

VANISHING TREASURES: A LEGACY IN RUINS
Ruins Preservation in the American Southwest

LONG RANGE PLAN

January 1998
(Revised March 1998)



Keet Seel Ruin, Navajo National Monument

A ruins preservation program is essential to provide a last defense against the loss of these tangible symbols of America's heritage. An effective program can preserve the integrity, information and special meanings that these places hold for this and future generations

National Park Service
Intermountain Region

VANISHING TREASURES

LONG-RANGE PLAN

INTRODUCTION

After 20 years of inadequate funding, backlogged treatment needs, and a lack of information on condition, thousands of prehistoric and historic ruins at 38 National Park Service units in the arid west are threatened with severe deterioration and collapse. These architectural resources, some of which are World Heritage sites, are important to our national heritage, and hold significant meaning for a number of traditional communities as well. In addition, only a few highly skilled preservation craftspeople are employed in the National Park Service today, and many of these are retiring after 30+ years in the service. The lack of funding has prevented their specialized knowledge from being passed on to a new generation of craftspeople.

“Vanishing Treasures: A Legacy in Ruins” is a grass-roots initiative designed to address both the devastating destruction of these irreplaceable historic and prehistoric structures as well as the impending loss of preservation expertise. The Vanishing Treasures (VT) Initiative seeks an increased level of funding support for preserving these structures and providing for the training and development of preservation specialists. Although the duration of the Initiative depends upon the volume of dollars authorized by Congress each year, it is estimated that supplemental Federal funding over a 13-year period will eliminate or greatly reduce the backlog for these structures.

Three primary thrusts define the VT Initiative. First, 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. Secondly, the Initiative focuses on replacement of an aging workforce that often has unique craft skills that will be lost without the addition of new, often younger workers who have the opportunity to work with these aging mentors prior to their retirement. Third, throughout its lifespan, the Initiative would move from a posture of dealing with emergency projects and urgent personnel loss into a proactive 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.

This long-range plan seeks to achieve the Vanishing Treasures goals outlined above through the implementation of the following four action items: 1) develop a comprehensive computerized data management system, 2) establish adequate funding levels to achieve specific goals, 3) enact a career development and training program, and 4) establish clear guidelines for planning and accomplishing preservation actions. A summary of these action items, including Tables 1, 2, and 3 that provide a breakdown of funding projections and costs for backlogged projects and career development and training needs, are presented below.

DATA MANAGEMENT SYSTEM

The VT Database Workgroup was established to implement the goals outlined in the 1995 VT Strategic Plan. All of the goals related to the database section of the strategic plan are focused on providing data to serve as a basis for accurate and defensible budget requests. The workgroup targeted four goals: 1) develop a standardized system to measure inventory and condition assessment, accomplishment, materials and labor costs, and deferred workload, 2) develop an electronic method for submission of the resource 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, 3) develop a system to prioritize funding requests, 4) coordinate and/or develop a management system to aid in planning work and tracking accomplishments.

Goal 1: Develop a standardized system to measure inventory and condition assessment, accomplishment, materials and labor costs, and deferred work load. Work on this goal was started in 1996 with the completion of the first inventory and condition assessment call for VT parks. Thirty-five of the forty-one solicited parks responded. The data compiled in the call identified the broad range of information about the resources. The data are presented in the Preliminary VT Database Summary Report. The data provided valuable initial information about the status of VT resources and clearly identified how much we don't know about some of the resources. Currently the workgroup is preparing for a second Inventory and Condition Assessment call that is to be distributed in February of 1998.

Goal 2: Develop an electronic method for submission of the resource data gathered in goal one and work toward interfacing related software systems. Toward achieving this goal, the workgroup is coordinating efforts with the Washington Office, Division of Cultural Resources to develop software that will allow interface between related databases. The software will facilitate inventory and condition assessment data submissions and sharing of data from the List of Classified Structures, Archeological Sites Management Information System and the VT databases. We anticipate the software will be ready for distribution in February of 1998, in conjunction with the inventory and condition assessment call.

Goal 3: Develop a system to prioritize funding requests. This goal has been completed through the conversion to the SEPAS processes and utilization of the VT Advisory Group. The VT Program Agent is continuing to revise the prioritization criteria.

