally five years in length – as well as information on how the long-term goals will be accomplished.

This Annual Performance Plan then lays out - as annual goals - this year's increments toward achieving the long-term goals of the Strategic Plan, and thus the mission goals and mission of these parks and the NPS. Each goal is listed in context of its parent mission and long-term goal. Like the parent goals, each annual goal is results- or outcome-oriented. Each is objective, quantified and measurable with performance measures built right into each goal statement itself. With each goal is a brief narrative giving some background explanation, an overview of how the goal will be accomplished, and an indication of how accomplishment will be measured.

Appendix A shows the budget arrayed to goals as well as the more traditional allocations by function or organization. These work plans display the specific activities, services, and products that will be carried out or produced to accomplish goal results. They also display funding and staffing (FTE) required to accomplish each goal. Annual work plans guide the park's daily activities throughout the year and ensure alignment of its fiscal and human resources and its work (inputs and outputs) with achievement of desired conditions for natural and cultural resources and visitor experiences (outcomes).

I. ANNUAL GOALS

Annual goals are the current year's increments toward achieving these parks' long-term goals. Long-term goals, in turn, are five-year increments toward achieving mission goals. Mission goals are statements of ideal conditions pursued "in perpetuity" to achieve the mission of Montezuma Castle and Tuzigoot National Monuments. The annual goals below, therefore, are listed in the context of their long-term and mission goals. Please see the parks' Strategic Plan for details and background on mission, mission goals, and long-term goals.

Mission Statement

IT IS THE MISSION OF THE NATIONAL PARK SERVICE TO PRESERVE, PROTECT, AND INTERPRET THE STRUCTURES, OBJECTS, AND OTHER REMNANTS OF THE PREHISTORIC CULTURES AT MONTEZUMA CASTLE AND TUZIGOOT NATIONAL MONUMENTS AND TO PERPETUATE THE CULTURAL AND NATURAL LANDSCAPES ASSOCIATED WITH THOSE CULTURES.

Annual Goals

Following are the park's annual goals for fiscal year 2002. The annual goals listed here, with a brief explanation of the work to be accomplished, include those goals on which Montezuma Castle and Tuzigoot National Monuments will spend funds during FY2002. The numbering sequence follows that of the NPS service-wide plan. Where numbers are left out, there was no local goal matching the NPS goal. Appendix A contains more details about the parks' annual goals.

Ia5 – Historic Structures

By September 30, 2002, 17 (94%) of 18 of Montezuma Castle and Tuzigoot National Monuments' historic structures listed on the National Park Service List of Classified Structures (LCS) are in good condition.

The prehistoric ruins require preservation maintenance on a regular schedule to preserve the integrity of the standing walls. This year the preservation crew plans to stabilize and preserve 2,500 square feet of the walls within the Tuzigoot ruin and 500 square feet of walls in the structure known as Castle A at Montezuma Castle if needed. Other work to be performed within the Tuzigoot ruin includes repairing 250 lineal feet of wall caps and over 250 feet of erosion damage at the base of standing walls. Additionally, approximately 100 lineal feet of miscellaneous rodent damage throughout the ruin will be repaired.

Throughout the year on a regular cycle, park crews will repair and clean the sacrificial mud coating on the pithouse floor and clean and repair as needed the historical Montezuma Well irrigation ditch. The ditch is still actively used and requires frequent maintenance in order to assure water is delivered to everyone who has a water right.

One adobe structures at Montezuma Castle remains in fair condition. It is anticipated this structure will reach an upgraded condition rating of "good" during FY 2003.

Eighteen prehistoric and historic structures listed on the List of Classified Structures will be inspected and assessed to plan a preservation and maintenance program to assure their integrity. The State Historic Preservation Officer will be consulted and notified through proper compliance documentation for all proposed work.

The preservation work performed on all prehistoric and historic structures will be properly documented to assure a record of all work that is undertaken.

The results will be measured by the number of structures classified in good condition.

Ia6 – Museum Collections

By September 30, 2002, 37 (66%) of 56 applicable preservation and protection standards for Montezuma Castle National Monuments' museum collections are met.

By September 30, 2002, 95 (75%) of 127 applicable preservation and protection standards for Tuzigoot's museum collections are met.

The park museum collections, with the exception of the artifacts on display, are maintained at the Western Archeological and Conservation Center in their museum repository. The park will focus its efforts on assuring records are kept current and any items added to the collections are promptly and properly accessioned and catalogued. The Montezuma Castle collection currently contains 15,015 museum objects and Tuzigoot has 22,625 objects in its collection.

During FY2002, the staff will work closely with the Western Archeological and Conservation Center to develop Housekeeping, Collection Management, and Scope of Collections Plans. A complete inventory of all libraries and files to produce an accurate inventory of archival material will also be coordinated with the Center. A new Checklist for Preservation and Protection of Museum Collections will be completed late in the Fiscal year to reflect improvements to the curatorial program.

The results will be measured by the number of applicable preservation and protection standards met by the park.

Ib2c – Historic Structures Baseline

By September 30, 2002, 12 of 18 (67%) of Montezuma Castle and Tuzigoot National Monuments' historic structures on the FY1999 National Park Service List of Classified Structures (LCS) have updated information in their LCS records.

Utilizing the expertise of the SOAR archeologist, the park plans to research and update the records for two sites in FY2002. The Montezuma Castle Cliff Dwelling (Site NA1278) and Castle A (Site NA6373) records will be updated this year.

