

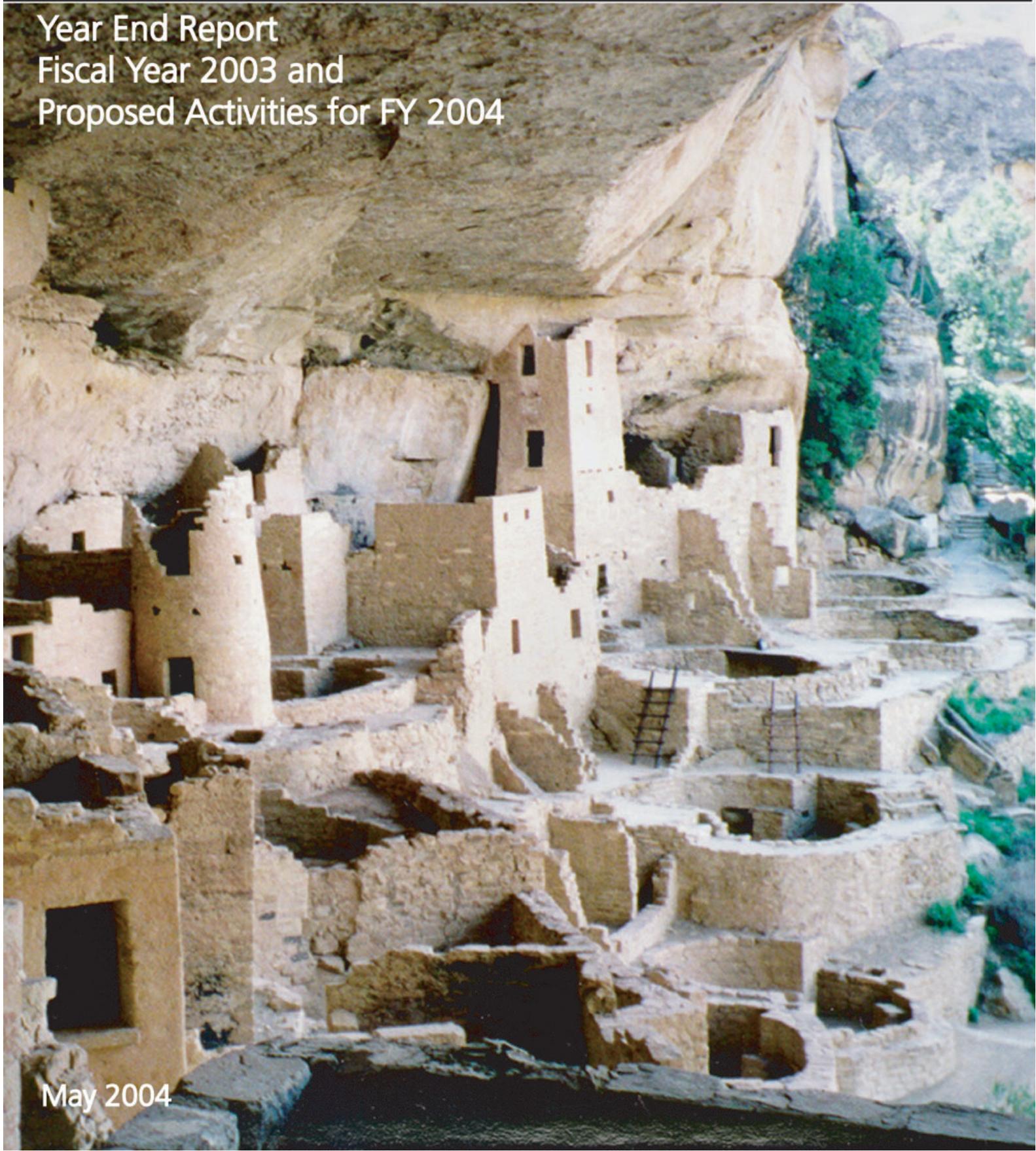
Vanishing Treasures

National Park Service
U.S. Department of the Interior

Vanishing Treasures Program



Year End Report
Fiscal Year 2003 and
Proposed Activities for FY 2004



May 2004

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If you have any questions regarding the Vanishing Treasures Program contact Glenn Fulfer (Glenn_Fulfer@nps.gov), Program Chair or Todd R. Metzger (Todd_Metzger@nps.gov), Program Coordinator. Specific questions and comments about the web page should be directed to Al Remley (Al_Remley@nps.gov)

An electronic version of this report can be accessed through the Vanishing Treasures home page at <http://www.cr.nps.gov/aad/vt/vt.htm>



EXPERIENCE YOUR AMERICA™

Section 1 - Executive Summary



Earl Morris repairing the tower at Mummy Cave, a 13th century ancestral Puebloan cliff dwelling at Canyon de Chelly National Monument



Small 12th century ancestral Puebloan structure. Wupatki National Monument, Arizona.



Fort Davis National Historic Site, Texas.

Once again, and for the sixth consecutive year, we are reporting on the annual accomplishments of the Vanishing Treasures Program (VT). Although the year has gone quickly, there has been an incredible amount of work accomplished. In addition to the traditional accomplishments, there have been a number of undertakings that have occurred that are worthy of discussion, and some actions and activities that are noteworthy because they have had, or they probably will have a significant impact on VT.

Because there has been significant turnover of superintendents and staff in many of the Vanishing Treasures parks, additional background information such as why the Program was started, how it operates, and who is involved, a concerted effort has been made to include as much background information regarding the Program as is possible. Although there is constant contact with most VT parks, especially those parks that have received an allocation of either personnel or project funds, and although there is always an annual distribution of year-end reports to all VT parks and interested parties, we know that there are many questions that exist regarding the Program and many issues that have developed. Hopefully, this issue of the year-end report will serve as a comprehensive source of information and perhaps will serve to address some of the questions that exist, and at the very least provide a basic understanding of the Vanishing Treasures Program.

Background

In 1993, the National Park Service identified and began acting upon a critical weakness that has become known as the Vanishing Treasures Program. After 20 years of inadequate funding, backlogged treatment needs, and a lack of information on condition, thousands of prehistoric and historic ruins at 44 National Park Service units in the arid west were identified as being threatened with severe deterioration and loss if immediate action was not taken. The architectural resources involved represent a significant aspect of the nation's heritage, some are World

Heritage sites, and all hold immense meaning for a number of traditional communities. Contributing to this situation was the fact that only a few highly skilled preservation specialists were employed in the National Park Service to address this need, and many of these individuals were nearing retirement after 30 plus years in the service with no potential for their specialized knowledge to be passed on to a new generation of specialists. Recognizing the significance of the need, and the urgency of the situation and after careful planning and deliberation, Congress began allocating funds to the National Park Service to begin addressing the needs of the Vanishing Treasures Program and has continued to do so for the last seven years. As a result of these efforts, a great deal has been accomplished by staff that have been hired and through projects implemented with the funding that has been made available to the Vanishing Treasure Program. Today, the VT Program continues to address the needs of 44 parks with known Vanishing Treasures resources: 41 parks in the Intermountain Region and 3 parks in the Pacific West Region.

Why the Program was Started

The Vanishing Treasures Program got its start when a handful of park resource managers began comparing notes on the condition of their prehistoric and historic architecture. The consensus was very clear: unique and perishable "ruins" important to our national heritage were rapidly deteriorating to a point where there was a "crisis of care." Serious concern was expressed over the continued failure to prevent or even deter increasing destruction and loss of irreplaceable resources.

In response to this growing awareness, a grassroots effort was mounted that was not only intent on bringing attention to the problems that existed, but on formulating a strategy for aggressively and actively dealing with the situation. Recognizing that a number of National Park Service units with archaeological resources throughout the western United States faced similar problems, the scope was broadened

beyond just a few core archeological parks. Unique in this situation is the fact that this issue was brought forward from the field levels of management within the National Park Service; that is, the issue was raised from personnel at the parks themselves - those directly responsible for protecting and preserving the structures. Importantly, the problems identified were recognized as best being resolved if management and control was retained at the park level. Because this occurred during a period in which the National Park Service was going through a major self - evaluation and reorganization, the initiative was able to garner strong support at all levels within the National Park Service, and ultimately captured the interest and attention of Congress.

Laying the Foundation

To bring attention to these needs, cultural resource managers from Salinas Pueblo Missions National Monument, Chaco Culture National Historic Park, and Aztec Ruins National Monument put together a video in 1993 titled "Vanishing Treasures: A Legacy in Ruin." The video proved highly successful and galvanized an effort that resulted in the development of a "Vanishing Treasures Strategic Plan" in 1995 that would begin laying the foundation for address the needs identified. The plan was put together by the same park cultural resource managers and other interested cultural resources managers from other parks with similar types of cultural resources. It was developed in cooperation, and with the full support of cultural resource management professionals from the Intermountain Region's Southwest and Colorado Plateau System Support Offices.¹

Ultimately these efforts resulted in the production of the 1998 "Vanishing Treasures Long-Range Plan" that outlined in great detail the amount of funding and the number of staff that would be needed, the amount of funding that that would be needed to address emergency and high priority projects, and the formal establishment of the mechanism by which the program would be managed; a self- directed workgroup. The Long Range Plan has served and continues to serve as the basis on which the Vanishing Treasures Program is strategically dealing with this "crisis of care" over the next decade.

Since its inception, the Program has received strong support, input, and direction from a number of individuals at all levels within the National Park Service. This has included former National Park Service Directors Roger Kennedy and Robert G. Stanton, Former Deputy Directors Denis Galvin and Jackie Lowey, former Associate Director for Stewardship and Partnerships, Kate Stevenson. The Program continues to receive support from the current National Park Service Director, Fran Mainella, Deputy Director Randy Jones, former Acting and current Deputy Associate Director for Cultural Resources, Pat Tiller, and the Assistant Director for

¹ The VT Program and the planning for the development of the Strategic Plan occurred prior to the reorganization of the NPS in 1994 and the consolidation of portions of the NPS' former Western, Rocky Mountain, and Southwest Regions into the Intermountain. Staff from these former regions participated in the development of the plan. The development of the Vanishing Treasures Program, however, benefited owes much of its success to some of the innovative thinking that emanated out of the reorganization and reengineering efforts of the NPS in 1994 including the concept of the self- directed workgroups, one of the primary organization/management concepts contained in VT's 1998 Long- Range Plan.

Cultural Resources and Manager of the National Center for Cultural Resources, John Robbins. Strong support and assistance continues to be provided by NPS Comptroller, Bruce Sheaffer, and NPS Budget Formulation Chief, David Harrington. Of course the Program truly would not have been allowed to proceed had it not been for the insightful, forward, and long-range thinking and leadership of Former Regional Directors John E. Cook (former Southwest, Rocky Mountain, and Intermountain Regional Director), and Jerry Rogers (former Southwest Regional Director and Assistant to the Director), and their respective staff. The Program continues to receive strong support from Intermountain Regional Director, Steve Martin, and Intermountain Region Associate Regional Director for Cultural Resources, Rodd Wheaton, and Pacific West Regional Director John Jarvis. The support provided by the parks in both the Intermountain and Pacific West Region's has played a significant role in VT's continuing success.

Three primary goals define the Vanishing Treasures Program.

- The Program seeks to eliminate resource loss by addressing emergency project needs where structures are in immediate, imminent danger from natural erosive factors or the cumulative pressures of visitation.
- The Program focuses on replacement of an aging workforce that often has unique craft skills that will be lost without the addition of new, younger workers who have the opportunity to work with these mentors prior to their retirement.
- Throughout its lifespan, the Program strives to move from a posture of dealing with emergency projects and urgent personnel loss to a proactive preservation program. Structures would be evaluated, ranked, and the best preservation options selected. Skilled craftspeople and other professionals would have career status with benefits and career development options analogous to other segments of the Federal work force in order to ensure work continuity in the area.

To achieve the long-range goals of the Program, four actions items were identified: 1) develop a comprehensive computerized data management system, 2) enact a career development and training program, 3) establish adequate funding levels to achieve specific goals, and 4) establish clear guidelines for planning and accomplishing preservation actions.

Of course, none of these goals could be accomplished without funding. The needs identified were two-fold: 1) funding to hire and train a preservation workforce, and 2) funding to implement emergency and high priority preservation treatment projects. It was estimated that approximately \$67 million would be required to address all of the needs of the Vanishing Treasures Program. Of that total, approximately \$59 million would be needed to address the emergency preservation needs. The remaining \$8 million would be needed for developing the preservation workforce.

Estimates from the parks themselves indicate that the Vanishing Treasures personnel and related workload deficits could be eradicated if approximately 25- 30 temporary and/or

seasonal positions are maintained in a number of parks and approximately 65-70 technical craftspersons and 50-60 archeologists or other specialists are recruited using the intake program over the next decade. In the long run, the boundaries between these two aforementioned groups would become less pronounced, resulting in a new kind of employee: the preservation specialist. These employees would augment the existing workforce, although it should be remembered that many of the most skilled and experienced workers would probably be retiring within a 5-10 year time frame.

To put this into some perspective, this roughly calculates out to approximately \$1 to \$1.5 million and 3-4 new staff for each Vanishing Treasures park. Of course a determination of the actual funding amount and the number of personnel that each park would require can only be established after a careful assessment of the need; an assessment that is based upon the size, number, and complexity of the Vanishing Treasures resources found within each park and the number of staff that currently are in place to address the need.

Duration of the Program

How long the Program will need to continue as a viable and functioning entity is dependent upon the amount of funding appropriated each year to address the identified needs. Because the level of funding that has been provided to VT since Fiscal Year 1998 has been somewhat below the original projections, we have estimated that at current funding levels it will more than likely take 15 to 20 years to address the original needs of the Program as they were initially laid out in the Long-Range Plan, rather than within the originally conceived 10 year timeframe. This is by no means an indication that we are not making significant progress towards addressing the goals of VT. In fact, a great deal has been accomplished. Rather, it simply means that it is going to take much longer than originally planned and that requests will continue to be made for an extended period of time into the future. To date, the VT Program has been able to address approximately 40% of the staffing needs and appropriately 10% of the total project needs. For the duration of the Program, funding will continue to be sought for high priority and emergency projects, to recruit and train preservation specialists, and to recruit and train experts such as archeologists, engineers, and historical architects. The staff that has been, and those that will eventually be hired will always be needed, and there will always be a need for funding to conduct specific projects. However, because of the increases in the number of available staff, the amount of funding needed for projects will incrementally be reduced as the condition of the resources are brought up to maintainable standards. To put it into a slightly different context, having on board a cadre of professionals that can continuously address the preservation needs of these cultural resources will insure that certain standards of condition will be maintained and that significant catastrophic damage will only occur because of uncontrollable circumstances, rather than an inability or lack of resources (human and financial) to address the needs.

Program Management

To manage the program at a grassroots level a number of self-directed workgroups were established: a Management Team and a number of Workgroups. The Management Team

(leadership committee and advisory group) comprising representative park superintendents and resource managers, were given the responsibility for guiding the direction of the program, identifying financial, operational, and professional resources, setting priorities for program development, ensuring program consistency, progress, accountability, and for communicating the results and achievements of the program to a wide and varied audience. Workgroups are brought together to address specific programmatic needs and functions. Individual workgroups have been established to guide the development of the database management systems, the recruitment, hiring, and staff retention needs, developing strategies for securing operational funding, and for the formulation of ruins preservation standards and guidelines. Brief discussion of each of the self-directed workgroups is presented below:

Leadership Committee: This committee is composed of seven individuals – Chair (superintendent representing a VT park), five members (superintendents representing VT parks), and an outside representative that has a comprehensive understanding of the NPS and the objectives of the VT Initiative. The Committee is responsible for definition of policy and articulation with park managers, as well as regional directorate.

Program Coordinator: This position provides day-to-day management and overall coordination of the Vanishing Treasures Program. The Program Coordinator reports directly to the Chairman of the Leadership Committee and oversees the activities of the VT Budget Analyst and the Advisory Group.

Advisory Group: Originating from the four workgroups of technical specialists that were responsible for launching of the initiative, the Advisory Group is composed of seven individuals representing Vanishing Treasures parks. The Group serves in an advisory capacity to the Leadership Committee and is charged with the responsibility of ensuring program consistency, the existence of parity and representation among parks, high quality craftsmanship and professional competency, and reporting program progress and accountability

Workgroups: In order to achieve the goals of the Program, four Workgroups are in existence: Database Management, Career Development, Funding, and Program Guidelines.

Executive Advisors: VT also retains the services of a number of individuals on the Regional Directors staff or in Central Offices. They provide input, advice, and assistance on a variety of fiscal, programmatic, and political issues that potentially could influence the long-term objectives of the Program.

Program Accomplishments

At the end of the FY 2003 (September 30, 2003), a little over \$8.7 million has been provided to the National Park Service since 1998 to address the needs of the Vanishing Treasures Program. The majority of the funds have come to the Intermountain Region. FY 2003 is the first year that the Pacific West Region began to receive VT funding (\$166,000)

for projects.² Approximately \$5.0 million will have been used to complete 78 emergency and high priority projects in 30 parks; \$3.4 million will have been used to hire 56 preservation specialists in 22 parks, and approximately \$300,000 will have been devoted to management of the program.

With the close of FY 2004 (September 30, 2004), approximately \$10,125,400 will have been appropriated to VT. Of that amount, approximately \$5,986,900 will have been dedicated to completing 92 emergency and high priority projects in 32 parks, this includes \$208,000 that has been made available to three parks in the Pacific West Region; \$3,756,000 will have been used to hire 61 preservation specialists in 23 parks, this includes replacing an aging work force and recruiting and training new individuals; \$31,700 will have been used for training; and \$350,800 will have been devoted to management of the program.

The distribution of both project and personnel funds on a state- by- state basis is presented below:

Arizona: 38 high priority projects have been conducted in 10 parks and 22 individuals hired in 10 parks.

Colorado: 5 high priority projects have been conducted and 8 individuals hired in 1 park.

New Mexico: 27 high priority projects have been conducted in 9 parks and 20 individuals hired in 7 parks.

Texas: 5 high priority projects have been conducted in 3 parks and 5 individuals hired 2 parks.

Utah: 11 high priority projects have been conducted in 5 parks, and 5 individuals hired in 3 parks.

Wyoming: 3 high priority projects have been conducted in 1 park.

California: 3 high priority projects have been conducted in 2 parks.

Approximately 60% of the total Vanishing Treasures budget received to date has been devoted to conducting projects, 37% has been dedicated to the hiring of personnel, and a little over 3% has been used for the management of the program. Almost 50% of the program management funds go back to the parks in the form of project or program support, either directly or through the support of VT's professional support positions.

² In FY 2002, three Pacific West Region parks were brought into the VT Program because they contained resources that met the definition of a VT resource. As a result of the involvement of the Pacific West Region, VT is considered as a Servicewide Program. With the inclusion of the Pacific West parks, they became eligible to compete for VT project funding in FY 2003. They will become eligible to compete for permanent base funding increases for personnel once the current VT hiring list is exhausted. If current funding levels remain consistent this could occur as early as FY 2007.

Personnel Hired

Since 1998, we've acquired funds that have allowed us to hire anywhere from 4 to 13 individuals on a yearly basis. This has averaged out over the last six year to approximately 9 individuals per year. This has included the competitive conversion of 17 positions and the hiring of 39 "new" individuals. Conversion positions represent staff that occupied temporary or seasonal positions for an extended period of time that have been given an opportunity to competitively compete for permanent positions. Many of the individuals in this situation have worked for the National Park Service as temporary employees for anywhere from 10-30 years. The new positions represent permanent positions that never existed previously but that have been identified as essential in addressing the backlog of preservation needs at a number of parks. Two of the positions that were hired in FY 2003 included a full time Program Coordinator and a Historical Architect position that will compliment and coordinate with VT's Structural Engineer position that was brought on board in FY 2000.

Since the inception of VT, one of the primary goals has been the recruitment, hiring, and retention of a highly professional and culturally diverse workforce in order to effectively sustain the program. Through FY 2003, we have had great success in the hiring of a workforce that reflects the Vanishing Treasures staffing needs of today and the needs of tomorrow and beyond. As of the end of FY 2003, the recently hired workforce of VT is composed of 2 Hispanic females, 8 Hispanic males, 1 American Indian female, 13 American Indian males, 9 White females, and 19 White males. The individuals hired have diverse educational backgrounds and work histories.

Implemented Projects

Since 1998, we have successfully implemented an average of 13 emergency and high priority projects per year at an average cost of \$64,000. Projects that have been implemented have ranged in cost from \$5,000 to \$125,000. They have ranged in complexity spanning the full spectrum of possible preservation projects, and have included condition assessments, research, written and graphic documentation projects, structural stabilization, and backfilling.

The Key to the Continued Success of the Program

There are essentially two key factors behind the seven years of success of Vanishing Treasures: accountability and accomplishments. After deep and careful consideration, based upon internationally accepted standards, we have made known exactly what is needed to preserve the nation's significant archeological and architectural heritage, and have then demonstrated that we have and will continue to use the funds appropriated exactly as we have said we would. The accurate and persuasive case that was made in support of the needed positions and funds, the achievement of results and accomplishments of the defined goals, and the impeccable and clearly demonstrable record of accountability, have all contributed to the continuing success of the program. Congressional sources have repeatedly praised this record, and have assured us that accountability and accomplishments is the key to VT's continued success. By doing so, the public can

track how many projects have been funded and completed, the contributions of personnel hired, and the overall progress of the program.

To insure a full accounting of the use of VT funds, an annual year-end report has been produced each fiscal year since 1998. At the end of the fiscal year, each National Park Service unit participating in the program contributes an accounting of the year's activities and projects. This information is compiled into a comprehensive fiscal report that is presented to Congress every year, and the various entities actively involved or that have an interest in VT. Each report provides detailed documentation of the activities and accomplishments of the Program. To date, six detailed year-end reports, including this one, have been produced documenting the expenditure of funds, the projects completed, the personnel hired since 1998, and the accomplishments and activities of the individuals hired.

To further insure the dissemination of the accomplishments and accountability of the Program, a VT Web Page has been established on the National Park Service Web Site. It can be accessed from the Archeology and Ethnography home page at www.cr.nps.gov/aad/vt/vt.htm. The Web Page contains information on Vanishing Treasures, why it was started, a description of Vanishing Treasures resources, and which parks are involved. It also contains down-loadable documents that describe the fiscal and program accounting of the program, the year end reports for the last three years, the program's long-range plan, and the program's implementation guidelines.

Today, the Vanishing Treasures Program represents a success story in one segment of the Service's core mission that is a never-ending effort to protect and preserve the nation's cultural heritage. Remarkably enough, the Vanishing Treasures Program also shows how unique and innovative management strategies can be employed and utilized even within immensely bureaucratic and hierarchical frameworks. Vanishing Treasures has demonstrated how self-directed workgroups can achieve success in overcoming problems and issues. This success and the continued support by management at a variety of levels, including Congress, have been made possible because of a carefully developed mutual trust built through accountability in the use of the funds and by significant accomplishments in the preservation of our nation's archaeological and architectural heritage.

FY 2003/2004 Year End Report

This report provides a detailed accounting of the expenditures and accomplishments of the Vanishing Treasures Program in FY 2003. It includes specific information on expenditure of program funds, a summary of preservation treatment projects that were implemented in a number of VT parks, and it presents a summary of the accomplishments in FY 2003 of the personnel that have been hired with VT funds since FY 1998. It also provides information regarding the proposed use of funds in FY 2004 and some projections for FY 2005 and beyond. Finally, the document provides an update on the activities of the Program's Leadership, Advisory and Workgroups.

The FY 2003/2004 Year End Report contains 7 separate sections including this introduction. Section 2, Program

Funding, provides a complete accounting of funding that the program has received to date and presents a synopsis of expenditures and accomplishments on a state-by-state basis. Section 3, Funding for Personnel, provides a description of the hiring accomplishments of the Program and it also presents a list of personnel that is needed beginning in FY 2005 and how the list was developed. Section 4, Project Funding, provides a discussion of the use of funds dedicated to implementing high priority projects and the management of the Program and how those projects are selected. Section 5, Staffing and Accomplishments Report, provides a description of the FY 2003 accomplishments of the personnel that were hired in FY 1998, 1999, 2000, 2001, and 2002. It also includes background information on the personnel that were hired in FY 2003. Section 6, Project Completion Reports, presents brief summaries of the high priority preservation projects that were implemented in FY 2003. Finally, Section 7, VT Management Team Activities, provides an explanation on function of VT's Management Team (Leadership and Advisory Group) as a self-directed workgroup and how it operates. It also includes an update on the activities and accomplishments of the Management Team and the various Workgroups that have been established. For those individuals that are only interested in a brief synopsis of VT and its accomplishments a separate Management Summary has been prepared.

Report Compilation

Consistent with the nature of the Program, this document represents a collaborative effort by a large number of individuals. The VT Program Coordinator and the Database Workgroup Leader, Al Remley compiled the document. Section's 4 and 6 of the report were compiled and edited by Lyle Balenquah and Lloyd Masayumptewa, the Flagstaff Area National Monument's FY 2000 and FY 2001 VT hires. Additional proofing of the report was completed by the Flagstaff Areas FY 2003 VT hire Ian Hough, and Jane Lakeman one of the Flagstaff Areas seasonal archeologists. Notwithstanding, any errors of omission or inaccuracies, or any editorial faux pas that exist are the sole responsibility of the VT Program Coordinator.

Credit for much of the information presented in Section's 4 and 6 deservedly goes to a number of individuals that had the arduous task of keeping track of either the accomplishments of personnel that were hired with VT funds in their park, the projects that were being completed in their park also with VT funds, or both. Specifically, the individuals that contributed to the Personnel Hiring and Project Completion Reports contained in this document include the following:

Gary Brown,
Aztec Ruins National Monument
Angelyn Rivera and Mary Slater,
Bandelier National Monument
Scott Travis,
Canyon De Chelly National Monument
Chris Goetze,
Canyonlands National Park
Heber Golden and Larry Stewart,
Casa Grande Ruins National Monument
Dabny Ford and Roger Moore,
Chaco Culture National Historical Park
Linda Green,
Death Valley National Park

Melissa Memory,
Hovenweep and Natural Bridges National
Monuments

Jim Kendrick,
El Malpais National Monument

Lloyd Masayumtewa, Lyle Balenquah, and Ian Hough,
Flagstaff Area National Monuments

Larry Ludwig,
Fort Bowie National Historic Site

Jeffrey Rust,
Fort Davis National Historic Site

Mitzi Frank and Roger Portillo,
Fort Union National Monument

Julie Belle, for
Gila Cliff Dwellings National Monument

Ellen Brennen,
Grand Canyon National Park

Chris Kincaid,
Glen Canyon National Recreation Area

Jan Sabala,
Joshua Tree National Park

Larry Nordby, Preston Fisher, Rebecca Carr, Don
Corbeil, and Cynthia Williams,
Mesa Verde National Park

Micky Estrada, Ruben Ramirez, Alex Contreras,
Montezuma Castle/Tuzigoot National Monument

Brian Culpepper,
Navajo National Monument

Phil Wilson,
Salinas Pueblo Missions National Monument

Susan Snow and Dean Ferguson,
San Antonio Missions National Historical Park

Duane Hubbard and Miguel Estrada,
Tonto National Monument

Ann Rasor, and David Yubeta,
Tumacacori National Historical Park

Significant Events of Note

Even though we had to cancel the VT conference scheduled for November 2003 due to travel restrictions, we have been able to gain permission to hold the conference and have rescheduled it for the week of June 14th 2004. San Antonio Missions has once again agreed to host the conference. We are hopeful that the up coming conference will give us the opportunity to do some much needed catching up and provide the opportunity to address many of the issues that have arisen. Make plans now to attend the conference and we look forward to seeing you in June at San Antonio.

In response to the NPS' Outsourcing responsibilities, Reason Code A justifications for all VT positions were

prepared and submitted for review. Code "A" positions are determined to be commercial in nature, but are considered to be core to the mission of the NPS and thus not suitable for contracting. We have yet to hear specifically how the VT positions fared in the review, but will pass on that information as soon as it becomes available.

Final Thoughts

We hope that you'll spend some time in reviewing this document and the separate Management Summary. We feel that both documents contain important information on the expenditures and accomplishment of VT. Again, we know that accountability and accomplishments has been one of the keys to VT's continued success. This year's report is a little different and substantially larger than previous editions. We have dedicated a significant amount of space to presenting background information on how VT was started, and why, and how the Program operates. We know that programs which run for as long as VT tend to see the institutional knowledge for why such programs are in existence fade, or be lost. This, coupled with the change of staff in many of the parks, and regional offices, and the loss of a number of the individuals that were involved in the initial development of the program, necessitates that time be taken to refresh everyone's memory and to provide information to individuals that are new to the Program. In our humble opinion it will be worth your time to review each section. Individuals that have been involved in VT for the long haul and those that are new to it should be able to gain an understanding of VT from the information that is presented. Hopefully, any questions that you may have had regarding VT will have been appropriately addressed.

While we still have a long way to go in order to realize our original projections, significant progress continues to be made. Clearly however, much work still remains in order to meet our original goals. Each year since the inception of the Program new and imposing obstacles both in our ability to hire new personnel in parks, in our ability to retain the staff that has already been hired, and in our ability to insure that funding is available to conduct projects, have had to be faced, and we expect the coming years (FY 2005 and beyond) to be no different. We are confident however, that the work that is being done and the personnel that have been and that are proposed to be hired to conduct VT work will be viewed as a "core" and "essential" to the long term mission of the National Park Service. We are also confident that the Vanishing Treasures Program itself will be perceived as a critical need and is able to remain as a viable and functioning entity until the long-range goals that have been established are achieved.

VANISHING



TREASURES

Section 2 - Program Funding



Recording cavate structures at Bandelier National Monument, NM..

This section is a detailed discussion of the expenditure of funds that Vanishing Treasures has received since FY 1998, the first fully funded year of the program. Including funds appropriated in FY 2004, the program has received funding for seven straight years, and efforts are underway to develop a budget for VT for inclusion in the President's FY 2005 budget.

Table 2.1 provides the total amount and a breakdown of funding that has been allocated to VT since FY 1998 through FY 2004. The table identifies the increases that have been provided to VT over the last six years and where funds have been distributed to the primary funding components (projects, program management, and base increases for personnel).

Vanishing Treasures has enjoyed increases in its budget that average a little over \$746,000 for the last five years. These increases have made available an average annual operating budget of slightly over \$1.45 million.

With the close of FY 2004, approximately \$10,125,400 will have been appropriated to VT to conduct projects, hire and train personnel, and to manage the program. Of that amount, approximately \$5,986,900 will have been dedicated to completing 92 emergency and high priority projects in 32 parks; \$3,756,000 will have been used to hire 61 preservation specialists in 23 parks, this includes replacing an aging work force and recruiting and training new individuals; \$31,700 will have been used for training; and \$350,800 will have been devoted to management of the program. This works out to roughly 60% of the total VT budget, received to date being devoted to conducting projects, approximately 37% will have been dedicated to the hiring of personnel, and 3% will have been used for the management of the program.

More specific information regarding the personnel hired, the associated costs, and the projects that have been completed, specifically in FY 2003, can be found in subsequent sections of this report. The following provides a specific accounting of how VT funding has been utilized since FY

1998 and what is being proposed for FY 2004.

Personnel and Projects

FY 1998

Arizona

In FY 1998, \$269,000 was used to hire 6 individuals in 5 parks. This included Fort Bowie (1 position), the Flagstaff Areas (1 position), Navajo (1 position), Tonto (1 position), and Tumacacori (2 positions). Approximately \$272,000 was made available to 3 parks to conduct high priority projects. The parks that received project funding included the Flagstaff Areas, Tonto, and Tumacacori.

Colorado

In FY 1998, \$67,000 was used to recruit and train 2 individuals at Mesa Verde.

FY 1999

Funding for the second year of the program was \$1,534,000, an increase of \$987,000 over the FY 1998 budget. Of that amount, \$862,000 was devoted to hiring 13 individuals in 8 parks and for the training of personnel hired in FY 1998, \$627,600 was used to complete 13 projects, and \$44,400 was used for project management. A summary of the utilization of VT funds in FY 1999 on state-by-state basis is presented below.

New Mexico

Approximately \$297,000 was used to hire 5 individuals in 4 parks. This included Bandelier (2 positions), Chaco Culture (1 position), El Malpais (1 position), and Salinas Pueblo Missions (1 position). Approximately \$198,500 was made available to three parks to conduct high priority projects. The parks receiving project funding included Aztec, Chaco, and Salinas Pueblo Missions.

Base increase funds of \$13,000, were provided to Aztec Ruins and Salinas Pueblo Missions to cover the cost of training for personnel hired in FY 1998. In addition, separate base increases totaling \$237,000 were provided to Chaco Culture and Salinas



Drainage swale construction at Wall Street Mill, Joshua Tree National Park, CA.

Table 2.1. Vanishing Treasures Budget FY 1998- 2004 (In Thousands of Dollars).

	FY 1998 Actual	Increase FY 99 Budget	FY 1999 Actual	Increase FY 00 Budget	FY 2000 Actual	Increase FY 01 Budget	FY 2001 Actual	Increase FY 02 Budget	FY 2002 Actual	Increase FY 03 Budget	FY 2003 Actual	Increase FY 04 Budget	FY20004 Actual	Total VT Budget
Authorized Budget	1000	987	1987	994	2981	398	3379	435	3814	600	4414	375	4789	
Projects	505.3	123	627.6	187	814.6	158	973	65	1038	- 7	1031	- 33.6	997.4	5986.9
Training	31.7	8	40(1)		[40](2)		[40](2)		[40](2)		[40](2)		[40](2)	31.7
Management	10	34	44.4	12	56.4	4	60	0	60	0	60	0	60	350.8
Personnel FY 98 (base increases)	453(1)		[453](2)		[453](2)		[453](2)		[453](2)		[453](2)		[453](2)	
Additional Base Increase for 2 parks FY 99		237(4)	237(1)		[237](2)		[237](2)		[237](2)		[237](2)		[237](2)	
Personnel FY 99 (base increases)		585	585(1)		[585](2)		[585](2)		[585](2)		[585](2)		[585](2)	
Personnel FY 00 (base increases)				795	795(1)		[795](2)		[795](2)		[795](2)		[795](2)	
Personnel FY 01 (base increases)						236	236(1)		[236](2)		[236](2)		[236](2)	
Personnel FY 02 (base Increases)								435	435(1)		[435](2)		[435](2)	
Personnel FY 03 (base Increases)										600	600(1)		[600](2)	
Personnel FY 04 (base Increase)												375	375(1)	
Total Personnel (base Increases)	453(2)		1315(2)		2110(2)		2346(2)		2781(2)		3381(2)		3756(2)	3756
Total	{547}(3) 1000	987	{672}(3) 1534	994	{871}(3) 1666	398	{1033}(3) 1269	435	{1098}(3) 1533	600	{1091}(3) 1691	375	{1057.4}(3) 1432.4	10125.4

Notes:

- (1) Costs for base increases for selected parks
- (2) Costs transferred to selected parks as base increases
- (3) Enacted budget after base increases have been transferred to benefiting parks. Represents the sum of the project and program management funds.
- (4) \$156,000 base increase for one park for personnel. \$81,000 park base increase. After 1998, training costs were added to the total costs for personnel and included in base increases.

Pueblo Missions to cover the cost of training for personnel hired in FY 1998. In addition, separate base increases totaling \$237,000 were provided to Chaco Culture and Salinas Pueblo Missions. Chaco Culture dedicated their increase towards the hiring of VT personnel (3 positions). Salinas Pueblo Missions used a portion of the funding to conduct a preservation project on one of the parks primary VT resources. The park used the remaining funds in accordance with the original intent of the OFS request.

Arizona

Approximately \$217,000 was used to recruit and train 4 individuals in 3 parks. The parks that hired personnel included Fort Bowie (1), Flagstaff Areas (1), and Montezuma Castle (2). Approximately \$166,400 was made available to 5 parks to conduct projects. The parks that received project funding to conduct high priority projects included Casa Grande, Grand Canyon, Navajo, Tonto, and Tumacacori. Base increase funds of \$23,000 were provided to 4 parks to cover the cost of training for personnel hired in FY 1998. These parks included Fort Bowie, Navajo, Tonto, and Tumacacori.

Colorado

A base increase of \$4,000 was provided to Mesa Verde to provide permanent funds for training the permanent staff hired in FY 1998. In FY 1999, \$175,000 was made available to Mesa Verde to conduct a high priority project.

Texas

In FY 1999, \$71,000 was used to recruit and train 1 individual at San Antonio Missions. Approximately \$10,000 was made available to Big Bend National Park to conduct a high priority project.

Utah

In FY 1999, \$65,000 was made available to Glen Canyon and Hovenweep to conduct high priority projects.

Wyoming

In FY 1999, \$12,700 was made available to Fort Laramie National Historic Site to conduct a high priority project.

FY 2000

In FY 2000, the VT budget requested an increase of \$994,000 over the FY 1999 enacted level. Of that amount, approximately \$795,000 was devoted to hiring 13 individuals in 9 parks, \$814,600 was devoted to completing projects, and \$56,400 was used for program management. A summary of the utilization of VT funds in FY 2000 on state-by-state basis is presented below.

New Mexico

In FY 2000, \$113,000 was used to hire 2 individuals in two parks. The parks included Salinas Pueblo Mission (1 position) and El Malpais (1 position). Approximately \$235,000 was made available to conduct high priority projects in 3 parks. The parks included Chaco Culture, Fort Union, and Salinas Pueblo Missions.

Arizona

In FY 2000, \$256,000 was used to hire four individuals in four parks. The parks included the Flagstaff Areas (1 position), Grand Canyon (1 position), Navajo (1 position), and Tumacacori (1 position). Approximately \$344,600 was made available to 4 parks to conduct high priority preservation projects. The parks that received project funding included Canyon de Chelly, the Flagstaff Areas, Grand Canyon, and Tumacacori.

Colorado

In FY 2000, \$260,000 was used to recruit and train 4 individuals at Mesa Verde. Approximately \$110,000 was made available to Mesa Verde to conduct one high priority project.

Texas

In FY 2000, \$165,000 was used to hire three individuals at San Antonio Missions (1 position) and Fort Davis (2 positions).

Utah

In FY 2000, approximately \$125,000 was made available to Canyonlands, Glen Canyon, and Zion to conduct high priority preservation projects.

FY 2001

In FY 2001, the VT budget received an increase of \$398,000 over the FY 2000 enacted level. Of that amount, approximately \$236,000 was devoted to hiring 4 individuals in 4 parks, \$973,000 was devoted to completing projects in 16 parks, and \$60,000 was used for program management. A summary of the utilization of VT funds in FY 2001 on state-by-state basis is presented below.

New Mexico

In FY 2001, \$168,000 was used to hire 3 individuals in three parks. The parks included Aztec Ruins (1 position), Chaco Culture (1 position), and El Morro (1 position). Approximately \$275,700 was made available to conduct high priority projects in 4 parks. The parks included Chaco Culture, Fort Union, Pecos, and Salinas Pueblo Missions.