Goal 4: Coordinate and/or develop a management system to aid in planning work and tracking accomplishment. This goal has been revised following consultation with park resource managers. This goal was directed at tracking key management elements to support budget requests and definitively measure accomplishment and deferred workload. Currently there exists a diversity of management systems in the cultural resource field; managers are not receptive to converting to one standardized system. We have adjusted the goal toward implementing standardized tracking elements that parks can annually submit in any software format. The workgroup will then compile and format the data.

FUNDING

The backlog of preservation work that the Vanishing Treasures Initiative seeks to correct has accumulated over twenty-plus years of inadequate and non-cyclic funding programs. At this time, most parks are doing only emergency work to protect deteriorated infrastructures and dangerous conditions. The longer this work is put off, the more expensive the final costs are going to be.

The funding program presented below, and summarized in Table 1, is based on a model using condition and preservation costs at Salinas Pueblo Missions National Monument in New Mexico. The conditions at Salinas are typical of conditions at other sites represented in the VT Initiative and can be extrapolated to reflect the funding needs at all 38 VT park units. The model is based on a time and cost relationship needed to achieve zero resources in poor condition, and incorporates build-up of crews and training, planning and documentation, and exponential savings achievable through up-front funding and high levels of work accomplishment.

For estimating purposes, the dollar amounts shown in Table 1 are based on the costs and accomplishment levels associated with fabric treatment. In reality, other types of treatments such as architectural documentation, backfilling, erosion control, fencing and so on may be more appropriate for a particular project. The accomplishment rate is calculated at 1280 square feet/day, with a work season of 160 days per year. Material costs are included with labor costs for a total of \$30,000 per year. The dollar amounts are based on personnel costs for Maintenance Worker WG 5/5 positions and include materials at 1997 costs. The projections do not contain inflation adjustments.

Repairs to fabric in fair condition cost approximately half as much as repairs to fabric in poor condition. As noted in the Table, at year seven, costs begin to decrease as more structures are brought up to a maintainable level. By year 12, park units with less than 20,000 square feet of architectural resources have met their backlog and can function adequately on routine cyclic maintenance. A similar scenario can be projected after year 13 for those units with greater than 20,000 square feet of architectural resources. Therefore, as the funding cycles detailed in the plan are completed, it is vital that cyclic programs are in place to maintain the resource in stable condition and prevent a reoccurrence of the backlog and detrimental conditions we are currently experiencing.

The annual funding amounts listed will serve as the upper limit for the program budget. Park projects will continue to be submitted and compete in the Special Emphasis Program Allocation System.

Table 1. Projected Costs to Improve Condition of Poor Ruins at VT NPS Units

Year	1	2	3	4	5	6	7	8	9	10	11**	12	13	Totals
Size of VT Resource * Park Size	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	13 Years
Small (13 Parks)		50,000 650,000	50,000 650,000	70,000 910,000	75,000 975,000	75,000 975,000	70,000 910,000	50,000 650,000	15,000 195,000	10,000 130,000	10,000 130,000	0 (Cyclic)	0 (Cyclic)	475,000 6,175,000
Medium (16 Parks)		100,000 1,600,000 0	150,000 2,400,000 0	200,000 3,200,000 0	200,000 3,200,000 0	200,000 3,200,000 0	200,000 3,200,000 0	200,000 3,200,000 0	150,000 2,400,000 0	100,000 1,600,000 0	50,000 800,000	50,000 800,000	25,000 400,000	1,625,000 26,000,000
Large (9 Parks)		200,000 1,800,000 0	250,000 2,250,000 0	300,000 2,700,000 0	300,000 2,700,000 0	300,000 2,700,000 0	300,000 2,700,000 0	300,000 2,700,000 0	300,000 2,700,000 0	250,000 2,250,000 0	200,000 1,800,000 0	150,000 1,350,000 0	100,000 900,000	2,950,000 26,550,000
Annual \$ Totals	497,000	4,050,000 0	5,300,000 0	6,810,000 0	6,875,000 0	6,875,000 0	6,970,000 0	6,550,000 0	5,295,000 0	3,980,000 0	2,730,000 0	2,150,000 0	1,300,000 0	59,382,000

*
 Small = Park units with less than 20,000 square feet of VT Resources n = 13 Parks
 Medium = Park units with 21,000 to 99,000 square feet of VT Resources n = 16 Parks
 Large = Park units with more than 100,000 square feet of VT Resources n = 9 Parks

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 NOTE: Delaying full implementation of the VT Initiative will alter costs and time required for the Initiative.

