

THE  
**FUTURE**  
OF  
**AMERICA'S**  
**NATIONAL**  
**PARKS**

First Annual  
Centennial Strategy for

**Montezuma Castle and  
Tuzigoot National  
Monuments**

August 2007

CENTENNIAL INITIATIVE



Site: MOCA

Year: 2007

**Vision Statement**

Montezuma Castle National Monument, established in 1906 and predating the establishment of the National Park Service, is the largest, best preserved Sinaguan cliff dwelling. Tuzigoot National Monument, established in 1939, is a large Sinaguan pueblo that serves as the benchmark of the Tuzigoot Phase of the archeological record. Montezuma Well, added in 1943 as a detached unit of the Montezuma Castle National Monument, is a unique spring-fed limestone sink connected to remnants of an extensive prehistoric irrigation farming system. The combined 1400-acre monuments protect significant cultural sites and plants and wildlife depending on riparian habitat.

The monuments face significant external factors affecting their future. Once a quiet river valley with widely spaced communities, the population is growing fast beyond the oversight of thoughtful planning. Land and especially water are in danger of overuse, even depletion. The monuments are becoming surrounded by developments, and landscape fragmentation compounded by roads, housing, and commercial expansion has reduced wildlife habitat. Invasive plants from the ranching era have expanded their ranges. Disturbance of cultural sites has increased. These factors affect the National Park Service, US Forest Service, Arizona State Parks, and other areas.

Our vision is that Montezuma Castle and Tuzigoot National Monuments will remain priceless American treasures with intact cultural and natural resources. We will provide traditional learning experiences through new contemporary visitor center exhibits and ranger programs. We will continue working with schools to create an understanding by students and teachers of the importance of national parks and environmental awareness. We will expand outreach efforts to encourage non-traditional and traditional visitors to see themselves in park stories. We will demonstrate environmental and recreational leadership by providing opportunities to experience monuments in ways that protect resources and be financially sustainable. We will provide an atmosphere where visitors and employees feel safe and secure. We will continue working with partners to preserve national parks and other local related sites. We will use science to respond to changing conditions and to manage the monuments effectively to preserve prehistoric ruins, remove non-native species, protect water resources, restore native habitat, and preserve wildlife. We will care for infrastructure using sustainable and environmentally sound techniques and materials that provide opportunities for engaging the community in learning how to reduce impacts to our precious resources keeping in mind the problems of global climate change. Most importantly our vision is to protect and preserve Montezuma Castle, Montezuma Well, and Tuzigoot for this and future generations.

**Park/ Superintendent/ Program Manager**

Kathy M Davis

Site: MOCA

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

Use the American with Disabilities Act accessibility survey to submit for funds to improve or retrofit facilities for disabled visitors and employees. Within the prescribed budget adapt facilities when make repairs.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**STEWARDSHIP**

**Improve the condition of park resources and assets.**

**Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.**

Complete the restoration of the historic adobe home now used as the chief ranger office.

Replace doors and windows of the Mission 66 Montezuma Castle visitor center.

The work described currently is supported by OFS and/ or PMIS

**Restore native habitats by controlling invasive species and reintroducing key plant and animal species.**

Remove invasive plants at all three sites building on past work to eradicate selected species.

Remove non-native turtles at Montezuma Well to improve survival and habitat for the native Sonoran mud turtle.

The work described currently is supported by OFS and/ or PMIS

**Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.**

With the Sonoran Desert Network Inventory phase completed, monitor selected vital signs, namely water, vegetation, and birds.

The work described currently is supported by OFS and/ or PMIS

**Complete all cultural resource inventories for designated priority resources.**

Maintain the inventory and documentation of cultural sites to stabilize/treat all structures and special features in order to have a comprehensive program that proactively preserves these priceless assets.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

STEWARDSHIP

Encourage children to be future conservationists.

Other Park/ Program performance goal(s)

Ensure that young visitors have the opportunity to participate in the junior ranger program.

Continue the design of the discovery book.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

ENVIRONMENT

Reduce environmental impacts of park operations.

Reduce the environmental impacts of park operations on air and water quality.

Reduce the vehicle fleet.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**ENVIRONMENT**

Inspire an environmental conscience in Americans.

Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

Revive and expand the recycle program with highly visible recycle bins for visitors and employees and scheduled pickup. Partner with the Lions Club at one site.

The work described currently is supported by OFS and/ or PMIS

Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

Design energy efficiency and LEED standards into facility upgrades, new construction, and appliance replacement; such as these projects for FY 07 to replace glass doors and windows at Montezuma Castle visitor center, replace resident housing roofs at Montezuma Well, use active and passive solar features for the new Montezuma Well maintenance shop, replace old appliance with energy efficient ones, and use time regulated lighting and heating units for bathrooms.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**ENVIRONMENT**

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

Other Park/ Program performance goal(s)

Revive and expand the recycle program with highly visible recycle bins for visitors and employees and scheduled pickup. Partner with the Lions Club at one site.