Arizona

In FY 2001, \$68,000 was used to hire one individual at Casa Grande Ruin. Approximately \$348,800 was made available to 7 parks to conduct high priority preservation projects. The parks that received project funding include Fort Bowie, Grand Canyon, Organ Pipe, Tonto, Tumacacori, Tuzigoot, and Wupatki.

Texas

In FY 2001, \$103,500 was used to conduct preservation projects at San Antonio Missions and Fort Davis.

Utah

In FY 2001, approximately \$145,000 was made available to Glen Canyon and Hovenweep to conduct high priority preservation projects.

Wyoming

In FY 2001, \$100,000 was made available to Fort Laramie National Historic Site to conduct a high priority project.

FY 2002

In FY 2002, the VT budget received an increase of \$500,000 over the FY 2001 enacted level. Of that amount, approximately \$435,000 was made available to hire 7 individuals in 6 parks, 5 of which have not previously received funding, \$1,038,000 was allocated to 18 parks to conduct projects, and \$60,000 was again devoted to oversight and management of the program.

New Mexico

In FY 2002, \$126,000 was used to hire 2 individuals in two parks. The parks included Fort Union (1 position) and Chaco Culture (1 position). Approximately \$347,285 was made available to conduct high priority projects in 6 parks. The parks included Bandelier, Chaco Culture, El Malpais, El Morro, Pecos, and Salinas Pueblo Missions.

Arizona

In FY 2002, \$58,000 was used to hire one individual at Canyon de Chelly. Approximately \$386,397 was made available to 7 parks to conduct high priority preservation projects. The parks that received project funding included Grand Canyon, Fort Bowie, Navajo, Organ Pipe, Tonto, Tumacacori, Walnut Canyon, and Wupatki.

Colorado

In FY 2002, \$125,000 was used to conduct one high priority project at Mesa Verde.

Texas

In FY 2002, \$87,881 was used to conduct preservation projects at Big Bend and Fort Davis.

Utah

In FY 2002, \$251,000 was used to hire 4 individuals in three parks. The parks included Canyonlands (2 positions), Hovenweep (1 position), and Glen Canyon (1 position). Approximately \$80,400 was made available to Canyonlands and Hovenweep to conduct high priority preservation projects.

Wyoming

In FY 2002, \$12,700 was made available to Fort Laramie National Historic Site to conduct a high priority project.

FY 2003

In FY 2003, the VT budget received an increase of \$600,000 over the FY 2002 enacted level. This means that a total of approximately \$1,691,000 was available to the Vanishing Treasures Program in FY 2003. Of the \$600,000 increase, approximately \$414,000 was made available to hire 6 individuals in 5 parks. The remaining portion of the increase

was used for VT's Program Coordinator and Historical Architect positions. Both positions are permanent full time positions. The duty station for the Program Coordinator position is located at the Flagstaff Area National Monuments. The Historical Architect position will be duty stationed at Montezuma Castle/Tuzigoot. The recruitment for this position is still in progress. Similar to last year, \$1,031,000 will be made available to conduct projects. The budget for projects was reduced slightly by \$7,000. Thirteen projects of varying cost were conducted in FY 2003. Finally, and again consistent with what has been done for the last few years, \$60,000 was devoted for oversight and management of the program. A detailed breakdown of the budget for FY 2003 is presented in Table 2.2.

New Mexico

In FY 2003, \$126,000 was used to hire 2 individuals at Salinas Pueblo Missions. Approximately \$428,000 was made available to conduct high priority projects in 4 parks. The parks included Bandelier, Chaco Culture, Gila Cliff Dwellings, and Salinas Pueblo Missions.

Arizona

In FY 2003, \$327,000 was used to hire four individuals in three parks. The parks include the Flagstaff Area National Monuments, Canyon de Chelly, and Montezuma Castle/Tuzigoot. One of the positions at the Flagstaff Areas represents VT's Program Coordinator position. The position to be duty stationed at Montezuma Castle/Tuzigoot represents VT's Historical Architect position. Approximately \$312,000 was made available to 6 parks to conduct high priority preservation projects. The parks that received project funding included Flagstaff Area National Monuments, Grand Canyon, Navajo, Organ Pipe, Tonto, and Tumacacori.

Colorado

In FY 2003, \$125,000 was used to conduct one high priority project at Mesa Verde.

Texas

In FY 2003, \$72,000 was used to recruit and train 1 individual at San Antonio Missions.

Utah

In FY 2003, \$75,000 was made available to Hovenweep to recruit and train 1 individual

California

In FY 2003, \$166,000 was made available to two parks to conduct high priority projects. The parks that received project funding include Joshua Tree and Death Valley.

Program Management Funds

In FY 2003, \$60,000 was again used for the operations of the Vanishing Treasures Program. Production of the FY 2002/2003 Year End Report, information sharing meetings, workgroup meetings, park support, workshops, and other program support activities were conducted using this fund source. Specifically, this included:

Advisory and Workgroup Meetings: Funds were utilized to cover the costs of the Advisory Group to travel to Denver, Colorado in March 2003 to rate and prioritize the FY 2004 VT project submittals.

Presentations: Funds were utilized by the Program Coordinator to participate in the National Park Service and Getty Conservation Institute sponsored colloquium on backfilling held in Santa Fe, New Mexico in March 2003, and to give a presentation at the Arizona State Congressional Delegation meeting in April 2003.

VT Briefings: Program Management funds were utilized to cover the costs of the Chair, Program Coordinator, and all members of the Leadership Committee to travel to Denver, Colorado in March 2003 to provide a briefing to the Intermountain Region, Regional Director on the Vanishing Treasures Program. Funding was also provided to cover the costs of the Chair, Program Coordinator, and two to four members of the Leadership Committee to travel to Washington, D.C. in May and September 2003. The purpose of these trips were to provide information to NPS Washington Office staff and Congressional members and their staff on the activities and accomplishments of VT.

Program/Park Support: A limited amount of funds was used to purchase supplies and materials used by the Vanishing Treasures Program Coordinator and Budget Analyst to support day-to-day operations. This included the production and distribution of the FY 2002/2003 Year-End Report (printing of the report, 4 page management summary, report mailing and distribution), and limited products developed by the various Work Groups (project priority lists, VT's inventory and condition assessment database, Web page development, etc.).

Program Management funds were made available to the VT Structural Engineer to purchase supplies and materials that were used to assist parks with their structural engineering needs. In addition, funds were made available for VT's Structural Engineer to travel to a select number of parks to assist in addressing their structural engineering needs. The parks included: Aztec Ruins National Monument, Chaco Culture National Historical Park, Fort Bowie National Historic Site, Hovenweep National Monument, Mesa Verde National Park, Mojave National Preserve, Navajo National Monument, Pecos National Historical Park, Salinas Pueblo Missions National Monument, Wupatki National Monument, Anasazi State Park, Utah, and the Bureau of Land Management Monticello Field Office, Utah. More detailed information regarding the activities of the VT Structural Engineer can be found in Section 4 of this report.

Program Management funds were utilized by the Program Coordinator to provide technical assistance to Navajo National Monument, Tuzigoot National Monument,

Fort Bowie National Historic Site, and Anasazi State Park, Utah. Assistance was also provided in the form of rating applications for a number of parks involved in the hiring of Vanishing Treasures staff. Funds were also provided for the Program Coordinator to participate in a workshop organized by the Intermountain Regional to develop a regional strategic plan to address the process for implementing the requirements of outsourcing.

Emergency project support funds were provided to Fort Bowie National Historic Site to assess damage and to install a monitoring system that will track possible impacts to the park's primary architectural remains, resulting from blasting from a mine located adjacent to the boundary of the park. Funds were also provided to the park to assemble an interdisciplinary team to discuss and evaluate some of the ongoing preservation efforts at the park. The team included representatives from the Arizona State Historic Preservation Office, and National Park Service WASO, regional office, and park cultural resources specialists.

Workshops: VT funds were used to support two workshops: one that was held in Blanding, Utah in November 2002, and one that was held at the Kinishba Ruin, on the White Mountain Apache Reservation in Northern Arizona in June, 2003. More detailed information regarding these workshops can be found in Section 7 of this report.

FY 2004 Program Management Funds: Program Management funds in FY 2004 will again be \$60,000. It is expected that the funds will be utilized in a manner similar to what has been described above.

FY 2004

In FY 2004, the VT budget is expected to receive an increase of \$375,000 over the FY 2003 enacted level. This means that a total of approximately \$1,432,400 will be available to the Vanishing Treasures Program in FY 2004. The \$375,000 increase will be made available to hire 5 individuals in 5 parks. Approximately \$997,400 will be made available to conduct projects. Unfortunately, the amount of funding available to conduct projects has been reduced by approximately \$33,600. This funding will allow the implementation of 14 projects of varying cost in FY 2004. Finally, and again consistent with what has been done for the last four years, \$60,000 will be devoted for oversight and management of the program. A detailed breakdown of the budget for FY 2004 is presented in Table 2.3.

New Mexico

In FY 2004, approximately \$356,800 will be made available to conduct high priority projects in 4 parks. The parks include Bandelier, Chaco Culture, Gila Cliff Dwellings, and Salinas Pueblo Missions.

Arizona

In FY 2003, \$143,000 will be used to hire two individuals in two parks including one park that will be receiving their first VT position. The parks include the Flagstaff Area National Monuments and Organ Pipe Cactus National Monument. Approximately \$382,000 will be made available to 7 parks to conduct high priority preservation projects. The parks that will receive project funding included Flagstaff Area National Monuments, Navajo, Organ Pipe, Tonto, and Tumacacori.

Colorado

In FY 2004, \$162,000 will be used to recruit and train 2 preservation specialists at Mesa Verde National Park. Approximately \$121,300 will be used to conduct one high priority project at Mesa Verde.

Texas

In FY 2004, \$70,000 will be used to recruit and train 1 individual at San Antonio Missions.

Utah

In FY 2004, approximately \$95,300 will be made available to Golden Spike National Historic Site and Zion National Park to conduct high priority preservation projects

California

In FY 2004, approximately \$42,000 will be made available to Mojave National Preserve to conduct a high priority project.



View of Chetro Kettle, an ancestral Puebloan site at Chaco Canyon National Historical Park, NM.

Table 2.2. FY 2003 Operating Budget.

Personnel

Base Increase Amounts

Hovenweep - 1 position	\$ 75,000
Canyon De Chelly - 1 position	\$ 76,000
Wupatki - 1 position	\$ 65,000
Salinas Pueblo Missions - 2 positions	\$ 126,000
San Antonio Missions - 1 position	<u>\$ 72,000</u>
Sub Total Personnel Costs (5 Parks - 6 Positions)	\$ 414,000
Program Coordinator - 1 position, Flagstaff Areas	\$ 98,000
Program Support Position - 1 position, Montzuma Castle/Tuzigoot	<u>\$ 88,000</u>
Sub Total Personnel Costs (2 Parks - 2 Positions)	\$ 186,000
Total Personnel Costs (7 Parks - 8 Positions)	\$ 600,000

Projects

Funding Request

Tumacacori	\$ 40,000
Salinas Pueblo Missions	\$ 118,000
Bandelier	\$ 76,000
Chaco Canyon	\$ 125,000
Organ Pipe Cactus	\$ 27,000
Grand Canyon	\$ 47,000
Tonto	\$ 45,000
Walnut Canyon	\$ 123,000
Joshua Tree	\$ 41,000
Navajo	\$ 30,000
Mesa Verde	\$ 125,000
Death Valley	\$ 125,000
Gila Cliff Dwelling	<u>\$ 109,000</u>
Total Project Costs (13 Parks/Projects)	\$1,031,000
Program Management	\$ 60,000
Total Operating Program	\$1,631,000

Table 2.3. FY 2004 Operating Budget.

Personnel

Base Increase Amounts

Organ Pipe - 1 position	\$ 73,000
Walnut Canyon - 1 position	\$ 70,000
Mesa Verde - 2 positions	\$ 162,000
San Antonio Missions - 1 position	<u>\$ 70,000</u>

Total Personnel Costs (4 Parks - 5 Positions) \$ 375,000

Projects

Funding Request

Gila Cliff Dwelling	\$ 8,000
Salinas Pueblo Missions	\$ 119,300
Chaco Canyon	\$ 109,000
Golden Spike	\$ 50,000
Mesa Verde	\$ 121,300
Zion	\$ 45,300
Organ Pipe Cactus	\$ 23,800
Tonto	\$ 68,000
Bandelier	\$ 120,500
Walnut Canyon	\$ 91,000
Mojave	\$ 45,000
Tumacacori	\$ 40,000
Navajo	\$ 125,000
Wupatki	<u>\$ 5,600</u>

Total Project Costs (14 Parks/Projects) \$ 997,400

Program Management \$ 60,000

Total Operating Program \$1,057,400

FY 2005 and Beyond

Vanishing Treasures was initially conceived as a 10-year program. We are seven years into the program. The 10-year duration, however, was predicated on acquiring certain levels of funding for projects and personnel on a yearly basis, roughly estimated a \$6.7 million per year. Because the levels of funding that have been provided to VT are well below what was initially projected, the life span of the initiative will have to be nearly doubled if the intent is to achieve the goal of VT as originally conceived.

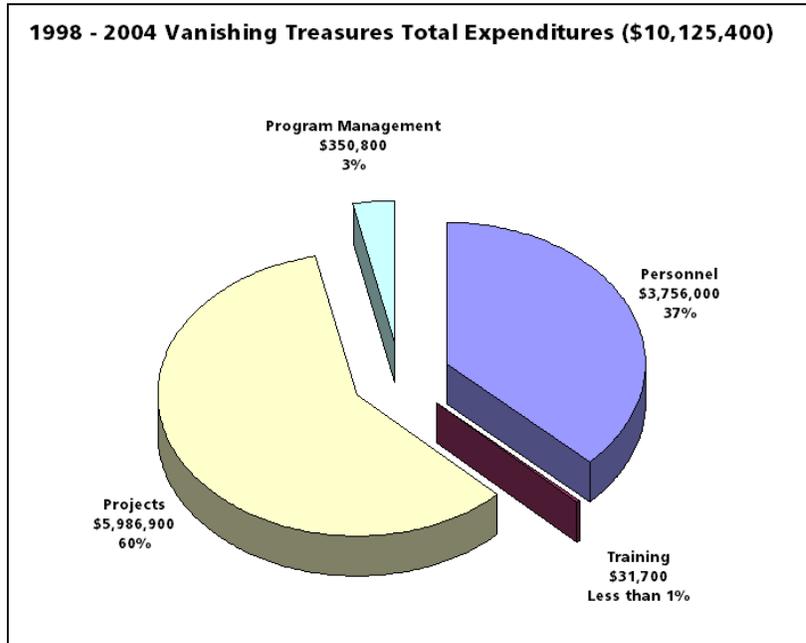
VT was begun because there was a serious and extensive deficiency in personnel and in the amount of funding available to conduct projects to address an overwhelming backlog of preservation needs throughout all of the VT parks. Some parks had a small number of seasonal and temporary staff to address their needs. A few fortunate parks had one or two staff that were dedicated to this need on a part time or full time permanent basis. Most parks, however, had no staff whatsoever to address their preservation needs. While some parks were able to have a small percentage of their needs addressed by the central office circuit team, the Service's overall capability to address the collective needs of all of the VT parks, at minimum acceptable levels, was severely limited. Resources identified in enabling legislation or that contributed to the purpose and significance of many parks were being severely compromised because staffing and funding were unavailable.¹

While the increases through VT in both staffing and funding for projects has allowed us to begin addressing the problem, given the nature of these resources, the need will be constant and never ending. Through short-term programs such as VT we will eventually be able to address some of the more emergency situations. Nevertheless, the long term care for these resources is a core function of the NPS, and a system, process, or mechanism needs to be established that allows us to address the needs without having to depend upon programs such as VT. Having an appropriate level of cultural resources staff on board in parks to address their preservation needs should be considered as important as the need for having interpretive staff, law enforcement staff, and facility management staff to address their respective operational needs. The needs of a park's cultural resources should be treated with as much importance as the other aspects of the operations of a park: a perspective that is supported by our own management policies. We should be continuously reminding ourselves that many parks were created because of the significance and value of these type of

¹ VT was not intended nor was it designed to address the needs of park Facilities or Assets. Park facilities or assets represent those structures, some of which are now considered historic structures, that were specifically constructed to facilitate the operations of a park, and are currently in use administratively for that purpose.

resources. Consequently, we have a responsibility to insure that the mechanisms are in place and that there are adequate resources to insure that they are appropriately cared for. Programs such as VT will only outlive their usefulness when a sustainable and appropriate level of funding for staffing and projects that corresponds to the needs of the resource has been attained.

Based on cost projections presented in VT's 1998 Long-Range Plan, at the end of FY 2004 we were hoping to have dedicated a little over \$37 million for conducting projects and approximately \$7.5 million to hire 135 personnel. In actuality, at the end of FY 2004 we will have used just under \$6.0 million to conduct projects and \$3.7 million to hire 56 personnel. What these figures point out is that we have made significant progress towards addressing the preservation needs of a number of Vanishing Treasures resources. This has included conducting a substantial number of projects and the hiring of a number of permanent staff to address the needs of a significant number of VT resources on a day-to-day basis. We have and are continuing to make progress in addressing the goals and objectives of the Initiative as they were outlined in 1998.



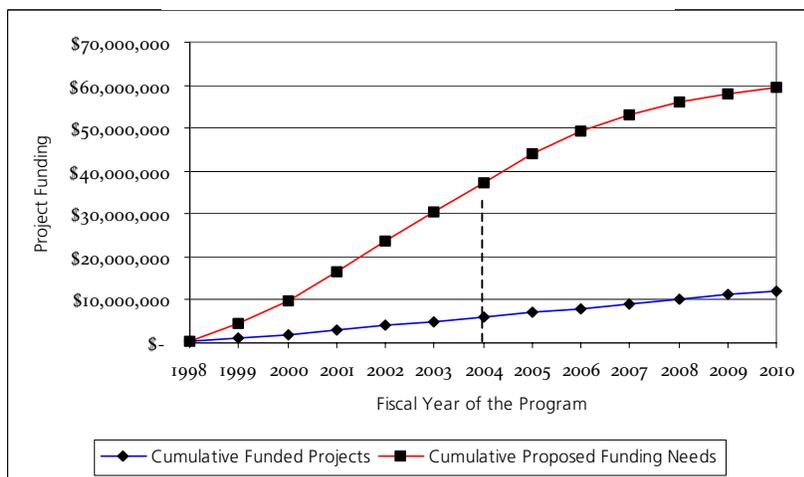
What these figures also point out is that we still have a long way to go before we can say that we have finally and fully satisfied the needs and requirements of the Vanishing Treasures Program. It is more important than ever that we do everything possible to insure the sustainability of the VT Program if we want to have any hope of achieving VT's long-range goals. For us to do this, we must remain vigilant in how we use the VT funds that have been made available to us. We must have accountability. Without this, the program will soon lose its credibility and any support and interest that the program has garnered will certainly be in jeopardy. We must also continue to work to insure that the program has visibility, that we are not only making known our accomplishments but that we are reminding everyone of the importance of what we are doing and how it fits within the core mission of the National Park Service. The bottom line is that continued

funding is needed for us to conduct projects and to hire staff to address the short and long term, day-to-day needs of the Nation's Vanishing Treasures.

Maintaining the Accountability of Vanishing Treasures Funds

Congress has acknowledged that the reason VT has seen continued success is because the scope of the needs are very specific and narrow, and that we have demonstrated accountability and worked to maintain the fidelity of the funds. We also know for certain that if we lose sight of the long term goals of VT, if we allow them to be diluted, if we are not able to demonstrate that the funds were, or that they are being used in the manner that is consistent with what was requested, the support that we have been given by Congress will cease.

Funded vs. Proposed Funded Projects



Since the inception of the Vanishing Treasures Program a concerted effort has been made to insure that there is an understanding regarding the need to maintain the fidelity and accountability of the VT funds. In the calls that were issued for personnel, parks were required to insure that the requested position(s) would be dedicated to no less than 80% of their time in carrying out the kinds of work and tasking that was related to (1) making fabric repairs to VT resources, (2) documenting those resources, including collecting condition assessment data, (3) monitoring VT resources for preservation needs, and (4) conducting specialized studies relevant to preservation needs. Submittals were rejected that requested funding for generalized cultural resource specialists who would only be conducting general archeological inventories or evaluation, Section 106 compliance, artifact or archival curation, or maintenance staff who would not be dedicating at least 80% of their work time to conducting VT activities and work on VT resources. Other park staff specialists that were not considered included interpretive and law enforcement personnel. While it is recognized that these types of positions contribute to a greater understanding and protection of VT resources, they do not directly advance the preservation goals of VT.

Parks have also been provided with guidance on the appropriate use of any lapse salary that may have resulted from

some of the base increases that were provided. Again, in an attempt to insure accountability and fidelity of the VT funds it was stipulated that lapse salaries resulting from a VT position needed to be used only for conducting VT (ruins preservation) activities. Appropriate use of lapse funds included covering PCS costs (moving expenses) of permanent staff that were hired. The hiring of seasonal or temporary staff to conduct VT work, limited infrastructure support for a parks VT program (i.e., the purchase of computers, office/documentation supplies and equipment, treatment supplies, materials, equipment, VT vehicle costs, etc.), and travel for existing VT or a parks other ruins preservation staff to attending appropriate training course, meetings, or conferences.

Similar requirements were placed on the use of VT project funds. Since FY 1998, projects targeted to receive funding for implementation have been selected based on the submission of proposals that are weighed against established criteria as defined in the Intermountain Region's Servicewide Comprehensive Call. The Intermountain Region's Servicewide Comprehensive Call is the process or system that the Intermountain Region uses for prioritizing, allocating, and administration of project funding to over 25 different "one-year" funding sources. VT project funding is considered one of those funding sources. The Servicewide Comprehensive Call criteria for VT was and is currently being used to annually evaluate project requests and establish a priority listing of projects to receive funding in a given fiscal year. Of course the VT Project funding source restricts parks to submitting requests for funding that can only be used to conduct projects on VT resources. Project funds are required to be used in accordance with the project description and justification that was submitted for review and rating. Parks are thus required to insure that all funds that are provided and used for such things as the hiring of personnel (season, temporary, or TERM employees), covering the cost of any needed vehicles (used to transport personnel, supplies and materials to implement the project), the purchase of supplies, materials, and equipment, travel costs (sometimes needed to support the personnel hired to implement the project, especially in remote locations away from a duty station) and training costs (needed to enhance the skills of the temporary personnel that are hired), are used exclusively to satisfy the requirements of their VT project.

To insure that the funds provided to a park are used for their intended purpose, parks that have either received base increases to hire permanent staff, that have received funds to conduct project, or both, are required to submit annual reports on the use of their allocated VT funds. Since project funds are "one year" funds, a park is only required to provide a report on the use of their project funds in the year that the funding is provided. For the parks that receive base increase funding to hire permanent VT personnel, they are required to provide an annual report on the accomplishment and activities of the individual that is hired.

If VT is to continue to address and fulfill the NPS' ruins preservation responsibilities and the needs of the resource, and if it is to continue to acquire increased funding for projects and personnel, we'll need to continue to insure that benefiting parks are using their VT funds in the manner that they were requested; the funding should not be used for any purposes other than VT. If VT funds are used for purposes other than VT, then what is being done ceases to be a program to address our ruins preservation deficiencies and instead it becomes an initiative to enhance a park's overall operational capability. While this is certainly a necessary and worthwhile effort, it is not the purpose and intent of VT and it is not why Congress has provided support to the program.

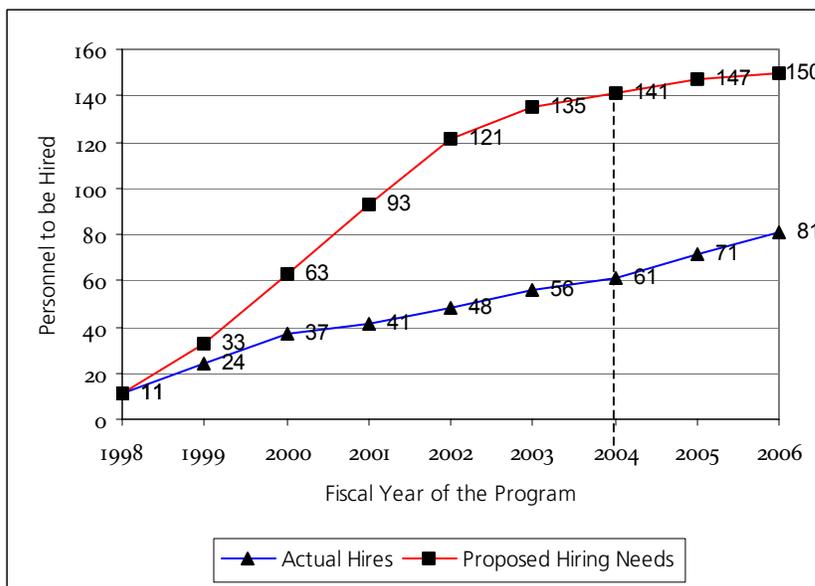
Given the current fiscal climate there is tremendous understanding regarding the financial situation that confronts many parks. Given the nature of the VT program, however, it would be difficult to support a decision to utilize VT funds to cover a park's other growing fixed costs. Such use is counter to the arguments that were made in justifying the need for VT and the funds that have been provided. But far more importantly, it is counter to the justifications on which Congress has chosen to fund VT and would render meaningless the accountability that has become the hallmark of the program. Such action has the potential to undermine the credibility of the program and would no doubt result in a loss of support for VT, including the support and interest that's been garnered with congressional representatives.

Each VT park's well-justified VT needs and the funding provided specifically to meet those needs should not be diverted to other non-VT related expenses if we expect the Program to continue. To do so is to recreate the very situation that necessitated the development of the VT program in the first place.

Equity among Parks on the Distribution of VT Funds (for Base Increases and Projects)

No one individual or collective group of individuals has exercised undue influence on the number of personnel or the amount of funding any one park may have received as a base increase for projects. VT's sense of accountability extends to insuring that a fair and equitable process has been put into place for establishing the list of hiring priorities and projects. The project prioritization process is part of the Intermountain Region's Servicewide Comprehensive Call. The hiring priority lists were based on requests submitted by parks and prioritized based on the nature and extent of a park's VT resources, and the nature and extent of the existing staff to address their preservation needs. The lists were reviewed and approved by the Regional Director and have been used in their existing form without modification. As can be expected those parks with a substantial number of VT resources and that had limited or no staff to address the need fared well in the process. The list however, does not reflect the complete picture. Certain

Actual vs. Proposed Vanishing Treasures Hires



parks have not shown an interest in VT until fairly recently. Some of this had to do with wanting to wait and see how successful VT would be. Others simply needed a better understanding of what VT was trying to accomplish and the benefits that the program may have for them. Others have chosen, for a variety of reasons, not to actively participate in VT. This is reflected mostly in the parks that have a relatively small number of VT resources.

Not all of the eligible VT parks chose to participate in the call for personnel despite a concerted effort by VT to reach out to these parks. For example, Utah parks didn't begin to express interest in VT until after the first two years of the program and only after it was pointed out that the Utah Congressional delegation was extremely interested and supportive of VT.

VT's Management Team has also made a concerted effort to reach out and work with parks to acquire funding for both projects and personnel. The long standing efforts at Navajo and the recent involvement at Fort Bowie and Gila Cliff Dwellings are clear examples of VT's commitment to insuring that the needs of the resource across the board are its primary concern.

Ultimately, throughout the life of VT an aggressive effort has been made to be inclusive and to look out for the interest of all VT parks. VT does not represent the needs of just one park, or the parks that happen to be represented by VT's Management Team, or any of the Workgroups. VT has always represented the ruins preservation needs of all of the 44 participating parks.

Definition of Vanishing Treasures Resources

Vanishing Treasures Resources are defined as a structure or grouping of related structures that:

- Are in a "ruined" state.
- Have exposed intact fabric (earthen, stone, wood, etc.).
- Are not being used for their original function.
- Occupation and utilization have been interrupted or discontinued for an extended period of time.
- Are located in the arid west.
- Are the resources or part of the resources for which the park was created, or, National Historic Landmark, listed on, or eligible for listing on the National Register of Historic Places?

Examples of Vanishing Treasures Resources:

- Architectural remains that have intact historic fabric exposed at or above grade, including: wall alignments, upright slabs, foundations, bins, cists, constructed hearths.
- Sub-grade architecture exposed through excavation or erosion (i.e., pithouses, dugouts, cists, etc.).
- Native American architectural structures (i.e., pueblos, cliff dwellings, hogans, wickiups, ramadas, corrals, earthen architecture, etc.).
- EuroAmerican architectural structures (i.e., churches, convents, forts, ranch- farm structures/homesteads, mine buildings, acequias or related features, kilns, etc.).

Examples of Non- Vanishing Treasures Resources:

- Sites with no exposed architecture or structural remains, (i.e., collapsed, buried, mounded, or otherwise not evident).
- Archeological or other sites with no architectural remains (i.e., lithic scatters, dumps, campsites, etc).
- Civilian Conservation Corp (CCC) and Civil Works Administration (CWA) buildings and features.
- Historic structures which are regularly maintained, and/or adaptively used, and fit within the Historic Structures/List of Classified Structures (LCS) definitions.
- Structures in use as National Park Service facilities (i.e., administrative buildings, trails, bridges, ditches, canals, etc).
- Mine shafts, caves, which do not have architectural/structural features.
- Pictographs, petroglyphs, rock art, etc., except if found in or on architectural structures.
- National Park Service or other reconstructed buildings or ruins (i.e., Aztec Great Kiva, Bents Old Fort).

Note: It is acknowledged that often times the traditionally associated communities to whom many of the involved Vanishing Treasures resources/archeological sites hold importance, do not consider them to be unoccupied, out of use, or abandoned. "Ruins" are considered by some groups to be spiritually inhabited and are considered to be "in use" by virtue of being invoked in prayers, songs, stories, etc. They are considered dynamic parts of active cultural systems. While we use the term "ruins" and the associated definition, it is recognize that some communities do not use the term "ruin" nor consider the places to be unoccupied or out of use.

Section 3 - Funding for Personnel



NPS Archeologist Jim Kendrick installing erosion control features at Candelaria Pueblo, El Malpais National Monument, NM.



VT Structural Engineer Preston Fisher working on an ancestral Puebloan site at Mesa Verde National Park, CO.



NPS Archeologist Jennifer Lavris documenting a historic Navajo Hogan at Canyon De Chelly National Monument, AZ.

Between 1998 and 2003, \$3,381,000 was used to hire 56 individuals in 22 parks on a permanent basis to specifically address the needs of the Vanishing Treasures Initiative. This included the competitive conversion of 14 positions and the hiring of 42 “new” individuals. Conversion positions represent staff that occupied temporary or seasonal positions for an extended period of time that have been given an opportunity to competitively compete for permanent positions. Many of the individuals in this situation have worked for the NPS as temporary employees for anywhere from 10- 30 years. The intake positions represent new permanent positions that are needed to address a park’s backlog of preservation needs. One position filled in FY 2000 and two positions filled in FY 2003 represent VT professional support positions. All of these hires have been accomplished by providing funding increases to a benefiting park’s operating budget to cover salary costs with additional funds provided for training. Table 3-1 provides a detailed breakdown of the hiring that has been accomplished on a park-by- park, state-by- state basis since FY 1998 through what is being projected for FY 2004. Table 3- 2 shows the breakdown for conversion and intake positions. Brief summaries of the hiring accomplishments on a yearly basis are presented below.

FY 1998

In FY 1998, \$453,000 went to eight parks as base increases to hire 11 permanent individuals. The benefiting parks included the following:

Aztec Ruins National Monument (2 conversion positions, craft specialists)
Fort Bowie National Historic Site (1 conversion position, craft specialist)
Flagstaff Area National Monuments (1 intake position, preservation specialist)

Mesa Verde National Park (2 conversion positions, craft specialist)
Navajo National Monument (1 intake position, preservation specialist)
Salinas Pueblo Missions National Monument (1 intake position, preservation specialist)
Tonto National Monument (1 conversion position, preservation specialist)
Tumacacori National Historical Park (2 intake positions, 1 preservation specialist and 1 craft specialist)

More detailed information regarding the FY 2003 accomplishments of the staff that was hired in FY 1998 is presented in Section 4 of this report.

FY 1999

In FY 1999, \$842,000 was used to hire 13 individuals in eight parks. The benefiting parks included:

Bandelier National Monument (2 intake positions, preservation specialists)
Chaco Culture National Historical Park (1 intake position, preservation specialist and 3 conversion positions, craft specialists)
El Malpais National Monument (1 intake position, preservation specialist)
Flagstaff Area National Monuments (1 intake position, preservation specialist)
Fort Bowie National Historic Site (1 conversion position, craft specialist)
Montezuma Caste/Tuzigoot National Monuments (1 intake and 1 conversion position, craft specialists)
Salinas Pueblo Missions National Monument (1 intake position, preservation specialist)
San Antonio Missions National Historical Park (1 intake position, preservation specialist)

More detailed information regarding the FY 2003 accomplishments of the staff that was hired in FY 1999 is presented in Section 4 of this report.

Table 3- I. Vanishing Treasures - Personnel Funding - FY 1998- 2004.

	Personnel FY 98	Personnel FY 99	Personnel FY 00	Personnel FY 01	Personnel FY 02	Personnel FY 03	Personnel FY 04	Total No. of Positions	No. of Parks	Total Funding
NEW MEXICO										
Aztec	84,000 (2 positions)	\$4,000 (training)		58,000 (1 position)				3	1	146,000
Bandelier		113,000 (2 positions)						2	1	113,000
Chaco		214,000 (4 positions)		55,000 (1 position)	55,000 (1 position)			6	1	324,000
El Malpais		68,000 (1 position)	58,000 (1 position)					2	1	126,000
El Morro				55,000 (1 position)				1	1	55,000
Fort Union					\$71,000 (1 position)			1	1	71,000
Salinas	33,000 (1 position)	148,000 (58,000 for 1 position; 9,000 for training; 81,000 for other base increase)	55,000 (1 position)			126,000 (2 positions)		5	1	362,000
TOTAL	117,000 (3 positions)	547,000 (8 positions)	113,000 (2 positions)	168,000 (3 positions)	126,000 (2 positions)	126,000 (2 positions)		20	7	1,197,000
ARIZONA										
Flagstaff (Wupatki/ Walnut Canyon)	60,000 (1 position)	58,000 (1 position)	55,000 (1 position)			(3) 163,000 (2 position)	70,000 (1 position)	6	1	406,000
Canyon de Chelly					58,000 (1 position)	76,000 (1 positions)		2	1	134,000
Casa Grande				68,000 (1 position)				1	1	68,000
Grand Canyon			58,000 (1 position)					1	1	58,000
Montezuma Castle/ Tuzigoot		106,000 (2 positions)				(2) 88,000 (1 position)		3	1	194,000
Fort Bowie	34,000 (1 position)	55,000 (53,000 for 1 position; 2,000 for training)						2	1	89,000
Navajo	33,000 (1 position)	4,000 (training)	80,000 (1 position)					2	1	117,000
Organ Pipe							73,000 (1 positions)	1	1	73,000
Tonto	51,000 (1 position)	4,000 (training)						1	1	55,000
Tumacacori	91,000 (2 positions)	13,000 to supplement 1998 positions	63,000 (1 position)					3	1	167,000
TOTAL	269,000 (6 positions)	240,000 (4 positions)	256,000 (4 positions)	68,000 (1 position)	58,000 (1 position)	327,000 (4 positions)	143,000 (2 positions)	22	10	1,361,000
TEXAS										
Fort Davis			110,000 (2 positions)					2	1	110,000
San Antonio		71,000 (1 position)	55,000 (1 position)			72,000 (1 position)	70,000 (1 position)	4	1	268,000
TOTAL		71,000 (1 position)	165,000 (3 positions)			72,000 (1 position)	70,000 (1 position)	6	2	378,000
UTAH										
Canyonlands					118,000 (2 positions)			2	1	118,000
Hovenweep					70,000 (1 position)	75,000 (1 position)		2	1	145,000
Glen Canyon					63,000 (1 position)			1	1	63,000
TOTAL					251,000 (4 positions)	75,000 (1 position)		5	3	326,000
COLORADO										
Mesa Verde	67,000 (2 positions)	4,000 (training)	(1) 261,000 (4 positions)				162,000 (2 positions)	8	1	494,000
TOTAL	67,000 (2 Positions)	4,000	261,000 (4 positions)				162,000 (2 positions)	8	1	494,000
GRAND TOTAL	453,000 (11 positions)	862,000 (13 positions)	795,000 (13 positions)	236,000 (4 positions)	435,000 (7 positions)	600,000 (8 positions)	375,000 (5 positions)	61	23	3,756,000

- (1) One of these positions represents the VT Structural Engineer position duty stationed at MEVE.
- (2) VT's Historical Architect position duty stationed at MOCA/TUZI.
- (3) VT's Program Coordinator position is duty stationed at FLAG.

Table 3- 2. Vanishing Treasures – Conversion/Intake Positions - FY 1998- 2004.