The results will be measured by the number of structures on the List of Classified Structures with current and complete information.

Ila1 – Visitor Satisfaction

By September 30, 2002, 95% of visitors to Montezuma Castle National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.

By September 30, 2002, 95% of visitors to Tuzigoot National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.

The three separate park sites, (Montezuma Castle, Montezuma Well, and Tuzigoot) are open to the public every day of the year (except Tuzigoot, which closes on Christmas Day). Park maintenance employees will clean and perform custodial maintenance on two visitor centers, three public rest rooms, three public trails, four parking areas, and the grounds surrounding these facilities once each day throughout the year. The grounds, trailsides, and picnic areas will be mowed and vegetation trimmed as necessary to keep them safe and presentable for the public to use.

The utility systems, consisting of three water systems and four sewage disposal systems, will be maintained in accordance with state and federal standards. Record keeping and required sampling will be performed in accordance with applicable guidelines throughout the year.

The seven public use buildings (two visitor centers, four rest rooms, and one contact station) will be maintained in good condition. Painting will be performed as needed, carpets are not severely showing wear, building repairs are made when needed, and heating and air conditioners are serviced and maintained in accordance with manufacturers' recommendations.

All building, utilities, and other park facilities are inspected to have their needs assessed on a regular basis. Work plans are developed to assure prompt action is taken to correct any deficiencies.

Law enforcement services to visitors are readily available from professional law enforcement personnel. Visitors needing assistance are treated courteously and the service provided is responsive to the situation.

Results for this goal will be measured by using the results obtained from the annual visitor mail-in survey.

IIa2 – Visitor Safety

By September 30, 2002, the number of Montezuma Castle visitor accidents/incidents is maintained at the FY1992 – FY1996 five-year annual average of 1 per year.

By September 30, 2002, the number of Tuzigoot visitor accidents/incidents is maintained at FY1992 – FY1996 five-year annual average of 0 per year.

The annual work plan for this goal involves maintaining an active park safety program on a continuing basis. The program consists of monthly risk management meetings, safety audits of all sites and work areas, two comprehensive safety inspections a year, and immediate corrective action taken on any identified safety deficiency.

The safety program will also inform park visitors of safety concerns utilizing interpretive programs and posted information. The park will also provide a safe environment for visitors through enforcement of regulations by well trained law enforcement personnel.

The park will contract with the Town of Clarkdale to provide fire protection and emergency medical service to Tuzigoot National Monument.

The Montezuma Castle and Montezuma Well units are included within the district boundaries of the Montezuma-Rimrock Fire Department. Park personnel will work cooperatively with the Lake Montezuma-Rimrock Fire Department to assure the Department is well prepared to respond to any fire or medical emergency occurring in these areas.

Results for achieving this goal will be measured by the number of visitor accidents/incidents occurring during the year.

Iib1 – Visitor Understanding

By September 30, 2002, 86% of park visitors to Montezuma Castle National Monument understand the significance of the park.

By September 30, 2002, 86% of park visitors to Tuzigoot National Monument understand the significance of the park.

The National Park Service will operate the Montezuma Castle Visitor Center, the Tuzigoot Visitor Center, and the Montezuma Well contact station during all hours the parks' are open. The hours are 8 a.m. to 5 p.m. during the fall, winter, and spring and 8 a.m. to 7 p.m. during the summer. Exhibits will be maintained with current and accurate information and the employees responsible for working the information desks will be knowledgeable and responsive to visitor inquiries. Park personnel will assure publications available to the public are relevant to the interpretive themes of the park and/or relate to resources within the general area.

Personnel operating the Visitor Centers at Montezuma Castle and Tuzigoot are responsible for the collection of entrance fees from all visitors required to pay the entrance fee. At Montezuma Castle, entrance fee collections approximate \$750,000 each year while at Tuzigoot the amount per year is about \$94,000.

Park personnel will provide a minimum of 225 interpretive talks at Montezuma Castle and 3,200 roving patrols to contact visitors and explain area resources.

At Tuzigoot, personnel will provide a minimum of 200 walks/talks and 400 roving patrols.

One hundred ten school groups visiting the parks will receive an on-site orientation to the area and, as staffing is available, 25 school groups will receive on-site 45-minute interpretive programs.

Personnel will also provide a minimum of twelve off-site programs relative to the parks interpretive themes throughout the year.

Results for this goal will be measured by the annual visitor mail-in survey.

IVa5 – Employee Housing

By September 30, 2002, the nine housing units at Montezuma Castle and Tuzigoot National Monuments are all maintained at a condition rating of good.

The park has nine housing units. All are rated in good condition. Consistent with the Park Housing Management Plan, they will be maintained in good condition and utilized for park employees

Work plans for FY 2002 include the rehabilitation of one bathroom, re-roofing of two single family houses, and replacement of one heating unit. A comprehensive inspection and maintenance program will be conducted throughout the year to assure all nine housing units are maintained in good condition.

Results will be measured by the number of housing units listed in good condition.

IVb4 – Fee Receipts

By September 30, 2002, entrance fees are collected from all eligible visitors to Montezuma Castle National Monument.

By September 30, 2002, entrance fees are collected from all eligible visitors to Tuzigoot National Monument.