CAREER DEVELOPMENT AND TRAINING

One key objective in the Vanishing Treasures Initiative is the augmentation and replacement of an aging workforce before those employees retire and the decades of experience that they have gained is lost. A subsidiary issue is the incorporation of a new package of skills into that workforce, such that new employees would learn from experienced workers and be introduced to advances in site preservation, especially in the area of documentation. Ultimately, the ideal worker will in many cases have hybrid abilities that link masonry repair with technical documentation skills. The following goals support that objective: 1) competitively convert temporary employees having preservation responsibilities and skills, and 2) create an intake program associated with preservation skills and hire new trainees emanating from this program.

Goal 1: Competitively convert temporary employees having preservation responsibilities and skills. Generally, this conversion is needed many preservation workers are being repeatedly rehired as temporary employees because ONPS base dollars to place them into permanent status are absent. Because only relatively few individuals have the experience and skills needed to do the work, these employees have been repeatedly hired when project funds become available. As a result, these individuals do not obtain employee benefits as others in the Federal work force, often in spite of working for many years on similar or identical projects. Furthermore, their skills are lost if they accept other kinds of work, leaving the Service with no skilled replacements.

Goal 2: Create an intake training program associated with preservation skills and hire new trainees emanating from this program. The intake program will cast the recruitment net widely enough to attract promising students or workers who already possess similar skills to those needed and therefore have aptitude, but whose knowledge must be refined to emphasize the site preservation function. Examples might include anthropology students, especially those having ancestry that links them with these resources, or archeologists who have documentation experience in areas other than site preservation.

Whether accessed by competitive conversion or intake program, these individuals would be trained by 1) mentoring with acknowledged and highly proficient employees, 2) creating an active interface with academia to produce a foundation for the kinds of employees needed to do this specialized work, and 3) periodic workshops designed to refresh skills and introduce new ones, bridging the gap between old guard workers and academically trained students.

Estimates from the field indicate that the VT personnel and related workload deficits could be eradicated if approximately 25-30 positions are converted 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 will augment the existing workforce, although it should be remembered that many of the most skilled and experienced workers will be retiring before the next decade is completed.

Additional information on each goal is as follows:

Goal 1: Competitive Conversions:

Under this program, employees who have held repeated temporary positions would be allowed to compete as part of a permanent recruitment action for the same position that they had previously encumbered, following all required recruitment parameters. Funds from the Initiative would be permanently transferred to park ONPS base if the recipient park has such employees. This will be done on a prioritized basis, over the course of the first part of the Initiative, whenever possible, with the intention of supplying the employees with the opportunities to obtain benefits when the ongoing workload is such that a permanent position is warranted. The training method for such employees is refresher workshops, augmented by mentoring in appropriate cases.

Table 2. Conversions

Year	No. of Conversions	Salary Costs	Training Costs	Total Costs	
1	1998	6	218,000	24,000	242,000
2	1999	6	300,000	24,000	324,000
3	2000	6	300,000	24,000	324,000
4	2001	6	300,000	24,000	324,000
5	2002	6	300,000	24,000	324,000
Total	5	30	1,418,000	108,000	1,538,000

Goal 2: Intake Trainee Program:

Under this program, recruitment would take two directions. One is to work with wage grade or general service employees to focus their skills toward ruins preservation. Each park would competitively select individuals, and it is anticipated that beginning, intermediate, and advanced trainees would be involved because of the various skills levels that might be available.

The second direction is to recruit trainees from among the ranks of academia. In the past, this method has not been used to any great degree, primarily because university professors themselves do not have the relevant background, and because there has been no career opportunity in site preservation. This program would utilize memoranda of agreement with universities and other organizations to attract the best students into this area, in some cases by transforming college curricula. An ancillary benefit of this approach is the ability to target minority students having historical or ancestral ties to VT resources.

As summarized in Table 3, the proposed intake training program calls for one month of focused training for each of the first three years. Other employment months would be spent working normally on the resources of each park.

Table 3. Craftsperson

Year	No. of 1 st year Craftsperson Intakes	No. of 2 nd year Craftsperson Intakes	No. of 3 rd year Craftsperson Intakes	Salary Costs	Training Costs	Total Costs	
1	1998	4		175,000	16,000	191,000	
2	1999	6	4	300,000	24,000	324,000	
3	2000	12	6	4	600,000	48,000	648,000
4	2001	12	12	6	600,000	48,000	648,000
5	2002	12	12	12	600,000	48,000	648,000
6	2003	6	12	12	300,000	24,000	324,000
7	2004	6	6	12	300,000	24,000	324,000
8	2005	6	6	6	300,000	24,000	324,000
9	2006	3	6	6	150,000	12,000	162,000
10	2007		3	6			
11	2008			3			
Total	11	67			3,325,000	268,000	3,593,000

*Costs for any given year are calculated on first year craftsperson salaries and training only.