	Personnel FY 98	Personnel FY 99	Personnel FY 00	Personnel FY 01	Personnel FY 02	Personnel FY 03	Personnel FY 04	Total	No. of Parks
NEW MEXICO									
Aztec	2 positions 2 conversion			1 position 1 intake				3 positions 2 conversion 1 intake	1
Bandelier		2 positions 2 intake						2 positions 2 intake	1
Chaco		4 positions 3 conversion 1 intake		1 position 1 conversion	1 position 1 conversion			6 positions 5 conversion 1 intake	1
El Malpais		1 position 1 intake	1 position 1 intake					2 positions 2 intake	1
El Morro				1 position 1 intake				1 position 1 intake	1
Fort Union					1 position 1 intake			1 position 1 intake	1
Salinas	1 position 1- conversion	1 position 1 intake	1 position 1 intake			2 positions 2 intakes		5 positions 1 conversion 4 intake	1
TOTAL	3 positions 3 conversion	8 positions 5 intake 3 conversion	2 positions 2 intake	3 positions 2 intake 1 conversion	2 positions 1 intake 1 conversion	2 positions 2 intake		20 positions 12 intakes 8 conversion	7
ARIZONA									
Flagstaff (Wupatki/ Walnut Canyon)	1 position 1 intake	1 position 1 intake	1 position 1 intake			2 position 2 intake [3]	1 position 1 intake	5 positions 5 intake	1
Canyon de Chelly					1 position 1 intake	1 position 1 intake		2 positions 2 intake	1
Casa Grande				1 position 1- intake				1 position 1 intake	1
Grand Canyon			1 position 1 intake					1 position 1 intake	1
Montezuma Castle/ Tuzigoot		2 positions 2 conversion				1 position 1 intake [2]		3 positions 1 intake 2 conversion	1
Fort Bowie	1 position 1 conversion	1 position 1 conversion						2 positions 2 conversion	1
Navajo	1 position 1 intake		1 position 1 intake					2 positions 2 intake	1
Organ Pipe							1 position 1 intake	1 position 1 intake	1
Tonto	1 position 1 intake							1 position 1 intake	1
Tumacacori	2 positions 2 intake		1 position 1 intake					3 positions 3 intake	1
TOTAL	6 positions 5 intake 1 conversion	4 positions 1 intake 3 conversion	4 positions 4 intake	1 position 1 intake	1 position 1 intake	4 positions 4 intake	2 positions 2 intake	21 positions 17 intake 4 conversion	10
TEXAS									
Fort Davis			2 positions 2 intake					2 positions 2 intake	1
San Antonio		1 position 1 intake	1 position 1 intake			1 position 1 intake	1 position 1 intake	4 positions 4 intake	1
TOTAL		1 position 1 intake	3 positions 3 intakes			1 position 1 intake	1 position 1 intake	6 positions 6 intake	2
UTAH									
Canyonlands					2 positions 2 intakes			2 positions 2 intakes	1
Hovenweep					1 position 1 intake	1 position 1 intake		2 positions 2 intake	1
Glen Canyon					1 position 1 intake			1 position 1 intake	1
TOTAL					4 positions 4 intakes	1 position 1 intake		5 positions 5 intake	3
COLORADO									
Mesa Verde	2 positions 2 conversion		4 positions 4 intake [1]				2 positions 2 conversion	8 positions 4 conversion 4 intake	1
TOTAL	2 Positions 2 conversion		4 positions 4 intake				2 positions 2 conversion	8 positions 4 conversion 4 intake	1
GRAND TOTAL	11 positions 6 conversion 5 intake	13 positions 6 conversion 7 intake	13 positions 13 intake	4 positions 1 conversion 3 intakes	7 positions 1 conversion 6 intake	8 positions 8 intake	5 positions 2 conversion 3 intake	61 16 conversion 45 intake	23

- (1) One of these positions represents the VT Structural Engineer position duty stationed at MEVE.
- (2) VT's Historical Architect position duty stationed at MOCA/TUZI.
- (3) VT's Program Coordinator position duty stationed at FLAG.

FY 2000

In FY 2000, \$795,000 was used to hire 13 individuals in 9 parks. The benefiting parks included the following:

El Malpais National Monument (1 intake position, craft specialist)
Flagstaff Area National Monuments (1 intake position, craft specialist)
Fort Davis National Historic Site (1 intake position, craft specialist and 1 conversion position, preservation specialist)
Grand Canyon National Park (1 intake position, preservation specialist)
Mesa Verde National Park (1 conversion position, preservation specialist and 3 intake positions, 2 preservation specialists and 1 craft specialist)
Navajo National Monument (1 intake position, preservation specialist)
Tumacacori National Historical Park (1 intake position, preservation specialist)
Salinas Pueblo Missions National Monument (1 intake position, craft specialist)
San Antonio Missions National Historical Park (1 intake position, craft specialist)

More detailed information regarding the FY 2003 accomplishments of the staff that was hired in FY 2000 is presented in Section 4 of this report.

FY 2001

In FY 2001, \$236,000 was used to recruit and train 4 individuals in four parks. This included the conversion of 1 position and the hiring of 3 “new” individuals. The benefiting parks included the following:

Aztec Ruins National Monument (1 intake position, preservation specialist)
Casa Grande Ruins National Monument (1 intake position, craft specialist)
El Morro National Monument (1 intake position, craft specialist)
Chaco Culture National Historical Park (1 conversion positions, craft specialist)

More detailed information regarding the FY 2003 accomplishments of the staff that was hired in FY 2001 is presented in Section 4 of this report.

FY 2002

In FY 2002, approximately \$435,000 was used to recruit and train 7 individuals in 6 parks. The benefiting parks included the following:

Chaco Culture National Historical Park (1 intake position, craft specialist)
Fort Union National Monument (1 intake position, craft specialist)
Canyon de Chelly National Monument (1 intake position, preservation specialist)
Canyonlands National Park (1 intake position, craft specialist, and 1 intake position, preservation specialist)
Hovenweep National Monument (1 intake position, preservation specialist)
Glen Canyon National Recreation Area (1 intake position, preservation specialist)

Detailed information regarding the new staff hired in FY 2002 and the work accomplished by them or with their lapse salary can be found in the Section 4 of this report.

FY 2003

In FY 2003, \$600,000 was used for personnel. Of the \$600,000 increase, \$414,000 was made available to hire 6 individuals in 5 parks. The benefiting parks and positions include the following:

Hovenweep National Monument (1 intake position, preservation specialist)
Canyon de Chelly National Monument (1 intake position, preservation specialist)
Flagstaff Area National Monuments (1 intake position, preservation specialist),
Salinas Pueblo Missions National Monument (2 conversion positions, craft specialist)
San Antonio Missions National Historical Park (1 conversion position, craft specialist)

The remaining \$186,000 of the increase was used for VT’s Program Coordinator and Historical Architect positions. The Flagstaff Areas was determined to be the duty station for the Program Coordinator position. Montezuma Castle/Tuzigoot was determined to be the duty station for VT’s Historical Architect position. Refer to the next section for a brief discussion regarding VT’s Professional Support Positions.

Detailed information regarding the new staff hired in FY 2003 and the work accomplished by them or with their lapse salary can be found in the Section 4 of this report.

Maintaining the VT Workforce

In addition to filling the FY 2003 positions, five previously vacant VT positions were filled. This included the filling of the FY 2002 positions at Fort Union and Canyon de Chelly, and the FY 1998 and 2000 positions at Navajo. The vacancy of the FY 2000 Tumacacori position has also been filled with the selected individual scheduled to enter on duty by the first of June 2004.

As this document goes to press, there are four VT positions that remain vacant. The first vacancy is a FY2000 position at Salinas Pueblo Missions National Monument. This vacancy occurred when the individual occupying this position elected to move up in his career and take a VT position at Tonto National Monument that had been recently vacated. Salinas is currently in the recruitment process for their vacant position. The Tonto position was vacated in the middle of FY 2003 when that individual elected to take a different position with the NPS at Montezuma Caste/Tuzigoot National Monuments in a non-VT position. Staff at Tonto moved quickly in filling the vacancy with the individual from Salinas Pueblo Missions entering on duty in early October 2003. The second vacancy is a FY2001 position at El Morro National Monument. The individual occupying that position elected to take a job with the U.S. Forest Service. The park is currently in the process of recruiting for this position and hopes to have it filled by the end of the fiscal year. The third vacancy is a position created in FY 2002 at Glen Canyon National Recreation Area. The position was vacated in late FY 2003 when the individual elected to take a position with the Bureau of Reclamation. The park expects the position to be filled by May 2004. The current roster of VT positions is presented in Table 3- 3.

Erosion Of Funds Provided For VT Positions And The Cost Value Of Current Positions

It has been suggested that VT was having a negative impact on a number of parks by eroding the overall operating budget. In response to these concerns, a cursory assessment was conducted on the VT funding that was provided to all VT parks. This assessment looked at the amount of funding that was provided, the type and grade of positions that were to be filled, what was done to fill those positions, and what the financial situation of those positions should be in FY 2004. The assessment did not analyze any other aspect of the parks operational or financial situation. Overall, the assessment was not able to confirm the assertion that the VT positions were having a significant impact on a park's base operating funds. Although some of the positions have been in existence for up to seven years (FY 1998 through 2004) the impact from inflation, cost of living increases, etc., is significantly less than any other position that a park retains. In most instances we have found that VT is not eroding any particular park's operating funds. Rather a park's growing fixed cost needs as well as actions that parks have taken with their VT positions (such as upgrades), have actually increased costs. These actions have in turn had a detrimental impact on the available VT funding. It is apparent that positions provided in the first years of VT are nearing a point, like all of the other positions in a park, where the available annual operating increases are not keeping up with the amount of funding that is appropriated each year. It has always been hoped that the initial cost calculations for each VT position would provide sufficient funding to cover any erosion of the funding available for these positions, with the expectation that inflation and cost of living increases would probably erode these positions within 7 to 10 years'. The time in which this erosion occurs is of course dependent up the ONPS base allocations that a park receives annually, among other factors.

One issue that has been misunderstood, and relates to the issue discussed in the preceding paragraph, has to do with the "current value" of a VT position today as it relates to the amount of funding that was initially provided for the position. The funding provided for these positions does not remain static. Rather, the funding provided to cover the costs for these positions is increased annually. This increase is directly correlated with the increases that a park receives each year and which is part of a park's annual allocation to cover ONPS base operating costs. For example, a \$55,000 VT position provided to a park in 1998 potentially has a 2004 value of \$61,936 if the park has received a consistent increase of 2% for each year since 1998. This calculates to an increase in the value of the position of approximately \$6,936 over a six year time period. Table 3-4 provides a listing of the funding provided for each VT position and the FY 2004 costs. What the table doesn't include is the percentage of increase that each position received, which as indicated above, is a calculation that needs to be done individually by each park to determine the exact

¹ Initial costs for each VT position were calculated at the step 5 level, with 40% benefits. An additional \$2,000 to \$4,000 was provided to each position to cover training and travel costs. Since 2000, we have incrementally increased the projected costs for each future VT position on the existing hiring priority list to cover any projected inflationary increases that may occur through cost of living increases, pay increases, etc.

value of each position as it relates to the increases that have been received.

It also needs to be remembered that VT positions are no different than any other ONPS base position in a park, which are increased on an annual basis and made part of the President's annual budget request. Increases to parks are variable. Most increases are influenced by a number of factors including any assessments that may be levied against a park either at the Washington or Regional Office level. In addition, how a park manages their position(s), such as providing quality step increases, performance grade increases, etc., has an influence on how much of the allocated VT funds are available to cover the cost of their VT positions.

Finally, it needs to be clarified that VT was not designed nor was it intended to provide all of the staffing or all of the costs to support a park's ruins preservation program. Rather, it was designed to provide limited funds to 44 parks for immediate, critical, or essential staffing positions that could begin addressing a park's ruins preservation needs. Because of the large number of parks that have staffing needs and the limit on the funds that are available to hire permanent staff, every VT park has been expected to be looking at additional ways (other OFS requests, project funding, partnerships, grants, etc.) to support a more comprehensive program that includes funds for additional staff and operating money.

Work Force Diversity

Since the inception of VT one of the primary goals has been the recruitment, hiring, and retention of a highly professional and culturally diverse workforce in order to effectively sustain the program. Through FY 2003, we have had great success in the hiring of a workforce that reflects the Vanishing Treasures staffing needs of today, the needs of tomorrow, and beyond. As of the end of FY 2003, the recently hired workforce of VT is composed of 2 Hispanic females, 8 Hispanic males, 1 American Indian female, 13 American Indian males, 9 White females, and 19 White males. The individuals hired have diverse educational backgrounds and work histories. Table 3-5 provides a detail breakdown of VT's diversity profile on a park- by- park and state- by- state basis since FY 1998.

Table 3-5 illustrates VT's diversity profile including percentages. All of the individuals hired represent the type of highly qualified employee that is committed to accomplishing exceptional quality work and has contributed to the effectiveness of the Program and the NPS. We certainly expect that future VT recruitment and training efforts will continue to reflect this trend.

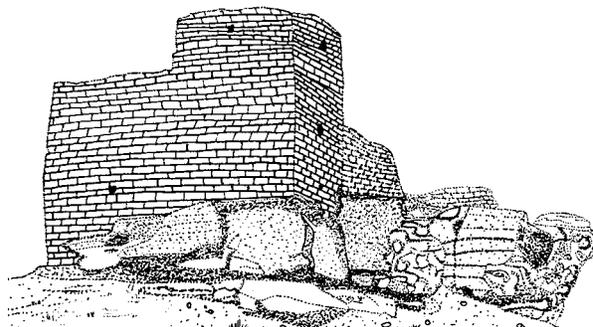


Table 3-3. Vanishing Treasures – Current Personnel Roster.

Aztec Ruins National Monument Raymond Torrivio, Masonry Worker, WG- 3603- 08 Carl Jim, Masonry Worker, WG- 3603- 08 Gary Brown, Archeologist, GS- 193- 11	Fort Union National Monument Linda Richards, Exhibit Specialist, GS- 1010- 09
Bandelier National Monument Angelyn Rivera, Exhibit Specialist (Architectural Conservator), GS- 1010- 11 Mary E. Slater, Exhibit Specialist (Architectural Conservator), GS- 1010- 09	Glen Canyon National Recreation Area Archeologist (Vacant), GS- 193- 09
Canyonlands National Park Patrick Flanigan, Exhibit Specialist, GS- 1010- 07 Fred Gomez, Exhibit Specialist, GS- 1010- 07	Grand Canyon National Park Ellen Brennan, Archeologist, GS- 193- 11
Canyon de Chelly National Monument Jennifer Lavris, Archeologist, GS- 193- 09 Keith Lyons, Archeologist, GS- 193- 09	Hovenweep/Natural Bridges National Monuments Melissa Memory, Archeologist, GS-193- 11 Noreen Fritz, Archeologist, GS- 193- 09
Casa Grande Ruins National Monument Larry Stewart, Exhibit Specialist, GS- 1010- 09	Mesa Verde National Park Kee John , Masonry Worker, WG- 3603- 07 Neill Smith, Masonry Workers, WG- 3603- 07 Don Corbeil, Historical Architect, GS- 808- 11 Cynthia Williams Loebing, Archeologist, GS- 193- 11 Rebecca Carr, Exhibit Specialist (Architectural Conservator), GS- 1010- 09 Preston Fisher, Structural Engineer (VT Structural Engineer), GS- 810- 13
Chaco Culture National Historical Park Roger Moore, Archaeologist, GS- 193- 11 James Yazzie, Masonry Worker, WG- 3603- 08 Jack Trujillo, Masonry Worker, WG- 3603- 08 Leo Chiquito, Masonry Worker, WG- 3603- 08 Paul Tso, Masonry Worker, WG- 3603- 08 Lewis Murphy, Masonry Worker, WG- 3603- 05	Montezuma Castle and Tuzigoot National Monuments Ruben Ramirez, Masonry Worker, WG- 3603- 09 Alex Contreras, Masonry Worker, WG- 3603- 08 Historical Architect (Vacant, VT Historical Architect), GS- 808- 11
El Malpais National Monument Jim Kendrick, Archeologist, GS- 193- 11 Calvin Chimoni, Masonry Worker, WG- 3603- 08	Navajo National Monument Brian Culpepper, Archeologist, GS- 193- 11 Kenny Acord, Archeological Technician, GS- 193- 07
El Morro National Monument Archeologist (Vacant), GS -193- 09	Salinas Pueblo Missions National Monument Philip W. Wilson, Archeologist, GS- 193- 12 Thelma Griego, Maintenance Worker (Ruins Preservation), WG- 4749- 08 Marc A. LeFrançois, Exhibit Specialist, GS- 1010- 11 Ramona Lopez, Maintenance Worker (Ruins Preservation), WG- 4749- 08 Archeologist (Vacant), GS- 193- 11
Flagstaff Area National Monuments (Wupatki, Sunset Crater Volcano, and Walnut Canyon) Todd Metzger, Archeologist (VT Program Coordinator), GS- 193- 12 Al Remley, Archeologist, GS- 193- 11 Lloyd Masayumtewa, Archeologist, GS- 193- 09 Lyle Balenquah, Archeologist, GS- 193- 09 Ian Hough, Archeologist, GS- 193- 09	San Antonio Missions National Historical Park Susan Snow, Archeologist, GS- 193- 11 Dean Ferguson, Masonry Worker, WG- 3603- 08 Steve Siggins, Masonry Worker, WG- 3603- 09
Fort Bowie National Historic Site Fernie C. Nunez, Masonry Worker, WG- 3603- 08 Phil Tapia, Masonry Worker, WG- 3603- 07	Tonto National Monument Duane C. Hubbard, Archaeologist, GS- 193- 11
Fort Davis National Historic Site Jeffrey Rust, Archeologist, GS- 193- 11 Rogelio Cataño, Masonry Worker, WG- 3603- 08	Tumacacori National Historical Park David Yubeta, Exhibit Specialist, GS- 1010- 11 Ray Madril, Masonry Worker , WG- 3603- 08 Jeremy Moss, GS- 193- 09

Table 3-4. Vanishing Treasures – Personnel Funding/Costs - FY 1998- 2003.

	Personnel FY 98	Personnel FY 99	Personnel FY 00	Personnel FY 01	Personnel FY 02	Personnel FY 03	Position Costs FY 04	Total No. of Positions	No. of Parks	Total Funding
NEW MEXICO										
Aztec	84,000 (2 positions) WG- 3603- 8/5 42,000 WG- 3603- 8/5 42,000	\$4,000 (training)		58,000 (1 position) GS- 193- 9/5			GS- 193- 11/1 62,635 WG- 3603- 8/5 61,507 WG- 3603- 8/3 37,784	3	1	146,000 (1) {154,722}
Bandelier		113,000 (2 positions) GS- 193- 9/5 54,000 WG- 3603- 8/5 51,000					GS- 1010- 11/5 69,897 GS- 1010- 9/3 54,117	2	1	113,000 {124,014}
Chaco		214,000 (4 positions) GS- 193- 9/5 58,000 2- WG- 3603- 8/5 55,000 WG- 3603- 7/5 46,000		55,000 (1 position) WG- 3603- 8/5	55,000 (1 position) WG- 3603- 8/5		GS- 193- 11/2 69,897 WG- 3603- 5/5 28,836 WG- 3603- 8/5 32,136 WG- 3603- 8/5 35,801 WG- 3603- 8/5 55,288 WG- 3603- 8/5 35,801	6	1	324,000 {256,523}
El Malpais		68,000 (1 position) WG- 3603- 8/5	58,000 (1 position) GS- 193- 9/5				GS- 193- 11/3 72,260 WG- 3603- 7/3 42,250	2	1	126,000 {114,510}
El Morro				55,000 (1 position) WG- 3603- 8/5			GS- 193- 9 55,000	1	1	55,000 {55,000}
Fort Union					\$71,000 (1 position) GS- 1010- 11/5		GS- 1010- 9/2 58,500	1	1	71,000 {71,000}
Salinas	33,000 (1 position) WG- 3603- 7/3	148,000 (GS- 193- 9/5 58,000 for 1 position; 9,000 for training; 81,000 for other base increase)	55,000 (1 position) WG- 3603- 8/5			126,000 (2 positions) WG- 3603- 9/5 WG- 3603- 7/5	GS- 193- 12/2 79,537 GS- 193- 11/1 67,126 GS- 1010- 11/1 64,323 WG- 4749- 8/2 52,347 WG- 4749- 8/5 43,495	5	1	362,000 {306,827}
TOTAL	117,000 (3 positions)	547,000 (8 positions)	113,000 (2 positions)	168,000 (3 positions)	126,000 (2 positions)	126,000 (2 positions)	1,082,596	20	7	1,197,000 {1,082,596}
ARIZONA										
Flagstaff (Wupatki/ Walnut Canyon)	60,000 (1 position) GS- 193- 11/5	58,000 (1 position) GS- 193- 9/5	55,000 (1 position) WG- 3603- 8/5			163,000 (2 position) GS- 193- 9/5 65,000 GS- 193- 12 98,000 (2)	GS- 193- 11/4 76,812 GS- 193- 9/3 53,472 GS- 193- 9/2 51,963 GS- 193- 9/2 58,492	5	1	336,000 {336,374}
Canyon de Chelly					58,000 (1 position) GS- 193- 9/5	76,000 (1 positions) GS- 1010- 9/5	GS- 193- 9/1 50,183 GS- 193- 9/1 50,183	2	1	134,000 {100,365}
Casa Grande				68,000 (1 position) WG- 3606- 8/5			GS- 101- 9/7 58,601	1	1	68,000
Grand Canyon			58,000 (1 position) GS- 193- 9/5				GS- 193- 11/1 66,709	1	1	58,000 {66,709}
Montezuma Castle/ Tuzigoot		106,000 (2 positions) WG- 3603- 8/5 53,000				88,000 (1 position) (3) GS- 808- 11/5	WG- 3603- 9/5 58,540 WG- 3603- 8/5 63,961 GS- 808- 11/4 88,000	3	1	194,000 {210,501}
Fort Bowie	34,000 (1 position) WG- 3603- 7/4	55,000 (55,000 for 1 position; 2,000 for training) WG- 3603- 8/5					WG- 3603- 7/5 54,413 WG- 3603- 8/4 54,788	2	1	89,000 {109,201}
Navajo	33,000 (1 position) WG- 3603- 5/3	4,000 (training)	80,000 (1 position) GS- 193- 11/5				GS- 193- 11/4 67,074 GS- 102- 7/1 43,151	2	1	117,000 {110,225}

Table 3-4. Vanishing Treasures – Personnel Funding/Costs - FY 1998- 2003. (continued)

ARIZONA Continue											
Tonto	51,000 (1 position) GS- 1010- 9/1	4,000 (training)					GS- 193- 11/2 65,881	1	1	55,000 {65,881}	
Tumacacori	91,000 (2 positions) GS- 1010- 9/5 51,000 WG- 3603- 8/1 40,000	13,000 to supplement 1998 positions	63,000 (1 position) GS- 193- 9/5				GS- 101- 11/7 77,700 WG- 3603- 8/5 59,300 GS- 193- 9/5 63,000	3	1	167,000 {200,000}	
TOTAL	269,000 (6 positions)	240,000 (4 positions)	256,000 (4 positions)	68,000 (1 position)	58,000 (1 position)	327,000 (3 positions)	263,137	20	9	1,218,000 {1,257,857}	
TEXAS											
Fort Davis			110,000 (2 positions) GS- 193- 9/5 55,000 WG- 3603- 8/5 55,000				GS- 193- 11/4 73,600 WG- 3603- 8/3 39,600	2	1	110,000 {113,200}	
San Antonio		71,000 (1 position) GS- 193- 11/5	55,000 (1 position) WG- 3603- 8/5			72,000 (1 position) WG- 3603- 8/5	GS- 11/5 69,667 WG- 3603- 9/2 50,537 WG- 3603- 8/5 50,537	3	1	198,000 {170,741}	
TOTAL		71,000 (1 position)	165,000 (3 positions)			72,000 (1 position)	283,941	5	2	308,000 {283,941}	
UTAH											
Canyonlands						118,000 (2 positions) GS- 1010- 9/5 59,000 WG- 3603- 8/5 59,000	GS- 1010- 7/5 47,063 GS- 1010- 7/2 35,717	2	1	118,000 {82,780}	
Hovenweep						70,000 (1 position) GS- 193- 9/5	75,000 (1 position) GS- 193- 11/5 63,250 GS- 193- 9/1 54,107	2	1	145,000 {117,357}	
Glen Canyon						63,000 (1 position) GS- 193- 9/5	GS- 193- 9/5 63,000	1	1	63,000 {63,000}	
TOTAL						251,000 (4 positions)	75,000 (1 position)	263,137	5	3	326,000 {263,137}
COLORADO											
Mesa Verde	67,000 (2 positions) WG- 7/3 33,000 WG- 7/4 34,000	4,000 (training)	261,000 (4 positions) (4) GS13/5 101,000 GS- 9/5 56,000 WG- 8/5 55,000 GS7/5 49,000				GS- 1010- 9/1 34,897 GS- 808- 11/8 49,926 GS- 810- 13/7 97,046 WG- 3603- 7/5 29,184 WG- 3603- 7/2 23,923 GS- 193- 11/2 51,527	6	1	332,000 {286,503}	
TOTAL	67,000 (2 Positions)	4,000	261,000 (4 positions)				286,503	6	1	332,000 {286,503}	
GRAND TOTAL	453,000 (11 positions)	862,000 (13 positions)	795,000 (13 positions)	236,000 (4 positions)	435,000 (7 positions)	600,000 (8 positions)	3,174,034	56	22	3,381,000 {3,174,034}	

- (1) Bracketed numbers indicate the current total cost for a park's VT position
- (2) VT's Program Coordinator position duty stationed at FLAG
- (3) VT's Historical Architect position duty stationed at MOCA/TUZI.
- (4) One position represents the VT Structural Engineer position duty stationed at MEVE.

Table 3-5. Vanishing Treasures – Diversity Profile - FY 1998- 2003.

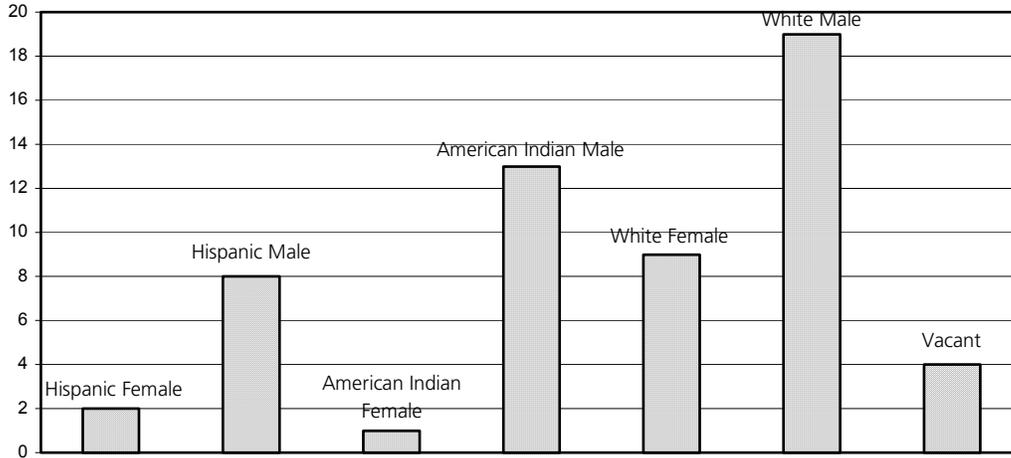
	Personnel FY 98	Personnel FY 99	Personnel FY 00	Personnel FY 01	Personnel FY 02	Personnel FY 03	Total	No. of Parks
NEW MEXICO								
Aztec	2 positions 2 AI males			1 position 1 W male			3 positions 2 AI males 1 W male	1
Bandelier		2 positions 2 W female					2 positions 2 W female	1
Chaco		4 positions 3 AI males 1 W male		1 position 1 AI male	1 position 1 AI male		6 positions 5 AI males 1 W male	1
El Malpais		1 position 1 W male	1 position 1 AI male				2 positions 1 AI male 1 W male	1
El Morro				1 position 1 vacant			1 position 1 vacant	1
Fort Union					1 position 1 AI female		1 position 1 AI female	1
Salinas	1 position 1 H female	1 position 1 W male	1 position 1 vacant			2 positions 1 H female 1 W make	5 positions 2 H female 2 W males 1 vacant	1
TOTAL	3 positions 1 H female 2 AI males	8 positions 3 AI males 2 W females 3 W males	2 positions 1 AI male 1 vacant	3 positions 1 AI male 1 W male 1 vacant	2 positions 1 AI male 1 AI female	2 positions 1 H female 1 W male	20 positions 2 H female 8 AI males 1 AI female 2 W females 5 W males 2 Vacant	7
ARIZONA								
Flagstaff (Wupatki/ Walnut Canyon)	1 position 1 W male	1 position 1 AI male	1 position 1 AI male			2 position 2 W male	5 positions 3 W male 2 AI males	1
Canyon de Chelly					1 position 1 W female	1 position 1 W male	2 positions 1 W female 1 W male	1
Casa Grande				1 position 1 W male			1 position 1 W male	1
Grand Canyon			1 position 1 W female				1 position 1 W female	1
Montezuma Castle/ Tuzigoot		2 positions 2 H male				1 position 1 vacant	3 positions 2 H males 1 vacant	1
Fort Bowie	1 position 1 H male	1 position 1 H male					2 positions 2 H males	1
Navajo	1 position 1 W male		1 position 1 W male				2 position 2 W male	1
Tonto	1 position 1 H male						1 position 1 H male	1
Tumacacori	2 positions 2 H males		1 position 1 W male				3 positions 2 H males 1 W male	1
TOTAL	6 positions 4 H male 2 W male	4 positions 3 H males 1 AI male	4 positions 1 AI male 1 W female 2 W male	1 position 1 W male	1 position 1 W female	4 positions 3 W male 1 vacant	20 positions 7 H males 2 AI males 2 W female 8 W male 1 vacant	9

Table 3-5. Vanishing Treasures – Diversity Profile - FY 1998- 2003. (continued)

TEXAS								
Fort Davis			2 positions 1 H male 1 W male				2 positions 1 H male 1 W male	1
San Antonio		1 position 1 W female	1 position 1 W male			1 position 1 W male	2 positions 1 H male 2 W male	1
TOTAL		1 position 1 W female	3 positions 1 H male 2 W males			1 position 1 W male	5 positions 1 H male 1 W female 3 W males	2
UTAH								
Canyonlands					2 positions 1 AI male 1 W male		2 positions 1 AI male 1 W male	1
Hovenweep					1 position 1 W female	1 position 1 W female	2 positions 2 W female	1
Glen Canyon					1 position 1 vacant		1 position 1 vacant	1
TOTAL					4 positions 1 AI male 1 W female 1 W males 1 vacant	1 position 1 W female	5 positions 1 AI male 2 W female 1 W males 1 vacant	3
COLORADO								
Mesa Verde	2 positions 2 AI male		4 positions 2 W females 2 W males				6 positions 2 AI male 2 W females 2 W males	1
TOTAL	2 Positions 2 AI males		4 positions 2 W females 2 W males				6 positions 2 AI males 2 W females 2 W males	1
GRAND TOTAL	11 positions 1 H female 4 H males 4 AI males 2 W male	13 positions 3 H males 4 AI males 3 W female 3 W male	13 positions 1 H males 2 AI males 3 W female 6 W male 1 vacant	4 positions 1 AI males 2 W male 1 vacant	7 positions 1 AI female 2 AI males 2 W female 1 W male 1 vacant	8 positions 1 H female 1 W female 5 W male 1 vacant	56 positions 2 H female 8 H males 1 AI female 13 AI males 9 W female 19 W male 4 Vacant	22

AI = American Indian; H = Hispanic; W = White.

Diversity Chart



Proposed Hiring in FY 2004

In FY 2004, \$375,000 will be used for personnel. This funding will allow the hiring of 5 individuals in 4 parks. The proposed parks and positions include the following:

- Flagstaff Area National Monuments** (1 intake position, preservation specialist)
- Mesa Verde National Park** (2 conversion positions, 1 preservation specialist, and 1 craft specialist)
- San Antonio Missions National Historical Park** (1 intake position, preservation specialist)
- Organ Pipe Cactus National Monument** (1 intake position, preservation specialist)

At the end of the fiscal year on September 30, 2003, \$3,756,000 will have been dedicated to hiring a highly qualified and professional workforce, thereby increasing the number of personnel to address the preservation needs of the nation's VT resources. Once the proposed hiring in FY 2004 has been completed, 61 positions will have been provided to 23 parks. Refer back to Table 3-1 for a review of the distribution of personnel that have been hired on a park-by-park and state-by-state basis, beginning in FY 1998 through the current fiscal year (FY 2004).

It needs to be noted that the funding provided to Organ Pipe for their position was \$7,000 less than the amount originally requested by the park. This was due to the amount of funding that was allocated to VT in FY 2004 to hire personnel which as noted above was \$375,000, but which was \$7,000 less than what was needed to fully cover the position as originally requested. The park was given the option of taking the increase in FY 2004 for this position at the reduced amount or deferring receipt of the funding for the position until FY 2005. Given the uncertainty of any new funding coming to VT as a base increase to hire new staff, the park wisely elected to accept the funding and made the commitment that they would make available a portion of their current allocation of their other base operating funds to cover the \$7,000 needed to fill the position at the grade level that was requested. VT Leadership has indicated that they will make every effort possible to see that the outstanding funds for this position are given consideration as the top priority in FY 2005. Again, given the nature of the program and the uncertainty as to whether

base funds will be allocated to VT to hire new permanent staff, no guarantees could be made.

Professional Support Positions

Beginning in FY 2000, VT began hiring personnel to provide professional support services to all or most of the VT parks. The positions included a Structural Engineer that was to be duty stationed at Mesa Verde and a Historical Architect to be duty stationed at Montezuma Castle/Tuzigoot.

The Structural Engineer position was filled in FY 2000 and duty stationed at Mesa Verde. For the last two years a large number of VT parks have benefited and will continue to benefit from the services of this position. Refer to Section 6 for detailed information regarding the activities of VT's Structural Engineer.

The recruitment for VT's Historical Architect position is still on going and it is expected that the position will be filled by the summer of 2004. As previously indicated, this position will be duty stationed at Montezuma Castle/Tuzigoot National Monuments. Due to a variety of issues this position will provide services primarily to Arizona parks, but will be available on a limited basis to all VT parks.

One significant change that occurred in FY 2003 was the establishment of the VT Coordinator position as a full time, permanently funded position. Prior to FY 2003, the duties of the position were being performed as a collateral duty by the Chief of Resources at the Flagstaff Area National Monument. The decision to turn this position into a permanent, full time position was based on the realization that needs of the VT Program, which are fairly substantial, required the attention of an individual on a full time basis. Over the last six years it had become obvious that the needs of the program were greater than what could be addressed on a part time basis and many aspects of the program were not receiving the attention and detail that was needed. Some of the day-to-day tasks, such as contact and coordination with parks, keeping track of park personnel and project needs and accomplishments, responding to emergency needs and requests for assistance, coordinating responses to budget calls, updating hiring priority OFS information, and accounting for the use of VT funding, and the production of the annual report, etc., although determined to be satisfactorily addressed, were not always

done at levels that met expectations, or at the level that should be expected of a nationally recognized NPS program. Other duties included coordination of the functions of the Advisory and all the workgroups and the various activities and products that the groups have the responsibility for addressing or developing. It should be noted that most of the workgroups are being directed by individuals as a part time basis when time can be taken from their primary jobs. Consequently, a greater workload responsibility must be shouldered by the VT Program Coordinator position to assist with this work. While there are certainly no expectations that all of the issues that exist can be adequately addressed by making this position a full time responsibility, the additional dedication of time will enhance what gets done. The position was filled by the current VT Program Coordinator and remains duty stationed at the Flagstaff Areas.

With the establishment of all three of these positions, the VT Program has achieved a level of capability that enables it to provide limited professional, expert, and highly specialized advice and assistance to VT Parks, and to assure appropriate requirements and needs are met. It is expected that additional VT professional support positions will be identified and personnel recruited to fill them as the program's capabilities improve and our sophistication in addressing the goals and objectives of the VT Program become more refined.

FY 2005 and Beyond

The information presented above clearly shows that significant progress has been made towards addressing VT's staffing needs, even though it is occurring more slowly than originally planned. Utilizing the numbers presented in the VT's 1998 Long-Range Plan, it was projected that approximately 135 individuals needed to be hired by the end of FY 2003 and 141 individuals by the end of FY 2004. That roughly calculates to a little over 95% of the originally projected staffing needs. As the figures presented above indicate, funding has only been provided to hire 56 individuals in FY 2003 and 61 by the end of FY 2004. Basically, this means that over the last six to seven years we will have been able to address a little over 40% of VT projected hiring needs. Continuing to address VT's staffing needs is clearly a high priority for the VT Leadership and is recognized as being critical to the overall success of the VT Program. It is also recognized that given the needs of equally important and competing interests, the success that VT has enjoyed both in securing project funding and acquiring base increases to hire staff, is significant and by no means should be viewed as being inconsequential. Progress and increases have been made and we are fairly confident that this trend will continue.

Current Staffing Priority List

Table 3- 7 presents the existing hiring priority list for VT. The current list represents what remains of the second call for hiring needs for the parks that submitted requests in 1998. It was developed before the first hiring priority list was projected to be exhausted, possibly as early as FY 2000 or FY 2001, based on allocation of funding in the first few years of the program. The first VT hiring priority list addressed VT's first 44 positions. That list, however, was not exhausted until FY 2002, at which time we began working through the current list. The current list initially contained 36 requests and as of the end of

FY 2004 we have been able to fill 19 of those requests. There are 17 requests that remain on the current list.² The current list is not reflective of the entire hiring needs of the Program, which is projected to be 150 personnel. The current list, coupled with the second list, only represents the first 80 positions that were projected to be needed for the VT program.

Formulation of the FY 2005 budget for VT is well underway. It is expected that a request will be submitted that makes available levels of funding to hire new staff that are consistent with what we have seen in the first six- seven years (FY 1998- 2004) of the Program. Since 1998 we've acquired funds that have allowed us to hire anywhere from 4 to 13 individuals annually. This has averaged out over the last six to seven years to be approximately 8- 9 individuals per year. For the last four years (FY 2001- 2004) the average has been 6. Assuming that the complexion and emphasis of the federal budget will be changing in FY 2005, we remain hopeful that VT will continue to receive funding to address its hiring needs. If this trend continues and we continue to be successful in receiving funding, and if we conservatively assume that we will be able to hire the same number of folks that we have over the last three years, then it is conceivable that VT's existing hiring priority list will be exhausted at the end of FY 2007. Clearly, we will need to begin addressing VT's third hiring priority list in the immediate future.

Development of VT's Staffing Needs

In late calendar year 1996 and early calendar year 1997, VT sought and received input from all of the identified VT parks on the type and number of personnel that were dedicated to conducting ruins preservation work. Additionally, information was sought on the number of staff that was needed to address the goals of VT on a long- term basis. This survey resulted in the formulation of a Skills and Capability List that was used to develop the staff needs component of the VT Long- Range Plan produced in early calendar year 1998. The Long- Range Plan currently supplies the skeleton planning and implementation framework, including staffing and funding needs, for the Program over the next 10- 15 years. The plan was shared with Congress as the VT Leadership began to seek consistent and long term funding for the Program. Estimates provided in the Plan indicate that the VT personnel and related workload deficits could be eradicated if 150 technical craftpersons, archeologists, or other ruins preservation specialists were recruited over the next 10- 15 years. Total projected Vanishing Treasures costs can be found in the Long- Range Plan, Table 5, page 11. Strategies for addressing the long- range staffing needs included Competitive Conversions for long- term employees who had been working in term or repeated temporary jobs and an Intake Program for new hires to augment the existing workforce.

² The information regarding the second priority list was distributed to all VT parks in 1999 once the Director of the Intermountain Region had approved the list. A detailed discussion of the establishment of the current and initial hiring priority list was presented in VT's FY 2001 Year End Report, which is currently posted on VT's Web Page. A modified version of that discussion is presented below in a subsequent section.

Table 3- 6. VT Staffing Priority List – FY 2005 and Beyond.