Montezuma Castle and Tuzigoot National Monuments will collect a per person entrance fee from every eligible visitor in FY2002. Visitation to both parks has declined during the last three years. This decline has resulted in a corresponding decline in fee receipts for both parks. In FY2000, these parks were realigned as fee demonstration sites for the National Park Service fee demonstration program. The realignment allows the park to utilize fee receipts to cover the costs associated with collecting the entrance fees. It also makes a substantial portion of the remaining balance available for the parks to use for projects. The demonstration proposal included a per person increase from \$2 to \$3 a person based on comparability with similar sites. The increase will be implemented on January 1, 2003, and the parks' fee receipts should see a significant increase.

II. Category IV – Long Term Goals

The following Category IV long-term goals are listed in this annual work plan because they are applicable to all park operations. They contribute to the overall effectiveness of the park organization and are of importance to the National Park Service. Specific annual goals are not being developed for these goals because achieving these goals occurs in the context of working to achieve the Category I and II goals. Whenever there is an opportunity and one of these goals is applicable to park operations, every effort will be made to contribute towards the achievement of the long-term goal.

Each goal listed is accompanied by a brief explanation of how the goal applies to operations at Montezuma Castle and Tuzigoot National Monuments.

IVa3A-MOCA - Workforce Development and Performance-Employee Performance

Standards: By September 30, 2005, 100% of Montezuma Castle and Tuzigoot National Monuments' performance plans are linked to appropriate strategic and annual performance goals and position competencies.

Montezuma Castle and Tuzigoot National Monuments have in place critical performance results for all positions, permanent and seasonal. These performance agreements are linked to the park's strategic and annual performance goals. This process was begun and completed in 1998 for 16 permanent and up to 16 seasonal positions. Each year, all standards are reviewed and revised to ensure conformity to the Parks' current annual performance goals for the current fiscal year.

IVa4A-MOCA - Workforce Diversity-Permanent Women and Minorities: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monuments' permanent positions in targeted occupational series filled by employees from underrepresented groups is maintained at two.

Montezuma Castle and Tuzigoot National Monuments have two of the targeted occupational series for under represented groups in the permanent workforce. The two occupational series are 025 (Park Ranger) and 1640 (Facility Management). Of the park's 16 permanent positions, 8 are in these two series. When vacancies occur, every effort is made to recruit highly qualified underrepresented applicants for these positions. In the last two years, only one of these positions has become vacant.

IVa4B-MOCA - Workforce Diversity-Temporary/Seasonal Women and Minorities: By September 30, 2005, the total number of Montezuma Castle and Tuzigoot National Monuments' temporary/seasonal positions annually filled by women and minorities is maintained at the FY 1999 level of 12.

Montezuma Castle and Tuzigoot National Monuments are using various hiring authorities to increase the diversity of our seasonal workforce. Widespread distribution of vacancy announcements and recruitment efforts from minority educational institutions will be continued to attract eligible minorities and women. We anticipate that the total number of seasonal positions (approximately 20) will remain about the same from FY2001 through FY2005.

IVa4C-MOCA - Workforce Diversity – Permanent Employees with Disabilities: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monuments' permanent positions filled by employees with disabilities is increased from zero in FY98 to one.

Montezuma Castle and Tuzigoot National Monuments currently have 16 permanent positions. None of the positions are currently filled by employees with disabilities. When any of these positions become vacant, attention will be directed to recruiting from a wide array of sources to seek well qualified candidates, including applicants who may be disabled.

IVa4D-MOCA - Workforce Diversity – Temporary/Seasonal Employees with Disabilities: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monuments' temporary/seasonal positions annually filled by employees with disabilities is increased from zero in FY98 to one.

Approximately 20 seasonal positions are filled at Montezuma Castle and Tuzigoot National Monuments annually. Vacancy announcements are given wide distribution and are available on the internet. In the future, we will work closely with the Southern Arizona Office Personnel Officer in Phoenix to assure vacancy announcements are distributed directly to locations where persons with disabilities would have more of an opportunity to become aware of the opportunity to apply for positions.

IVa6A-MOCA - Employee Safety – Lost-time Injury Rate: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monuments' employee lost-time injuries will not exceed one per year.

Montezuma Castle/Tuzigoot National Monuments were chosen for a pilot risk management program developed by DuPont de Nemours. Representatives from DuPont met with park staff to assess safety awareness and prepared recommendations based on their very successful safety program. Throughout the next five years, this attitudinal change to safety in the workplace is anticipated to reduce lost time injuries to no more than 1 per year, and we are hopeful it will be zero. The park has 16 permanent employees and approximately 20 seasonal employees on staff each year. This is supplemented with approximately 16 volunteers throughout the year. Employee safety is a significant concern and is an active part of the focus of park management.

IVa6B-MOCA - Employee Safety – Continuation of Pay: By September 30, 2005, Montezuma Castle and Tuzigoot National Monuments' total number of hours of Continuation of Pay (COP) will be maintained at the FY1992-FY1996 five-year annual average of 5 hours per year.

Montezuma Castle/Tuzigoot National Monuments' low number of hours per year for Continuation of Pay (COP) will be maintained over the next five years. Careful attention to safe work practices in the workplace is being reinforced by the introduction of a NPS pilot risk management program developed by DuPont de Nemours. Attitudinal change and constant monitoring of work places keep all employees constantly alert for unsafe conditions. Whenever an employee injury occurs, a concerted effort will be made to obtain the treatment necessary for proper care. All efforts will be made to have employees return to duty as soon as possible consistent with their medical recovery.