The proposed professional intake training program calls for an identical degree of training for each of the first three years

for beginning level trainees, a month for each of the first two years for intermediate trainees, and a month for only a single year for advanced trainees, with work carried out at the parent park the rest of the time. These individuals would all be hired within the first five years of the Initiative, so that they could quickly get on line with project work.

Under this scenario, it is more difficult to specify a schedule, but Table 4 approximates a prediction.

Table 4. Professional Staff

Year		No. of 1 st year professional staff intakes*	No. of 2 nd year professional staff intakes	No. of 3 rd year professional staff intakes	Salary Costs	Training Costs	Total Costs
1	1998	1			60,000		60,000
2	1999	10	1		500,000	40,000	540,000
3	2000	12	10	1	600,000	48,000	648,000
4	2001	12	12	10	600,000	48,000	648,000
5	2002	10	12	12	500,000	40,000	540,000
6	2003	8	10	12	400,000	32,000	432,000
7	2004		8	10			
8	2005			8			
Total	8	53			2,660,000	208,000	2,868,000

*Costs for any given year are calculated on first year professional intake salaries and training only.

VANISHING TREASURES GUIDELINE AND PROGRAM MANAGEMENT

The Vanishing Treasures Guidelines Work Group was established to develop an understandable definition of ruins preservation, the ruins preservation process and the types of resources that would be affected or included in the VT Initiative. This Work Group was also charged with the responsibility of developing guidelines to provide consistency in strategy and technical application in the ruins preservation process and provide the framework for development of a ruins preservation program.

Pursuant to this goal, the following discussion outlines the overall programmatic functions of the Vanishing Treasures Initiative.

Overall Program Management and Administration:

The VT Management Team is comprised of three integrated components. Each component of the team has specific role and functions as designed by the *Vanishing Treasures Strategic Plan* and more detailed workgroup statements as summarized below. Fundamentally, the management team is responsible for guiding the direction of the Initiative, 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.

- Steering Committee. This committee is composed of seven individuals – Chairman (superintendent, similar to CLC head), 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.
- Advisory Group. Originating from the four work groups of technical specialists, the Advisory Group is composed of seven individuals representing VT parks. The Group serves in an advisory capacity to the

- Steering 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
- Program Agent. This position provides overall program coordination and day to day management of the VT program. The Program agent reports directly to the Chairman of the Steering Committee and works in conjunction with the Advisory Group. Workgroups can be brought together to address specific programmatic functions outlined below.

Continued Enhancement of Ruins Preservation Standards and Guidelines:

- During the lifespan of the VT Initiative, there will no doubt be many modifications to the Standards and Guidelines outlined at present. These modifications will presumably enhance and clarify the inventory, analysis, and treatment of prehistoric/historic ruined structures while at the same time improving our understanding of both architectural systems and preservation dynamics in arid zones of North America.

Project Oversight and Support:

- Outside of those responsibilities noted above, perhaps the most important function for program management is in terms of project oversight and park-based program support. In terms of oversight, this means ensuring that specific projects meet Secretary of the Interior, NPS, and VT standards and guidelines. Oversight will be the responsibility of both the Advisory Group and the Program Agent. Specific responsibility revolves around ensuring that adequate resources - fiscal, professional, and logistical - are available to successfully carry out Vanishing Treasures projects. Furthermore, this responsibility extends to overall park-based program development wherein the insertion of both project dollars and dedicated personnel will enhance a park's ability to develop an integrated ruins preservation program.

Research:

- While detailed site-specific research will inherently be the responsibility of individual parks and project managers, there are research questions relevant to the overall program. These questions primarily concern what we can learn about the dynamic character and practice of ruins preservation as well as the history and evolution of prehistoric through historic architectural systems across arid North America. Without such a focus, the VT Initiative will lose an invaluable opportunity to contribute professionally and intellectually to the pursuit of historic preservation on both a national and international scale. Therefore, the program will encourage thematic and analytical investigations, primarily but not exclusively carried out through park-based efforts, designed to improve preservation methods and strategies.