1. Golden Spike National Historic Site	1 intake position, preservation specialist
2. Navajo National Monument	1 intake position, craft specialist
3. Grand Canyon National Park	1 intake position, craft specialist
4. Grand Canyon National Park	1 intake position, preservation specialist
5. Casa Grande Ruins National Monument	1 intake position, craft specialist
6. Fort Union National Monument	1 intake position, craft specialist
7. Tumacacori National Historical Park	1 intake position, preservation specialist
8. Fort Union National Monument	1 intake position, craft specialist
9. Fort Laramie National Historic Site	1 intake position, preservation specialist
10. Petrified Forest National Park	1 intake position, preservation specialist
11. Zion National Park	1 conversion position, preservation specialist
12. El Morro National Monument	1 intake position, preservation specialist
13. Aztec Ruins National Monument	1 intake position, craft specialist
14. Tonto National Monument	1 intake position, preservation specialist
15. Aztec Ruins National Monument	1 intake position, craft specialist
16. Tonto National Monument	1 conversion position, craft specialist
17. Fort Bowie National Historic Site	1 intake position, preservation specialist
18. Chaco Culture National Historical Park	1 conversion position, craft specialist
19. Chaco Culture National Historical Park	1 conversion position, craft specialist



Tower Unit of Mummy Cave Pueblo, a late thirteenth century ancestral Puebloan cliff dwelling at Canyon de Chelly National Monument, AZ.

The First VT Personnel Hiring Priority List

Shortly after development of the Skills and Capability list, a call was issued in late calendar year 1997 requesting VT parks to provide a list of personnel that would be needed to address their ruins preservation needs in the first two years of the program (FY 1998 and FY 1999). Overall staffing was to be oriented towards implementing treatment activities, documenting architectural fabric, and collecting condition information on archeological sites with standing architectural remains.

Results suggested that during the beginning stages of the Program, the ruins preservation workforce should be divided into two general kinds of employees that are traditionally associated with this type of work: craft specialists (wage grade (WG), masonry workers, etc.) and preservation specialists (general services (GS) archeologists, exhibit specialists, architectural conservators, etc.). The ultimate goal of the conversion and intake program would be to develop a cadre of ruins preservation specialists that are diversified, multi-skilled, and who could perform a variety of tasks. Through time, this program would serve to graduate incumbents into an all encompassing GS series Ruins Preservation Specialist, which would combine the necessary professional elements into a professional specialty.

All requests submitted as a result of the 1997 call, with few exceptions, were considered and made part of The First VT Personnel Hiring Priority List. Competitive Conversion positions were prioritized based on the length of time the position had been established and functioning as a ruins preservation position. The Intake positions were prioritized based on the perceived VT needs (nature and extent of VT resources) and current staffing available to address the needs. The results were compiled by the Vanishing Treasures Career Development Workgroup and shared with the identified VT parks late in calendar year 1997. The resulting hiring priority list has been used to determine the distribution of base increase funding for the hiring of permanent staff that began in FY 1998. Due to short falls in the amount of funding that has been made available to hire staff, this list continued to be used to establish hiring priorities through FY 2001.

The Second (and current) VT Personnel Hiring Priority List

In order to be responsive to the formulation of the FY 2001 budget and subsequent budget requests, a call was issued in February 1999 to all VT parks once again requesting hiring priority needs. The results of this call were added to the remaining hiring priority list and is being used to assist in prioritizing staff needs from FY 2001, through the next four years of the Program, to FY 2005. Of course, the actual lifespan of the list will be dependent upon the amount of funding made available each year for hiring.

Call Criteria and Guidelines

Parks were allowed to submit a request for up to two positions. One of the concerns of VT is to ensure that all of the identified VT parks have the opportunity to benefit from both the project funding and base increases to hire needed

staff. It is recognized that certain parks are perceived to be capturing a disproportionate share of the VT budget appropriation each year. More often than not, this is a result of having a greater number of VT resources rather than a bias, or undo influence in how VT funds are distributed. Instituting a limit on the number of staff that a park could request allowed all parks the same opportunity to compete for positions that will become available in future years.

Parks were required to insure that the requested position(s) would be dedicated to carrying out the kinds of work and tasking that is related to (1) making fabric repairs to VT resources, (2) documenting those resources, including collecting condition assessment data, (3) monitoring VT resources for preservation needs, and (4) conducting specialized studies relevant to preservation needs. Requests would be rejected for generalized cultural resource specialists who conduct general archeological inventories or evaluation, Section 106 compliance, curation or cataloguing, or for maintenance staff who do not dedicate 80% or more of their work duties to conducting VT activities on VT resources as outlined above. Other staff specialists that would not be considered included interpretive and law enforcement personnel. While it is recognized that these types of positions contribute to a greater understanding and protection of VT resources, they do not directly advance the preservation goals of VT.

Similarly to the first personnel call, consideration was to be given to the competitive conversion of long-term employees who had been working in term or extended temporary jobs and the intake of new employees. Clearly, the need to focus on the competitive conversion component of the program will diminish as progress is made in the recruitment process.

Prioritization Process

A number of factors were evaluated in order to develop a hiring priority list based on the requests received from the parks. They included: (1) assessing the nature and extent of a park's VT resources, (2) identifying the number of staff that a given park would need to address its ruins preservation needs based on the extent of VT resources it contains, and (3) determining a parks existing staffing level for doing VT work. Following previous approaches for competitive conversion, both the length of time that an incumbent had been in the position and the length of time the position had been on the books was taken into consideration.

Nature and Extent of VT Resources: The Preliminary Database Summary Report developed in August 1997 by the Database Management Work Group was used for determining a park's relative "size" based on the nature and extent of its VT resources. A preliminary reporting of the size classification for the identified VT parks was presented on page 12 of the Long-Range Plan. Because this data was gathered in 1996 and was not considered a totally complete or exhaustive assessment, the professional and institutional knowledge of the review panel members was used to further refine the classifications for each park. An evaluation of the numbers of VT sites/structures in a park and exposed architectural square feet were generally used to assign a ranking size for a park. The size categories that were developed are as follows:

Small Park
Small- to- Medium Sized Park
Medium Park
Medium- to- Large Sized Park
Large Park

Generally, a park that contained less than 20,000 square feet of exposed architecture, or less than 50 structures was considered a small park. A park that contained VT resources with 100,000 square feet of exposed architecture, or 350 or more structures, was considered a large park. To put this into some perspective, a park such as Chaco Culture or Mesa Verde is considered a large park. Wupatki and Hovenweep are considered medium to large parks. Walnut Canyon and Natural Bridges are considered medium parks. Aztec and Navajo are considered small to medium sized parks. El Morro and Petrified are considered small parks.

Staffing Levels: The review panel members attempted to match staffing levels with the extent of VT resources using the park size classifications described above. In general, a rough approximation of the staffing level was developed for each "park size" class. This approximation was not designed to place an artificial ceiling on staffing needs for each park but only to develop a relative scale that would be useful for assessing staffing needs for the entire group of VT parks. The staffing range or average size scale that was developed included the following:

Small Park - 1 to 3 staff
Small to Medium Sized Park - 2 to 4 staff
Medium Park - 4 to 8 staff
Medium to Large Park - 6 to 12 staff
Large Park - 10 to 17 staff

Staffing Needs: The Skills and Capability List developed in 1997 was the principle document used in determining a park's requisite staffing level. The information presented in the survey included not only information on a park's existing staffing levels but, provided information on future staffing needs. This list was updated by the review panel with the list of new hires that occurred over the last two fiscal years those projected to occur in FY 2000, and in FY 2001 from what remained of the first hiring priority list. Again, the data presented in the skills and capability list survey was not considered totally complete or exhaustive, thus the review panel relied on the professional and institutional knowledge of its members to augment the information.

Position Prioritization: Once the park size and the staffing levels and needs were identified, it was then possible to rank the personnel requests based on the percentage that a park was staffed. Parks that had low staffing levels were ranked the highest. Conversely, those parks that had a high number of staff on duty relative to their size, or number of VT resources, were ranked the lowest. This process allowed small parks to compete on an equal footing with larger parks.

Development of the Hiring Priority List

Utilizing the data derived from the position prioritization process, the second hiring priority list for VT was developed in May 1999. Again, the list that was developed was based on requests submitted by participating

VT Parks in response to the call issued on February 10, 1999. Members of the VT Advisory Group and Leadership Committee established the priorities during two work sessions that were held in Denver the week of April 12, and Santa Fe the week of April 26, 1999. The resulting list and a description of the prioritization process, in slightly more detail than what is presented above, was provided to all VT parks in June 1999.

There has not been a need to reevaluate the current hiring priority list because the needs of the resources in the parks and the staff level that exist, remain no different than when the call was put out for hiring needs in FY 1999. Given the high level of interest in the positions, and the fact that parks closely track where they are on the list, it would be an incredibly daunting task, potentially creating a significant amount of ill will should the suggestion be made that the list would need to be changed, regardless of the level of change that would be suggested. It should be noted that a number of years ago discussions were held on the list and the potential need to adjust priorities. This was met with great hesitancy and opposition, especially among the parks that were at the top of the list and hoping to receive funding in the immediate future. An equal amount of resistance was received by those parks at the bottom of the list, fearing that they would have no hope of seeing any funding being made available to them in the foreseeable future.

In viewing the list, however, it should be kept in mind that what is presented always has the possibility of changing. It is our intention to maintain the fidelity of the list and every effort will be made to insure that the list experiences little or no change. However, it is not out of the realm of possibility that changes will occur as a result of circumstance beyond the control of VT's Leadership.

Maintaining the Accountability of Program Funds Used for Hiring Personnel

The focus of VT is very narrow and specific. For the personnel component the intent has been specifically to hire folks that have the capability to directly address the preservation needs of ruined architectural remains. Specifically, this means the hiring of appropriately qualified and credentialed staff to document, assess, evaluate, treat, monitor, and maintain a specific type of cultural resource. This also means hiring staff that have the education, training, and experience to address the requirements of the Service's ruins preservation and cultural resource management responsibilities and the standards that need to be adhered to properly conducting the work. Consequently, only a very narrow and restricted range of specialist and technician positions within the cultural resources management discipline can be considered for VT positions. This includes historical architects, architectural conservators, archeologists, structural engineers, preservation specialists, historical craftspeople, and historical maintenance persons.

Given this specific focus, it would be contrary to the specific intent of VT to consider using VT funds for any other type of cultural resources positions such as ethnographers, historical landscape architects, curators, historians, etc. It would be equally as divergent to use VT funds to fill other park operational positions such as interpreters or law enforcement personnel.

While it is recognized that such a requirement may be seen as being “inflexible,” it is necessary if we are to maintain the credibility and integrity of the Program. Again, we would be precluded from approaching Congress in the manner that we have, to seek additional funding for VT if we cannot demonstrate that the funds have been used specifically for VT purposes. And again, there needs to be recognition that there is inherently a tremendous amount of flexibility that exists with VT funding especially when the wide-ranging benefits that each position brings to the operations of a park are realized.

The Benefits that a Park Derives from their VT Positions

More often than not, the individual that is hired ultimately provides services, or can produce products, that benefits more than a park’s ruins preservation program. We know for certain that many of the technician positions (stone masons, preservation specialists, historic maintenance craftpersons, etc.) provide a great deal of assistance to a park’s facility management division. This situation proves extremely beneficial when work is being conducted on a park’s historic assets (not resources, but historic structures that were specifically built to assist in the operations of a park and historic structures that are currently in use). We also know that the assistance extends beyond that and includes most aspects of a park maintenance program.

Many of the cultural resource specialist positions assist with a park’s larger cultural resources management responsibilities. The data generated through research and documentation projects provides a continuous source of new and innovative information that contributes to a park’s interpretive programs. In addition to providing information,

many of these individuals serve as informal and formal “interpreters,” providing the public with ad hoc or developed presentations. Many of the skills that these individual’s possess serve to enhance a park’s capability with computers and other forms of higher technology. Such skills not only increase a park’s capability to acquire, store, and produce quality and profession level products, but provides the opportunity for the park to keep up with current and evolving technological standards. In many cases services are provided and made accessible to all divisions and programs. Finally, it has been demonstrated that with these types of individuals on staff, the ability to acquire funding (from internal and external sources) to conduct projects increases exponentially.

Of course, the collaboration and partnerships that emanate from these positions cannot be overlooked. Not only are these types of relationships forged internally within a park as described above but, parks individually and collectively are providing services to other VT parks across the Intermountain and Pacific West Regions. These types of relationships have been extended beyond the NPS as well. A number of VT staff provide input, advice, and assistance to a number of federal and state agencies and these services are sought out by those agencies.

Finally, parks have tremendous flexibility and have a lot of discretion in the type of positions that they ultimately fill. Many fill their positions as they were initially requested. Some choose to do something different. Most frequently this is upgrading the type of position from the technician level to the specialist level. Parks have freely upgraded the steps and grades of some of these positions for a variety of reasons. VT leadership, although supportive of this type of change, only agrees to it if the requesting park understands that there are no additional VT funds to cover the increased cost.



A 13th century ancestral Puebloan cliff dwelling at Walnut Canyon National Monument, AZ.

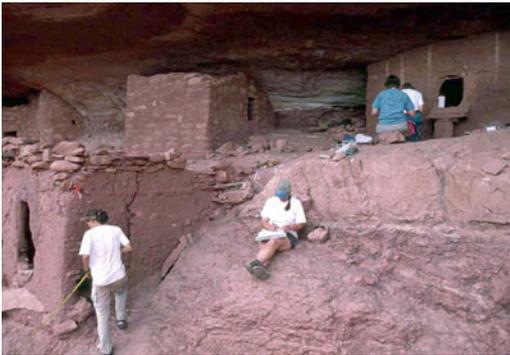
Section 4 - Accomplishments of VT Personnel



Carl Jim inspecting backfilling operations at Aztec's West Ruin, Aztec Ruins National Monument, NM.



Calvin Chimoni repairing a 700-year-old wall at Atsinna Pueblo, El Morro National Monument, NM.



Mesa Verde archeologists documenting Moon House Pueblo for the Bureau of Land Management, Utah.

The following presents brief summaries of the fiscal year 2003 activities and accomplishments of the 56 individuals that have been hired since FY 1998 to address the needs of Vanishing Treasures resources in their respective parks. As can be seen by the summaries, a tremendous amount of work has been and continues to be accomplished, and each individual has contributed greatly to addressing each of the benefiting park's backlog of ruins preservation needs.

Aztec Ruins National Monument

Raymond Torrivio and Carl Jim, Masonry Workers, FY 1998 Positions

Raymond and Carl are experienced masonry workers who provide direction for the preservation crew. Together, Raymond and Carl provide the preservation program with over 50 years of experience on archeological preservation and excavation tasks.

During the fall of 2002, Raymond, Carl, and Ernest installed a PVC drainage system through several interconnected rooms targeted for backfilling, and connected the extramural drainpipes from several previously backfilled rooms to a French drain north of West Ruin. Shallow trenches were excavated for placement of the extramural drains. No actual backfilling occurred during FY 2003.

Raymond and Carl accomplished a great deal of stabilization and limited backfilling at Aztec's West Ruin during FY 2003. Carl was the crew leader during the 2003 field season. He and Raymond conducted stabilization with assistance from five seasonal laborers: Darwin Ellison, Ernest Harrison, Jerome Jim, Donald Martinez, and Mike Padilla. From May to September, they worked on stabilization ranging from simple wall capping to extensive replacement of deteriorated masonry stone and mortar in a total of 53 structures including 10 kivas and 43 non-circular rooms. The crew was responsible for completing treatment forms, taking before and after treatment

photos, and collecting occasional archeological materials encountered during repairs.

Brian Culpepper, Archeologist, FY 2001 Position

Brian was employed during most of FY 2003 at Aztec Ruins, but he moved to Navajo in July where he accepted a comparable position. The vacated archeological position was advertised in August and closed in September; it should be filled early in FY 2004. In the meantime, Gary Brown has been acting supervisor of the preservation division.

As director of the preservation program, Brian supervised a preservation crew that included one additional archeologist, two masonry workers, and five laborers. Brian spent the majority of his time coordinating the West Ruin architectural documentation, backfill, and cultural cyclic maintenance projects. He was also responsible for overseeing cultural resource management contracts, notably the geophysical and archeological monitoring portions of the Ruins Road Relocation project. Brian coordinated all treatment activities for the park including identification of areas needing treatment, organization of treatment photography, and entry of daily work logs into the database. Brian continued to monitor environmental dataloggers in six rooms with intact prehistoric roofs to monitor temperature and relative humidity. Additionally, Brian authored the FY 2002 stabilization and backfill reports.

Mesa Verde Archeologist Cynthia Williams Loebig assisted Brian with updating and verifying ASMIS records for 30 sites at Aztec Ruins. Information on many of these sites was further expanded and updated to provide supporting documentation for nomination of the Aztec North Mesa Archeological District to the New Mexico State Register of Cultural Properties; this district encompasses the northwestern half of the monument and contains most of the recorded sites, excluding the main ruins group.

Use of Lapse Salary

Brian's departure with two months remaining in FY 2003 left VT funds that were used to help cover salaries for Gary Brown and Carl Jim. Gary supervised the preservation for the final two months of FY 2003 and Carl continued as work leader on the stabilization crew. Gary was able to provide a smooth transition because of his prior involvement in all aspects of archeology and preservation work at Aztec Ruins and his close coordination with Brian before his departure, as well as afterwards. Gary was responsible for program and budget management during year-end account closeout and will work on the FY 2003 annual reporting until Brian's replacement is hired.

Training

While stationed at Aztec Ruins, Brian Culpepper participated in two NPS-sponsored training sessions and one backfilling workshop. Training sessions included employee relations for supervisors at Wilcox, Arizona and a session on remote sensing at Cahokia Mounds, Illinois. The International Reburial Colloquium, held in Santa Fe, New Mexico, was a session devoted to highlighting backfilling preservation strategies. The Getty Conservation Institute sponsored the session, and Brian assisted in organizing the colloquium.

Gary M. Brown, Archeologist, FY 2001 Position

Gary joins Aztec's preservation crew as the new VT Archeologist after serving as Acting Supervisor of the preservation crew following Brian Culpepper's departure to Navajo. Gary had worked at Aztec for three years before that, first as a seasonal archeologist and then on a term appointment. His primary responsibilities at Aztec prior to assuming the duties of VT Archeologist consisted of pre-backfilling architectural documentation at West Ruin. He also participated in a variety of fieldwork, analysis, and administrative tasks as a Preservation Division team member, and has become very familiar with the cultural resources in the recently expanded park boundaries during that time.

Gary has an M.A. in Anthropology from Arizona State University in 1982. He wrote a Master's thesis on obsidian exchange and specialized lithic production at the ancestral Hopi site of Nuvakwewtaqa (Chaves Pass Ruin) and the surrounding region. Since then, he was worked mainly in the private sector as a contract archeologist. He has done fieldwork in all of the Intermountain states, at sites ranging from Paleo-Indian camps to historic Navajo pueblos.

Currently, Gary oversees a variety of ruins preservation, compliance, and archeological projects. The largest project at present is the backfilling of major portions of the West Ruin. To date, over 150 rooms excavated in the early 20th century and subjected to prolonged erosion and over 80 years of stabilization, have been backfilled. The project has provided an opportunity for in-depth architectural recording and photo-documentation. Gary also supervises the stabilization crew, including two masonry workers funded largely by VT and additional seasonal staff funded by project accounts.

Bandelier National Monument

Angelyn Rivera, Exhibit Specialist (Architectural Conservator), FY 1999 Position

In FY 2003, Angelyn continued to direct the Vanishing Treasures Program at Bandelier. Vanishing Treasures Program staff includes Mary Slater, Exhibits Specialist, Lauren Meyer, Exhibits Specialist, and Kathy Fiero, Archeologist, as well five seasonal staff members and seven student interns for the 2003 field season. The program completed two large conservation field projects in the park's front country: Preserve Frijoles Canyon Cavate Pueblos (see Project Completion Reports) and Tyuonyi Pueblo stabilization. A final report for the cavate project was prepared at the end of FY 2003 and sent to the Getty Grant Program who provided financial support.

In addition to project work, Angelyn and the VT staff prepared a nomination to the World Monuments Fund Most Endangered List. Angelyn presented a paper on earthen plaster conservation at the Reburial Colloquium in March; another on Bandelier's Vanishing Treasures Program and Field School at the George Wright Society Meetings in April; and had a paper accepted for presentation at the Second International Conference on the Conservation of Grotto Sites in Mogao, China (rescheduled for June 2004). Angelyn also prepared a successful funding proposal to the Challenge Cost Share Program to help sponsor an international colloquium on the Conservation of Decorated Surfaces on Earth to be held at Mesa Verde in September 2004. Angelyn has been working with partners from the Getty Conservation Institute, US/ICOMOS, and with Rebecca Carr at Mesa Verde National Park to plan the Colloquium.

Training/Technical Assistance

Angelyn organized and helped lead a six-week summer Field School in Site Conservation and Heritage Management. Participants included four graduate students in Historic Preservation and two conservation interns from the Museum of New Mexico. Angelyn organized a public lecture series for the field school. Eight lecturers participated in the series and gave talks including the history of ecological change in the Jemez Mountains, the architecture of the layered New Mexico landscape, Pueblo mural painting, and Route 66.

Angelyn provided technical assistance on earthen plaster conservation to Aztec Ruins National Monument. Angelyn also attended Contracting Officer's Technical Representative training. Angelyn also worked to maintain Cooperative Agreements with the University of Pennsylvania and the Museum of New Mexico that enabled interns from these institutions to assist in fieldwork during the Preserve Frijoles Canyon Cavate Pueblos project.

Mary E. Slater, Exhibit Specialist (Architectural Conservator), FY 1999 Position

In FY 2003, Mary Slater led a masonry stabilization project in Tyuonyi Pueblo, a 14th century masonry pueblo in Frijoles Canyon. There are 240 exposed ground floor rooms in Tyuonyi, a highly visited front country site, which have been periodically stabilized since Edgar Lee Hewett excavated them in 1908. Masonry stabilization in 2003 continued the work begun in 2002, and consisted of removing deteriorated soil cement mortar and replacing it with an earthen mortar

amended with 25% El Rey Superior 200 (an acrylic additive similar to Rhoplex). Three seasonal Masonry Workers, one Native American Pueblo student intern, and one Bandelier Facilities Management staff member helped carry out the fieldwork. Training of the masonry stabilization crew was conducted by Rene Laya, a professional mason affiliated with the Intermountain Support Office in Santa Fe (IMSO-SF). Despite unexpected attrition of the crew, the 2003 field season was very productive: 120 wall faces representing 185 square meters of masonry were stabilized by repointing and/or resetting stones.

Mary also constructed two L-shaped masonry test walls to evaluate and compare the long-term performance of four stabilization mortar formulations. A sandy soil was the base for mortar formulations modified with Portland cement, hydrated hydraulic lime, calcium aluminate, and El Rey 200 acrylic. Non-corroding metal plates were fastened to the stones of the walls to identify the different mortar mixtures. The physical and weathering characteristics of the stabilization mortars may be monitored and recorded for as long as the walls stand.

In addition to project work, Mary contributed to Park safety efforts by writing 13 Job Hazard Analyses for various aspects of fieldwork at Bandelier. Mary also wrote 5 SEPAS proposals and served on a SEPAS rating panel in Denver. Mary supported Park goals by assisting in a Save America's Treasures grant project to preserve over 1,000 decorative arts objects constructed in the 1930's by Civilian Conservation Corps and Works Progress Administration enrollees in 13 Southwest National Park units.

Training/Technical Assistance

Continuing a program begun in 1998, Mary recruited and hired four students from local Native American communities as part of the Pueblo Student Training Program. This is an ongoing initiative at Bandelier that provides Pueblo students mentoring and training in cultural resource management. Mary also worked with VT Program Manager Angelyn Rivera, seasonal Exhibits Specialist Lauren Meyer, US/ICOMOS intern Pietro Mangarella, and Mesa Verde Exhibits Specialist Rebecca Carr to stabilize earthen surface finishes in a room at Aztec Ruins National Monument. In July, Mary attended Contracting Officer's Technical Representative training, and is a certified COTR.

Canyonlands National Park

Patrick Flanigan and Fred Gomez, Exhibit Specialists, FY 2002 Positions

Both Pat and Fred worked to implement and supervise the VT preservation work undertaken at the Southeastern Utah Group (SEUG) parks. Pat remained at the SEUG Headquarters this year and focused attention on various projects related to the VT Initiative. He entered backlogged VT data into the appropriate databases, conducted site documentation and condition assessments in the Maze District, and helped organized equipment and plan project logistics for the entire VT program.

Fred was converted from a seasonal position, to a permanent (subject-to-furlough) position. Fred focused a large part of his time on locating and compiling site documentation and stabilization records at Hovenweep

National Monument. These records, consisting of written and photographic documentation, were scattered in a number of different repositories. Fred also took part in a survey of architectural and non-architectural sites in the Goodman Point Unit of Hovenweep. Fred also completed photogrammetry training and scaffolding training at Hovenweep.

In addition to their regular VT duties, both Fred and Pat assisted in organizing and running a month-long ruins preservation workshop for Hopi students. During this workshop, the students received hands-on stabilization experience as they worked on various prehistoric structures at the Cutthroat Unit of Hovenweep, and at Edge of the Cedars State Park in Blanding, Utah. This workshop was held in conjunction with The Hopi Foundation, a non-profit organization that seeks to preserve traditional Hopi practices.

Use of Lapse Salary

Lapse money was spent on a variety of projects, training, and equipment related to current and future VT efforts. Because of the need for infrastructure support for the new VT position, new office space was set up at the SEUG headquarters, which included the purchase of a computer, associated peripherals, office furniture, and supplies. Scaffolding was purchased and training in the safe set-up and use was obtained. A contract with C-Dimensions, a private contract firm, was secured with lapse funds. This firm provided training in photogrammetry techniques so future work can be performed in-house. Cameras, associated equipment, and software were purchased as part of this effort. A furloughed office worker was hired for several pay periods to do data entry of backlogged VT site documentation. Miscellaneous stabilization equipment, camping gear and other equipment were also purchased.

Canyon de Chelly National Monument

Jennifer Lavris, Archeologist, FY 2002 Position

Jennifer filled the VT Archeologist position (originally funded for FY 2002) at Canyon de Chelly National Monument in February 2003. Jennifer received her BA in Archaeology from the College of Wooster in 1994 (Classics and Near Eastern Archeology). Prior to her graduation, Jennifer participated in archeological excavations with the Baltimore Center for Urban Archeology and at prehistoric sites located in southern Maryland and upstate New York.

After graduating, she began her professional career in Cultural Resources Management with ASC Group, Inc., based out of Columbus Ohio. While there she gained experience in survey, testing and excavation of prehistoric and historic sites in Ohio, Indiana, West Virginia, Pennsylvania and Illinois. In 1998, she began working in Southwestern archeology at the Hohokam settlement site of Pueblo Grande, with the private contract firm, Soil Systems, Inc. (Phoenix, AZ). It was at Pueblo Grande and other prehistoric sites in Arizona that she developed a keen interest in southwestern architecture and settlement patterns. In addition to this experience, Jennifer has also worked as an assistant field director for the La Perouse Archeological project located on the northeastern coast of Easter Island, Chile, and fieldwork in Abydos, Egypt, where she assisted in the conservation and excavation of Early

Dynastic (±3000- 2575 BC) mud brick funerary structures of Egypt's first kings.

Since starting at Canyon de Chelly, Jennifer has been familiarizing herself with the monument's archeological resources, and the overall program objectives of the VT Program. In addition, she has had a crash course in working with the canyon community and Navajo Nation Historic Preservation Department to further improve cultural resources preservation throughout the park. Jennifer will be directly involved in the development of Canyon de Chelly's Architectural Documentation Program, comprehensive cultural resources preservation planning, continued inventory and monitoring efforts, and large-scale projects such as the White House Ruins Architectural Documentation and Preservation Project – a multi-year effort to enhance architectural documentation and condition assessment through digital laser imagery as well as conventional methods, stabilization of the adjacent landscape, and fabric preservation focused on portions of White House Ruin.

Use of Lapse Funding

During FY 2003 Canyon de Chelly also received funding for a second VT Archeologist position. This position was filled late in the fiscal year. The lapse funds from this position were primarily used to augment the White House Ruins Architectural Documentation and Preservation Project and further documentation of Antelope House and Black Rock Navajo Fortress (both projects being done through cooperative agreements with Northern Arizona University). In addition, lapse funds supported documentation, condition assessment, and analysis of historic Navajo architectural sites (late 17th – early 20th c.) throughout Canyon de Chelly National Monument. This project includes the development of empirical criteria for differentiating prehistoric, proto-historic, and early historic Navajo architecture within Canyon de Chelly and the design of specific preservation strategies that incorporate the perspectives of traditional communities. This project is being done in large part by former park historian Tara Travis and is an extension of intensive field studies conducted from 1990 until 1998. Additional lapse funds were utilized for supplies and equipment directly in support of the park's Vanishing Treasures program.

Keith Lyons, Archeologist, FY 2003 Position

Keith was hired to fill the VT archeologist position at Canyon De Chelly National Monument in October 2003. Keith received his B.A in Anthropology from George Mason University in Fairfax, Virginia in 1994, and since then, has worked in numerous archeological surveys and excavations for both private contract firms and federal agencies. In addition to his experience working with prehistoric archeology, Keith also has worked on historic structures from the Colonial Era, including Mt. Vernon, and the home and plantation of George Washington.

Upon graduation from college, Keith moved to Arizona to pursue a career in Southwestern archeology. In the summer of 1995, he was a volunteer archeologist at Canyon De Chelly. There he worked under the direction of now Superintendent Scott Travis on the final stage of the Canyon Del Muerto archeological inventory survey.

Following this work at Canyon De Chelly, Keith furthered his knowledge in archeological field methods through his work with various agencies and organizations including, Arizona State University, where he assisted in the excavation of the historic Phoenix Indian School; Desert Archeology (Tucson, AZ), where he assisted in the excavation of an historic district; Dames & Moore (Phoenix, AZ), conducting surveys, excavations and lab analysis throughout Arizona; Soil Systems, Inc. (Phoenix, AZ), conducting numerous excavations including Pueblo Grande; the Manti-LaSal National Forest (Monticello, Utah), conducting surveys and fire damage assessments; Saguaro conducting surveys; and finally Natural Bridges, where he conducted archeological surveys. With this experience he supplemented his knowledge of prehistoric Southwest settlement patterns, architecture, material culture, and human osteology.

Now at Canyon De Chelly, Keith's work includes conducting archeological fieldwork, maintaining archeological records, project planning, curation management, archeology program development, and assisting in general park- planning efforts.

Casa Grande Ruins National Monument

Larry Stewart, Exhibit Specialist, FY 2001 Position

During FY 2003 Larry was involved in a variety of Cultural Resource projects. Larry provided training and supervision on all preservation work in the park. Projects include amended mud treatment of Compound "A" walls, drainage maintenance in compound "A" and upgrading the Vanishing Treasures workshop. He conducted condition assessment and documentation for each project. Larry continued to collect data for the "Great House structural monitoring program. Larry was instrumental in securing funding for the drainage project and worked with regional personnel in collecting GIS data on the park's seven ruins sites.

Training

Larry attended several training session during FY 2003 starting with the Archaeological Documentation workshop held at Tonto in December. In February he attended the Facility Management Condition Assessment training in Albuquerque New Mexico. In June Larry attended the 3 day course "Excellence in Safety" held at Saguaro, and in August he completed the NEPA/106 Compliance course held in Moab Utah.

Chaco Culture National Historical Park

Roger Moore, Archaeologist, FY 1999 Position

Roger Moore was selected to fill the vacant VT archaeologist position at Chaco Canyon in FY 2002. Roger has a BA from Ohio State University and an MA from Eastern New Mexico University. Roger's accomplishments in FY 2003 included continuing the development of a standardized program to document VT resource treatments, and continued development of electronic methods to store and track compiled documentation. Roger assisted with the review and revision of the Pueblo del Arroyo erosion control project. Several research project proposals were reviewed and commented on for their possible effects on nearby

architectural sites. These included a packrat midden project, an elk study on Chacra Mesa, re-opening of early 1900's trenches adjacent the Pueblo Bonito trash mounds, and further research on Fajada Butte. Because of his background owning and operating an archaeological consulting company, Roger brought to the Chaco program comprehensive experience and knowledge of NHPA 106 compliance. Also, his background in inventorying and documenting archaeological resources throughout the Four Corners region has proved to be invaluable to the Chaco preservation program. He easily kept up with the compliance requirements of VT and other planned preservation treatment work, as well as those emergency maintenance/repair projects in the developed areas of the park.

Training

In June, Roger participated in the Intermountain Region NEPA/106 Workshop in Santa Fe, New Mexico. Between April and August, Roger completed the Fundamentals I training program and attended the two-week Fundamentals II training in late August. Roger also represented the NPS at meetings of the Archaeological Society of New Mexico board of Directors. As a representative of Chaco Culture, Roger attended meetings of the Chaco Interagency Management Program.

Jack Trujillo, Leo Chiquito, Paul Tso, and Lewis Murphy, Masonry Workers, FY 1999 Positions

The preservation staff worked on a variety of treatment projects at most of the front country structures, and four large sites in the backcountry of the park.

Early in the year, the staff completed the final section of boundary fence that now prevents livestock from impacting the standing architecture on Chacra Mesa. For the remainder of the winter, the staff worked both in the dark room developing the preservation photographs, and with the preservation clerk labeling these records and compiling the written architectural and preservation treatment forms. In early spring they compiled condition assessments on approximately 20 sites in the active treatment program, identifying any changes in condition that occurred over the winter and updating the records. Several weeks were also spent repairing the major backcountry trails to Penasco Blanco, Pueblo Alto, and Tsin Kletzin to correct safety problems and discourage off-trail visitor hiking. By mid spring, when temperatures permitted, the crew began emergency repair in Pueblo Bonito. Two of the protective shelters over rooms 25, 105, and 6, had extensive drainage, so these two shelters were entirely rebuilt and drainage off of these redirected away from more fragile features.

In early summer the preservation crew completed repair of capping at the backcountry site Tsin Kletzin. An unscheduled project in mid summer was the removal and replacement of backfill in a group of test rooms at Chetro Ketl that had been accumulating moisture. A heavier grade Geomembrane and Geofabric were installed and drain and dielectric probe pipes were fitted with watertight boots. A heavy rainstorm necessitated a second unscheduled activity in early September that resulted in heavy flooding throughout the park. This concentrated downpour prided a good evaluation of the backfilling and drainage installation that has taken place over the last 10 years, and lead to the repair, re-design, and additional installation of several of the drainage systems. The remainder of the summer and early fall was devoted to

repointing eroded mortar joints and recapping at Pueblo Alto, New Alto, and Wijiji.

Training

Three of the VT preservation crew participated in a four-day workshop on earthen materials preservation, sponsored in part by the El Instituto Nacional de Antropologica e Historia and the National Park Service in Durango, Mexico. This training was of particular interest to our preservation program because we are beginning to experiment with shelter coat plasters, and wanted to work with specialists experienced in mixing and applying a variety of mud plasters.

Lewis Murphy attended a basic FMSS training to understand the application of this database to cultural resources. Although it was somewhat confusing as to whether or not historic structures were to be included at this point in the program, he did gain a good knowledge of how the database works. If the NPS decides to use this database, this training will help us begin the process.

During the course of the year the preservation crew took part in several types of safety training including CPR for adults and children, field defibrillator use and fire extinguisher use. Job Safety Analysis (JSA) were completed for four activities and updated for four other activities. We now have updated and current JSA's for 15 preservation related activities.

James Yazzie, Masonry Worker, FY 2001 Position

James, along with the rest of Chaco's preservation staff worked on a variety of treatment projects at most of the front country structures, and four large sites in the backcountry of the park.

Early in the year, James helped complete the final section of the park boundary fence, which now prevents livestock from impacting the standing architecture on Chacra Mesa. James also assisted in the development, labeling and archiving of the preservation photographs, as well as compiling the written architectural and preservation treatment forms. James spent several weeks assisting in the repair of major backcountry trails to Penasco Blanco, Pueblo Alto, and Tsin Kletzin to correct safety problems and discourage off-trail visitor hiking. By mid spring, when temperatures permitted, the crew began emergency repair in Pueblo Bonito. Two of the protective shelters, over rooms 25, 105, and 6, had extensive drainage, so these two shelters were entirely rebuilt and drainage off of these redirected away from more fragile features.

During the remainder of the year, James and the preservation crew worked on a number of projects at various sites including, Tsin Kletzin, Chetro Ketl, Pueblo Alto, New Alto, and Wijiji.

Training

Along with the park's other VT preservation crew, James participated in a four-day workshop on earthen materials preservation, sponsored in part by the El Instituto Nacional de Antropologica e Historia and the National Park Service in Durango, Mexico.

James took part in several types of safety training including CPR for adults and children, field defibrillator use and fire extinguisher use, and Job Safety Analysis.

El Malpais National Monument

Jim Kendrick, Archeologist, FY 1999 Position

During FY 2003, Jim continued to direct the day-to-day operations of Vanishing Treasures projects at El Malpais and El Morro, and Petrified Forest. Projects that Jim worked on during FY 2003 include the following: documenting the Earl Head Homestead, a Depression Era homestead in El Malpais (is also listed on the LCS), Updating LCS information on the Alben and Garrett Homesteads (late nineteenth century and Depression Era homestead, respectively, in El Malpais; both are listed on the LCS), Implementing erosion control at three archaeological sites within the Candelaria Pueblo community in the Sandstone Bluffs area of El Malpais, working on the Atsinna Pueblo Preservation Project at El Morro, conducting a study of animal burrowing effects on archaeological sites at El Morro (this study is being conducted through a cooperative agreement with Northern Arizona University), and documenting Puerco Ruin at Petrified Forest (an extensive mapping project was completed in 2002, and condition assessments were completed this year; LCS data were also updated)

In addition, Jim also helped coordinate a partnership between El Malpais and the University of New Mexico 2003 archaeological field school. He also presented a poster about the tri-park partnership between El Malpais, El Morro, and Petrified Forest at the George Wright Society/NPS CR 2003 meetings, the text of which will be published in the meeting's proceedings.

Training

In FY 2003 Jim attended Employee Relations for Supervisors, Archaeological Law Enforcement, Aviation safety, and Contracting Officers Representative courses.

Calvin Chimoni, Masonry Worker, FY 2000 Position

Calvin's VT activities for FY 2003 included work on a number of different projects at three different parks: El Malpais and El Morro National Monuments, and Petrified Forest National Park. These activities included working on the Atsinna Pueblo Preservation Project, the Puerco Ruin Preservation Project, and El Malpais' erosion control.

Calvin has become actively involved with the Fire Program at El Malpais, significantly contributing to the protection of the monument's VT resources during fire management projects. Fire management and VT activities are not normally thought of together, but fire can have devastating effects on archaeological sites. Calvin worked closely with El Malpais' fire crews and its FMO in order to protect 18 VT sites during prescribed burns in FY 2003. Calvin is also active in other El Malpais operations, serving as Chair of El Malpais' Safety Committee. Along with his traditional masonry skills and preservation experience, his growing background with fire management and his rather detailed knowledge of ethnographic resources in the El Malpais, El Morro, and Petrified Forest areas, Calvin is building a strong career in heritage preservation.

Training

During FY 2003, Calvin attended Aviation Safety and Basic Fire fighting courses.