IVb1-MOCA - Volunteer Hours: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monuments' volunteer hours is increased from 2850 in FY 1997 to 3200.

Montezuma Castle/Tuzigoot National Monuments have in place a very successful Volunteer-in-Parks program. Volunteers are an important component of our interpretive services as well as providing valuable staffing assistance at Montezuma Well, a detached unit of Montezuma Castle National Monument. In FY2000, park volunteers contributed a total 2947 hours. In the future, efforts will be directed to expanding the number of volunteers into other programs as well as increasing the hours contributed to interpretation.

IVb2A-MOCA - Cash Donations and Grants: By September 30, 2005, cash donations to Montezuma Castle and Tuzigoot National Monuments are increased from \$18,176 in 1998 to \$18,800.

Donation boxes are located at Montezuma Castle, Tuzigoot and Montezuma Well, a detached unit of Montezuma Castle located 8 miles from the Castle. Donations for the baseline year of 1998 were \$18,176. The total donations for FY 2001 from both Montezuma Castle and Tuzigoot National Monuments were \$19,011. Donated funds are used for park operations and maintenance. Montezuma Well, a detached unit of Montezuma Castle National Monument, is partially manned by an enlarged cadre of Volunteers-in-Parks who are reimbursed from our donations account for expenses incurred from their volunteer activities. The funds are also utilized to fund numerous other small projects.

IVb2C-MOCA - Cash Value of In-kind Donations from Southwest Parks and Monuments Association: By September 30, 2005, the cash value of in-kind donations, grants and services to Montezuma Castle and Tuzigoot National Monuments from Southwest Parks and Monuments Association is maintained at the FY1997 level of \$10,091.

Montezuma Castle and Tuzigoot are affiliated with Southwest Parks and Monuments Association. They operate two sales outlets, one in each visitor center. In FY2001, the association donated \$11,300 to the park. The level of support is expected to remain in the range of \$10,000 to \$15,000 per year. The donations are used to support interpretive programs and activities throughout the parks.

A special project is expected to be completed in FY 2002 utilizing cooperating association funds. The park has developed a new exhibit plan for the Montezuma Castle Visitor Center. Harpers Ferry Center has agreed to oversee fabrication and installation of the new exhibits. Estimates on the cost associated with this project are approximately \$275,000.

III. ANNUAL WORK PLAN

(How Annual Goals Will Be Accomplished)

Montezuma Castle and Tuzigoot National Monument's annual goals for FY 2002 will be accomplished using the fiscal, human, and infrastructure resources summarized below. In Appendix A, a work plan for each annual goal outlines 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, and the responsible parties.

Human and fiscal resources available to achieve the parks' FY2002 annual goals include a base operating budget of approximately \$1,101,000, a permanent work force of 16 permanent positions, and 16 seasonal positions. This work force will be supplemented by 2900 hours of Volunteers-in-Parks service. The park's base [appropriated ONPS] budget will be supplemented in FY2002 by approximately \$19,000 of donated funds, \$27,000 of rental income from park housing, \$283,000 fee enhancement funds from entrance fees, \$311,000 in special project funds from entrance fees, and \$25,000 in project funding for Cultural Cyclic work.

Additional specific assistance in achieving the parks' FY2002 annual goals will be provided by the National Park Service's Intermountain Support Offices in Denver and Santa Fe, the Southern Arizona Office in Phoenix, by the Western Archeological and Conservation Center, the Harper's Ferry Center, and the Service Center. The CESU at Northern Arizona University and the U.S. Forest Service will provide additional assistance through cooperative agreement services. Southwest Parks and Monuments Association, in addition to directly helping accomplish education and visitor service goals through literature sales and donating \$11,000 for interpretive and educational purposes, will provide 4 sales clerks at visitor centers, and fund construction of new exhibits for the Montezuma Castle Visitor Center (\$275,000).

Clearly, achieving and/or exceeding the FY2002 annual goal performance targets is dependent on these special project funds, donations, and assistance. This synopsis should give the park staff and the public a better understanding of not only what we are trying to accomplish this year, but also how we plan on doing it.

A superintendent leads the park staff with personnel organized into three operating divisions: Resource Management, Interpretation, and Visitor Protection; Maintenance; and Administration. The staffing levels for each division are Administration – 2 permanent employees, Maintenance – 7 permanent employees and 1.0 FTE of seasonal laborers, and Resource Management and Visitor Services – 6 permanent park rangers and 6.0 FTE of Seasonal Park Guides. The recurring seasonal staff is occasionally supplemented and/or supported using special project funds, contracts, and/or the assistance or expertise of various NPS and other organizations as available.

Park infrastructure for accomplishing the FY2002 goals includes 2 visitor centers with exhibits and interpretive literature sales areas, 1 contact station, 2 picnic areas, 4 self-guiding trails, 3 miles of roadways, and 9 employee housing units for on-site protection and management of park

resources. Park Headquarters is located in the Town of Camp Verde in a building leased for this purpose. Park maintenance operations are located in a building leased from the Yavapai-Apache Nation near the intersection of Middle Verde Road and Interstate Highway 17.