Management of Program Automated Database:

- Goal A of the *Vanishing Treasures Strategic Plan* identified the need for an automated management system built on a comprehensive preservation database. After considerable experimentation, a final data base design focused on site specific preservation data of diverse architectural resources provides a flexible tool for inventorying, assessing, and tracking cultural resources eligible for Vanishing Treasures projects. Responsibility for maintaining and periodically updating the database rests with both individual park-based projects and the Program Agent for comparative purposes.

Management of Program Archives:

- Planning documents, progress reports, meeting notes, etc. represent the program history of the Vanishing Treasures Initiative. In addition, as the program evolves, a vast array of information will be generated on a project by project basis. All of this material – whether the result of individual park or overall program efforts – will require archival management to ensure continuity, accountability, and documentation of program decision-making. While each park involved in the VT Initiative should establish procedures defined through the *Cultural Resource Management Guideline* and *Museum Handbook* for handling project archives, overall program archives will be managed by the Program Agent in conjunction with an appropriate collections

- repository.

Management of Collections:

- Expanding beyond archival materials, ruins preservation projects also generally collect samples of construction materials (e.g., stone, mortar, wood, etc.), architectural fragments, and in rare instances examples of deteriorating fabric (e.g., insect damaged wooden components). As with archival collections, these materials require management according to guidelines established in the *Museum Handbook* and numerous technical bulletins. In particular, ruins preservation programs should incorporate collection management strategies, including cataloging and appropriate long-term storage, into all VT projects. In light of the limitations of most park-based repositories, and the potential scale of collections, this requirement may necessitate establishing central repositories for VT architectural collections. The program agent will be responsible for assisting park-based projects with collection management issues.

Compliance with National Historic Preservation Act:

- Regardless of size or complexity all VT projects will require review for compliance with Section 106 of the National Historic Preservation Act (see *Cultural Resource Management Guideline* and *1995 Draft IMFA Technical Assistance Manual: Compliance with Section 106 of the National Historic Preservation Act*). While park Superintendents are ultimately responsible for NHPA compliance, the Program Agent will provide the parks with assistance and guidance in the completion of required documentation.

Consultations:

- Virtually all of the buildings identified for treatment under the VT Initiative – whether they are associated with American Indian, Hispanic, or Euroamerican populations – hold significance and meaning to their surrounding communities, regions, and the nation as a whole. Consultations at each stage of the preservation process will expand our view of both significance and what types of preservation treatments are ultimately acceptable. The VT Management Team will establish and monitor a consultation process wherein all interested parties have the opportunity to comment and illuminate preservation planning and practice.

Training and Professionalization:

- As discussed in Goal B of the *Vanishing Treasures Strategic Plan*, continued professionalization through training, alternative work experiences (e.g., apprenticeships), and attendance at professional meetings is critical to the success of the VT Initiative and the long term future of ruins preservation. Without access to innovative practices in building conservation and an environment responsive to experimentation, the lessons learned through the VT Initiative will not survive. Therefore, one of the most important functions for the management team and program agent specifically will be the development and maintenance of a training effort wherein those most experienced in ruins preservation, coupled with more formalized educational opportunities, may provide instruction and support.

Partnerships:

- Critical to the success of the VT Initiative will be the active support and involvement of diverse partners: academia; other State, Federal, and Tribal agencies; preservation centers; national organizations (e.g. NPCA and National Trust for Historic Preservation); adjacent communities; friends groups; and private individuals (Goal C, *Vanishing Treasures Strategic Plan*). Incorporating partners at all stages of preservation planning, treatment, and monitoring will help accomplish the short and long-term objectives of the Initiative. The VT Management Team, in conjunction with park-based efforts, will both encourage and cultivate partnerships at all levels

Designing an Integrated Ruins Preservation Program:

- The ultimate goal of the Vanishing Treasures Initiative is the establishment of a fully integrated ruins preservation program in all VT parks. These programs should provide continuity in preservation planning

- and practice, be able to conduct a comprehensive range of preservation functions including documentation and treatment, and incorporate the capabilities of both NPS and partner organizations. To achieve this requires linking park and center-based capabilities (some of which are already in place) with the partner organizations noted above in such a fashion as to maximize preservation efforts and minimize program redundancy. Therefore, the VT Management Team will promote the effective articulation of preservation capabilities by enhancing extant cooperative efforts and building new program linkages wherever possible.