El Morro National Monument

Melissa Powell, Archeologist, FY 2001 Position

Melissa held this position through much of FY 2003, but transferred to the US Forest Service early in FY 2004. Nevertheless, her brief stint with the VT program was extremely productive. Melissa helped coordinate the El Malpais-UNM partnership, worked with biologists from Northern Arizona University to assess the impacts to sites of animal burrowing, assisted El Malpais with the erosion control project (on three VT resources), and helped Petrified Forest conduct condition assessments on backcountry VT resources.

Melissa attended NEPA/106 training sponsored and conducted by the IMR Planning and Environmental Quality office.

Flagstaff Area National Monuments (Wupatki, Sunset Crater Volcano, and Walnut Canyon)

Al Remley, Archeologist, FY 1998 Position

In FY 2003, Al performed a variety of duties including research, report writing and editing, database maintenance, technical support, various field projects, and VT Program Support. Office duties were primarily composed of the day-to-day activities managing the Flagstaff Areas Archeology Program. Research and writing tasks included writing and overseeing scopes-of-work for ruins preservation activities at Wupatki and Walnut Canyon, and writing and editing the final chapters for the *Walnut Canyon Preservation Plan and Implementation Guidelines*. Other work included writing a research proposal and contract with the Department of Anthropology at Northern Arizona University to conduct detailed mapping of the Island Trail and Ranger Ledge sites at Walnut Canyon for the park's FY 2003 VT project.

Al also co-wrote and presented a paper with Lloyd Masayumptewa at the 7th Biennial Conference on Research on the Colorado Plateau, held at Northern Arizona University. Their paper focused on the need for sustainability in preservation programs and emphasized the importance of documentation not only as a tool in planning but as a preservation treatment itself.

Fieldwork included working with other archeologists from the Flagstaff Areas, and Mesa Verde with the ongoing architectural documentation project of Inscription House Ruin at Navajo. Al also assisted with presenting a preservation workshop at Kinishba Ruins on the White Mountain Apache Reservation. Participants included Flagstaff Areas and SOAR archeologists, the White Mountain Apache Tribe, and the University of Arizona Archaeological Field School.

Finally, Al served a supporting role to the VT Program Coordinator and assisted in overall VT Program support. Work included assisting the program coordinator in compiling, editing, and printing the FY 2002 Year End Report and the FY 2002-2003 Management Summary.

Lloyd Masayumptewa, Archeologist, FY 1999 Position

In FY 2003, Lloyd was actively involved in several projects and assignments related to the Vanishing Treasures Program. Office duties included compiling and editing the FY 2002 Vanishing Treasures year-end report; submitting project proposals into PMIS for FY's 2004, 2005, and 2006, as well as writing and submitting the compliance package for the Ranger Ledge Preservation project at Walnut Canyon.



Wupatki Pueblo, a 12th - 13th century ancestral Puebloan village, Wupatki National Monument, AZ.

In November 2002, Lloyd participated in two 8-day field sessions at Salinas, where he documented the architecture of Mound 7 at Gran Quivira Mission. In May, Lloyd was part of a multi-park crew that helped to document and map Inscription House in Navajo. This session effectively finished this project, which was a 5-year long endeavor. In July, Lloyd traveled to Gila Cliff Dwellings to assist in the mapping and documentation of the architecture found there. From June through September, he led the Flagstaff Areas preservation crew in completing a mapping project on the Ranger Ledge Sites at Walnut Canyon, and subsequently led the crew in a stabilization project on the same sites in October.

Lloyd also assisted in a Ruins Preservation Workshop at Fort Apache, Arizona. This workshop was held in conjunction with several NPS units, The White Mountain Apache Tribe, and the University of Arizona Archeological Field School. During this workshop, Lloyd served as an instructor for the field school students, and gave a presentation on preservation strategies.

Training

In August, Lloyd attended Archaeological Resources Protection Act (ARPA) training in Denver.

Lyle Balenquah, Archeologist, FY 2000 Position

During FY 2003 Lyle spent his time working on various projects related to the VT Initiative. This work included finalizing the report on stabilization activities that took place during the summer of 2002 at Wupatki, Nalakihi and Citadel Pueblos. This report details the entire preservation process undertaken at these structures in written, tabular and photographic documentation, and provides a summary of the materials used, time expenditures, and specific areas worked on.

In November of 2002, Lyle and other Flagstaff Area archeologists, assisted in an architectural documentation project at Salinas. During two 8-day sessions, the crew recorded the architecture of Mound 7 at Gran Quivira Mission. After completing these sessions, Lyle returned back to the Flagstaff Areas and assisted in the writing of several projects for the 2004 SEPAS grant call.

In June, Lyle was part of a Flagstaff Areas crew that assisted in conducting a Ruins Preservation workshop for an archeology field school from the University of Arizona. Personnel from various NPS parks and monuments, along with members of the White Mountain Apache Tribe, helped in the field instruction held at Kinishba Ruin. Lyle gave a presentation to the students on Architectural Documentation and Condition Assessment procedures, and served as an instructor for the hands-on portion of the workshop. During the fall of 2003, Lyle helped to map a small field structure at Wupatki National Monument, and worked as crewmember recording alcove structures on the Ranger Ledge Trail at Walnut Canyon. Lyle took a month off from his duties to help care for his baby daughter, Kaycee Jean Balenquah, who was born on July 10,

2003. Currently, Lyle is continuing work on developing project logistics for the 2004 season.

Training

In May, Lyle completed a 3-day training workshop on NEPA/Section 106 regulations held in Flagstaff, Arizona. In August, Lyle completed a 3-day workshop on ARPA regulations held in Denver, Colorado. In November, Lyle presented a paper at the 7th Biennial Conference of Research on the Colorado Plateau, held at Northern Arizona University. Lyle's presentation focused in part, on traditional Native American use and access issues related to VT and other resources.

Ian Hough, Archeologist, FY 2003 Position

Ian was hired in April 2003 to fill the Flagstaff Areas Vanishing Treasures Archeologist position. He has a B.A. in Anthropology from the University of Oregon, and an M.A. in Anthropology from Northern Arizona University. After working as a private contract archeologist for seven and a half years in Eugene, Oregon, Ian began work for the National Park Service in May 1999 at the Western Archeology and Conservation Center (WACC). Ian worked on inventory surveys and excavations at Petrified Forest and Montezuma

Castle, as well as Manzanar National Historic Site in Owens Valley, California. While finishing graduate school in the fall of 1999, he began work for the Flagstaff, working with the Ruins Preservation Program and Site Monitoring Program. Although his primary duties have been to supervise and coordinate site-monitoring projects at Wupatki, Sunset Crater Volcano and Walnut Canyon, Ian has worked on numerous VT projects including architectural documentation and/or preservation treatment at Wupatki, Walnut Canyon, Grand Canyon, Navajo NM (Inscription House), Salinas, and Gila Cliff Dwellings.

Ian's current duties include various fieldwork, working on developing project logistics for the 2004 season, as well as writing various NPS and VT reports. During the field season, Ian serves as the Field Crew Chief, leading a group of 8 seasonal archeological technicians in monitoring and documentation projects.

Training/Technical Assistance

In June, Ian served as an assistant instructor for a ruins preservation workshop held in conjunction with several NPS parks, the White Mountain Apache Tribe, and the University of Arizona, at Kinishba Ruin. In August, Ian successfully completed a 3-day workshop in the Archeological Resources Protection Act (ARPA) in Denver, Colorado. In November, Ian gave a presentation on the effects of wildfire on archeological sites at the 7th Biennial Conference of Research on the Colorado Plateau, held at Northern Arizona University.

Todd Metzger, VT Program Coordinator, FY 2003 Position

Todd is a 17 year employee of the National Park Service with over twenty nine years of experience in the fields of Cultural and Natural Resources Research and Management. Since 1994 Todd has served as the Chief of Resources Management for the Flagstaff Area National Monuments National Monuments (Wupatki, Sunset Crater Volcano and Walnut Canyon). From 1991 to 1994, he served as the Chief of Cultural Resources Management at Pecos National Historical Park. From 1987 to 1991 he served as an archeologist/preservation specialist in the former Southwest Region Office with positions in the former Division's of Conservation and Anthropology. Since 1997, Todd has served as the Program Coordinator for the Vanishing Treasures Program. Todd has a BA in Anthropology from the University of Colorado.

Since 1982, Todd has directed a number of archeological research, ruins preservation and cultural resource management projects throughout the Four Corners. This has included preparing and assisting in the preparation of general management plans, resource management plans, environmental assessment and compliance documents, preservation plans, project work plans, and implementing the full spectrum of ruins preservation projects on over 100 prehistoric and protohistoric Ancestral Puebloan, and historic Spanish Colonial sites in the southwest and the production of over 70 reports and publications documenting the results of this work. The majority of this work had been completed for the National Park Service with projects conducted in Aztec Ruins, Canyonlands, Natural Bridges, Canyon de Chelly, Glen Canyon, Hovenweep, Navajo, Pecos, Walnut Canyon, and Wupatki. Additional work has been conducted for the Bureau of Land Management, U.S. Forest Service, State of Utah, State of Arizona, the City of Phoenix, and the Navajo, Hopi, Zuni, and White Mountain Apache Tribes.

In FY 2003, Todd's activities focused on conducting VT Program Coordinator duties and responsibilities including the production of VT's FY 2002/2003 Year End Report, coordinating the allocation of FY 2003 VT projects and VT personnel funds, coordinating the activities of VT's Structural Engineer, providing support and assistance to a number of VT parks, working with VT's various advisory and workgroups on selected assigned tasks, working with VT's Leadership Committee on selected issues, participating in various informational and briefing meetings with Regional, Washington, and Congressional staff on the progress and accomplishments of the VT Program, and coordinating and conducting a number of ruins preservation workshops. The Program Management section within Section 2 of this documents provides more specific detail regarding VT's Program Management activities.

Fort Bowie National Historic Site

Fernie C. Nunez, Masonry Worker, FY 1998 Position

Working together as they do, Fernie's year mirrored Phil Tapia's in many respects. As fall turned to winter he assisted in preparing the ruins for cold winter weather by touching up the soil wash on several buildings. During the winter he began preparing for the summer's work by repairing tools and equipment. He also assisted Phil with some documentation. At four structures including the subsistence building (HS014), old hospital (HS015), corrals (HS018) and schoolhouse (HS032), accumulated layers of lime plaster encapsulation were removed and fresh, thin layers reapplied. The foundation walls on the new guardhouse (HS026) and cavalry barracks (HS008) were repointed. Fernie supervised the preservation crew when Phil was not available. He also spent many hours maintaining and repairing equipment and tools during the work season.

Training/Technical Assistance

From December 9 - 13, 2002, Fernie attended a Ruin Condition Assessment Workshop at Tonto National Monument. Here he strengthened his qualifications by discussing and learning new assessment techniques that might be adapted for use at Fort Bowie. From January 27 - 31, 2003, Fernie assisted with a preservation project at Organ Pipe Cactus National Monument. Here his preservation skills were put to work on a historic ranch house.

Phil Tapia, Masonry Worker, FY 1999 Position

Phil was quite busy in FY 2003. In the fall he worked on putting the finishing touches on work performed in the summer. This included touching up the soil wash on several buildings. His winter months were spent documenting the work performed during the summer with photographs, drawings and written reports and preparing for FY03 projects. After the seasonal crew was hired work began on the cavalry barracks under Phil's supervision. This year accumulated layers of lime plaster encapsulation was removed and fresh thin layers reapplied on the subsistence building (HS014), old hospital (HS015), corrals (HS018) and school house (HS032). Foundation walls on the new guard house (HS026) and cavalry barracks (HS008) were repointed. He also calculated and ordered needed supplies and materials for the project. By taking photographs as the work progressed, he accumulated material for future documentation. Any extra time was spent assessing the summer's work and preparing for next summers projects.

Training/Technical Assistance

In December, Phil attended a Condition Assessment Workshop at Tonto. Here, he traded ideas and learned condition assessment techniques used by other park personnel, with the hopes being able to adapt some of the methods for work at Fort Bowie. In January, Phil assisted park service personnel at Organ Pipe with the preservation of a ranch house.

Fort Davis National Historic Site

Jeffrey Rust, Archeologist, FY 2000 Position

In FY 2003, Jeffrey Rust continued to manage the cultural resource activities and projects at the park. His accomplishments included ensuring the park complied with Section 106 of the National Historic Preservation Act (16 USC 470f; 36 CFR 800), ensuring that all park projects and treatments involving historic structures complied with the Secretary of the Interiors Standards for the Treatment of Historic Properties (36 CFR 68), supervising and overseeing Roy Cataño and Linda Richards during completion of historic preservation projects, documenting historic preservation projects and treatments, evaluating and monitoring over 130 historic structures at the site, planning historic preservation projects and treatments, managing and documenting the prehistoric archeological sites at the park, supervising and overseeing the museum curation program at the park, and implementing the park's cultural landscape program.

In September of 2003, Jeff was invited by the Texas Historical Commission (SHPO) to present a lecture on adobe preservation at the Commission's Regional Workshop. He also continues to provide adobe preservation advice to local city and county historical commissions and boards.

Linda Richards and Rogelio (Roy) Cataño, Masonry Workers, FY 2000 Positions

This year the permanent Vanishing Treasures employees, in combination with seasonal employees hired with Cultural Cyclic funding, were able to complete preservation treatments on six adobe structures including the Post Granary and five officers' quarters.

Preservation treatments were completed on the post granary because the exterior of this adobe structure had eroded significantly, and the structural stability of the east wall was in question. The treatment consisted of facing the eroded portions of the wall with adobe bricks cut to size, and tied into the wall with adobe mud mortar. Because the original adobe bricks on the wall had eroded at different rates, the facing bricks were tied into the wall on different planes and should adequately adhere to the original bricks.

Preservation treatments were completed on five adobe officers' quarters because the exterior protective lime plasters were failing in numerous areas. The treatment consisted of removing deteriorated plaster, removing previously applied

inappropriate repairs using cement, repairing deteriorated structural adobe with unamended adobe bricks, replastering exposed adobe with a lime sand plaster, and adding several coats of limewash to the whole exterior of the building. The final coats of limewash were colored with mineral pigments to mimic the colors of the historic exterior plaster.

Linda departed Fort Davis in June 2003 to take a FY 2002 VT position at Fort Union.

Training

In June of 2003, Roy attended a weeklong historic window restoration workshop, put on by the Santa Fe Support Office. The skills gained will help with the preservation and restoration of historic windows at the park.

Use of Lapse Salary

The lapsed salary from Linda's position was used to fund Roy Cataño for additional months, as well as to pay for seasonal labor and additional supplies and materials. Fort Davis NHS does not anticipate refilling the position. Instead, the park plans to use the Vanishing Treasures money to change the existing VT Masonry worker position from Subject-to-furlough to full time permanent. Initially, the park received \$110,000 to fund one GS-11 Cultural Resource Manager Position and one WG-8 Masonry Worker Position.



Fort Davis preservation crew repairing adobe brick building at Fort Davis National Historic Site, TX.

Fort Union National Monument

Linda Richards, Exhibit Specialist, FY 2002 Position

Linda joined the staff in June 2003 as the Exhibit Specialist, and is also the first Vanishing Treasures position for Fort Union. Linda transferred to Fort Union from Fort Davis, where she served as part of the VT preservation crew there. Linda has a Bachelor of Science degree from East Central University in Architecture and Construction Management, with a minor in Cartography, and brings with her many years

of experience in Historic Masonry Preservation. Linda has worked at numerous historic sites including, Fort Davis, Fort Smith, Chickasaw, Hot Springs, Perry's Victory, Key Biscayne, Buffalo River and Golden Gate.

Since transferring to Fort Union, Linda has spent her time familiarizing herself with the Monument resources, and has begun Historic Structure Condition Assessments. Currently she is in the process of reviewing the Fort Union Preservation Plan and Adobe preservation guidelines, as well as completing the documentation of Fort Union's resources. Linda also provides guidance for volunteers working on digitizing existing photos, which are then stored on CD.

Linda, along with a seasonal preservation crew, accomplished the following preservation tasks and projects: The manufacturing of 600 adobe bricks; setting approximately 1600 adobe bricks; Applied 40,000 plus square feet of shelter coat material; Reinstalled two lintel sections; Repaired a delaminated wall section approximately sixty-five square feet in area that which posed a safety hazard; Completed before and after photo documentation of all work; Completed condition assessments on all historic structures

Use of Lapse Salary

Lapse funding was used to provide temporary Work Leader salary, to purchase preservation/stabilization equipment and supplies, and to hire seasonal employees to supplement preservation activities.

Glen Canyon National Recreation Area

Brantley Jackson, Archeologist, FY 2002 Position

Brantley Jackson vacated the Archeologist position in August of 2003. The recruitment and hiring process to fill this position is currently on going.

Prior to his departure, Brantley was involved primarily in the preparation of a Cultural Resource Preservation Plan for Glen Canyon. The purpose of the plan is to evaluate the park-wide cultural resources program, and to develop an overall strategy for establishing priorities for inventory, evaluation, and treatment projects utilizing what we know about rates of resource loss (as determined by nearly 15 years of site monitoring), the resource values remaining, and research questions remaining to be answered. This plan is especially important due to the high degree of resource degradation observed throughout the park. It will consolidate what is known about these resources, based on information ranging from early pre-inundation work to recent stabilization efforts, and establish a long term program focus for preservation activities. Brantley was able to complete several sections of the plan before he left the VT Program.

Training

Brantley and Lynn Wulf (seasonal) both completed the DOIMOCC boating course, a necessity for work at Glen Canyon. Brantley attended the VT Blanding Training Workshop in November of 2002.

Use of Lapse Salary

A total of \$27,500 in lapse VT salary from Navajo was transferred to Glen Canyon for a project designed to monitor and assess selected prehistoric structural sites located in the Escalante Canyons. While still ongoing, this project has resulted in the detailed condition assessment of 32 structures located at 17 sites from four western tributaries of the Escalante River. Site documentation, ceramic analysis and radiocarbon dating will be used to develop and test initial theories about site affiliation, chronology and function. The project was accomplished through a CESU with Northern Arizona University. An additional \$7,000 of lapse salary was utilized by MEVE historic architect Don Corbeil in preparing a detailed condition assessment and stabilization recommendations for historic Wolverton Cabin located near Hans Flat in the Orange Cliffs area north of Hite. This work will serve as the basis for future detailed funding requests. One month of Glen Canyon lapse salary was used to fund seasonal archeologist Lynn Wulf. Lynn worked on updating the WACC and ASMIS data bases, and worked in the field and office to support the Escalante ruins condition assessment project.

Grand Canyon National Park

Amy Horn, Archeologist, FY 2000 Position

Amy left the Vanishing Treasures Program to assume duties as Grand Canyon's Park Archeologist. In this capacity, she will continue to work closely with the VT Program's Archeologist to document and preserve VT resources within the park.

Ellen Brennan, Archeologist, FY 2000 Position

Ellen was selected to fill the vacant VT archeologist position at Grand Canyon, and began work in July 2003. Ellen has a BA from San Diego State University and will complete her MA studies at Northern Arizona University this December. As a graduate student, Ellen participated in architectural documentation projects at Wupatki and Walnut Canyon National Monuments. Starting in 1998, Ellen became a full-time employee with Geo-Map, Inc., a company specializing in archaeological mapping, land surveying, and custom map production. She was designated the company's Archaeological Mapping Specialist. She worked with CRM firms, universities, and federal agencies in Arizona and New Mexico, and gained experience in many prehistoric culture areas. During her tenure with Geo-Map, Ellen completed architectural documentation projects for Grand Canyon National Park, and the Archaeological Conservancy for whom she recorded the large, Pueblo III site known as the Sherwood Ranch Pueblo (aka Raven Ruin) in Springerville, Arizona, and coauthored an emergency stabilization plan for Casa Malpais Ruins for the town of Springerville.

Since starting work at the Grand Canyon, Ellen has participated in an archaeological survey of the North Rim Developed area, conducted site monitoring and condition assessments for selected sites along the Colorado River corridor, and lead an inventory survey along the historic Hermit Trail. She has become familiar with the ASMIS database, entering the forms from the Hermit survey into the ASMIS and Park site databases. She wrote the scope of work for the VT condition assessment SEPAS project and worked with the Park's Contracting Officer to secure a contract. Ellen

is planning the logistical requirements of the condition assessment project and has put together much of the data needed to begin the work.

Ellen has begun plans to write a preservation plan for VT resources at Grand Canyon. She has plans to update the data guidelines and forms used for VT resources at Grand Canyon to more closely fit the area's architectural diversity. Finally, Ellen is currently working to improve field data capture methods and to improve data storage and analysis methods.

Training /Technical Assistance

Ellen participated in a two-day LCS workshop, a two-day GIS workshop, and a weeklong Wilderness First Responder training course. All classes were held at Grand Canyon. Ellen served as a resource advisor trainee during the Poplar Fire Complex on the North Rim of the Grand Canyon this past September.

Hovenweep/Natural Bridges National Monuments

Melissa Memory, Archeologist, FY 2002 Position

In FY 2003, Melissa position was relocated to operate out of the Southeast Utah Group (SEUG) headquarters in Moab, Utah. Although she will continue to provide services to Hovenweep and Natural Bridges, a majority of her duties will be focused to conducting work in Canyonlands. At Hovenweep, Melissa had spent much of her time locating and compiling site documentation and stabilization records that were scattered in a number of different repositories. In addition, she assisted in the organizing of the Hopi Foundation project, a month-long field effort to provide hands-on stabilization experience for Hopi youth.

Hovenweep and Natural Bridges will continue to receive assistance from Canyonland's Exhibit Specialists Patrick Flanigan and Fred Gomez.

Noreen Fritz, Archeologist, FY 2003 Position

Noreen R. Fritz was hired by the Southeast Utah Group in August 2003 and is currently serving as the VT archeologist for Hovenweep and Natural Bridges. Noreen began her career in archeology in 1982 and received a BA degree in anthropology in 1986 from Arizona State University. She has spent the past six years working at Mesa Verde National Park on post-fire archeology projects, then eventually as the stabilization archeologist before coming to Hovenweep. Prior to that she worked for both the National Park Service and the Forest Service, working on archeological projects at Bandelier, Klondike Gold Rush National Historic Park, Tonto National Forest and the Tongass National Forest. In addition, she worked for various private archaeological contracting firms in Arizona, Colorado, Utah, New Mexico and Alaska.

While only briefly employed at Hovenweep during FY 2003, Noreen worked with Hopi youth on several stabilization efforts as part of the Hopi Foundation project. These efforts included work at Cutthroat Ruin.

Mesa Verde National Park

Kee John and Neill Smith, Masonry Workers, FY 1998 Positions

Kee has worked on the Mesa Verde stabilization crew since 1986. Neill has been working with the stabilization crew under a permanent (subject- to- furlough) appointment WG- 7 since 2001. Kee and Neill worked on the following projects this season.

Housekeeping

Routine seasonal maintenance activities were undertaken at all of the front country sites. Work included raising the curtains at the mesa top sheltered sites on both Wetherill and Chapin Mesas. At the same time the sites were cleaned and weeded as necessary. On Wetherill Mesa a major repair was undertaken at site 5MV 1616 of the Badger House Community. At this site, Pithouse B, which is a large Basketmaker III pithouse, had lost a large section of the earthen bench face that had calved off during the winter. This repair was made with the native unamended soil that is identical to the original soil. In the fall, the curtains on all ruin shelters were lowered and rodent repellent spread around to hopefully discourage digging.

Preservation and Maintenance

Preservation work this season started small and ended big. We first devoted a few days to Spruce Tree House, primarily repairing rodent damage and resetting loose stones. A major repair was made in Room 140, which is one of the small storage units located directly across the canyon from Spruce Tree House. Wind erosion was undercutting a portion of the ledge that was supporting what remained of the south wall of this room. To alleviate the problem this hollow was filled with masonry and a large hole in the south end of the wall was rebuilt. At the same time, the south jamb of the south wall doorway was rebuilt. These repairs will drastically reduce the cyclonic action of the wind through this room and stop the erosion caused by its scouring action.

The next project took place at Farview Ruin. Here, the west wall of Rooms 33 and 34 were leaning to the east and were out of plumb by 30 centimeters. Also the north half of the wall, above Room 34, was two stories high. Three major steps were implemented. First the entire second story portion of the wall had to be removed. Jesse W. Fewkes had rebuilt this area in 1916 and Portland cement was his choice of mortar. Therefore before the third step could be implemented this cemented portion had to be removed. This wall also formed the eastern boundary of Open Area D and Fewkes had built a concrete walkway between the east edge of Kiva D, and the back of our wall. In order to implement the third step of the process, which was to jack the wall back into its plumb position, this sidewalk and the fill beneath it had to be removed. Once this void was created it was then possible to jack the wall back into its vertical position.

Since this is a very specialized procedure requiring specialized tools that we don't have, we invited the Chaco Canyon stabilization crew to help. Because of the nature of the open-air sites found in Chaco Canyon, their crew has both the expertise and the tools for the job. Special thanks go to Dabney Ford and the seven members of her stabilization crew. They made it possible to successfully jack this massive wall back into place. After the dust settled, all we had to do was reset the stones that had been jarred loose and rebuild the second story portion of the wall that we had earlier dismantled. Finally the excavation west of the wall was backfilled and a new walkway

built. No Portland cement was used in any of the work on this wall. All mortar used, except for the capstones, was unamended native soil. The capstones were set with soil cement and the walkway was all soil cement with no flagstones.

Backcountry Sites

This year due to the small size of the crew and the lack of helicopter support, we were unable to get into the backcountry. Next year the crew will increase in size and hopefully the fire danger will be low enough so that we can receive much needed support from the helicopter.

Don Corbeil, Historical Architect, FY 2000 Position

In FY 2003, Don performed a variety of VT duties that included condition assessments, field inspections, report writing, and developing CAD applications for VT funded sites. Several of the projects were done outside of Mesa Verde, at Glen Canyon.

Working at Spring House with VT structural engineer Preston Fisher, Don and Preston placed moisture sensors with data loggers around the spring area in 2002 to help measure fluctuations and spring levels over time, particularly seasonal fluctuations. Crack monitors were also placed in various locations to measure movement in wall segments. This data continues to be gathered and logged into a database by both Don and Preston. Don is coordinating further interdisciplinary coordination between cultural and natural resources and GIS operations. He will be revising and resubmitting a CRPP funding request for this project in February's SEPAS call.

At Spruce Tree House, Don and his staff continued to develop an AutoCAD formatted architectural drawing set of this large cliff dwelling. This work included capturing and converting new field data, assembling individual room units into the overall site map, and bringing earlier CAD graphical data up to current standards.

Training/Technical Assistance

In FY 2003, Don worked on various projects in the Glen Canyon, including work on historic structures at Lees Ferry/Lonely Dell, Wolverton Cabins and Defiance House. At Lees Ferry/Lonely Dell, Don evaluated and prepared an architectural assessment and treatment plan for two historic structures, which will help the park in moving forward with their fund raising plans. At Wolverton Cabins, which date to 1913 and represent some of the earliest historical architecture found in the region, following a site inspection, Don prepared a written condition assessment report for the structures. The report included recommendations for treatment, details of the construction types, and a cost estimate for performing the work. Finally, at Defiance House, Don developed a scope of work, and following the fieldwork in June, Don directed his staff in capturing, converting, and organizing the complex array of graphical data that came out of the field sessions. From this data, his staff developed a detailed AutoCAD drawing set that included all plans, sections, elevations, and significant details within the site. These architectural drawings will be used as a baseline to monitor condition and identify specific stabilization episodes that have occurred or will occur in the future.

Cynthia Williams Loebing, Archeologist, FY 2000 Position

In FY 2003, Cynthia continued to manage the architectural and archeological databases for Mesa Verde, and Mesa Verde's Archeological Site Conservation Program (ASCP). Cynthia worked with an intern from Fort Lewis College to design a stabilization module of Mesa Verde's architectural documentation. Cynthia trained the intern in the design process, as well as designing field forms and instruction, designing the database structure, user interface and sample output reports. She has also started work on a database module to support the VT's structural engineer in his work, as well as completing a Surface Finish database module of Mesa Verde's Documentation Database, including user input, data entry screens, and output reports. She also trained MEVE's staff in its use.

In addition to this work, Cynthia also found time to conduct architectural documentation at several sites including; Aztec Ruins, Inscription House (Navajo), and Moon House, Bureau of Land Management, southeast Utah. Cynthia has also supervised the archiving of all the photographic records for Mesa Verde's documentation projects.

Training/Technical Assistance

Cynthia has given technical assistance to a number of parks in the past year. At Bandelier, She has designed a Surface Finish database and has trained their staff to use it, and has also converted old data to a new database system. At Canyonlands, Cynthia created a database plug-in that combines IMACS and Colorado State archeological data into the ASMIS database. She has also assisted the Colorado State Historic Preservation Office (CSHPO) by designing output reports for their site forms. This was achieved by incorporating data from Mesa Verde's survey-level database and provided data support to multiple CSHPO.

Rebecca Carr, Exhibit Specialist (Architectural Conservator), FY 2000 Position

During FY 2003, Rebecca utilized park funds to leverage additional money from the Colorado Historical Society. This funding enabled her to run the Five Sites Plaster Condition Assessment Survey. This comprehensive survey collected surface finish data regarding the condition, color, application method, stratigraphy of layered plaster applications, iconography, occupational impacts, visitor impacts, and schematic interpretation of all surface finishes extant within five of Mesa Verde's most well known sites. Each elevation with extant surface finishes within Balcony House, Long House, Nordenskoild Ruin #12, Step House, and Square Tower House was surveyed, assessed, and treatment recommendations were made. Archival data was inventoried and all archival references were entered into a central database for future reference.

With assistance from Jake Barrow and project funding, Rebecca brought the University of Pennsylvania conservation team to Mesa Verde during July and August of 2003. While in the park, this team completed conditions mapping, sampling, and conducted surface finish treatments at Spruce Tree House. Rebecca also administered emergency treatments and graffiti mitigation at numerous sites within the park. The success of Mesa Verde's surface finish conservation program has acquired international acclaim. This is evident in the Getty

Conservation Institute request to host an international surface finishes colloquium in the park in 2004. Students and young professionals from all over the world assisted with this program in FY 2003.

Rebecca supervised a staff of seasonal archeologists as well as archeology interns, a conservator and an architect, each hired through scholarly programs such as US/ICOMOS and Fort Lewis College. This team included members from as far away as Bolivia and Malta. The diversity of this team encouraged new innovations to the condition documentation process at Mesa Verde National Park. Innovations in 2003 included the incorporation of Geographic Information Systems, comparative use of data for multiple sites, and refinement of digital mapping procedures. This high profile group of professionals attracted the support of local newspapers on more than one occasion and produced volumes of data.

In addition, Rebecca worked with Sally Cole and managed the grant for her Rock Art project. New sites added to the Rock Art project include documentation of petroglyphs at Teakettle House, Thomas House, One Clan House, and Cliff Palace. This work afforded Rebecca and her crew the opportunity to assist in the consultation process with members of the Hopi Tribe at Petroglyph Point, Square Tower House, and Little Long House. Rebecca also worked with contractor Mary Griffiths to ensure the completion of mortar analysis at Spruce Tree House, Double House, and Kodak House. Additionally, Rebecca served as a consultant for work at Glen Canyon National Recreation Area and the Moon House Complex in Southwest Utah.

Preston Fisher, VT Structural Engineer, FY 2000 Position

In FY 2003, Preston was busy conducting various projects, as well as providing technical assistance to numerous parks and federal agencies and organizations.

Preston continued to work with the Mesa Verde's staff to evaluate the structural stability and conditions affecting the stability of Spring House. He has collected almost one year's worth of data from electronic crack monitors with dataloggers on several walls within the site and from soil moisture/temperature sensors at various locations within the site. He made site visits to 5MV808, 5MV820, 5MV625, 5MV809, 5MV650, 5MV640, 5MV1406, and 5MV557 at Mesa Verde to assess their conditions, as well as to observe previously installed crack monitors that are monitor potential wall movements at these sites. Preston also conducted a structural assessment of Far View House at Mesa Verde, establishing baseline monitoring and evaluation criteria, and prepared a report of his findings and recommendations.

Preston installed electronic crack monitors and dataloggers at Spring House at Mesa Verde and Wupatki. These dataloggers collect temperature and crack width measurements at specific time intervals, and the data obtained so far indicates, as expected, that the crack width fluctuations correlate with temperature changes. These monitors will be left in place for several years to see if the cracks are getting wider over time and to help determine the rate of movement, if any.

Preston traveled to Keet Seel at Navajo and repaired instrumentation originally installed in 1982. A series of readings

on this instrumentation will be taken during 2003 and compared to 1980's data to determine if any movement has occurred since the 1980's. He also assessed rock fall potential from the alcove ceiling at Betatakin.

Preston also made it to Arch Canyon Ruin in southeastern Utah, and prepared a report outlining key areas of the site to provide emergency stabilization measures for the BLM. He also made a site visit to Moon House in southeastern Utah to assess ways to stabilize a large detached slab containing rock art that is also threatening standing architecture at this site.

Training/Technical Assistance

During FY 2003, Preston provided technical assistance and support to various parks, monuments, federal and state agencies. These include: Anasazi State Park, Utah; Aztec Ruins; BLM Monticello Field Office, Utah; Chaco; Hovenweep; Mesa Verde; Mojave; Navajo; Pecos; Salinas; and Wupatki .

In March, Preston served on the VT's Servicewide Comprehensive Call Panel. Also in March, Preston participated in a colloquium on Reburial of Archaeological Sites presented by the Getty Conservation Institute and NPS in Santa Fe, New Mexico.

Montezuma Castle and Tuzigoot National Monuments

Ruben Ramirez and Alex Contreras, Masonry Workers, FY 1999 Positions

Ruben and Alex continue to provide the parks with a stabilization effort that embraces the VT initiative. In FY 2003, assisted by a seasonal team of Terry Parsons and Ben Keller, Ruben and Alex continued to reevaluate and implement the parks cultural resource preservation treatment program. This program focused on significant features, components, and attributes of the sites to be preserved intact, without significant alterations. The techniques and materials used were compatible with, and duplicate, the original construction methods. The preservation treatments at Tuzigoot entailed intense analysis of each site, including conducting condition assessments, archeological and architectural documentation, and integrated pest management monitoring.

As a part of this work, the preservation crew, have been busy removing the concrete mortar, salvaging all structurally sound stone, and replacing the mortar with a softer and less impervious soil cement mix. The result has been a consistent and more porous surface that protects stone components from rapid deterioration, while still being hard enough to serve as a structurally efficient support for the walls. Visually, the end product more closely resembles a soil and stonewall in terms of color, texture, and consistency. For the year ending September 30, 2003, the preservation crew repointed 1,087 square feet of wall, replaced 302 square feet of deteriorated stone surface, and repaired 220 linear feet of wall basal structure. Both Ruben and Alex helped to coordinate the work with SHPO and ensure that it was in compliance with NHPA and NEPA guidelines.

Training

In December, Alex and Ruben participated in a workshop mapping and profiling a backcountry archeological site at Tonto. In June, Ruben and John Schroeder (Archeological

Technician) participated in a hands-on masonry stabilization workshop held in conjunction with other park personnel, and the White Mountain Apache Tribe, at Kinishba Ruin.

Historical Architect, FY 2003 Position

In FY 2003, the VT Program at Montezuma Castle/Tuzigoot received funding to hire a Historical Architect position that would be duty stationed here, but would also provide technical assistance to other VT units. In the spring, Todd Metzger, Kevin Harper, Sara Quirarte, and others collaborated to prepare the vacancy announcement. The announcement was issued on June 2003 to both inside and outside government applicants, and was open for four weeks. Initially, three applicants made the certification. After interviewing one candidate, the mutual decision was made to re-announce and better advertise the position. The second announcement was released October 2003 to inside and outside government applicants and opened for four weeks. The hiring process is currently on going.



Montezuma's Castle, a late ancestral Puebloan Cliff Dwelling, Montezuma Castle National Monument, AZ.

Navajo National Monument

Kenny Acord, Archeologist, FY 1998 Position

Kenny Acord was hired in January of 2004 as a VT archaeologist in the Student Career Experience Program (SCEP) at Navajo. Kenny has a B.S. in communications from East Carolina University and a B.A. in anthropology from Northern Arizona University with a minor in Native American

Studies. In conjunction with his undergraduate academic training, he has also been an intern at Crow Canyon Archaeological Research Center, a volunteer backcountry ranger for the Bureau of Land Management on Cedar Mesa, UT, assisted Earthwatch in the documentation of rock-art found on Indian Creek, UT and Cedar Mesa and participated in a field school through Arizona State University (Eastern Mimbres Archaeological Project) that excavated a Classic Mimbres pueblo.

Kenny was an archaeology technician for the Flagstaff Areas for 18 months prior to his employment at Navajo. Some of the projects Kenny participated in while at the Flagstaff Areas include archaeological site monitoring, archaeological documentation, and the survey of Walnut Canyon New Lands. In addition to his regular duties at the Flagstaff Areas, Kenny has participated in the architectural documentation of Inscription House (Navajo National Monument) and the Gila Cliff Dwellings that included elevation and plan maps.

Kenny is currently finishing his requirements for an M.A. in Anthropology at Northern Arizona University. His thesis research concerns refining Walnut Canyon's chronology (pre-1996 boundaries) through ceramic analysis and tree-ring dating. Kenny expects to complete his thesis by December of 2004.

In FY 2004, Kenny will be researching the room histories of Kiet Siel in preparation for the Kiet Siel Project, which includes the architectural documentation of the site. Some of Kenny's other responsibilities during FY 2004 at Navajo will be the development of a preservation program, writing preservation studies, and assisting in museum collection management.

Brian Culpepper, Archeologist, FY 2000 Position

On July 27 Brian filled the VT archeologist position at Navajo formerly held by Kevin Harper. Prior to his arrival, Brian directed the VT preservation program at Aztec Ruins.

Since his arrival, Brian has devoted time to examining the causes of rock fall in the alcove of Betatakin. He sought the expertise of Preston Fisher, structural engineer from Mesa Verde, and several geologists including Mel Essington, mining engineer at Death Valley. The frequent occurrence of rock fall has damaged the site in the recent past, and continues to threaten many of the structures within the alcove. Brian is also directing the first year efforts of the Keet Seel architectural documentation project, in addition to conducting the hiring process for Navajo's other VT archeologist position vacated by Melissa Memory in August 2002.

Use of Lapse Salary

A portion of Brian's lapse salary was used in support of the final year of the archeological documentation project conducted at Inscription House Ruin. Another portion of the funds were used to assist the Western Archeological Conservation Center (WACC) in conducting a survey of Navajo's collections at the Museum of Northern Arizona (MNA). With the assistance of Jeri DeYoung and Gwenn Gallenstein from the Flagstaff Areas, a portion of the funds were used to contract with the MNA to catalogue over one thousand artifacts from Inscription House, Keet Seel, Betatakin, and other sites on the monument. The remaining

lapse salary was transferred to Glen Canyon National Recreation Area (GLCA) to conduct an archaeological assessment of the Escalante drainage system and architectural documentation of Wolverton Cabin.