Illustrate environmental leadership through interpretation programs when rangers describe to visitors how the Sinagua used aspect and design for passive solar when constructing the Castle and gravity and design when building the Well irrigation canals that are still in use today.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

RECREATION

- Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.
- Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

Design accessible trails for Montezuma old field restoration and Tavaschi Marsh restoration. Adapt existing trails when do repairs.

- The work described currently is supported by OFS and/ or PMIS

Site: MOCA

RECREATION

- Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.
- Other Park/ Program performance goal(s)

Continue the Teacher Ranger Teacher program.

Continue to use the existing Educator's Guide to reach schools through mailings and park website.

- The work described currently is supported by OFS and/ or PMIS

Site: MOCA

RECREATION

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

Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

Continue NPS strong community participation includes three valley wide events; i.e., birding and nature festival, river days, and archeological month.

Stay actively involved with the five local chambers of commerce to encourage tourism. The monuments remain the highest visited entity in the Verde Valley. We recently participated in a tourism branding exercise with the chambers. Montezuma Castle was voted (statewide vote through the Phoenix newspaper) as the sixth human made wonder, which local chambers and towns are using for tourism publicity.

Implement grant proposal if awarded by the Arizona Department of Water Resources to restore the Montezuma Well old fields, a project that will create interpretative trails and exhibits and expand recreation opportunities. Similar work is planned for the recently acquired Tavaschi Marsh in a few years.

Complete bulletin board placement in the three sites to provide safety messages and interpretative materials and notify visitors about related community/valley wide events.

The work described currently is supported by OFS and/ or PMIS

Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

Schedule daily ranger and VIP led programs to enhance the visitor experience. Most of the monument area is closed due to archeological features, consequently visitors stay on trails to view structural and natural attractions.

Offer highly popular special programs throughout the year, including moonlight walks, night sky, night wildlife, bird walks, and more. The moonlight walks are particularly popular as a setting is created with evening "home fire" lighting in the ruins and flute music.

The work described currently is supported by OFS and/ or PMIS



Site: MOCA

**EDUCATION**

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

Other Park/ Program performance goal(s)

Repeat the Teacher-Ranger-Teacher experience, which was exceedingly successful this, our first year. Continue the relationship with the college Master's candidate, who is doing an internship with us and a local school to develop an interactive environmental curriculum.

Keep up the website to meet NPS standards; update content to keep it interesting and current. The monument Educator Guide is widely used and posted on the website.

Keep contact with the many school groups visit throughout the year and encourage more. Strive to provide a ranger or VIP led program for each group. The junior ranger program is very active and popular; we are in the process of redesigning that booklet and creating a discovery book for kids. Western National Parks Association is a key partner to enhancing visitor education.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**EDUCATION**

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

Other Park/ Program performance goal(s)

Do a major renovation of the Tuzigoot visitor center museum exhibits and make corrections and adjustments to the 4-year-old Montezuma Castle visitor center museum.

Finish the Comprehensive Interpretative Plan following the past year of scoping and public/partner involvement.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**EDUCATION**

Promote life-long learning to connect generations through park experiences.

Other Park/ Program performance goal(s)

Keep contact with the many school groups visit throughout the year and encourage more. Strive to provide a ranger or VIP led program for each group. The junior ranger program is very active and popular; we are in the process of redesigning that booklet and creating a discovery book for kids. Western National Parks Association is a key partner to enhancing visitor education

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**PROFESSIONALISM**

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

Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Continue to work with the Yavapai-Apache Nation for student employees.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**PROFESSIONALISM**

Use strategic planning to promote management excellence.

Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

All employees participate in communication and conflict resolution training.

The work described currently is supported by OFS and/ or PMIS

Other Park/ Program performance goal(s)

Complete the General Management Plan.

Develop an Asset Management Plan to strategically plan for rehabilitation and maintenance of monument facilities.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**PROFESSIONALISM**

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

Other Park/ Program performance goal(s)

Offer new employees the NPS Fundamentals curriculum. All employees have available job-based training for professional and safe performance, such as interpretation, law enforcement, compliance, waste and potable water, safety, and more.

Revitalize the safety committee with new leadership, regular meetings, health and safety plan, and an agenda to accomplish.

The work described currently is supported by OFS and/ or PMIS

Site: MOCA

**PROFESSIONALISM**

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

Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

Stay actively involved with the five local chambers of commerce to encourage tourism. The monuments remain the highest visited entity in the Verde Valley. We recently participated in a tourism branding exercise with the chambers. Montezuma Castle was voted (statewide vote through the Phoenix newspaper) as the sixth human made wonder, which local chambers and towns are using for tourism publicity

The work described currently is supported by OFS and/ or PMIS