Development of an Interpretive Prospectus:

- While each park involved in the VT Initiative maintains an active interpretive program for park visitors, few have explored the possibility of developing an interpretive theme based on NPS preservation efforts. To remedy this situation, and provide an overall perspective on the development and progress of the Vanishing Treasures Initiative, an *Interpretive Prospectus* detailing both fixed and interactive exhibits will be developed. One particularly effective interpretive tool would be the development of a VT Website that would provide synoptic overviews of ongoing projects, educational opportunities, funding efforts, and overall objectives of the Initiative. With this in mind, the VT Management Team will identify a workgroup with the requisite skills to design and implement a NPS Vanishing Treasures website capable of disseminating information to diverse audiences.

Information Management:

- The management of what will invariably be large amounts of information is one of the more difficult tasks facing the Vanishing Treasures Initiative. To adequately address this need will require distributing information regarding preservation methods, case studies, and theory in a systematic manner. Examples of the way in which information may be disseminated to those involved in ruins preservation include:
 - 1) **Technical Notes Series** – designed to address practical developments in preservation practice or case studies in a synoptic fashion.
 - 2) **Formal Publications Series** – designed for large, full-scale reports such as Historic Structures Reports, Historic Resource Studies, thematic studies, etc.
 - 3) **Annual Report** – designed to report in a concise manner the activities of the Vanishing Treasures Initiative on a year to year basis.
 - 4) **Workshops** – designed to communicate technical aspects of preservation practice from the standpoint of actual field experience.
 - 5) **Professional Meetings** – Annual meeting designed to bring together those individuals actually involved in preservation planning, documentation, and treatment programs.

VANISHING TREASURES AND THE GOVERNMENT PERFORMANCE AND RESULTS ACT (GPRA)

Documentation and preservation work conducted through this program are being structured within the framework established by the National Park Service Strategic Plan (1977), the National Park Service Cultural Resources Strategic Plan (draft 1997), and individual park strategic plans to ensure effectiveness and accountability of the Initiative. Similarly, the personnel management and training aspects of the program are being designed to address aspects of these various Strategic Plans. As a result, projects and programs completed under the Vanishing Treasures Initiative will facilitate park accomplishment of their goals and aid reporting under GPRA.

Mission Goals:

The Vanishing Treasures Initiative will result in information and products that will be used by parks to help address their long term resource management and preservation objectives. Specific goals, from both the National Plan and Cultural Resource Plan, that will be addressed are enumerated below. Individual Vanishing Treasures parks have identified specific goals that fall within these categories:

GOAL CATEGORY I. PRESERVE PARK RESOURCES

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

By September 30, 2002, 50% of parks will have a professionally-supported program in place to inspect and monitor all known cultural resources.

By September 30, 2002, 50% of all structures listed in the List of Classified Structures will be in good condition.

GOAL CATEGORY IV. ENSURE ORGANIZATIONAL EFFECTIVENESS

A. NPS appropriately applies sustainable practices to cultural resource management.

By September 30, 2002, all treatment projects on historic structures will incorporate sustainable practices to the extent that they do not compromise the Secretary of the Interior's Standards.

B. NPS is a responsible, efficient, and accountable organization with all systems integrated to enhance productivity and cost effectiveness.

By September 30, 2002, 90% of projects supported by cultural resource funds will meet target dates and objectives and be completed within budgets.

By September 30, 2002, substantial progress will be made in linking and providing access to cultural resource data.

C. NPS employees are motivated and outcome-oriented, working together in efficient and effective ways. They are representative of the national workforce. All employees are fully trained to ensure their professionalism and support of the NPS mission.

By September 30, 2002, all cultural resource professionals in the NPS will meet the Secretary of the Interior's Professional Qualification Standards or other applicable standards in the disciplines for which their position has been classified.

By September 30, 2002, all employees who work with cultural resources are afforded annual opportunities for training and professional development.

Expected Outcomes

Efforts under the Vanishing Treasures Initiative will result in a number of products, or Outputs, that, while in themselves are extremely useful to resource preservation efforts, will foster increased awareness and understanding of the resources, of their preservation needs, and of appropriate measures for their long term conservation. Managers, preservation specialists, and interpreters alike will use the products of the Initiative to further resource preservation, resource management within a broad context, and resource interpretation. These latter are Outcomes of the program that meet Systemwide as well as individual park goals.