Salinas Pueblo Missions National Monument

Ramona Lopez, Masonry Worker, FY 1998 Position

Ramona's role as a key stabilization professional expanded in FY 2003 with her assignment as a stabilization crew leader. Besides hands-on stabilization, Ramona directed and instructed new seasonal hires on the principles and practices of ruins stabilization. Ramona's team began the season stabilizing the *Letrado's Convento* section of Mound 7. The team then moved on to stabilizing the *San Isidro Campo Santo* and then *San Isidro Church* (San Buenaventura I), where the second team led by Thelma Griego joined them.

After completing scheduled work at Gran Quivira, both teams relocated to Abó, where Ramona directed and instructed team members on site-specific stabilization. Ramona's team participated in completing the stabilization of *Casa de la Juan José Cisneros*, the last of three major historic Spanish Reoccupation structures whose stabilization was begun in 2002. At Abó, Ramona instructed her team on how to remove non-historic materials, pointing, rebuilding non-original walls, setting vigas, and applying mud-smear and adobe plaster treatments. Ramona and her team also participated in the park's annual vegetation management program.

Along with fellow crew leader Thelma Griego and Masonry Work Leader Sam Chavez, Ramona maintained daily logs of all materials used and work completed. Ramona's responsibilities also involve maintaining an inventory of all stabilization equipment and supplies. While Ramona's responsibilities primarily involved fieldwork, she also assisted with the mounting and housing of the park's extensive photographic collection.

Philip W. Wilson, Archeologist, FY 1999 Position

Phil continues to oversee the preservation program at Salinas Pueblo Missions, directing and reviewing preservation projects as well as associated planning, compliance and documentation activities. This year, Phil continued the development of park GIS for use as a linking mechanism between various NPS cultural resource databases (ASMIS, VT, LCS, and CLAIMS) and the park-specific databases (e.g. photographic, work log, condition assessment and treatment history). Phil's objective in tying GIS's analysis and projection capabilities to park resources is to develop science-based preservation strategies. A representation of the Salinas work is included in the upcoming ESRI publication: *Map Book*. Phil also spent time writing preservation funding proposals, developing short and long-range preservation plans, and coordinating training for the preservation crew.

Phil also coordinated with Julie Bell (Mesa Verde) and Al Remley (Flagstaff Areas) to employ their crews of preservation specialists to complete Condition Assessment and Architectural Documentation of Mound 7 at the Gran Quivira unit. The success of this project was measured by: (1) allowing preservation specialists from Mesa Verde and Flagstaff Areas to extend their work season; (2) providing the Mesa Verde and

the Flagstaff Areas staff exposure to different architectural styles and preservation methods; (3) providing the Salinas staff with another perspective on their resources and; (4) allowing Salinas to make use of a highly trained workforce without the costs and time delays inherent with hiring new employees.

On January 6, Phil joined fellow Salinas Archaeologist Duane Hubbard, Salinas Exhibit Specialist Marc A. LeFrançois, and VT Structural Engineer Preston Fisher (Mesa Verde) at Aztec Ruins, where VT Archaeologist Brian Culpepper hosted a site tour and forum on Aztec's on-going backfilling design. Phil also attended the *Colloquium on Reburial of Archaeological Sites* in March, sponsored by the National Park Service and the Getty Conservation Institute. The colloquium was an international forum that brought together professionals experienced with backfilling/site reburial projects from around the world. The results of these projects – and where currents research trends are heading – dominated the colloquium.

Phil continued working with Amy Horn (Grand Canyon) on an informal preservation training program initiated between Salinas and Grand Canyon in FY 2000, which in 2003, culminated in the Salinas crew traveling to Grand Canyon and assisting Grand Canyon archaeologists in the implementation and documentation of preservation treatments at Bright Angel Pueblo. Phil also participated on the Vanishing Treasures SEPAS panel, prioritizing VT project proposals for fiscal year 2004 and revising Funding Criteria. Phil continues to serve as Chairman of the VT Career Development Workgroup and he serves as a member of the Advisory Committee. This year, Phil was a recipient of the New Mexico State Heritage Preservation Award in recognition of his preservation work at Salinas.

Duane C. Hubbard, Archaeologist, FY 2000 Position

At the end of FY 2003, Duane transferred to Tonto National Monument in Arizona to fill the Exhibit Specialist/Cultural Resources Specialist position. Duane replaces Miguel Estrada who left the VT Program to assume duties as Facility Manger at Montezuma and Tuzigoot. Before his departure, Duane participated in and supervised a variety of Cultural Resource projects at Salinas. In addition to Duane's VT responsibilities, he was involved in archeological research, data recovery and inventory, ARPA investigations, curation and compliance.

Duane supervised preservation work at the Abo and Gran Quivira Units, including detailed condition assessment/architectural documentation and stabilization of House A, Mound 7, San Isidro Mission, San Isidro Campo Santo, and Letrados Convento at Gran Quivira. Stabilization and testing projects were also completed at three 19th Century reoccupation structures at the Abo Unit. Duane managed a 278-acre inventory survey of the Abo Unit in which 30 new sites were recorded, bringing the inventory of SAPU to 90% completion.

In the lab, Duane continued supervision over an extensive photographic backlog project. By the end of FY 2003, the SAPU photographic database contained nearly 20,000 photographic images.

Duane continued managing the park's Archeological Sites Management Information System (ASMIS), NM Archeological Records Management Section (ARMS), List of Classified

Structures (LCS) and eight park cultural resource databases (Photographs, Site Preservation Work Log, Site Monitoring, Condition Assessment, Architectural Baselines, Stabilization History, SAPU bibliography, Compliance).

Duane participated as a member of the park's cultural resources advisory team and worked closely with the Visitor Services, Protection and Maintenance programs. Duane is a member of the VT database committee and received training this year in Supervision, Fire Management Planning and Wildland Firefighting. He also participated as a SEPAS panel member for several funding categories and occasionally represented the park at natural resources meetings.

The park is currently in the process of recruiting for the position and expects to have it fill by spring 2004.

Thelma Griego, Maintenance Worker (Ruins Preservation), FY 2003 Position

Thelma Griego was hired in May to fill a Maintenance Worker (Ruins Preservation) position within the Vanishing Treasures program at Salinas. Thelma's preservation experience began in 1978 when she was hired by New Mexico State Monuments to participate on the stabilization of the Quarai Monument. In 1981, when the Quarai and Abó state monuments were incorporated along with Gran Quivira National Monument into the newly formed Salinas Pueblo Missions National Monument, Thelma was hired by the National Park Service as a seasonal worker for all three sites. Thelma continued working in this capacity until accepting the permanent VT position in 2003. Besides her work at Salinas, Thelma has also participated on projects at other parks, including the stabilizations of Tusayan Ruin and Bright Angel Pueblo at Grand Canyon.

Thelma served as the preservation crew leader, supervising and instructing new seasonal hires on the principles and practices of ruins stabilization. Thelma's team stabilized the House A Pueblo at Gran Quivira and then joined the second stabilization team under VT hire Ramona Lopez on San Isidro Church (San Buenaventura I). After completing 2003 stabilization goals at Gran Quivira, both teams relocated to Abó, where they completed work on *Casa de la Juan José Cisneros*, the last of three major historic Spanish Reoccupation structures whose stabilization was begun in 2002.

Besides instructing her team on ruins stabilization guidelines specific to Abó, Thelma also participated and directed crew members on how to remove non-historic elements, reconstruct non-original walls, set vigas, and apply mud-smear and plaster treatments. Thelma and her team also participated in the park's annual vegetation management program. While Thelma's responsibilities primarily involve work in the field, she also assisted with the mounting and housing of the park's extensive photographic collection. Along with fellow crew leader Ramona Lopez and Masonry Work Leader Sam Chavez, Thelma maintained a daily log of materials used and work completed.

Marc A. LeFrançois, Exhibit Specialist, FY 2003 Position

Marc was hired as an Exhibit Specialist for the Vanishing Treasures program at Salinas in September. Marc's historic preservation career began in 1986 when he was hired by the Mount Vernon Ladies' Association of the Union, where he

joined the estate maintenance staff as a carpenter and then became the estate's carpenter foreman. After receiving extensive specialized training from a variety of sources, including Virginia Polytechnic Institute's *Buildings Preservation Technology* courses, Marc was appointed in 1991 as Mount Vernon's first Architectural Conservator. Marc's Mount Vernon accomplishments are numerous and varied, some of which include the Restoration of the Mansion House Bell System; the Restoration of the Wharf Pavilion; the Stabilization of the Mansion's Main Staircase; the Stabilization of the Mansion's Small Dining Room Ceiling; and numerous other preservation projects involving all of the estate's historic buildings and features.

Marc's career has exposed him to a variety of projects involving several vocations and material types. He has collaborated with archaeologists, architects, other conservators, curators, engineers and preservation specialists. Marc's specialized skills include architectural conservation; architectural documentation; physical investigation and analysis; research; and historic/prehistoric building technology.

In July of 2000, Marc accepted a temporary position as Exhibit Specialist at Salinas. He then competed for a term position at Salinas, which he held until he was accepted for the permanent VT position. Marc's current duties involve assisting VT archaeologist Phil Wilson, the park's VT program manager, in running the park's preservation program, as well as training and supervising Salinas' stabilization staff, and with the departure of Duane Hubbard to Tonto, he has assumed responsibilities as park compliance officer.

Marc's current projects include generating a Historic Structure Report for the Spanish Reoccupation Structures at Abó; a park-wide Historic Resources Study; developing a site-monitoring program; designing an improved wall-capping system; and developing a backfilling design for Mound 7 at Gran Quivira, of which he is collaborating with New Mexico Tech geologists and other NPS personnel. Marc also collaborated with archaeologists Phil Wilson, Duane Hubbard and Beth Chambers in conducting test excavations on the historic structures of Abó.

Marc is a member of the *American Institute for the Conservation of Historic and Artistic Works* (AIC); the *Society for American Archaeology* (SAA); the *Association for Preservation Technology* (APT); the *Society of Architectural Historians* (SAH); the *U.S. Committee, International Council on Monuments and Sites* (USICOMOS); the *California Missions Studies Association* (CMSA); and the *Early American Industries Association* (EAIA).

Use of Lapse Salary

Lapse salary funding was used to support three additional seasonal stabilization staff for the preservation program; purchase a new John Deere Gator to support preservation activities; purchase stabilization supplies such as mortar amenders, sand, and personal protective equipment; and to upgrade two computers to support the new VT positions.

San Antonio Missions National Historical Park

Susan Snow, Archeologist, FY 1999 Position

In FY 2003 Susan Snow performed a variety of duties including serving as the Acting Chief for the Professional Services Division, as well as managing the curatorial facilities for artifact collections, monitoring park development projects, and overseeing archeological research and reporting.

Susan continued to coordinate excavations at Mission Concepción to correct drainage problems threatening the convento. Reports of this project were then submitted to Save America's Treasures Program. Susan supervised two summer archeological interns, Andy Speer and Leah Brown, who worked closely with masonry worker Steve Siggins to clean, stabilize and document the vat and lime kilns at Mission San José. The vat appears to have been utilized for lime slacking. Susan is responsible for the photographic documentation of all preservation projects and most development projects at the park.

Susan also participated in various archeological testing and monitoring projects, and oversaw project implemented by University of Texas, San Antonio Center for Archeological Research (UTSA-CAR). Working from a Save America's Treasures grant, collections from Missions San Juan and Espada were rehabilitated, with over 160,000 artifacts processed and catalogued.

Training

In FY 2003 Susan attended the Texas Historic Commission Preservation Landscape Workshop and the Texas Historic Commission Preservation Conference. She also helped coordinate ANCS+ upgrade training in San Antonio and participated in the training session. Susan represented the park in meetings for development of the Regional Museum Facility Strategy and helped to draft certain staffing portions of the document. Susan coordinated the fire extinguisher training for the park and is coordinating the development of the Fire Management Plan for Urban- Wildfire interface with the park biologist, Greg Mitchell. She is the co-coordinator of Section 106 compliance and the SEPAS grant call for the park.

Dean Ferguson, Masonry Worker, FY 2000 Position

In FY 2003, Dean completed masonry stabilization and preservation work on the Corridor and Convento located at Mission Concepción. This project, started in FY2002, consisted of removing Portland cement and replacing it with softer, more historically appropriate mortar. Dean also worked with the park archeologist to maintain the archeological pits at Mission Concepción and do any stabilization of exposed ruins necessary. This project is also ongoing from last fiscal year and is designed to move water away from the Convento and prevent moisture buildup in the tufacious limestone walls.

Dean along with fellow mason Steve Siggins, repointed and repaired the masonry cap on the convento walls at Mission San José to prevent water from running down the walls and doing further damage to Spanish Colonial frescos. This work was done in conjunction with a conservator contracted to inventory and stabilize fresco remains at the San José convento. At the end of FY 2003, Dean began repointing and repairing cracks along the south wall of the Indian quarters at Mission San José.

Steve Siggins, Masonry Worker, FY 2003 Position

San Antonio Missions National Historical Park was proud to add Stephen Siggins as its latest Vanishing Treasures employee. Steve has been at San Antonio Missions since 1996 and now moves over to join Dean Ferguson and Susan Snow as a member of the park's Vanishing Treasures team. Stephen has a vast knowledge of preservation masonry garnered through years of experience both in private practice, and in the National Park Service. Most notable is his work with the National Park Service on the Southeast Regional Office's Preservation Team where he worked on some of the finest of our nation's treasures from 1989-1995. He has attended numerous trainings at the Williamsport Training Center and elsewhere keeping his knowledge of the craft updated. Steve's level of expertise is unrivaled. As an instructor at Fort Jefferson, Steve mentored younger preservation masons in their craft. From 1979 to 1995, Stephen has worked on several historic preservation projects throughout Texas and the Southern United States.

In FY 2003 Steve repointed portions of an original Spanish Colonial overflow structure on the San Juan acequia. This original material was revealed while removing a mid 20th century concrete structure that had been built on top of the Spanish Colonial material. This concrete was causing the acequia to be compromised. The Spanish Colonial material was stabilized, reburied and a new overflow system constructed that would allow overflow, without affecting other areas of the predominantly earthen ditch.

Steve repaired a portion of the outer compound wall at Mission Espada that had been hit by a drunk driver following previous stabilization efforts. The rock was carefully numbered and refit in as close to the original location as was possible. Steve, along with fellow mason Dean Ferguson, repointed and repaired the masonry cap on the convento walls at Mission San José to prevent water from running down the walls and doing further damage to Spanish Colonial frescos. This work was done in conjunction with a conservator contracted to inventory and stabilize fresco remains at the San José convento.

With summer student archeological interns, Andy Speer and Leah Brown, Steve cleaned and repaired the vat possibly used for lime slacking and the lime kilns located just outside the north wall of Mission San José. This project is still in progress. In addition to the cleaning and repointing, Steve is correcting drainage problems to prevent water from running off into the kilns. This project has revealed a great deal of information that was not known about the construction of these features and their association to each other, and the grist mill that was built later in the Spanish Colonial period.

Tonto National Monument

Miguel R. Estrada, Exhibit Specialist, FY 1998 Position

Miguel left the VT Program to assume duties as Facility Manager at Montezuma Castle and Tuzigoot. Before his departure, Miguel continued to supervise and participated in various preservation treatments at Tonto. Each of these treatments included intense analysis of each site including condition assessments, investigative studies, archeological and architectural documentation, and integrated pest management

monitoring program. Preservation treatments were conducted at both the upper and lower cliff dwelling sites.

On the upper cliff dwelling, heavy rains caused damage to numerous rooms as well as the trail running parallel in front of the dwelling. Work entailed digging a footer alongside the trail to reset some stones that had rolled down the embankment. Steps on the dwelling were stabilized and numerous rooms had cracks, crevices, and voids sealed using natural mud mortar. Some capping was also conducted. The lower cliff dwelling entailed filling cracks and crevices. Capping was addressed in some rooms as well as weed removal and stabilizing footings. The bank below the dwelling required stabilization, so a stone retaining wall was built alongside the trail, which was also resurfaced. All work on both dwellings was documented through written, tabular and photographic documentation, and was compiled into a final stabilization report.

Tumacacori National Historical Park

David Yubeta, Exhibit Specialist, FY 1998 Position

This year, David participated in preservation activities at Tumacacori three mission sites. He assisted in wall capping, repointing, filling voids, and basal erosion repair, as well as directing the preservation workforce. David also participated in various projects at other parks and agencies including, Organ Pipe Cactus NM (Dos Lomitas Ranch house and Gachado Line Camp), Mojave National Preserve (Historic Rock House), BLM (Palmerita Ranch House), and US Forest Service (CCC era bridges and Lowell residence). He has been involved in the creation of a preservation database at Tumacacori tracking previous preservation projects and documentation of projects. David also continues to be part of a multi-discipline team that will provide cultural resource management training to NPS facility managers in FY 2004.

Training/Technical Assistance

David provided technical assistance for various projects and agencies, including Lincoln State Park in New Mexico, US Forest Service (Lowell Ranger Station), BLM (Palmerita Ranch House), and the Mojave National Preserve. David organized an earthen workshop in Janos, Chihuahua Mexico to assess preservation treatments for the mission churches located in Janos. David has instructed in the NPS Fundamentals II session "Caring for the Resource" at Albright Training Center and is currently involved in the creation of a CD which will be used to train future crafts persons skills in preservation methodologies.

Ray Madril, Masonry Worker, FY 1998 Position

Ray continues to perform his VT preservation assignments in an exemplary manner. In this fiscal year Ray worked on the lime plaster rendering on the granary ruins, removing de-laminated and falling pieces, and replacing the plaster with a fresh coat of lime plaster. Other accomplishments include: major stabilization of the Calabazas mission site, re-capping the ruin walls of Los Santos Angeles de Guevavi mission twice, and repair of the adobe substrate. At the Franciscan mission church, the lintels were replaced with 70-year-old pine salvaged from a previous project. Ray also replaced the earthen roof and mesquite beams on the historic replica O'o'dham house or "ki". Ray assisted in creating a preservation database to track previous preservation projects

by providing input to responsible data base staff personnel. Ray has also continued to hone his skills in photo documentation by being responsible for taking the before and after documentation photos on his projects. Finally, Ray assists in the training of new seasonal employees, instructing them on proper preservation methods, while maintaining strict adherence to the Secretary of Interior Standards.

Training/Technical Assistance

In June, Ray assisted and participated in the ruins preservation workshop held at Kinishba ruins on the White Mountain Apache reservation. Additionally, Ray participated in a workshop held in Janos, Chihuahua, Mexico evaluating two mission churches for future preservation interventions.

Ray has had an extremely busy preservation year being involved in projects in California, Arizona, New Mexico and Mexico. Ray served as crew leader for the rebuilding of the CCC bridges at Sabino Canyon, Tucson AZ for the US Forest Service in March 2003. Ray also returned to Sabino Canyon in September to rehabilitate the third and final historic ranger residence at Lowell Ranger station complex (Ray was a recipient of the US Forest Service 'Windows on the Past' national award for work accomplished on the Lowell ranger station). Ray additionally served as crew leader for preservation interventions at Palmerita Ranch (BLM) Arizona, Dos Lomitas Ranch House, Victoria Mine Store, and Gachado



Adobe masons repair exposed adobe brick at Tumacacori National Historical Park, AZ.

Line Camp (Organ Pipe), Historic Re- hab of Rock House (Mojave), Dr. Wood House, and Lincoln State Park, New Mexico. Ray was involved in condition assessments for the historic Cordova House in Tucson Arizona, post fire damage to the CCC bridges at Sabino Canyon and O- X ranch house at Mojave National Preserve.

Jeremy Moss, Archeologist, FY 2000 Position

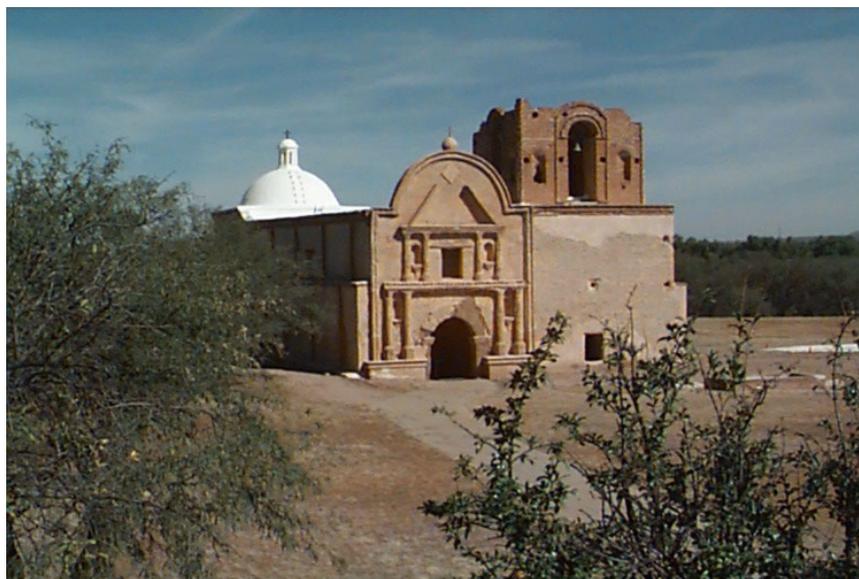
Tumacacori's VT Archeologist position became vacant in December 2002 with the death of Houston Rogers. The position has remained vacant until this year and it has been filled with Archeologist Jeremy Moss who will enter on duty June 1, 2004. Jeremy is a cum laude graduate of the University of New Mexico with a BA in Anthropology (emphasis in prehistoric archaeology). He is currently finishing his requirements for an MA in anthropology (archeology emphasis) from the University of Wyoming. Jeremy has worked for the past nine years in various volunteer, seasonal and part time archeological positions at many Vanishing Treasures parks including Glen Canyon, Chaco Culture, Aztec Ruins, and Pecos as well as positions with the Forest Service and the Bureau of Land Management.

Use of Lapse Salary

In FY 2003, the Exhibit Specialist and the Masonry Worker's salaries and benefits totaled \$134,750 leaving \$28,250 that was used for a seasonal and to cover salaries for a maintenance worker involved in preservation work part time. We hired Jana Tschopp as the seasonal to help us with current documentation and to begin to build our database of past treatments. She received her Masters Degree in Anthropology in June, 2003 from Iowa State University.



Ancestral Puebloan tower at Hovenweep National Monument, UT.



Tumacacori National Historical Park, AZ.

Terminology

Condition

Good

The site shows no clear evidence of major negative disturbance and deterioration by natural and/or human forces. The site's archeological values remain well preserved, and no site treatment actions required in the near future to maintain its condition.

Fair

The site shows clear evidence of minor disturbance and deterioration by natural and/or human forces, and some degree of corrective action should be carried out fairly soon to protect the site.

Poor

The site shows clear evidence of major disturbance and rapid deterioration by natural and/or human forces, and immediate corrective action is required to protect and preserve the site.

Intensity of On-Site Erosion

Severe

The site will be significantly damaged or lost if action is not taken immediately.

Moderate

For an impact to be considered moderate, it must meet at least one of the following criteria:

The site will be significantly damaged or lost if action is not taken in the immediate future.

The site has been damaged and some integrity has been lost.

Low

The continuing effect of the impact is known but it will not result in significant or irreparable damage to the site.

None

The site has not been obviously impacted.

Integrity

Integrity refers to how much of the structure remains standing and intact. For example, a structure that only has one complete wall standing and intact, a 20% value would be given. A structure with all four walls standing and intact, plus an intact roof and floor, a 100% value would be given.

Stability

Stability refers to a wall or structures' state of equilibrium.

Stable

A structure that maintains consistency of composition and components with little or no sign of erosion that would lead to any form of structural degradation.

The term stable can also be applied to structures that have essentially deteriorated to grade and thus have little or no standing structural remains above the ground surface that would be subject to further deterioration.

Partially Stable

A structure that exhibits signs of whole or partial degradation of the existing composition and components such that structural stability is threatened.

Unstable

A structure that has suffered damage from erosive forces such that structural collapse or complete degradation is imminent.

Section 5 – Project Funding

One of the primary goals of the Vanishing Treasures Program is to maintain resources at a level where preventative or routine maintenance is necessary. To work towards this goal a specific VT project funding source was established. Only those park units included in VT are considered eligible to submit projects for consideration by this funding source. Specific resources considered eligible for consideration include structures or groupings of structures that: (1) are in a 'ruined' state, (2) have exposed intact architectural fabric, (3) are not being used for their original function, (4) their occupation/utilization have been interrupted or discontinued for an extended period of time, and (5) are located in the arid west.

Some examples of VT resources include: (1) exposed at or above grade intact architectural remains such as wall alignments, upright slabs, foundations, bins, cists, constructed hearths, etc.; (2) sub-grade architecture exposed through excavation or erosion including pit houses, dugouts, cists, kivas, cisterns, etc.; (3) Native American architectural structures including pueblos, cliff dwellings, hogans, trading posts, etc.; and (4) Euro American architectural structures such as stage stops, convents, forts, ranch/farm complexes, mining and railroad buildings, hornos, etc.

Examples of resources that are not considered eligible for this funding source include: (1) sites with no exposed architectural fabric or other structural remains such as collapsed, buried, mounded or otherwise unexposed fabric; (2) archaeological or other sites with no architectural fabric such as lithic scatters, dumps, camp sites, fire-cracked rock, etc.; (3) historic structures which are regularly maintained, adaptively used, and fit within use as NPS facilities or Assets such as administrative buildings, trails, bridges, ditches, canals, etc.; (4) mine shafts or caves which do not have architectural/structural features; (5) pictographs, petroglyphs, rock art; (6) NPS or other reconstructed buildings or ruins, such as the roof on the Great Kiva at Aztec Ruins, Bents Old Fort, etc.

Examples of projects that are not eligible to compete for VT Project funding include Systemwide Archaeological Inventory Surveys, Archaeological/Ethnographic Overviews and Assessments, Traditional Use Studies, Ethnohistories, and Cultural Landscape Inventories and Reports.

Project Selection

Since FY 1998, projects targeted for implementation have been selected based on the submission of proposals that are weighed against established criteria as defined in the Intermountain Region's Servicewide Comprehensive Call. The Intermountain Region's Servicewide Comprehensive Call is the process or system that the Intermountain Region uses for prioritizing, allocating, and administration of project funding to over 25 different "one-year" funding sources. VT project funding is considered one of those funding sources. The Intermountain Region's Servicewide Comprehensive Call guidelines and project rating criteria for VT was and is

currently being used to annually evaluate project requests and establish projects in priority order.

VT Project funding is available for two categories of preservation projects, treatment projects and condition assessments. Treatment projects include both "hands-on" fabric repairs of stone, mortar, adobe, installation of protective structures, etc., and written, photographic or other documentation of fabric which can be used as a form of treatment. Examples of Treatment Projects include repointing, capping replacement, fencing, backfilling, and photographic documentation of architectural detail. Condition Assessment projects are those which evaluate the current condition or state of preservation by conducting site inspections and records searches in order to develop plans for treatment, documentation, or other long-term management. Although documentation projects and condition assessment projects are similar in that they both capture information that can be used to develop future management actions, they are not the same thing. Condition assessment projects are designed to identify and quantify threats to resources and consider suitable alternatives for dealing with them. Based on the findings of such an assessment, a documentation project could be proposed as the appropriate treatment measure given the nature of the resource and the threat(s) to it, as well as a variety of other factors. A park can only submit one project proposal per fiscal year. Funding caps for each project have been placed at \$125,000.

The rating of all of the proposals submitted to VT's project funding sources is conducted by VT's Advisory Group. The rating process includes the "ground truthing" of each submittal including reviewing the adequacy of the information provided in the justification for each proposal and then rating the submittals based on a numerical score derived from weighted, objective criteria. The resulting scores for each proposal are combined and numerically ranked into a single priority list that is correlated to 100% of the anticipated funding level that VT is expected to receive projects in the specified fiscal year. The resulting list is reviewed and approved by the VT Leadership Committee and ultimately the Regional Director.

Project Accomplishments

At the close of FY 2004, a little less than \$6 million will have been appropriated to implement a grand total of 92 projects in 32 parks. We have implemented on the average 13 projects per year at an average cost of \$65,000. Projects that have been implemented have ranged in cost from \$5,000 to \$125,000. They have ranged in complexity spanning the full spectrum of possible preservation projects, and have included condition assessments, research and written and graphic documentation, structural stabilization, and backfilling. Table 4-1 provides a breakdown of project funding that has been distributed since 1998 on a park-by-park, state-by-state basis. A listing of the projects that have been implemented on a yearly basis is presented below. Please refer to the appropriate Year End Report for a detailed description regarding the projects that were implemented each year since FY 1998.

Table 5- I. Vanishing Treasures – Project Funding - FY 1998- 2004.

	Projects FY 98	Projects FY 99	Projects FY 00	Projects FY 01	Projects FY 02	Projects FY 03	Projects FY 04	Total No. of Projects	No. of Parks	Total Funding
NEW MEXICO										
Aztec	75,000	63,000						2	1	138,000
Bandelier					50,000	76,000	120,500	2	1	246,500
Chaco	133,300	125,500	110,000	125,000	125,000	125,000	109,000	6	1	852,800
El Malpais					7,000			1	1	7,000
El Morro					8,900			1	1	8,900
Fort Union			30,000	40,000				2	1	70,000
Gila Cliff Dwellings						109,000	8000	2	1	117,000
Pecos				69,000	40,000			2	1	109,000
Salinas	25,000	10,000	95,000	41,700	116,400	118,000	119,300	6	1	525,400
TOTAL	233,300 (3 projects)	198,500 (3 projects)	235,000 (3 projects)	275,700 (4 projects)	347,300 (6 projects)	428,000 (4 projects)	356,800 (4projects)	27	9	2,074,600
ARIZONA										
Flagstaff (Wupatki/ Walnut Canyon)	125,000		110,000	100,000	119,000 (49,000/ 70,000)	123,000	96,600 (91,000/ 5,600)	8	1	673,600
Canyon de Chelly			75,000					1	1	75,000
Casa Grande		20,000						1	1	20,000
Grand Canyon		55,000	125,000	125,000	79,500	47,000		5	1	431,500
Montezuma Castle/ Tuzigoot				15,000				1	1	15,000
Fort Bowie				34,300	48,400			2	1	82,700
Navajo		20,000			72,500	30,000	125,000	4	1	247,500
Organ Pipe				20,000		27,000	23,800	3	1	70,800
Tonto	125,000	46,100		32,000	27,000	45,000	68,000	6	1	343,100
Tumacacori	22,000	25,300	34,600	22,500	40,000	40,000	68,600	7	1	253,000
TOTAL	272,000 (3 projects)	166,400 (5 projects)	344,600 (4 projects)	348,800 (7 projects)	386,400 (7 projects)	312,000 (6 projects)	382,000 (6 projects)	38	10	2,212,600
TEXAS										
Big Bend		10,000			48,800			2	1	58,800
Fort Davis				39,000	39,100			2	1	78,100
San Antonio				64,500				1	1	64,500
TOTAL		10,000 (1 project)		103,500 (2 projects)	87,900 (2 projects)			5	3	201,400
UTAH										
Canyonlands			100,000		56,400			2	1	156,400
Hovenweep		10,000		30,000	24,000			3	1	64,000
Golden Spike							50,000	1	1	50,000
Glen Canyon		55,000	20,000	115,000				3	1	190,000
Zion			5,000				45,300	2	1	50,300
TOTAL		65,000 (2 projects)	125,000 (3 projects)	145,000 (2 projects)	80,400 (2 projects)		95,300 (2 projects)	11	5	510,700
COLORADO										
Mesa Verde		175,000	110,000		125,000	125,000	121,300	5	1	656,300
TOTAL		175,000 (1 project)	110,000 (1 project)		125,000 (1 project)	125,000 (1 project)	121,300 (1 project)	5	1	656,300
WYOMING										
Fort Laramie		12,700		100,000	11,000			3	1	123,700
TOTAL		12,700 (1 project)		100,000 (1 project)	11,000 (1 project)			3	1	123,700
CALIFORNIA										
Joshua Tree						41,000		1	1	41,000
Death Valley						125,000		1	1	125,000
Mojave							42,000	1	1	42,000
TOTAL						166,000 (2 projects)	42,000 (1 project)	3	3	208,000
GRAND TOTAL	505,300 (6 projects)	627,600 (13 projects)	814,600 (11 projects)	973,000 (16 projects)	1,038,000 (19 projects)	1,031,000 (13 projects)	997,400 (14 projects)	92	32	5,986,900

FY 1998 Projects

In FY 1998, \$505,300 was used to conduct 6 emergency and high priority preservation projects in 6 parks. They included:

Aztec Ruins National Monument: Stabilize West Ruin, \$75,000.

Chaco Cultural National Historical Park: Continue Partial Backfilling and Drainage Repair at Selected Structures, \$133,300.

Flagstaff Area National Monuments: Conduct Ruins Preservation at Major Interpretive Site, Wupatki and Walnut Canyon, \$125,000.

Salinas Pueblo Missions National Monument: Ruins Preservation, \$25,000.

Tonto National Monument: Stabilization of Ruins for Structural Integrity, \$125,000.

Tumacacori National Historical Park: Preservation of Park's Primary Resources \$22,000.

FY 1999 Projects

In FY 1999, \$627,600 was dedicated to conducting 13 projects in 13 parks. They included:

Aztec Ruins National Monument: Implement Backfilling Plan, \$63,000.

Big Bend National Park: Documentation and Condition Assessment of Prehistoric and Historic Structures, Sublett Farm Historic District, \$10,000.

Casa Grande Ruins National Monument: Maintain Backfilled Sites, \$20,000.

Chaco Culture National Historical Park: Continue Partial Back Fill and Repair Drainage at Sites, \$125,500.

Fort Laramie National Historic Site: Stabilization of Ruins HS-13, 17, 18, 19, 20, and 21, \$12,700.

Glen Canyon National Recreation Area: Preservation Treatment at Mistake Alcove, \$45,000 and Conducted Condition Assessment at Highboy House, \$10,000.

Grand Canyon National Park: Ruins Preservation and Stabilization of Clear Creek Ruin, \$55,000.

Hovenweep National Monument: Square Tower Bedrock Stabilization, \$10,000.

Mesa Verde National Park: Assess Condition of Backcountry Sites, \$175,000.

Navajo National Monument: Documentation and Assessment of Inscription House Ruin, \$20,000.

Salinas Pueblo Missions National Monument: Emergency Replacement of Scaffolding, \$10,000.

Tonto National Monument: Catalog and Store Collections from Upper Ruin Excavations, \$46,100.

Tumacacori National Historical Park: Preservation of Mission's Tumacacori, Calabazas, Guevavi, \$25,300.

FY 2000 Projects

In FY 2000, \$814,600 was utilized by selected VT parks to conduct 11 preservation projects. They included:

Canyon de Chelly National Monument: Conduct Architectural

Documentation/Condition Assessment in Canyon del Muerto, \$75,000.

Chaco Culture National Historical Park: Continue Partial Backfill and Repair Drainage at Sites, \$110,000.

Mesa Verde National Park: Assess Condition of Backcountry Sites, \$110,000.

Flagstaff Area National Parks: Conduct Ruins Preservation Actions on Selected Sites, \$110,000.

Tumacacori National Historical Park: Preservation of the Park's Primary Resources, \$34,600.

Grand Canyon National Park: Condition Assessment of Masonry Archeological Sites, \$125,000.

Canyonlands National Park: Emergency Site Stabilization, Salt Creek Archeological District, \$100,000.

Zion National Park: Condition Assessment Report for Cable Mountain, \$5,000.

Glen Canyon National Recreation Area: Emergency Stabilization at Hi-Boy House, \$20,000.

Fort Union National Monument: Assess Prior Stabilization; Bracing of Unstable Walls, \$30,000.

Salinas Pueblo Missions National Monument: Ruins Stabilization/Documentation, \$95,000.

FY 2001 Projects

In FY 2001, \$973,000 was used to conduct high priority projects in 16 parks. They included:

Chaco Culture National Historical Park: Conduct Fabric Treatment, Backfilling and Mortar Test at Lizard House Ruin, \$125,000.

Fort Bowie National Historic Site: Preserve Primary Park Resources, \$34,300

Glen Canyon National Recreation Area: Conduct Assessment of VT Sites, \$115,000.

Grand Canyon National Park: Preservation Documentation and Treatment of Desert View Pueblo Sites, \$125,000.

San Antonio Missions National Historic Park: Emergency Stabilization of Spanish Colonial Paints and Plaster, \$64,500.

Tumacacori National Historical Park: Preservation of Mission San Jose De Tumacacori, \$22,500.

Tuzigoot National Monument: Baseline Photodocumentation of Tuzigoot Ruins, \$15,000.

Pecos National Historical Park: Remove Church Floor, \$69,000.

Fort Laramie National Historic Site: Lime Grout/Lime Plaster Research Program, \$100,000.

Fort Union National Monument: Implement HABS Documentation, \$40,000.

Organ Pipe Cactus National Monument: Repair or Restore Roofing of Historic Structures, \$20,000.

Tonto National Monument: Reconstruct Failing Rock Wall Base, Lower Cliff Dwelling, \$32,000.

Fort Davis National Historic Site: Repoint HB-24 Band Barracks, \$39,000.

Wupatki National Monument: Document Architectural Plan Citadel, Nalakihi, and Wukoki Ruins, \$100,000.

Hovenweep National Monument: Hydrology Study Around Square Tower, \$30,000.

Salinas Pueblo Missions National Monument: Perform Emergency/Sustainable Preservation treatments, \$41,700.

FY 2002 Projects

In FY 2002, \$1,038,000 was used to conduct 19 projects in 18 parks. They included:

Fort Laramie National Historic Site: Complete Lime Grout/Lime Plaster Research Program, \$11,000.

Canyonlands National Park: Conduct Salt Creek Condition Assessment, \$56,400.

Navajo National Monument: Conduct Condition Assessment at Snake House, Owl House, Kiva Cave, and Turkey Cave, \$72,500.

Big Bend National Park: VT Ruins Stabilization – Dorgan House, \$48,800.

Bandelier National Monument: Preserve Frijoles Canyon Cavates, \$50,000.

Grand Canyon National Park: Architectural Documentation and Preservation Treatment at 8 Sites, \$79,500.

El Malpais National Monument: Stabilize and Reduce Erosion within Archeological Sites, \$7,000.

Tumacacori National Historical Park: Mission Preservation, \$40,000.

Fort Davis National Historic Site: Cap and Mud Adobe Walls on Four Historic Structures, \$39,100.

Chaco Culture National Historical Park: Implement Backfill Program at 6 excavated Backcountry Structures, \$125,000.

Mesa Verde National Park: Document and Treat Spring House, \$125,000.

Wupatki National Monument: Perform Preservation Activities and Address Drainage Problems, \$49,000.

Salinas Pueblo Missions National Monument: Emergency Repair of ABO Drainage System, \$116,400.

Tonto National Monument: Stabilize Collapsed Rockwall at the Upper Cliff Dwelling, \$27,000.