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

IV. KEY EXTERNAL FACTORS

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Montezuma Castle and Tuzigoot National Monuments' *Strategic Plan* and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means a complete list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

- Visitation – The number of park visitors to Montezuma Castle National Monument has increased tremendously during the past 25 years, although it has declined within the last three years. Arizona actively promotes tourism and Grand Canyon National Park is rated the number one attraction within the state. Montezuma Castle is situated just off Interstate Highway 17, the major route traveled to Grand Canyon from Phoenix. Tour buses and international visitors are a significant portion of the overall visitation. The high number of visitors places demands on park staff and on park facilities and reduces the park's ability to schedule personnel for other critical needs.
- Development – Development is occurring throughout the Verde Valley and some is adjacent to the National Monuments. Tuzigoot has a 900 acre subdivision with an 18-hole golf course proposed immediately adjacent to the park. A subdivision abuts the Montezuma Well section and a major casino exists two miles from the entrance to Montezuma Castle. As development occurs nearer to the parks, it will become more critical to assure adequate protective measures are taken to insure the cultural and natural resources are preserved. This could result in park resources being diverted away from some functions and activities.
- Land Acquisition – Tavasci Marsh is within the legislated boundary of Tuzigoot National Monument, however, it is privately owned. The marsh is a unique wetland in this region of the Upper Sonoran Desert. A land exchange has been proposed which would trade other federal lands for the marsh. If Tavasci Marsh comes into federal ownership, it would significantly enhance the resources of Tuzigoot National Monument and undoubtedly lead to increased visitation and a need for increased services and resource management responsibilities.

V. ANNUAL PERFORMANCE PLAN PREPARERS

The following park staff members were intimately and extensively involved in preparing this Annual Performance Plan.

Chief Park Ranger - Steven Sandell

Facility Manager - Earl Hempstead

Superintendent - Glen Henderson (GPRA Coordinator)

APPENDIX A – (Annual Goal Work Plans)

The following work plans illustrate how each of this plan's Category I and Category II annual goals and goals IVa5 on employee housing and IVb4 on fee receipts will be accomplished incrementally through annual goals and work plans over the year.

FY 02 Annual Performance Plan

Park/Program Name: Montezuma Castle/Tuzigoot National Monuments

Park/Program Id. No. 8650

Park/Program Goal Id. No. 1a5-MOCA

<i>Servicewide Goal Identification number: 1a5</i> <i>NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 50% (12,113 of 24,225 structures) of the historic structures on the 1999 List of Classified Structures are in good condition.</i>						
<i>Park/Program Long-term Goal: By September 30, 2005, 18 (100%) of 18 of Montezuma Castle and Tuzigoot National Monument's historic structures listed on the FY1999 National Park Service List of Classified Structures (LCS) are in good condition.</i>					<i>Baseline Year:</i> FY 1999	<i>Target Year:</i> 2005
<i>Park/Program Annual Goal: By September 30, 2002, 17 (94%) of 18 Montezuma Castle and Tuzigoot National Monument's historic structures listed on the National Park Service List of Classified Structures (LCS) are in good condition.</i>						
<i>Performance Target this FY:</i> 17	<i>Indicator (thing measured):</i> Condition	<i>Baseline number:</i> 18 <i>Status in base year:</i> 16	<i>Desired condition:</i> Good	<i>Unit of measure:</i> Each Structure		
<i>FY02 Annual Work Plan</i>						
<i>Work Plan: Product/Service/Activity</i>	<i>Division</i>	<i>Planned Output</i>	<i>Responsible</i>	<i>Funding Category</i>	<i>Dollars</i>	<i>FTE</i>
Clean/repair historic ditch	Maint.	5000 lineal feet of ditch	Facility Manager	ONPS	14,000	.4
Preserve/stabilize ruin wall surfaces	Maint.	1500 sq. feet of TUZI ruin walls, 500 sq. Feet of Castle A and misc. Structure walls	Facility Manager	ONPS	102,000	2.4
Repair ruin wall caps	Maint.	250 lf of wall caps at TUZI and misc. Structures	Facility Manager	ONPS	6,500	.2
Repair basal erosion and rodent damage on ruin wall bases	Maint.	250 lf of TUZI basal interface and 100 lf of misc structure base	Facility Manager	ONPS	12,800	.3

Repair and Clean sacrificial surface	Maint.	650 sq. Feet of pithouse floor surface cleaned and repaired annually	Facility Manager	ONPS	6,400	.2
Support Costs	Admin.	Program Support	Admin. Officer	ONPS	43,200	.5
Inspection, assessment	Maint.	Periodic inspection and assessment of needs for 18 historic and prehistoric structures.	Facility Manager	ONPS	16,100	.2
Supplemental labor	Maint.	Assist ONPS operation in stabilization of additional 1000 sf of ruin surface	Facility Manager	ONPS Other	25,000	1.0
Field documentation/preservation history	Maint.	One completed stabilization history with related drawings of Tuzigoot ruin	Facility Manager	Fee Programs	39,500	--
Total Cost and FTE	XXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXX		265,500	5.2