Walnut Canyon National Monument: Document Ranger Ledge Sites and Develop Site Plans, \$70,000.

Fort Bowie National Historic Site: Primary Resource Preservation, Phase II, \$48,400.

El Morro National Monument: Study Animal Impacts on Archeological Sites, \$8,900.

Pecos National Historical Park: Stabilize and Preserve Ruins, \$40,000.

Hovenweep National Monument: Document and Treat Cutthroat and Hackberry Architecture, \$24,000.

FY 2003 Projects

In FY 2003, \$1,031,000 was used to conduct 13 projects in 13 parks. The authorized projects in priority order that were implemented in FY 2003 include the following:

Tumacacori National Historical Park: Preservation of San Cayetano de Calabazas Mission, \$40,000.

Salinas Pueblo Missions National Monument: Preservation Backfilling of Mound 7 and House A at Gran Quivera Emergency Repair of ABO Drainage System, \$118,000.

Bandelier National Monument: Complete Condition Assessment of Frijoles Canyon Cavate Pueblos, \$76,000.

Chaco Culture National Historical Park: Pueblo del Arroyo Backfilling and Drainage Implementation, \$125,000.

Organ Pipe Cactus National Monument: Stabilization of Victoria Mine Ruins, \$27,000.

Grand Canyon National Park: Assessment and Documentation of VT Resources Along Corridor Trails, \$47,000.

Tonto National Monument: Preserving Mud Wall Surfaces, \$45,000.

Walnut Canyon National Monument: Document and Map all Front and Mid- country Architectural Sites, \$123,000.

Joshua Tree National Park: Correct Backlog of Structural Stabilization Work at Wall Street Mill, \$41,000.

Navajo National Monument: Complete Vanishing Treasures Architectural Documentation at Inscription House, \$30,000.

Mesa Verde National Park: Document and Stabilization Spruce Tree House, \$125,000.

Death Valley National Park: Perform Emergency Stabilization of Historic Skidoo Gold Mill, \$125,000.

Gila Cliff Dwelling National Monument: Document Gila Cliff Dwelling, LA 13658, 109,000.

Funding provided to Gila Cliff Dwellings was \$8,000 less than what the park had requested for their project. The amount of funding allocated to VT for projects in FY 2003 didn't provide sufficient funding to cover all of the costs that the park had requested. The park indicated that they would be able to address most of the requirements of the project with the reduced funding, but requested that they be given the opportunity to seek the remaining funds in FY 2004 in order to fully complete the project. VT Leadership agreed to this request and the park's request for \$8,000 was placed at the top of VT FY 2004 project priority list. Expanded discussions regarding the projects that were implemented in FY 2003 can be found in Section 7 of this report.

FY 2004 Projects

In FY 2004, approximately \$997,400 will be made available to conduct projects. Unfortunately, the amount of funding available to conduct projects has been reduced by approximately \$33,600. This funding will allow the implementation of 14 projects of varying cost in 14 parks. This includes the Gila Cliff Dwelling project that was not completely funded in FY 2003 and carried over into FY 2004 to close out the project. The Servicewide Comprehensive Call process was used to evaluate project request submittals and to establish project priorities with the exception of the Gila Cliff Dwelling Project that was placed at the top of the priority list. The authorized projects in priority order that are proposed for implementation in FY 2004 include the following:

Gila Cliff Dwelling National Monument: Document Gila Cliff Dwelling, LA 13658, \$8,000.

Salinas Pueblo Missions National Monument: Preservation Backfilling of Mound 7 and House A at Gran Quivera, Year 2, \$119,300.

Chaco Culture National Historical Park: Continue Implementation of Backfilling and Drainage Repair at Pueblo del Arroyo, \$109,000.

Golden Spike National Historic Site: Assess and document Historic Trestle, \$50,000.

Mesa Verde National Park: Continue Condition Assessment of Backcountry Cliff Dwellings, \$121,300.

Zion National Park: Architectural Documentation of Historic Irrigation Ditches in Parunuweap Canyon, \$45,300.

Organ Pipe Cactus National Monument: Stabilization of Dos Lomitas Ranch Interior Mud Plaster, \$23,800.

Tonto National Monument: Treat Upper Cliff Dwelling, \$68,000.

Bandelier National Monument: Emergency treatment of Frijoles Canyon Cavate Pueblos, \$120,500.

Walnut Canyon National Monument: Conduct a Condition Assessment of the First Fort Pueblo Complex, \$91,000.

Mojave National Preserve: Mapping and Preservation Treatment Strategy for Outlying Historic Ranch Features, \$42,000.

Tumacacori National Historical Park: Preservation of San Cayetano de Calabazas Mission, \$39,800.

Navajo National Monument: Condition Assessment and Architectural documentation of Keet Seel, \$125,000.

Wupatki National Monument: Documentation and Stabilization of Crack-in-Rock Pueblo, \$5,600.

The reduced funding provided to VT to conduct projects in FY 2004 meant that there would not be sufficient funds to fully cover the costs for the Wupatki project. The park had requested \$125,000 to fully implement the project, however only \$5,600 was available for allocation to the project. While severely limiting what the park would be able to accomplish, the park indicated that they would be able to appropriately utilize the funds to complete certain components of the project. The park indicated that they would be requesting to have the remaining project funding needs provided to them in FY 2005. While no guarantees could be made, the park was told that their request would be given consideration. The park agreed to accept the \$5,600 under these conditions.

FY 2005 and Beyond

The information presented above clearly shows that significant progress has been made towards addressing VT's project needs, even though it is occurring slower than originally planned at the start of the program. Utilizing the numbers presented in the VT's 1998 Long-Range Plan, it was projected that approximately \$30,407,000 was needed to address the backlog of emergency and high priority needs by the end of FY 2003 with an additional \$6,970,000 needed in FY 2004. This would have brought the total amount of funding dedicated to project at the end of FY 2004 to \$37,377,000. That roughly calculates to a little over 63% of the originally projected project needs for VT which was estimated at \$59,382,000. As the figures in the preceding sections indicate, a little under \$5 million has been provided between 1998 and 2003 to conduct 78 projects in 30 parks. An additional \$1 million will have been provided in FY 2004 to conduct an additional 14 projects. Thus, at the end of FY 2004, a little under \$6 million will have been provided since FY 1998 to conduct 92 projects in 32 parks. Basically, this means that over the last six to seven years we will have addressed a little over 10% of the total projected VT project needs. While this figure seems to be substantial less than what was determined to be needed, we have been able to make significant progress in reducing the backlog of emergency and high priority projects. This level of funding has actually worked to our advantage since it has given us time to work with the new staff that has come on board since 1998, insuring that we are able to appropriately manage the project funding that has been made available and to insure that we are addressing the most critical needs and priorities.

Continuing to address VT's project needs is clearly a high priority for the VT Leadership and is recognized as being critical to the overall success of the VT Program. It is also recognized, however, that given the needs of equally important and competing interests, the success that VT has enjoyed over the last several years in securing project funding has been significant and

by no means should be viewed as being inconsequential. Progress has been made and we are fairly confident that this trend will continue

Formulation of the FY 2005 budget for VT is well underway. It is expected that a request will be submitted that makes available levels of funding for projects consistent with what we have seen in the first six- seven years (FY 1998- 2004) of the Program. As noted above, since FY 1998 we have implemented an average of 13 projects per year at an average cost of \$65,000. Projects that have been implemented have ranged in cost from \$5,000 to \$125,000. They have ranged in complexity spanning the full spectrum of possible preservation projects, and have included condition assessments, research and written and graphic documentation, structural stabilization, and backfilling. Knowing that that the complexion and emphasis of the federal budget has the potential to change in FY 2005, we remain hopeful that VT will continue to receive funding to address its project needs. This clearly would allow us to continue to make important progress towards reducing the backlog of emergency and high priority VT projects.

Maintaining the Accountability of Program Funds Used for Conducting Projects

As noted at the beginning of this section, since FY 1998, projects targeted to receive funding for implementation have been selected based on the submission of proposals that are weighed against established criteria as defined in the Intermountain Region's Servicewide Comprehensive Call. The VT project funding source is intended specifically to provide funding to parks, through a competitive process, to implement emergency and high priority projects. Project funds are required to be used in accordance with the project description and justification that was submitted for review and rating. Parks are thus required to insure that all funds that are provided, and used for such things as the hiring of personnel (season, temporary, or TERM employees), covering the cost of any needed vehicles (used to transport personnel and supplies and materials to implement the conduct the project), the purchase of supplies, materials, and equipment, travel costs (sometimes needed to support the personnel hired to implement the project especially in remote locations away from a duty station), and training costs (needed to enhance the skills of the temporary personnel that are hired), are used exclusively to satisfy the requirements of their VT project. To insure that the funds provided to a park are used for their intended purpose, parks are required to submit annual reports on the use of their allocated VT funds.

The VT Project Funding Source is a one- year fund source and parks must compete for funding on a yearly basis. If a park's project request successfully competes for a portion of the annual allocation of VT Project funds, they are required to complete their project with the same year that the funding was provided, or at least have the funding committed or obligated by the close of the fiscal year. If a park does not have their project funding expended or obligated at the end of the fiscal year, the money cannot be carried over and is no longer available to the park.

One of the many challenges that parks face each year when they are allocated project funding is insuring that they get all of their funding obligated or expended before the end of the fiscal year. Most of the problems occur because the allocation of the funds and the authorizations to spend usually does not occur until well into the fiscal year. This generally

means that a park may have a maximum of 9 months and in some of the worst case scenarios only 6 months in which to implement their projects. Compounding this situation are some of the end-of-the-year close-out deadlines that require parks to insure that most of their project spending needs are finalized at least a month before the end of the fiscal year, which in many cases further reduces the amount of time that can be dedicated to completing a project. While most parks have completed their preplanning activities such that they can easily begin their project once notification has been given to proceed with spending, the reduced timeframe in which projects can be implemented within a given year does present a number of complicating issues. More often than not, parks have become accustomed to working within this operational environment, and we have had good success in completing projects within the allotted timeframe.

In FY 2003 however, we did have a situation in which a park did not obligate their entire project funding before the end of the fiscal year, and unfortunately that funding was ultimately returned to the Treasury and no longer available to the park, or the VT Program for that matter. Unfortunately, the amount of funding that was left unobligated was fairly substantial; certainly an amount that could have been put to good use had we known that the funding was available. Of course, given VT's emphasis on accountability, this situation has proven to be somewhat embarrassing to the Program.

There are a number of issues and concerns that this type of situation brings up that need to be addressed. Situations such as this have the potential to seriously impact the credibility of the VT Program, and if perceived to be serious enough, could ultimately result in a lack of support for the program and ultimately end to it. If VT is to continue to address and fulfill the NPS ruins preservation responsibilities and the needs of the resource, and if it is to continue to receive funding for projects, we'll need to continue to insure that benefiting parks are using their VT funds in the manner that they were requested and that the funds are being appropriately managed. How much the VT Management Team involve themselves in

what parks do with the funding that has been allocated to them has always been a source of concern for the management team. Generally, the approach has been to be as "hand-off" as is possible. The VT Management Team does however, have a responsibility to insure accountability in the use of all VT funds. If situations arise in which VT funds are not being effectively or appropriately used, there is no choice but to establish a process that insures accountability. To work towards that goal the following is offered:

1. Parks and the individuals charged with the management of the project funds they have been provided with have a responsibility to put into place a process that will insure that: (a) project funds are being spent in the manner that they are requested, and (b) that all funding allocated for the project is being spent and will be appropriately obligated before the end of the fiscal year. If a situation arises in which a park feels that they cannot insure that the funds will be spent before the end of the fiscal year, the park has the responsibility to provide sufficient notification to the VT Program Coordinator so that the unspent funds can be redirected and used effectively to address some of VT's other priority needs.
2. Although the VT Program Coordinator conducts non-formalized status checks with the parks that have been allocated project funding, it may be in the best interest of VT to establish a more formalized process that occurs on a regularly scheduled basis. This would insure that at any given point in time the VT Program Coordinator can know for certain where parks stand with the expenditures of their park project funds and can coordinate with the park if it looks as if there may be some difficulties in insuring that the funds are obligated within the appropriate timeframes and well before the end of the fiscal year.



Room complex at Kiet Siel, a thirteenth century ancestral Puebloan cliff dwelling at Navajo National Monument, AZ.

Section 6 – Project Completion Reports

In FY 2003, the Vanishing Treasures program dedicated \$1,031,000 to conduct 13 projects emergency and high priority preservation treatment projects in 13 parks. They included the following:

Tumacacori National Historical Park: Preservation of San Cayetano de Calabazas Mission, \$40,800.

Salinas Pueblo Missions National Monument: Preservation Backfilling of Mound 7 and House A at Gran Quivira Emergency Repair of ABO Drainage System, \$118,000.

Bandelier National Monument: Complete Condition Assessment of Frijoles Canyon Cavate Pueblos, \$76,000.

Chaco Culture National Historical Park: Pueblo del Arroyo Backfilling and Drainage Implementation, \$125,000.

Organ Pipe Cactus National Monument: Stabilization of Victoria Mine Ruins, \$27,000.

Grand Canyon National Park: Assessment and Documentation of VT Resources Along Corridor Trails, \$47,000.

Tonto National Monument: Preserving Mud Wall Surfaces, \$45,000.

Walnut Canyon National Monument: Document and Map all Front and Mid- country Architectural Sites, \$123,000.

JoshuaTree National Park: Correct Backlog of Structural Stabilization Work at Wall Street Mill, \$41,000.

Navajo National Monument: Complete Vanishing Treasures Architectural Documentation at Inscription House, \$30,000.

Mesa Verde National Park: Document and Stabilization Spruce Tree House, \$125,000.

Death Valley National Park: Perform Emergency Stabilization of Historic Skidoo Gold Mill, \$125,000.

Gila Cliff Dwelling National Monument: Document Gila Cliff Dwelling, LA 13658, \$109,000.

Brief summaries of the accomplishments of each project are presented below.

Tumacacori National Historical Park

Preservation of Calabazas Mission Ruins- \$40,000

In FY 2003, Tumacacori NHP utilized Vanishing Treasures funding for the purpose of preserving the ruins of the mission church, San Cayetano de Calabazas. The majority of VT funding was utilized to hire seasonal masonry assistants due to the large amount of fabric work that was involved. The site of Calabazas church ruins comprises three different occupation periods, the mission period, the soldier era, and the Mexican period.

The architecture of the mission ruins are mid 18th century, which is where the bulk of the work was performed. The work consisted of capping the church walls with a sacrificial coating of unamended mud mortar and by adding adobe material and cobble to the basal voids, thus adding mass back to the walls. Stone walls that were part of the Fort Mason/Camp Moore soldier era were repointed with unamended mud mortar, and loose stones were reset and replaced as necessary.

In the mid 1800's, the Governor of Sonora, Gandara, used the mission to set up a hacienda at which time additional walls

were constructed. Walls constructed during this epoch not original to the mission were also stabilized. This consisted of filling in voids and applying a sacrificial capping of unamended mud mortar to the walls. This project also provided an excellent venue in which to train our seasonal staff on proper intervention techniques. Finally, the area was cleared of brush and re-graded to ensure positive drainage of water from the walls.

Salinas Pueblo Missions National Monument

Preservation Backfilling of Mound 7 and House A, at Grand Quivira Emergency Repair of Abo Drainage System, \$118,000

In FY 2003, Vanishing Treasures funded Salinas for backfilling Pueblo blocks House A and Mound 7, of the Gran Quivira site. Excavated by Alden C. Hayes from 1965 to 1968, Mound 7 is the largest excavated Pueblo structure in the park. Gordon Vivian excavated house A in 1951. Previous stabilization with portland cement and a variety of other physical and geologic impacts have had negative effects on the ruins.

While the project remains on going, the Vanishing Treasures program for 2003 focused on research and documentation, and supported the stabilization of House A, and a portion of Mound 7.

Using documentation and condition assessment forms based on those used at other parks, but tailored to Salinas VT Archaeologists Phil Wilson and Duane Hubbard, staff from Mesa Verde National Park and the Flagstaff Areas joined Salinas staff to collect baseline data and photographs of the entire structure.

In addition to condition assessments, the park entered into contract with Geo- Map, Inc. of Tucson to create a laser-scanned three- dimensional digital model of Mound 7. Geo- Map also created new aerial ortho- photos of the entire Gran Quivira site unit. Andrew Waggener, the park's GIS Specialist, is using these orthos to create updated site maps of Mound 7 and surrounding features across the Gran Quivira unit.

The maps are also being used by geologists at New Mexico Tech to study and document the geology of the site and to reference key areas currently under investigation by professors and students of NMT's geo- physical department using Ground- Penetrating Radar (GPR).

The GPR is being used to identify possible man- made and natural anomalies inside the front country area surrounding Mound 7 and House A. A sample of the San Andres limestone that dominates the site was collected by geologists and tested positive as a hydrocarbon source rock.

On March 6, the park met with Peter Scholle, State Geologist, and other NMT geologists to discuss the project where both parties entered into an agreement to conduct geologic studies of the site and surrounding area, focusing on features that are possibly impacting the ruins.

With the help of VT Structural Engineer Preston Fisher, the park is also working to design a long-term monitoring system to evaluate the post-burial dynamics of moisture, temperature, structural movement and geo-physical impacts. Preston is also serving as project engineer for the overall design.

During the 2003 summer season, the park's preservation team completed Preservation work on House A and the *Letrado's Convento* section of Mound 7.

Bandelier National Park

Preserve Frijoles Canyon Cavate Pueblos- \$76,000

In FY 2003, the Vanishing Treasures Program at Bandelier used project funds to continue Phase 2 of the Frijoles Canyon Cavate Pueblo Conservation Project, a three-phase collaborative project between the National Park Service, the University of Pennsylvania, and the Museum of New Mexico. The primary goal of the project is to systematically record over 1030 cavates in Frijoles Canyon and to prepare a formal Conservation Plan for their long-term protection. Cavates are hand-enlarged, earthen-plastered storage and habitation rooms carved into the soft volcanic Bandelier Tuff, cliffs of the Jemez Mountains in New Mexico. The cavates were occupied from the 1200-1500s, and are ancestral homes to modern Pueblo people. Phase 2 has been underway for two years; the focus of this phase was to complete baseline architectural documentation, and systematic condition assessments of all the Frijoles Canyon cavates, to investigate and monitor environmental causes of deterioration in order to generate a prioritized treatment list for future actions, and to develop and test treatment methods.

Project funds were used to hire Lauren Meyer (Exhibit Specialist) as the project field leader, and Kathy Fiero as the project archaeologist. Sue Eininger, Archaeologist, and Sophia Middlebrook, Exhibit Specialist, from the Intermountain Support Office (IMSO) provided additional assistance. Cynthia Loebig of Mesa Verde, and Lori Kleifgen of the IMSO provided Access database and GIS design and consultation. Four graduate students from the University of Pennsylvania, two conservation interns from the Museum of New Mexico, and four Native American students from the Pueblo Student Training Program of San Ildefonso and San Juan Pueblos accomplished the fieldwork as part of a Summer Field School on Site Conservation and Heritage Management.

Project activities and accomplishments in FY 2003 included the architectural documentation and condition assessment of 483 cavates. Bringing the total recorded cavates in Phase 2 to 991. This project also included photographing the interior and exterior of 150 cavates in both 35mm black and white, and digital formats. Bringing this total to 316 cavates photographed during this phase.

In addition, field data for 435 cavates was entered into project and GIS databases. Preliminary results indicate that 7.4% (32) have high priority preservation needs due to threats of future damage and loss; 30.3% (132) of the cavates have medium priority preservation needs, and 59.1% (257) cavates have low priority treatment needs. Also, a pilot conservation treatment project was completed, which included masonry

stabilization, drainage control through silicone driplines, tuff consolidation and infilling, graffiti mitigation, and 3-D laser scanning.

Finally, a weather station was installed to record air temperature and relative humidity in numerous locations on cavate exteriors and interiors, as well as rainfall events and amounts, and wind speed direction and speeds. A preliminary geomorphic assessment of the Bandelier Tuff was also completed along with conducting archival research in local libraries and archives. Kathy Fiero compiled and xeroxed historical documents, field notes, published and unpublished reports, and photographs of the cavates.

Chaco Culture National Historic Park:

Pueblo del Arroyo/Chetro Kettle Emergency Backfill Repair, \$125,000

The park's original proposal for FY 2003 VT project funding was to work exclusively on Pueblo del Arroyo, one of the large multi-storied greathouses in the core architectural area of the park. The size, vertical mass, architectural complexity, and location of the structure on the actively eroding banks of Chaco Wash are factors that complicated this backfill and drainage project. Also, early in the season, a Historic Structure Report was completed and the recommended geophysical studies be implemented. Two studies, a conventional vibration study to determine the relative stability of most of the high walls, and a refraction survey to evaluate the subsurface stability beneath the foundations of the structure were completed. Once complete, implementation of the project as recommended in the Historic Structure Report would have begun.

However, in consultation with the VT program manager, we determined that the emergency conditions discovered at Chetro Kettle took over precedence and had to be treated before Pueblo del Arroyo. Chetro Kettle is one of the two largest great houses in Chaco Canyon, with approximately 750 rooms, and rising to as high as four stories in places. The plaza construction makes its surface about 12 feet higher than the surrounding terrace. Excavations spanning from 1902 through 1948 left this site open to the elements for a number of years. The excavated rooms left walls as high as three stories exposed to the elements and pressure from differential fill of unexcavated adjacent rooms.

In 1948, just after a major preservation treatment effort at Chetro Kettle, the north central wing of the structure of the building was completely flooded to a depth of about 10 feet. Water dissolved the mud mortars and the highest 3-story section of the back wall collapsed and many smaller collapses severely weakened the structural integrity of the entire section. Since 1948, there have been some minor backfilling attempts and many attempts to shore up the damaged wall bases and brace leaning walls, but none of these treatments were effective. For this reason and the fact that so much original remaining wood is in advanced deterioration in this section, the Getty Conservation Institute (GCI) and the NPS chose this section of the structure as the test location for a collaborative site backfilling experiment. Between 1994 and 1999, GCI and the park designed and installed a series of drainage and geomembrane systems, along with monitoring ports along this section.

In December of 2002, in preparation for the Site Reburial Colloquium, the park and GCI re-exposed a portion of the backfilled test rooms to collect and evaluate data for our presentation on the backfilling program. Our initial observations of the conditions under some of the membranes were disturbing. In February 2003, when the laboratory analyses were completed, we realized that the reburied wood was experiencing accelerated deterioration from moisture, fungal growth, and insect infestation. Realizing that a more comprehensive design and installation of membranes and drainage systems was necessary, in the spring, we developed a preliminary design for evaluating and correcting some of these problems.

In late June, extending through early September, with the assistance of the GCI staff, we removed much of the upper backfill soils and damaged geotextiles. We then added screened fill soils, redesigned and expanded drainage systems, upgraded and reinstalled barrier and impermeable geotextiles, and installed a second set of testing ports. Literally hours after this entire redesign and reinstallation was finished, an extremely heavy thunderstorm directly hit the site. The fallout from that storm resulted in an immediate and successful (final) test of the effectiveness of the new installations.

Currently, both the original and new test ports are being monitored monthly and have indicated a predicted gradual stabilization of moisture levels. Termite and fungal testing and evaluations are ongoing in collaboration with GCI, the US Forest Service specialists, and University of Minnesota Forest Products Laboratory.

Organ Pipe Cactus National Monument

Stabilization of Victoria Mine Ruins, \$27,000

In FY 2003, Organ Pipe utilized Vanishing Treasures funding for preservation activities at Victoria Mine Store. Since Organ Pipe does not have on staff any experienced preservation personnel, preservation specialists from Tumacacori National Historic Park and Fort Bowie National Historic Site were utilized to perform the hands-on treatment. Funding was mainly used to defray travel costs for bringing the crews to the park. Some funding was also used to pay for seasonal masonry personnel. The SOAR archeologist worked with the park to complete the necessary pre- and post treatment documentation and compliance requirements.

The Victoria Mine Store ruins are located in a wilderness area, which required that some supplies and materials be hand carried the six mile round trip to and from the site on a daily basis. This, of itself, created some logistical issues, not to mention the difficulty of the project because it was HOT (115 degrees) with no shade! Prior to this adventure though, planning allowed us to hire a Border Patrol helicopter to take the water, dirt, sand and tools in advance, which allowed us to just hike in and out each day with minimal loads.

The brunt of the work involved repointing rock masonry walls, resetting loose stones, and adding a three inch cap to the walls of the store to serve as the sacrificial coat to protect the fragile walls from accelerated deterioration. Wall basal areas were also graded so that moisture would be diverted away

from the walls. The material used in the treatment intervention was un-amended mud mortar and local masonry.

Although this is a backcountry site situated in a wilderness designated area and a passively interpreted resource, it still receives a few hundred visitors each year from backcountry hikers.

Grand Canyon National Park

Assessment and Documentation of VT Resources Along River Corridor Trails \$47,500

Due to the Park's VT position being vacant until July, 2003, fieldwork on this project will not begin until November 2003. The project involved completing condition assessments on 30- 40 sites located along the Bright Angle, North Kaibab, Hermit, and a portion of the Tonto trails in the Grand Canyon backcountry.

The Western Mapping Company, of Tucson, Arizona, was contracted to map the sites included in the project to the scope of level 2 documentation requirements (Mesa Verde recommended standards). Ellen Brennan will complete the level 2 condition assessment paperwork for project sites.

Lapse money from the VT position (\$23, 610) was added to the Western Mapping contract to conduct archaeological and topographic mapping of the Clear Creek Ruin, a 22 room site with associated retaining walls and other miscellaneous structures. Clear Creek is located eight miles east of Phantom Ranch in the Grand Canyon backcountry. A suite of methodologies, including 3D laser scanner technology will be used to map the ruin and capture topographic data. The 3D scanner allows for high precision mapping of the fragile prehistoric masonry and associated cultural remains, i.e., middens and roasting features without the impacts normally associated with mapping and recording activities.

Tonto National Monument

Preserving Mud Wall Surfaces - \$45,000

In FY 2003, Tonto received funding to preserve mud wall surfaces in the upper, lower and annex cliff dwellings. Heavy rains in the past several years have eroded wall surfaces and there is clear evidence of mud plaster erosion and rapid deterioration along the drip line areas. The impacted rooms have exposed original fabric, which was damaged due to climatic conditions and rodent activity. This preservation project was necessary to prevent the continued loss and exposure of significant prehistoric fabric.

The project focused on minimizing the loss of prehistoric fabric and integrity in the upper cliff dwelling. The preservation crew performed crack and crevice sealing, and reattachment and replastering of wall surfaces in 16 rooms; unamended mud mortar was used in this undertaking. Before and after photographs were taken to document the walls that received treatment.

Flagstaff Area National Monuments (Walnut Canyon National Monument)

Document and map front and mid-country architectural sites, \$123,000

Funding for this project was used to pay the salaries for several seasonal archeologists hired to complete this project. In addition, GeoMap, Inc., and the Department of Anthropology at Northern Arizona University were contracted to complete 20cm contour interval photogrammetric mapping of the Ranger Ledge and Island Trail locations of Walnut Canyon. These products will be used to serve as a geo-referenced base map for architectural site maps drawn by the archeology crew from FY 1999 through FY 2003.

Other work completed by this project included the detailed architectural mapping of several Sinaguan cliff dwellings located on the Ranger Ledge at Walnut Canyon. These sites had been stabilized and maintained infrequently since the 1940s. Current park interpretive activities include leading guided hikes along this ledge as a "Discovery Hike" for park visitors who sign up in advance. In an effort to gain an understanding on how this type of park and visitor use may affect long term preservation of the sites, we initiated a Visitor Experience Resource Protection (VERP) monitoring study using data collected from the VT mapping and documentation project. In addition to the completed detailed mapping we set up several sample and control mapping plots to try and measure the amount of change caused by visitor use versus "natural" or random environmental change.

In conjunction with this VERP study and the architectural documentation, Flagstaff Areas VT archeologist Ian Hough compiled an administrative use history of the Ranger Ledge. From his studies we have ascertained that as much as a third of the architectural footprint of several sites along the Ranger Ledge has been lost or extensively modified since the trail was open to public use in the early 1900s (much of the loss can be attributed prior to the 1950s, though with notable exceptions). The VERP component of the project is ongoing and will be tracked via yearly monitoring reports.

Finally, some VT dollars were combined with Cultural Cyclic funding to complete long needed maintenance in five of the Ranger Ledge sites after their subsequent documentation and mapping. Much of the repairs were minor in nature dealing with damage caused by extensive pack rat and rodent burrowing activity.

Joshua Tree National Park

Correct Backlog of Structural Stabilization Work at Wall Street Mill, \$41,000

At the request of Joshua Tree, crewmembers from the Historic Preservation Projects of the Intermountain Support Office - Santa Fe, Division of Facilities Management of the National Park Service began the stabilization of the Joshua Tree, Wall Street Mill, in the spring of 2003. The Wall Street Mill is the first project selected for funding by the Vanishing Treasures Program that is located within the boundaries of Joshua Tree. The site is listed on the National Register of Historic Places because of its technological and mechanical

significance. The mill typifies late nineteenth century gold ore processing techniques, and includes a number of mechanical conveyance systems, twin stamp mill, and ore concentrating systems.

In the condition assessment of the Wall Street Mill, prepared in April 2000, it was noted that a number of elements required stabilization and/or repair. It was also noted that the mill was readily accessible from the nearby Barker Dam public parking area. In spite of the fact that the mill had been encircled by a barbed wire fence, this fence had been breached in several places, and the site was now open to visitation.

While vandalism of the site was minimal, close examination showed significant damage due to natural weathering and erosion; stone walls were being undermined and were in danger of collapse, and surface runoff was damaging the timber/foundation interfaces. The most critical needs identified were the stabilization of the stone retaining walls inside the mill, re-grading of the site immediately surrounding the mill, the stabilization of the wood structural system and interior walkways and steps, and the stabilization of the ore cart tramway. FY 2000 funding limited the execution of the full scope of work, and activities were continued in FY 2003.

The scope of work for FY 2003 continued to address issues relative to water runoff and erosion, re-grading and construction of shallow drainage swales on the south, west, and east sides of the mill to channel water north and northeast to existing adjacent drainage ditches, and repairs to two existing stone retaining walls. Additionally, the remains of the stone wall under the west side of the structure were stabilized and restored to their original height, and a 15 foot long retaining wall on the east side of the mill structure was repaired.

Erosion associated with surface runoff was mitigated through the creation of a stone-lined swale that directed water away from the building foundation. Stabilization was accomplished by the addition of an exterior gravel layer designed to slow runoff for protection of the surface of the restored stonework.

Navajo National Monument

Complete Vanishing Treasures Architectural Documentation at Inscription House, \$30,000

Under the direction of Larry Norby (Mesa Verde) and the field supervision of Julie Bell (Mesa Verde) and Al Remley (Flagstaff), personnel from the Flagstaff Areas and Mesa Verde completed the architectural documentation of Inscription House, an Ancestral Puebloan village of about 80 rooms. Field work lasted for four weeks, which allowed the completion of work at the site. This project had been underway for a pay period or two since 1999, as small amounts of funding were available each year.

All 80 rooms and about 30 open areas have been recorded during the process, and information conforms to the site documentation manuals used by both the assisting parks. During the past year, spaces on the ledges outside the alcove but still part of the pueblo were designated as open areas and rock art panels recorded. About 30 rooms or spaces were

recorded, or data collected during previous years were updated to tie up loose ends at the site. In addition, geo-referenced datums were established to link the various parts of the site map together using AutoCAD™.

During this past year, we also began to more intensively plan strategies with which to produce a report on the site, which has never really had a monograph produced, even though smaller journal articles have resulted, and the some discussion of the site has been presented in conjunction with the archeology of the greater area.

Mesa Verde National Park:

Documentation and Stabilization at Spruce Tree House - \$125,000

More than 400,000 individuals visit spruce Tree House annually. It is the only cliff dwelling open year round, does not require a tour ticket, and is a tour stop for more than 75% of all park visitors. This site boasts nine kivas and more than 100 rooms. It is one of the few places where visitors may observe original polychromatic wall paintings in their original context. Full architectural documentation of this site has been a park priority for many years. In 1999, the park completed a condition assessment survey of the surface finishes at Spruce Tree House. Minor emergency treatments were administered in FY 2000 and 2002. This demonstrated an immediate need for surface finish documentation and stabilization. Yet it was not until Vanishing Treasures funding was received in FY 2003 that extensive conditions mapping, microscopic sampling, and preservation treatments could be administered.

In FY 2003, architectural conservators from all over the world with archeologists, stabilization archeologists and student interns worked side by side to thoroughly document Spruce Tree House. This year, Archeologists prepared scaled plan maps and elevation drawings while architectural conservators prepared scaled photographic montages of priority wall surfaces. These drawings and images were then digitized into AutoCAD and used as a template for recording detailed condition information, sampling locations and treatment data. Mesa Verde's Archeological Site Conservation Program developed a detailed form package and a park-wide database as a tool for comparative analysis and site monitoring. This system of documentation provides conservators with a tool for quantifying the rate of deterioration and the factors that induce deterioration of this irreplaceable resource.

Small samples of mortars and earthen surface finishes were obtained from 17 wall surfaces within Spruce Tree House. As a method of documentation and as a means for identifying the original formulations for earthen construction materials at Spruce Tree House, these samples were subjected to microscopic examination at the University of Pennsylvania. The information gleaned from these samples serves as a basis for selecting compatible materials for stabilization treatments, archeological interpretation and materials research.

The University of Pennsylvania architectural conservation crew and US/ICOMOS interns conducted surface finish documentation and surface finish stabilization treatments. The location and method of each stabilization treatments was thoroughly documented and then digitized into AutoCAD for quantifiable monitoring of each problem area.

The most common treatments were infilling of structural cracks, re-adhesion of delaminating finishes, and edging of extant finishes. The thorough documentation, microscopic analysis and stabilization treatments conducted in FY 2003 will ensure the preservation and future enjoyment of this highly visited site.

Death Valley National Park

Emergency Stabilization, Historic Skidoo Mill, Phase 2 - \$125,000

The Skidoo Mill provides an excellent historical record of the gold recovery technology generally employed by the mining industry between 1900 and 1920. It is a very large, multi-level, heavy timber-framed structure, constructed on a steep slope to enable gravity to assist the movement of the ore and waste through the milling process. This fifteen-stamp mill is perhaps the sole surviving representation of a gold-milling operation of this type and time period remaining within a National Park Service unit. Parts of the mill were recovered for salvage in 1918, but most of the major equipment is still in place. The mill had been abandoned and slowly deteriorating for over seventy five years before intervention to halt the deterioration was undertaken.

In FY 2003, the preservation crew from the Intermountain Support Office – Santa Fe, Division of Facilities Management, Historic Preservation Projects Program completed Phase 2 of the emergency stabilization of the Skidoo Mill.

Specifically, the work completed during this phase included the repair or replacement of damaged or deteriorated heavy timber framing, removal and replacement of deteriorated flooring, installation of steel cables, and installation of a limited amount of railings and barriers.

Where possible, damaged or deteriorated heavy timber framing was repaired, using one of two techniques. Technique one was the selective removal of the deteriorated portions of the wood members, while leaving the members in place, and patching or splicing in pieces of new wood. The other technique used was "sistering," where a new wood member, of the same size as the original member, was attached to the side of the original member to actually help carry the load. "Sistered" members were attached to the existing members utilizing a system of steel plates and steel bolts developed during the 1993 stabilization to avoid attaching the new members directly to the existing members. If a heavy timber member was too deteriorated to repair, it was replaced with a new member that matched the original. Where dictated by structural needs, new timbers were installed to provide additional bracing or support.

Plywood floor covering, which was installed during the 1993 stabilization, was removed. Replacement flooring, which matched the original flooring, was installed and sealed with a preservative/sealer.

Steel cables were added in several places to help keep gravity or wind forces from pulling the structure apart. These cables were anchored into the earth, rock or concrete supports below the structure, and were connected to the structure with steel eye bolts attached directly to the frame members or to

steel plates, which were in turn attached to the timbers. This system was also developed during the 1993 stabilization. Where possible, existing bolted connections were tightened or new hardware was installed.

Portions of the existing railings were removed, and new railings were installed. Some of these railings were built from 2x4-inch materials, during the 1993 stabilization. Others were built using 4x4-inch posts, with cables between them.

Finally, several miscellaneous tasks were completed, including removal of sand, which had partially filled the settling tanks, re-support of the settling tanks, and treatment of the wooden bull wheels with linseed oil.

Gila Cliff Dwellings National Monument

Document Gila Cliff Dwelling, LA 13658, \$115,500 (\$109,000)

During the months of July and August, a joint Architectural Documentation Crew from Mesa Verde NP and the Flagstaff Area Office worked documenting the structures within the 6 caves at Gila Cliff Dwellings. The work included producing detailed elevation maps of the standing architecture, a plan map of all of the caves and their associated archeological features, and the completion of a forms package. In addition GeoMap Inc., a survey firm from Tucson AZ, was contracted to perform 3D laser scanning of the exterior of all 6 caves that comprise the main Gila Cliff Dwellings (at 10 cm resolution). GeoMap Inc. also conducted a detailed scanning

of the architecture and interior of Caves 1 and 2 and a portion of Cave 3 in order to produce a 1 cm resolution model and accurate planimetric and profile maps.

The work included updating the site provenience by adding room numbers to previously undesigned spaces, including second story structures and open areas. The updated inventory produced 6 additional rooms, bringing the total to 47, along with 31 open areas, 18 miscellaneous structures, and 19 rock modification panels. In addition, most of the rooms and open areas in caves 2, 3, 4 and 5 were mapped and documented.

Other components of the project included record searches, and an informational tour for the site interpreters that focused on the preliminary findings of this project and their questions concerning previous work that was conducted at the site.

Funding provided to Gila Cliff Dwellings was \$8,000 less than what the park had requested for their project. The amount of funding allocated to VT for projects in FY 2003 didn't provide sufficient funding to cover the all of the costs that the park had requested. The park indicated that they would be able to address most of the requirements of the project with the reduced funding, but requested that they be given the opportunity to seek the remaining funds in FY 2004 in order to fully complete the project. VT Leadership agreed to this request and the park's request for \$8,000 was placed at the top of VT FY 2004 project priority list.



NPS Archeologists from Mesa Verde National Park, CO and Flagstaff Area National Monuments, AZ (Wupatki/Walnut Canyon) work together on documentation projects at Gila Cliff Dwellings National Monument, NM (left) and Inscription House Pueblo at Navajo National Monument, AZ (right). These are just a couple of examples of how VT parks and personnel work together on joint projects at other VT parks.

Section 7 - VT Management Team Activities



Victoria Mine, a historic mine located at Organ Pipe Cactus National Monument, AZ.



Joe Nicoli of Western Mapping Company, scanning architecture at Mound 7, Salinas Pueblo Missions National Monument, NM.



2003 preservation workshop participants, Tonto National Monument, AZ.

This section provides a brief overview on how VT's Management Team functions as a self-directed workgroup. Included is an update on the activities and accomplishments of the Management Team and current Workgroups. The efforts devoted to accomplishing the tasks of these Groups are done by a number of VT personnel as secondary or collateral duties. VT's Program Coordinator, Structural Engineer, and Historical Architect are the only exception. Beginning in FY 2003, VT's Program Coordinator became a full time funded position with the incumbent dedicating 80% - 100% of his time to performing program management duties. VT's Structural Engineer, on duty since FY 2000, and the soon to be hired Historical Architect, are also required to dedicate at least 80% of their time to the Vanishing Treasures Initiative.

The Management of the Program through Self-Directed Workgroups

Role and Function

The development and management of the Vanishing Treasures Program since its inception is a direct result of the innovative thinking that resulted from the reorganization and reengineering efforts of the NPS in 1994. The management of VT through the organizational concept of a "self directed work group" has no equivalent in any other aspect of the operations within the National Park Service. While there are similarities in some of the regional cluster leadership and advisory groups that are in existence, there are inherent differences between them and VT. The differences are a direct result of the grass roots nature of VT and the Program's distinct goals and objectives. Established operational protocols and chains-of-command remain in place, including the need to be responsive to the supervisory and management hierarchy that exists with each member's primary job, and the need to coordinate, collaborate, and articulate with traditional organizational entities. VT's management team however has been given the responsibility to operate as a separate body that self-manages and self-directs its activities and the actions

and activities of the various entities that have elected to participate in the Program. There are also certain expectations for accountability and productivity. Specifically, this means employing highly creative and entrepreneurial strategies to accomplish the goals and objectives of the Program. These strategies include identifying and establishing priorities for fiscal and professional resources, securing operational funding, setting priorities for project development, insuring that standards are adhered to in both of the work that is performed and the personnel hired. Those strategies also include creating and utilizing workgroups to address specific programmatic needs and functions, and communicating the results and achievements of the program. Although these workgroups are created for a limited and narrowly focused purpose, it is perceived they will continue to exist as an ongoing and active entity until the goals and objectives of the program as originally envisioned have been achieved. A summary of the function of the various entities involved in the management of the VT Program is presented in Table 7-1.

Because VT operates as a self-directed workgroup, no term limits were imposed on the members that are involved. For a variety of reasons it was anticipated that there would be some turnover in the membership of the management team, which has proven to be the case. In all instances, replacements have been filled through an election process. Nevertheless, it generally is not the nature of self directed work groups to have the membership rotate out on a regularly scheduled basis. The primary reason is to insure continuity and consistency of the team members to insure a higher degree of success in achieving the goals and objectives of the tasks assigned. The primary reason for change would be to replace members that have elected to leave the team, to remove members that may not be performing to the standards that are expected of the team, or to bring in members that will give the team a strategic advantage.

Table 7- 1. Role and Function of Vanishing Treasures Management Team.

Vanishing Treasures is comprised of two integrated components: the Management Team and Workgroups. Each component has specific role and functions as designed by the Program's *Strategic and Long Range Plan*. Fundamentally, the management team is responsible for guiding the direction of the Program, identifying fiscal and professional resources, setting priorities for project development, and communicating the results and achievements of the program to a wide and varied audience. Workgroups are brought together to address specific programmatic needs and functions.

MANAGEMENT TEAM

Leadership Committee

This committee is composed of seven individuals – Chairman (superintendent representing a VT park), Executive Officer (represents the Regional Directorate), and five additional members (superintendents representing VT parks). The Committee is responsible for definition of policy and articulation with park managers, as well as regional directorate.

Program Coordinator

This position provides day- to- day management and overall coordination of the Vanishing Treasures Program. The Program Coordinator reports directly to the Chairman of the Leadership Committee and oversees the activities of the VT Budget Analyst and the Advisory Group.

ADVISORY GROUP

Originating from the four workgroups of technical specialists, the Advisory Group is composed of seven individuals representing Vanishing Treasures parks. The Group serves in an advisory capacity to the Leadership Committee and is charged with the responsibility of ensuring program consistency, the existence of parity and representation among parks, high quality craftsmanship and professional competency, and program progress and accountability

WORKGROUPS

In order to achieve the goals of the Program four Workgroups are in existence: Database Management, Career Development, Funding, and Program Guidelines.

Database Workgroup

This workgroup has three main goals: (1) develop a standardized system to inventory and evaluate the condition of VT resources, (2) develop an electronic method for submission of the inventory data gathered in goal one and work toward interfacing related

software systems, and interface related databases to provide more efficient utilization and improved data tracking, and, (3) coordinate and develop a management system to aid in planning work and tracking accomplishments.

Career Development Workgroup

This workgroup is charged with the responsibility of formulating and implementing a plan that will result in (1) the recruitment of a cadre of well qualified and highly skilled workforce, and (2) the retention and continued training of this workforce to insure the effectiveness of the Program and the NPS both today and in the future.

Funding Workgroup

The purpose of this workgroup is to continue seeking appropriate avenues for providing adequate and consistent funding to insure the long- term success of the Program. This includes: (1) identifying park base funding increase needs and determining the most appropriate method for communicating and presenting those needs, and (2) seeking a cultural resources funding source specifically dedicated to carrying out ruins preservation projects.

Guidelines and Definition Workgroup

This workgroup is responsible for the establishment and continued updating of guidelines and technical supplements to provide consistency in strategy and technical application in the ruins preservation process and providing the framework for development of an effective and long term ruins preservation program in all VT parks.

EXECUTIVE ADVISORS

VT also retains the services of a number of individuals on the Regional Directors staff or in Central Offices. They provide input, advice, and assistance on a variety of fiscal, programmatic, and political issues that potentially could influence the long- term objectives of the Program.

Part of the reason VT has been successful has been the continuity of the members involved with the program. Such continuity demonstrates the seriousness of the NPS' commitment to the program and the importance placed on insuring organizational stability with individuals that have a comprehensive knowledge regarding the program goals, and that have made a long-term commitment to insuring that the goals are achieved

Responsibilities

VT's Leadership has a responsibility to insure that any work being done with VT funds, and the individuals conducting it, meet the standards that guide VT. It needs to be realized that given the nature of VT and how it operates, VT Leadership has the responsibility to ensure that each park is afforded the opportunity to receive equal consideration among one another. At the same time, each park must recognize that their actions have the potential to impact the integrity and credibility of the VT Program, both positively and negatively, depending upon the situation. If it is determined that a VT park is not adhering to the standards of VT or the NPS as a whole, and such actions have the potential to harm resources and ultimately embarrass the NPS or impact the credibility of the VT Program, then it is the responsibility of the VT Leadership to work with the park to remedy the situation.

It is always hoped that given the experience of the various members of the management team, that such parks would be responsive to the advice and recommendations provided by the VT Leadership. Of course there may not always be agreement or consensus on the appropriate resolution to an issue. During such situations it has always been the practice to keep the Regional Directorate apprised of the situation to insure that they are aware that a controversial issue has arisen. If and only if the VT Management Team is unable to successfully negotiate an equitable resolution to the situation, then the Regional Director is asked to become involved to provide input and potentially render a decision.

The Makeup of VT's Management Team

VT's Management Team was established in 1998 and consisted of the following individuals:

Leadership Committee: Glenn Fulfer, Superintendent, Salinas Pueblo Missions National Monument – Chair; Jerry Rogers, Assistant to the Director – Executive Officer; Barry Cooper, Superintendent, Aztec Ruins National Monument; Sam Henderson, Superintendent, Flagstaff Area National Monuments; Roy Weaver, Superintendent, Bandelier, National Monument; Larry Wiese, Superintendent, Mesa Verde National Park; Butch Wilson, Superintendent, Chaco Cultural National Historic Park.

Program Management: Todd R. Metzger, Chief, Division of Resources Management, Flagstaff Area National Monuments – Program Coordinator; Jill Edlund, Budget Analyst, Flagstaff Area National Monuments – Program Budget Analyst

Advisory Group: Dabney Ford, Chief, Division of Resources Management, Chaco Culture National Historical Park; Chris Goetze, Archeologist, Glen Canyon National Recreation Area;

Larry Nordby, Archeologist, Mesa Verde National Park Jim Rancier, Archeologist, Lake SOAR Office; Judy Reed, Chief, Division of Cultural Resources Management, Pecos National Historical Park; Mike Schneegas, Facility Manager, Salinas Pueblo Missions National Monuments; David Yubeta, Exhibit Specialist, Tumacacori National Historical Park

Executive Advisors: In 1999 it was determined that VT would benefit from the input from regional office executive advisors. In 1999 this included Cec Matic, Public Affairs Officer, Ernest Ortega, Superintendent, Santa Fe Support Office, and Rodd Wheaton, Assistant Regional Director, Cultural Resources.

As can be expected the membership of the management team has changed through the years. Of the seven original members of the Leadership Committee, four have been replaced. Of the original seven Advisory Group Members, three have been replaced. A brief summary of the changes is presented below.

In 2000, Roy Weaver and Barry Cooper retired. Through an election process they were replaced by John Lujan, Superintendent, El Malpais NM and Ann Rasor, Superintendent, Tumacacori NHP.

In 2001, Executive Officer Jerry Rogers retired. VT leadership elected not to replace Jerry's position but he was asked and agreed to continue to serve in an *Ex Officio* capacity, essentially serving as an outside advisor to VT.

In 2002, Butch Wilson moved to a position in the Regional Office. He was replaced by Steve Whitesell, Superintendent, San Antonio Missions NHP.

In 2004, Sam Henderson retired. His vacancy has yet to be filled, but it is expected that his replacement will be strategic and come from a park in one of the VT states that has a number of VT parks that are under represented. Current thinking is that a Superintendent from Utah would be the most appropriate selection since there is not currently a Superintendent from Utah on the Leadership Committee. The selection of this position will occur through an election process. Given the inclusion of the Pacific West Region (PWR) in FY 2002 we will be seeking the inclusion of one Superintendent from the PWR parks to insure that this region has a voice. It is anticipated that we will be leaving the selection process of this individual up to the Pacific West Region.

In 2000, VT Budget Analyst Jill Edlund resigned from her tenure with VT when she transferred to the Pacific West Region to a non-VT park. She was replaced by the Flagstaff Areas Budget Analyst Maggs Rasmussen.

In 2000, Chris Goetze, Jim Rancier, and Mike Schneegas, elected to remove themselves from the VT Advisory Group. Phil Wilson, Chief of Resources, Salinas Pueblo Missions National Monuments, and Preston Fisher, VT Structural Engineer, were selected to fill two of the vacant positions.

In 2002, the remaining third vacancy on the Advisory Group was filled by Bob Bryson, Chief of Cultural Resources, Mojave National Preserve. Bob also serves as a representative for the Pacific West Region.

The Executive Advisors positions have seen change as well with the retirement of Cec Matic and the reassignment of Ernest Ortega as the New Mexico State Coordinator. Jim Bellamy, Chief of Cultural Resources Management was asked to replace Ernest. We are expecting further change in the make up of the Executive Advisors Group. Rodd Wheaton, the Assistant Regional Director, Cultural Resources for the Intermountain Region is expected to retire in June, 2004. Jim Bellamy, Chief, Cultural Resources Management for the Intermountain Region has recently been selected as the Deputy Superintendent at Grand Teton National Park. Currently, we are unaware of when those vacancies will be filled. We are also interested in having an individual from the Pacific West Region included as a member of VT's Executive Advisors. Hopefully this position will be filled at or near the same time that the Pacific West Region vacancy on the Leadership Committee is filled.

The makeup of the various workgroups is constantly evolving and depends on the interested of the involved members. The activity of the workgroups is also dependent upon the issues that VT may be facing at any particular point in time. Currently, the Career Development and the Data base Management workgroups are the most active. The membership of the technical and advisory side of VT remained unchanged from last year. A complete listing of the individuals that are currently involved in VT is presented in Table 7- 1.

Workgroup Activities

Database Workgroup

The Database Workgroup, as outlined in the Long Range Plan for Vanishing Treasures (the Long Range Plan is available at the VT web site at www.cr.nps.gov/aad/vt/vt.htm), was tasked with four main goals. These include: 1) develop a standardized system to gauge inventory and condition assessment, and to track accomplishments and deferred work load, 2) develop an electronic method for submission of the resource data gathered in goal one and work towards interfacing related software systems, 3) design a system to prioritize funding requests, and 4) develop management systems that will aid planning future work. Goals 1 and 2 have been accomplished with the creation of the Vanishing Treasures database. The database has, for a couple of years, been completed and fully integrated into the National Park Service system-wide Archeological Sites Management Information System (ASMIS). ASMIS is the service-wide database for tracking archeological resources in NPS managed lands. Goal 3 was accomplished by the by the Advisory Group to incorporate the VT Program into the Special Emphasis Program Allocation System (SEPAS). Goal 4 has largely been subsumed by individual park in-house efforts and with the integration of the VT database with ASMIS. Early on it was determined that many parks have already made substantial investments in identifying future planning needs with regards to VT resources. However, there are some parks that have a genuine need in this area. That is one of the main reasons why VT opted to have the database incorporated into ASMIS. ASMIS, combined with the VT database, can be used to manage and track condition, work needs, impacts, and current status of VT and other park resources in one integrated system.

With the primary goals of the Database Workgroup accomplished, the workgroup is charged with developing the

VT web site. The workgroup envisions a web site that will serve as an information kiosk to interested persons seeking more information about the Vanishing Treasures Program. In addition, the web site should serve as a clearinghouse of technical information to be shared among all VT parks. Items such as preservation plans, scopes-of-work, environmental assessments, documentation forms, and final reports can be shared with other parks facilitating project planning, compliance, recording, and reporting. The first objective of the web site has been accomplished, however it needs updating. We are still in the formative stages on developing the second component of the web site. In the near future the Database Workgroup will be soliciting ideas from people to formulate ideas on what exactly the VT Program needs in a data clearinghouse web site.

Career Development Workgroup

The Career Development Workgroup is charged with formulating and implementing a plan that will result in the recruitment of a qualified and highly skilled workforce, and the retention and continued training of this workforce. Implementation of both aspects will ensure the effectiveness of the Vanishing Treasures Program and the NPS. The workgroup suggests that these goals may be met by providing assistance to parks through the refinement of position descriptions and by providing guidance regarding available recruiting methods. The workgroup also believes that long-term training is best served by developing courses of instruction that combine formal training, mentoring programs (formal and informal), on the job training opportunities, and cooperative training outside of the organization.

In FY 2003, the workgroup continued working on the goals identified in FY 2000 to:

- identify areas in which we could assist parks in recruiting and hiring qualified candidates.
- work to develop a formal competency based preservation training program which could be made available to outside agencies, as well as institutions of higher learning.
- identify and sponsor essential preservation training until a formal curriculum and training plan can be implemented. identify and clarify differences between the Secretary of Interior's Standards and specific NPS position competencies.

One significant activity conducted in collaboration with the Advisory Committee was the development of justifications for all VT positions that will be considered as "core to the mission" Reason Code "A" on the FAIR Act Inventory. Reason Code "A" positions are determined to be commercial in nature, but are considered to be core to the mission of the NPS and thus are not suitable for contracting. We have yet to hear specifically how the VT positions fared, but we do know that a decision has been made regarding archeological positions. According to information provided by Rena Fugate, the Intermountain Regions Outsourcing Coordinator, archeologist positions were not accepted for a Servicewide Code A justification because it is difficult to claim that they should not be studied since the NPS has already conducted two studies and there is a PPE in progress. We are uncertain of the implications on archeological positions in the parks. According to Rena, individual positions could still be identified as Code A during a study or PPE and some positions are already identified as inherently governmental because they are

supervisory positions or they have Contracting Officer Technical Representative (COR or COTR) responsibilities. These COR/COTR employees must have taken the training and refreshers and be identified in the NPS COR database.

Pre- Recruitment and Recruitment Strategies

Over the last several years, the workgroup identified several aspects of the recruitment and hiring process where we could provide assistance, as needed, to parks filling Vanishing Treasures positions. These aspects included:

- Providing concise and accurate information regarding the range of hiring authorities available to parks.
- Developing strategies to expand recruitment.
- Offering assistance with position development to assist program managers in filling positions earlier in the fiscal year.
- Assisting parks, as requested, in developing appropriate Vanishing Treasures position management plans.
- Providing critical review and modification of exiting Vanishing Treasures position descriptions to better reflect the diversity of resources as well as preservation skills required by each park.
- Ensuring position descriptions and KSA's reflect skills in the core areas of resource documentation, treatment, conservation, and assessment.
- Continuing to work towards appropriate classification and titling of Vanishing Treasures positions to ensure recognition of employee skills and expertise.
- Responding to requests for information regarding VT positions and the program in general.
- Serving as subject matter experts in the review of applications for vacant VT positions.

In 2003, the group completed work on the Maintenance Worker (Historic Preservation) WG- 4749- 05/07/08/09 developmental series and the associated Leadership addendum. These position descriptions can be used independently or linked together in a developmental sequence. Notification of their availability was sent electronically to all VT parks.

In the coming year, the workgroup will continue to offer assistance to parks to aid in the recruitment and hiring process, and will be actively working with several parks and personnel specialists for the 2004 hire. The workgroup continues to develop standardized Position Descriptions for the Exhibit Specialist series, and to convert position descriptions into an electronic format.

Employee Training and Development

In developing an effective ruins preservation training program, the variety and complexity of the resources must be recognized. Each position within the Vanishing Treasures program faces unique requirements and challenges. Park-based program managers need both practical and management skills, while preservation specialists may be called upon to participate in all levels of assessment, documentation, treatment, conservation, and management. The workgroup, in line with the National Park Service's competency-based training program views the development of competencies as a

systematic approach to developing Vanishing Treasures employees.

Working towards this end, the group views the three types of training previously identified, apprenticeship/mentoring, academic course work, and workshops as integral aspects of a holistic training program. Such a program would include a formal curriculum that accounts for a range of positions, and the diversity of preservation related skills.

This year, the workgroup continued working to identify various elements of a ruins preservation- training curriculum and has enlisted the aid of the Historic Preservation Training Center staff in developing the training curriculum.

Workshops and Priority Training

While personnel issues and development of a formal training program are essential goals of the workgroup, we recognize that there is a current and continuing need for annual preservation training, as personnel change and new preservation techniques and methods are developed. With this in mind, the workgroup will work closely with park program managers and preservation specialists to identify and help sponsor essential training (e.g. safety training), and ensure that both internal and external training opportunities are conveyed to the VT community.

Over the last two years, we were able to hold a number of formal and informal workshops. Three workshops of significance were held in FY 2003: a workshop held on the campus of the College of Eastern Utah in Blanding, Utah in November 2002, which was coordinated by staff at Mesa Verde and the VT Program Coordinator; a workshop held at Tonto National Monument in December 2002, which was coordinated by Kevin Harper of the SOAR Office; and a June 2003 workshop held at the Kinishba Ruin on the White Mountain Apache Reservation, which was coordinated by the VT Program Coordinator, staff from the Flagstaff Areas, and Kevin Harper of the SOAR Office.

Blanding Workshop: The Blanding workshop continued to expand on the collaboration of the NPS and VT with the College of Eastern Utah, the Utah State Historic Preservation Officer, and the Utah State Archeologist in the development of a ruins preservation training program. The two successful workshops coordinated by Larry Nordby and the VT Program Coordinator with more scheduled in the near future, have gone a long way towards developing a comprehensive ruins preservation curriculum. Through efforts such as the Blanding workshops, we are moving towards development of a formal, competency-based NPS ruins preservation training program that is academically focused.

A November 2002 workshop was held to provide instruction on archeological and architectural documentation approaches on Ancestral Pueblo sites with architecture. This workshop built upon the first Blanding workshop that was held in March of 2002, and which focused on providing workshop participants with an overview of the preservation process.

Table 7- 2. Vanishing Treasures Management Team.

LEADERSHIP COMMITTEE

Glenn Fulfer, Superintendent, Salinas Pueblo Missions National Monument, **Chair**
John Lujan, Superintendent, El Malpais National Monument
Ann Rasor, Superintendent, Tumacacori National Monument
Larry Wiese, Superintendent, Mesa Verde National Park
Steve Whitesell, Superintendent, San Antonio Missions National Historic Park
Superintendent, Pacific West Region Park (Vacant)
Superintendent, Intermountain Region Park (Vacant)

Program Management

Todd R. Metzger, Flagstaff Area National Monuments, **Program Coordinator**
Margaret Rasmussen, Budget Analyst, Flagstaff Area National Monuments, **Program Budget Analyst**

ADVISORY GROUP

Dabney Ford, Chief, Division of Resources Management, Chaco Culture National Historical Park
Larry Nordby, Archeologist, Mesa Verde National Park
Judy Reed, Chief, Division of Cultural Resources Management, Pecos National Historical Park
David Yubeta, Exhibit Specialist, Tumacacori National Historical Park
Phill Wilson, Chief of Resources, Salinas Pueblo Missions National Monument
Preston Fisher, VT Structural Engineer, Mesa Verde National Park

DATABASE WORKGROUP

Al Remley, Archeologist, Flagstaff Area National Monuments, **Workgroup Leader**
Julie Bell, Archeologist, Mesa Verde National Park
Brian Culpepper, Archeologist, Navajo National Monument
Duane Hubbard, Tonto National Monument
Cynthia Williams, Archeologist, Mesa Verde National Park
Sayre Hutchison, Historical Architect,

Intermountain Support Office, Santa Fe
Terry Childs, Archeologist, Archeology & Ethnography Program WASO, Special Consultant
Dabney Ford, Chief, Division of Resources Management, Chaco Culture National Historical Park
Bob Hartzler, Exhibit Specialist, Intermountain Support Office, Santa Fe

CAREER DEVELOPMENT WORKGROUP

Phil Wilson, Archeologist, Salinas Pueblo Missions National Monument, **Workgroup Leader**
Adrienne Anderson, Archeologist, Intermountain Support Office, Santa Fe
Julie Bell, Archeologist, Mesa Verde National Park
John Crowley, Assistant Regional Director, Human Resources, Intermountain Region
Sayre Hutchison, Historical Architect, Intermountain Support Office, Santa Fe
Jim Kendrick, Archeologist, El Malpais National Monument

FUNDING WORKGROUP

The duties for this workgroup have been subsumed by the VT's Leadership Committee and Advisory Group.

GUIDELINES AND DEFINITIONS WORKGROUP

Todd R. Metzger, Flagstaff Area National Monuments, **Workgroup Leader**
Adrienne Anderson, Archeologist, Resource Stewardship Planning, Denver
Sayre Hutchison, Historical Architect, Intermountain Support Office, Denver
Larry Nordby, Archeologist, Mesa Verde National Park
Scott Travis, Superintendent, Canyon de Chelly National Monument
David Yubeta, Exhibit Specialist, Tumacacori National Historical Park

EXECUTIVE ADVISORS

Jim Bellamy, Chief, Cultural Resources Management, Intermountain Support Office, Santa Fe
Rodd Wheaton, Assistant Regional Director, Cultural Resources, Intermountain Region

Unfortunately, reorganization within the College of Eastern Utah resulted in delays in scheduling of future workshops after the November 2002 workshop. Resurgent plans called for Dale Davidson, recently retired from the Bureau of Land Management in the Monticello office, to spearhead the effort. Through Dale's efforts, resumption of this collaborative training program was begun with the scheduling of a third workshop that was held the last week in March of 2004. This workshop focused on conducting condition assessments, including structural assessment and surface finish (plaster) assessments. Other training courses that are being planned include: (1) tabular database development, electronic encoding of the data collected, and developing archivally stable records; (2) digitizing maps into AutoCAD™ and unit map assembly; and (3) preservation treatments, with a focus on fabric repairs.

The Blanding workshops have received a lot of attention in the press. Two articles were published in the Salt Lake City Tribune newspaper in January 2003. In addition, a 30 minute segment of NPR radio, Utah which was aired live in February 2003, was dedicated to the workshop and the Vanishing Treasures Initiative.

Larry Nordby and the staff at Mesa Verde deserve a lot credit for the success of the workshops and the continued collaboration with the College of Eastern Utah. The individuals specifically involved in the November 2002 workshop included: Joel Brisbin, Don Corbiel, Cynthia Williams, Rebecca Carr, Greg Munson, Christy Garrou, and Laura Martin. No doubt we would have not seen the success that we have without the efforts of these individuals. An update on the March 2004 workshop will be presented in our FY 2004 year end report.

Tonto Workshop: In May of 2002, SOAR archeologist Kevin Harper began discussions with Tonto National Monument staff Mickey Estrada, Eddie Colyott and Shirley Hoh to see if the park would be interested in holding a preservation workshop in architectural documentation and ruins condition assessment at their park. With support from the park staff and superintendent Lee Baiza, it was decided that the workshop would be held at Tonto 85A-39, a small alcove ruin situated near the park's eastern boundary.

There were several reasons for choosing this site. Beyond its not receiving a lot of attention in the past, it has standing architecture and remnants of several rooms, and the site had not been re-assessed since it was first recorded in 1985. In addition, the site could be easily accessed with a short hike and there were enough rooms in the structure that we could divide attendees into manageable groups.

The weeklong workshop commenced on December 9, 2002 with the participants engaging in scaled floor plans and elevation drawings, photography, and filling out architectural condition assessment forms for 4 rooms and 2 open areas. For most of the preservation staff this was the first time that they had attempted this type or level of documentation. The workshop followed guidelines for documentation found in the *Vanishing Treasures Guidelines*.

With support from superintendents from most of the parks in southern Arizona, it was possible to bring together most of the preservation staff from these parks to participate in

the workshop. Participants included Ruben Ramirez and Alex Contreras, from Montezuma Castle/Tuzicoot National Monuments, Phil Tapia, and Fernando Nunez from Fort Bowie National Historic Site, and Larry Stewart from Casa Grande ruins National Monument. Also, in attendance from the White Mountain Apache Tribe preservation staff was Mark Altaha, Michael Fish, Demsey Quintero, and Mark Antonio, and Greg Kleppinger from the Harper's Ferry Historic Preservation Training Center. Other participants included Jan Harper, Interpretive Ranger at Tonto National Monument, and Leslie Newkirk, curator at Keweenaw National Historic Park. Instructors for the project were Ron Beckwith, Eddie Colyott, and Kevin Harper.

This workshop was viewed as a great success in that it demonstrated the participant's ability and willingness to accomplish work related to architectural documentation. For many of the participants, this was their first exposure to this type of documentation. The participants were able to completely document the site during the workshop. Because of this work the park now has baseline information regarding the architectural remains at Tonto 85A-39 that can be used to monitor the site, and better understand the layout and prehistoric occupation of the alcove site. Hopefully, the information will add to the growing knowledge of Salado architecture in the uplands surrounding the Roosevelt Basin and facilitate future preservation efforts.

Kinishba Ruin Workshop: The Kinishba Ruin workshop represents an ongoing collaboration between the National Park Service, Tribal Historic Preservation Officer John Welch and the Whitemountain Apache Tribe, and Professor Barbara Mills of the University of Arizona, Anthropology Department. The workshop focused on addressing the documentation and treatment needs of the Kinishba Ruin, a National Historic Landmark, and the training of tribal, NPS staff, and upper division university undergraduates in the methods and techniques of the ruins preservation process. For tribal staff this presented an opportunity to acquire skills to address the preservation needs of Kinishba ruins on regular basis and to use these skills on similar sites through the Whitemountain Apache Reservation. For the university students the workshop represented an integrated component of the University of Arizona's Archeological Field School, one of the oldest and most respected archeological training programs in the United States. It exposed the students to the overall principles of the ruins preservation process and provided an understanding of the legal mandates that guide the process. For the NPS staff the workshop provided a refresher for seasoned veterans and exposed newly hired staff to the overall ruins preservation process, plus it gave all of the NPS staff the opportunity to serve as mentors to tribal staff and university students as well, and the opportunity to share their experience and skills in the preservation process. The workshop consisted of several short training sessions (abbreviated classroom and hands-on) that covered all aspects of the ruins preservation process from planning to actual implementation. Five basic components were covered that included the following:

Management/Planning. Determination and assessment of effective preservation strategies based on the significance and integrity of the resource and the managing agency's determination of appropriate use of the resource. Issues discussed included compliance needs and requirements,

developing scopes of work and research designs, determination of preservation strategies and treatment priorities, and the purpose and intent of a Preservation Plan.

Assessing Resource Condition. Developing an understanding of the various levels of assessment required. Determining the various disciplines that should be involved in the assessment process. Identifying the various resource materials that require assessment (i.e., stone masonry, mortar, plasters, etc.). Determining the rates and intensities of deterioration that are impacting a site and understanding the preservation problems. Evaluating prior treatment efforts that have contributed to the site's existing condition. Developing recommendations for treating the site. Developing scopes-of-work.

Documentation. Developing an understanding of the purpose and need for completion of an appropriate level of documentation of a site targeted for preservation treatment. Understanding the various types of documentation that can or should be used. Determining the appropriate level of documentation based on resource significance, integrity and the purpose and intent of the project.

Treatment. Developing an understanding of the types of treatment that will be implemented, including the involvement of discipline specialists. Developing and understanding the various materials that can be used in the treatment process and their appropriateness. Implementation of selected preservation techniques including the treatment of masonry walls, roofing members, backfilling and surface contouring, vegetation and wildlife management, and the removal of incongruous materials. Understanding the purpose and techniques for making repairs that emulate the existing historic or original fabric.

Maintenance and Monitoring. Understanding the need for regular monitoring and maintenance actions. Developing appropriate monitoring formats and determining appropriate monitoring intervals and maintenance frequencies.

The Kinishba Workshop owes a great deal of its success to the individuals involved in the coordination of the workshop and those individuals that served as instructors. They include John Welsh, Barbara Mills, and Kevin Harper, and Flagstaff Area personnel Al Remley, Lyle Balenquah, Lloyd Masayumptewa, Ian Hough, and Bernie Natseway.

Mexico Workshop/Symposium: On September 4, 5, and 6, 2003, earthen architecture specialists from the United States and Mexico gathered in Janos Chihuahua Mexico to conduct field assessments and evaluations on the presidio church of San Felipe y Santiago de Janos and the mission church of San Juan de Janos. The workshop was organized by David Yubeta and attended by a number of VT personnel from Chaco Canyon. The main theme of this symposium was to bring together architects, masons, archeologists, planners and the municipal government of Janos for the purpose of planning for the future preservation of these two important missions. Represented were the National Park Service, Cornerstones Community Partnerships, Arizona SHPO James Garrison as well as Instituto Nacional de Antropología e Historia - National Institute of Anthropology and History (INAH) sub director Teresa Loera Cabeza de Baca, INAH-Chihuahua director Elsa Rodriguez Garcia as well as historical architects, archeologists, and members of Universidad Nacional Autónoma de México- National Autonomous University,

Mexico's foremost preservation university. After three days of study and presentation of papers, these two Mexican missions were added to the list of 50 missions in the state of Chihuahua that would receive funding to repair and conserve the architecture. A long range plan was submitted to assist and advise the municipality of Janos on the best methodologies to conserve the site and architecture.

Apprenticeship/Mentoring: The training of VT staff through apprenticeship and mentoring is a regular occurrence, and is a form of training that is being used on a more frequent basis primarily due to the increase in VT staff that are available to provide the training. Apprenticeship and mentoring occurs in a variety of forms. This includes working with the requesting staff at their duty station, providing consultation, and assistance in project implementation, or having the requesting staff work at the mentor's duty station for a specified period of time. One of the unique aspects in the build up of the VT workforce, is that there is an increase in the pool of talent that can provide assistance to parks in need. Because of this, we are also seeing an increase in the requests for assistance because we are getting folks on board that fully understand their job responsibilities and can focus specifically on them. Within the VT Program, apprenticeship and mentoring is becoming one of the most efficient and economical ways to gain experience and receive training. This form of training, coupled with the more formal workshops that are available, is serving to provide VT employees with a number of outlets that will enhance their knowledge, skills, and abilities. As a result, this will increase their productivity and enhance their ability to be responsive to the requirements and demands of their jobs.

Vanishing Treasures Conference

Regrettably, the proposed Vanishing Treasures Working Conference that was scheduled for the week of November 18, 2003 at San Antonio Missions had to be cancelled. Again, the issue of travel restrictions played into this decision. However, due to the commitment from the Regional Director's office to ensure the VT Conference was listed as the top priority request for conferences in FY 2004 that were submitted to Washington for approval, we received permission to hold the conference and have rescheduled it for the week of June 14th 2004. San Antonio Missions has once again agreed to host the conference, and hopefully by this time next year, we will be reporting on the successful outcome of the Conference.

Everyone involved in VT needs to know that the VT Leadership places great value in the annual conferences. They serve as a forum where we can bring together all of the individuals that have been hired through VT, and those individuals that have direct involvement in the ruins preservation process, to discuss and resolve issues of common interest and concern. We are also painfully aware of some of the communication issues that have arisen because we have not been able to get together since October of 2001. We have also seen issues arise that relate to the hiring of personnel, project implementation, and other technical and administrative issues, that perhaps could have been headed off or at least discussed had we had the opportunity to hold a conference over the last couple of years. Nonetheless, we are hopeful that the upcoming conference will give us the opportunity to do some much needed catching up and provide the opportunity to address many of the issues that have arisen.

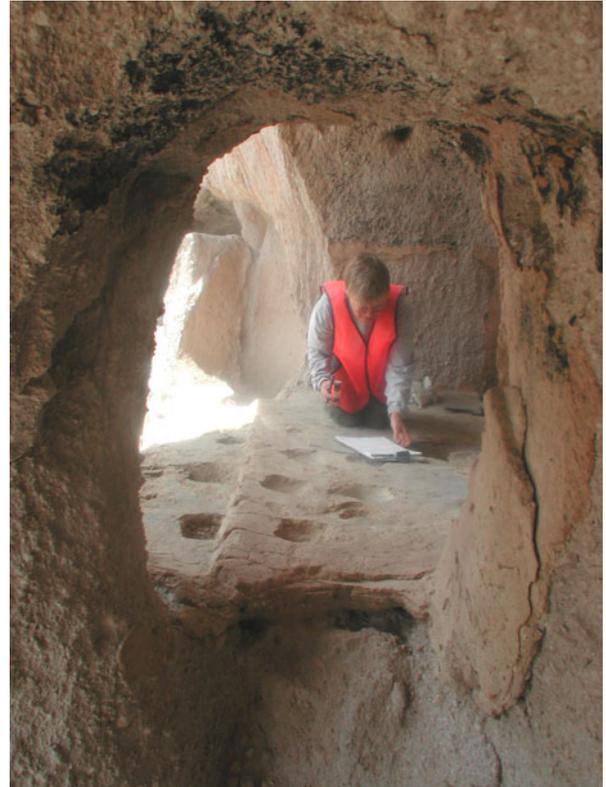
Funding Workgroup

As noted in the previous year end report, the efforts of this workgroup have primarily been handled by the VT Leadership Committee. Similar to last year, efforts in FY 2003 focused on securing and maintaining a funding source specifically dedicated to VT, and providing updates on the status and accomplishments of the Initiative to the National Park Service Washington Office staff and various Congressional members and their staff. Clearly, these efforts have raised the level of awareness of the Vanishing Treasures Program, and have worked to put into place the appropriate mechanisms to help insure consistent and increasing levels of funding over the next 10- 15 years.

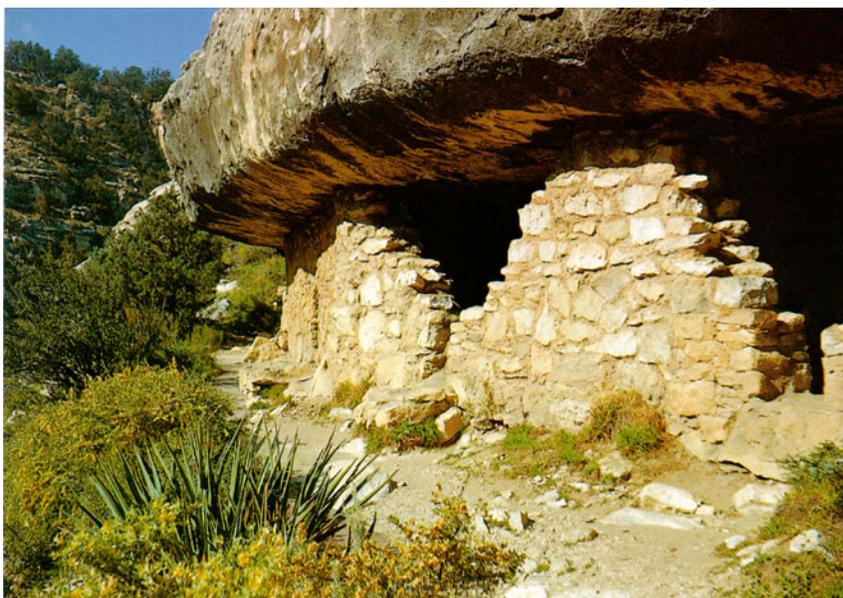
Guidelines and Standards Workgroup

We have very little to report on the finalization of the VT Ruins Preservation Guidelines. They are still in draft format, but nonetheless serve as the document by which all VT activities are guided. Please make sure that you use the guidelines as a template for implementing any and all aspects of your parks ruins preservation program. A copy of the draft document is posted on VT's Web Page, and distribution of hard copies has been made to all VT parks and all interested individuals. The Web Page copy is an Adobe Acrobat file that is downloadable and is in a printable format. Please feel free to contact VT's Program Coordinator should you have any questions regarding the guidelines, or are having trouble accessing the Web page version.

We are continuing to work towards the production of the final guidelines. It is our hope that a draft final version will be distributed to all VT parks for review and comment sometime before the end of calendar year 2004. It is expected that partner and stakeholder review will occur during the late winter or early spring of 2005. If this time-line can be maintained, it is expected that a final document will be available by the middle of the summer of 2005.



Kathy Fiero documenting a cavate at Bandelier National Monument, NM.



The 9 Room Site, a twelfth century ancestral Puebloan cliff dwelling at Walnut Canyon National Monument, AZ.

Vanishing Treasures Database

ASMS Main Edit VT Data : Form

Summary Admin Locate Culture Mgt Status NR/NHL Remarks Local Data Images LCS Data NRIS Data VT Data

VT Resource Type: Native American (11-100 Rooms)

Primary Fabric: Stone

Overall Condition: Fair Date: 1998.08.10

Overall Threat: Low

Site Setting: Open

Vertical Area (sq ft): 1662 E

Floor Area (sq ft): 0

Roof Area (sq ft): 0

Linear Length (ft): 475 E

Remarks
Data comes from previous evaluation. Needs additional field measurements.

Rank	Threat
1	Environment/Weather
2	Visitation
3	Vandalism

Record: 1 of 3

Needs/Actions	Status
Condition Assessment	Needed
Monitoring	In Progress
Spec Treat, Study, Mtl Rsch	Needed
*	

Record: 1 of 3

Main Screen Browse Screen

WUPA00355.00 355

Screen shot of the Vanishing Treasures database data entry screen from the Archeological Sites Management Information System (ASMIS) database.

VANISHING TREASURES