FY 02 Annual Performance Plan

Park/Program Name: Montezuma Castle/Tuzigoot National Monuments

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **Ia6-MOCA**

<i>Servicewide Goal Identification number: Ia6</i> <i>NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 71.8% of preservation and protection standards for park museum collections are met.</i>						
<i>Park/Program Long-term Goal: By September 30, 2005, 40 (71.8%) of 56 applicable preservation and protection standards for Montezuma Castle's museum collections are met.</i> <i>By September 30, 2005, 91 (71.8%) of 127 applicable preservation and protection standards for Tuzigoot's museum collections are met.</i>				<i>Baseline Year:</i> N/A	<i>Target Year:</i> 2005	
<i>Park/Program Annual Goal: By September 30, 2001, 37 (66%) of 56 applicable preservation standards and protection standards for Montezuma Castle's museum collections are met.</i> <i>By September 30, 2001, 95 (75%) of 127 applicable preservation standards and protection standards for Tuzigoot's museum collections are met.</i>						
<i>Performance Target this FY:</i> MOCA= 37 TUZI= 95	<i>Indicator (thing measured):</i> Museum Collections	<i>Baseline number: MOCA=56</i> <i>TUZI= 127</i> <i>Status in base year: N/A</i>	<i>Desired condition:</i> Professional standards met	<i>Unit of measure:</i> Number of standards met		
<i>FY 02 Annual Work Plan Note: Outputs and funding levels include both Montezuma Castle and Tuzigoot National Monuments as sites are jointly administered.</i>						
<i>Work Plan: Product/Service/Activity</i>	<i>Division</i>	<i>Planned Output</i>	<i>Responsible</i>	<i>Funding Category</i>	<i>Dollars</i>	<i>FTE</i>
Accession and Catalog Review and Improvements by WACC	VS&RM	Completed review and Update of all ANCS+ Data	Chief Ranger	Fee Program	29150	--
Curatorial Record Inspection and Review	VS&RM	1 document for each monument	Chief Ranger	ONPS	8,000	.2
Total Cost and FTE	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		37,150	.2

FY 02 Annual Performance Plan

Park/Program Name: **Montezuma Castle/Tuzigoot National Monuments**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **Ib2C-MOCA**

<i>Servicewide Goal Identification number: Ib2C</i> <i>NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 100% of historic structures have updated information (FY 1999 baseline 24,225 of 24,225).</i>						
<i>Park/Program Long-term Goal: By September 30, 2005, all 18 (100%) Montezuma Castle and Tuzigoot National Monument's historic structures on the FY 1999 National Park Service List of Classified Structures (LCS) have updated information in their LCS records.</i>					<i>Baseline Year:</i> FY 1999	<i>Target Year:</i> 2005
<i>Park/Program Annual Goal: By September 30, 2002, 12 of 18 (67%) of Montezuma Castle and Tuzigoot National Monuments' historic structures on the FY 1999 National Park Service List of Classified structures (LCS) have updated information in their LCS records.</i>						
<i>Performance Target this FY:</i> 12	<i>Indicator (thing measured):</i> LCS Records with updated information	<i>Baseline number: 18</i> <i>Status in base year: 10</i>	<i>Desired condition:</i> Updated LCS Record	<i>Unit of measure:</i> Each LCS Record		
<i>FY 02 Annual Work Plan</i>						
<i>Work Plan: Product/Service/Activity</i>	<i>Division</i>	<i>Planned Output</i>	<i>Responsible</i>	<i>Funding Category</i>	<i>Dollars</i>	<i>FTE</i>
Research and update	Maint.	2 LCS records updated and current	Facility Manager	ONPS	6,500	.1
Support costs	Admin.	Program support	Admin. Officer	ONPS	2,500	.1
Total Cost and FTE	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		9,000	.2

FY 02 Annual Performance Plan

Park/Program Name: **Montezuma Castle/Tuzigoot National Monument**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **IIa1-MOCA**

Servicewide Goal Identification number: IIa1 NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.						
Park/Program Long-term Goal: By September 30, 2005, 95% of visitors to Montezuma Castle National Monument are satisfied with appropriate park facilities, services, and recreational opportunities. By September 30, 2005, 95% of visitors to Tuzigoot National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.				Baseline Year: FY 98	Target Year: 2005	
Park/Program Annual Goal: By September 30, 2002, 95% of visitors to Montezuma Castle National Monument are satisfied with appropriate park facilities, services, and recreational opportunities. By September 30, 2001, 95% of visitors to Tuzigoot National Monument are satisfied with appropriate park facilities, services, and recreational opportunities.						
Performance Target this FY: MOCA: 95 TUZI: 95	Indicator (thing measured): Visitor Satisfaction	Baseline number: MOCA: 94 TUZI: 96 Status in base year: N/A	Desired condition: Satisfied visitor	Unit of measure: Percent of visitors satisfied		
<u>FY 02 Annual Work Plan</u>						
Work Plan: Product/Service/Activity	Division	Planned Output	Responsible	Funding Category	Dollars	FTE
Daily building maintenance, custodial services, grounds and trail cleanup	Maint.	7 buildings, 2.06 miles of trail cleaned daily	Facility Manager	ONPS	91000	2.3
Grounds and trail sides mowed and trimmed, vegetation controlled for safety and appearance.	Maint.	2.06 miles of trail and 3 acres of grassland maintained as needed	Facility Manager	ONPS	67000	1.5

All support facilities, systems and infrastructure maintained in an operational status.	Maint.	7 utility systems, 7 buildings, 3 miles of road surface maintained as needed.	Facility Manager	ONPS	98000	1.8
Maintenance of visitor use facilities and grounds on other-than daily scheduled basis	Maint.	7 buildings, 2.06 miles of trails maintained on a cyclic and as-needed basis.	Facility Manager	ONPS	36000	.6
Inspection and assessment of facilities and grounds, operational supervision	Maint.	Needs assessed, work planned and results inspected, on all park facilities and systems.	Facility Manager	ONPS	43000	.8
Provide security and law enforcement for visitors and resources	VS and RM	Provide accident and incident investigation and 1st aid services, resource violation reporting and investigation, and security and informational assistance for 1.2 million visitors at 3 geographically separated units.	Chief Ranger	ONPS	33000	.7
Support Costs	Admin.	Program support	Admin. Officer	ONPS	100000	1.3
Replace SPMA Sales Area floor surface, correct foundation problems	Maint.	26 square yards of concrete floor replaced	Facility Manager	Donations	7,880	--
Replace MOCA VC patio concrete surface	Maint.	125 sq. yds of concrete surface replaced	Facility Manager	Fee Program	15,181	--
Replace MOWE trailer restroom	Maint.	1 permanent restroom constructed	Facility Manager	Fee Program	135,000	--

Replace existing pithouse exhibit roof	Maint.	1900 sf roof replaced	Facility Manager	Fee Program	16,920	--
Replace restroom fixtures parkwide	Maint.	34 fixtures replaced and updated	Facility Manager	Fee Program	20,000	
<i>Total Cost and FTE</i>	XXXXXX	XXXXXXXXXXXXXXXXXXXX	XXXXXXXXXX		662,981	9.0

FY 02 Annual Performance Plan

Park/Program Name: **Montezuma Castle / Tuzigoot National Monuments**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **IIa2-MOCA**

Servicewide Goal Identification number: IIa2						
NPS Servicewide Mission or Long-term Goal: By September 30, 2005, The visitor accident/incident rate will be at or below 7.96 per 100,000 visitor days (a 16% decrease from the FY 1992-1996 baseline of 9.48 per 100,000 visitor days.)						
Park/Program Long-term Goal: By September 30, 2005, the number of Montezuma Castle visitor accident/incidents is maintained at the FY 1992 – FY 1996 five-year annual average of 1.4 per year.				Baseline Year: 1992-1996 Avg.	Target Year: 2005	
By September 30, 2005, the number of Tuzigoot visitor accident/incidents is maintained at the FY1992-FY1996 five-year annual average of 0 per year.						
Park/Program Annual Goal: By September 30, 2002the number of Montezuma Castle visitor accidents/incidents is maintained at the FY 1992-FY 1996 five-year annual average of 1 per year.						
By September 30, 2002the number of Tuzigoot visitor accidents/incidents is maintained at the FY 1992-FY1996 five-year annual average of 0 per year.						
Performance Target this FY: MOCA= 1.4 TUZI = 0	Indicator (thing measured): Visitor Safety incident average	Baseline number: Status in base year: MOCA= 1 TUZI= 0	Desired condition: Maintain accident/incident average	Unit of measure: Five-year average		
FY02 Annual Work Plan Note: Outputs and funding levels include both Montezuma Castle and Tuzigoot National Monuments as sites are jointly administered.						
Work Plan: Product/Service/Activity	Division	Planned Output	Responsible	Funding Category	Dollars	FTE
Provide safety inspections and audits	VS&RM	2 comprehensive safety inspections annually, each division chief conducts audits at least monthly, Risk Management Team meets monthly	Chief Ranger	ONPS	4,000	.1

Safety messages provided to visitors	VS&RM	All visitors are made aware of safety concerns utilizing written information and messages included in interpretive programs.	Chief Ranger	ONPS	3,000	.1
Conduct all employee safety training	VS&RM	6 training sessions. 100% employee involvement	Chief Ranger	ONPS	4,000	.1
Provide law enforcement, accident investigation, emergency medical, search and rescue services	VS&RM	Visitors are provided a safe environment through enforcement of laws and regulations; provision of emergency medical, search and rescue, and fire services as needed.	Chief Ranger	ONPS	34,000	.5
Support Costs	ADMIN	Support Services		ONPS	11,000	.1
Improve fire-fighting capabilities	VS&RM	Purchase new trailer mounted fire pumper	Chief Ranger	Fee Program	15,000	--
Total Cost and FTE	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		71,000	.9

FY02 Annual Performance Plan

Park/Program Name: **Montezuma Castle National Monument**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **Iib1-MOCA**

Servicewide Goal Identification number: Iib1

NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 86% of park visitors understand and appreciate the significance of the park they are visiting.

Park/Program Long-term Goal: By September 30, 2005, 86% of Montezuma Castle visitors understand the significance of the park. By September 30, 2005, 86% of Tuzigoot visitors understand the significance of the park.	Baseline Year: FY 1998	Target Year: 2005
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Park/Program Annual Goal: By September 30, 2002, 86% of park visitors to Montezuma Castle National Monument understand the purpose and significance of the park.
By September 30, 2002, 86% of park visitors to Tuzigoot understand the significance of the park.

Performance Target this FY: 86% of visitors understand the significance of the park.	Indicator (thing measured): Visitor Understanding	Baseline number: * MOCA = 86%, TUZI = 86% Status in base year: MOCA = 90%, TUZI = 98%	Desired condition: Visitor Understanding	Unit of measure: % of visitors that understand the significance of the park
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FY02 Annual Work Plan Note: Outputs and funding levels include both Montezuma Castle and Tuzigoot National Monuments as sites are jointly funded.

Work Plan: Product/Service/Activity	Division	Planned Output	Responsible	Funding Category	Dollars	FTE
Provide publications, programs, information, and services at Montezuma Castle.	VS&RM	Operate 1 visitor center, and 1 contact station 7 days/week year round.	Chief Ranger	ONPS	141000	4.2
Provide publications, programs, information, and services at Tuzigoot	VS&RM	Operate 1 visitor center 7 days/week year round.	Chief Ranger	ONPS	90000	2.5

Provide interpretive programs	VS&RM	Offer a minimum of : 225 talks and 3200 roving patrols at Montezuma Castle. Offer a minimum of 200 walks/talks and 400 roving patrols at Tuzigoot.	Chief Ranger	ONPS	48,000	1.6
Conduct School Programs and Orientation	VS&RM	Provide a minimum 12 off- site school programs; 25 on site schools programs, and 110 on-site school orientations	Chief Ranger	ONPS	2,000	.2
Support Costs	ADMIN	Support Services		ONPS	78,000	1.0
Install Interpretive deck	VS&RM	Provide dedicated interpretive program site.	Chief Ranger	Fee Program	25000	--
Provide new exhibit cases to ensure better security and safety of museum objects.	VS&RM	Provide new exhibit cases	Chief Ranger	Fee Program	15000	--
<i>Total Cost and FTE</i>	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		399,000	9.5

FY 02 Annual Performance Plan

Park/Program Name: **Montezuma Castle/Tuzigoot National Monument**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **IVa5-MOCA**

<i>Servicewide Goal Identification number: IVa5</i> <i>NPS Servicewide Mission or Long-term Goal: By September 30, 2005, 50% of employee housing units listed in fair or poor condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.</i>						
<i>Park/Program Long-term Goal: By September 30, 2005, the number of Montezuma Castle and Tuzigoot National Monument housing units listed in poor or fair condition is reduced from one (1) in FY 1997 assessments to zero (100% reduction), and all units are maintained at a condition rating of good.</i>					<i>Baseline Year:</i> FY 1997	<i>Target Year:</i> 2005
<i>Park/Program Annual Goal: By September 30, 2002, nine housing units at Montezuma Castle and Tuzigoot National Monuments are maintained at a condition rating of good.</i>						
<i>Performance Target this FY:</i> 0	<i>Indicator (thing measured):</i> Housing unit in fair or poor condition in FY1997	<i>Baseline number: 2</i> <i>Status in base year: 2</i>	<i>Desired condition:</i> Good, replaced or removed	<i>Unit of measure:</i> Each unit in fair or poor condition		
<i>FY 02 Annual Work Plan</i>						
<i>Work Plan: Product/Service/Activity</i>	<i>Division</i>	<i>Planned Output</i>	<i>Responsible</i>	<i>Funding Category</i>	<i>Dollars</i>	<i>FTE</i>
Rehabilitate one residence bathroom	Maint.	One bathroom facility upgraded	Facility Manager	Others	5,000	-0-
Replace heating unit in one residence	Maint.	One contract for heater replacement with appropriate source	Facility Manager	Others	1,500	-0-
Reroof two dwellings	Maint.	4320 sf of roof replaced on two houses	Facility Manager	Others	15,000	-0-
Continue program to maintain 9 housing units in good condition	Maint.	As-needed and preventative maintenance	Facility Manager	Others	30,000	.6
<i>Total Cost and FTE</i>	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		51,500	.6

FY 02 Annual Performance Plan

Park/Program Name: **Montezuma Castle and Tuzigoot National Monuments**

Park/Program Id. No. **8650**

Park/Program Goal Id. No. **IVb4**

<i>Servicewide Goal Identification number:</i> IVb4 <i>NPS Servicewide Mission or Long-term Goal:</i> By September 30, 2005, receipts from park entrance, recreation and other fees are increased by 33.1% over the 1997 level (from \$121 million to \$161 million).						
<i>Park/Program Long-term Goal:</i> By September 30, 2005, Montezuma Castle National Monument's receipts from park entrance fees are maintained at the 1997 level of \$1,037,202. By September 30, 2005, Tuzigoot National Monument's receipts from park entrance fees are maintained at the 1997 level of \$119,767.					<i>Baseline Year:</i> 1997	<i>Target Year:</i> 2005
<i>Park/Program Annual Goal:</i> By September 30, 2002, entrance fees will be collected from all eligible visitors at Montezuma Castle National Monument. By September 30, 2002, entrance fees will be collected from all eligible visitors at Tuzigoot National Monument.						
<i>Performance Target this FY:</i> MOCA = \$1,037,202 TUZI = \$119,767	<i>Indicator (thing measured):</i> Level of Receipts	<i>Baseline number: 0</i> MOCA = 1,037,202 TUZI = 119,767	<i>Desired condition:</i> Maintain 1997 level in both parks	<i>Unit of measure:</i> Dollars		
FY 02 Annual Work Plan						
<i>Work Plan: Product/Service/Activity</i>	<i>Division</i>	<i>Planned Output</i>	<i>Responsible</i>	<i>Funding Category</i>	<i>Dollars</i>	<i>FTE</i>
Collect entrance fees at the Montezuma Castle and Tuzigoot Visitor Centers all hours the parks are open to the public.	VS&RM	100% collection	Chief Ranger	Fee Program	283,000	
Total Cost and FTE	XXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXX		283,000	

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