SUMMARY

Vanishing Treasures is an initiative designed to address the ongoing loss of architectural resources in the arid west. Currently, 38 park units have identifiable Vanishing Treasures resources that range from a handful of structures to many multi-room pueblos. The common thread among each unit is the ongoing degradation of their architectural resources, and the continuing and ever-increasing backlog of work required to bring the condition of these resources up to a stable and maintainable level.

Adequate funding is needed to address the backlog of emergency preservation needs and bring an end to the unacceptable loss of architectural resources. Funding needs are two-fold: 1) money for emergency stabilization projects, and 2) adequate funds to train and develop a preservation workforce. Table 5 presents a summary of the projected annual expenditures needed to address both of these funding needs. As noted in the table, approximately \$67,381,000 is required to address all of the needs of the Vanishing Treasures Initiative. Of that total, approximately \$59,382,000 is needed to address the emergency preservation needs. The remaining \$7,999,000 is needed for the preservation workforce. Spread over the 13 years of the Initiative, this roughly calculates out to approximately \$1,500,000 and four new staff for each of the 38 Vanishing Treasures park units. Of course, the actual funding amount and the number of personnel that each park will receive will vary according to the size, number and complexity of VT resources within each park. As noted above, the duration of the Initiative is dependent upon the level of funding authorized by Congress each year. Reduced funding levels in fiscal year 1998, the first year of the Initiative, necessitated adding three years to the projection.

But Vanishing Treasures is not just about money. The VT Initiative is programmatic in nature and adequate funding will allow resource personnel to meet the goals outlined in the Secretary of Interiors Standards and the National Park Service Strategic Plan. It will provide for the correction of the current backlog of preservation needs as well as correct personnel inequities and loss of preservation skills. It will allow the development of a preservation program that is self-sustaining in that it meets NPS goals of ruins preservation and provides a means of fulfilling our legislative mandate to preserve and protect NPS resources. Finally, the Vanishing Treasures Initiative will provide for a proactive approach to ruins preservation that will cost less in the long run because maintaining a structure already in good condition is cheaper than emergency stabilization of an already degraded resource.

Table 5. Total Projected Vanishing Treasures Cost

Year		Conversions		Intake Craftsperson		Intake Professionals		Total Personnel	Total Personnel Costs	Total Project Costs	Total Costs
		No.	Salary Cost	No.	Salary Cost	No.	Salary Cost				
1	1998	6	242,000	4	191,000	1	60,000	11	493,000	497,000	990,000
2	1999	6	324,000	6	324,000	10	540,000	22	1,188,000	4,050,000	5,238,000
3	2000	6	324,000	12	648,000	12	648,000	30	1,620,000	5,300,000	6,920,000
4	2001	6	324,000	12	648,000	12	648,000	30	1,620,000	6,810,000	8,430,000
5	2002	6	324,000	12	648,000	10	540,000	28	1,512,000	6,875,000	8,387,000
6	2003			6	324,000	8	432,000	14	756,000	6,875,000	7,631,000
7	2004			6	324,000			6	324,000	6,970,000	7,294,000
8	2005			6	324,000			6	324,000	6,550,000	6,874,000
9	2006			3	162,000			3	162,000	5,295,000	5,457,000
10	2007									3,980,000	3,980,000
11	2008									2,730,000	2,730,000
12	2009									2,150,000	2,150,000
13	2010									1,300,000	1,300,000
Total	13	30	1,538,000	67	3,593,000	53	2,868,000	150	7,999,000	59,382,000	67,381,000

Vanishing Treasures Parks

Arches National Park	(small) *
Aztec Ruins National Monument	(medium)
Bandelier National Monument	(large) *
Big Bend National Park	(large)
Capitol Reef National Park	(small)
Canyonlands National Park	(large) *
Canyon de Chelly National Monument	(large)
Casa Grande Ruins National Monument	(medium)
Chaco Culture National Historical Park	(large)
Colorado National Monument	(small)*
Coronado National Memorial	(small)*
Dinosaur National Monument	(small)*
El Malpais National Monument	(small)*
El Morro National Monument	(small)
Gila Cliff Dwellings National Monument	(small)
Hovenweep National Monument	(small)
Fort Bowie National Historic Site	(medium)
Fort Davis National Monument	(large)
Fort Laramie National Historic Site	(medium)*
Fort Union National Monument	(large)
Glen Canyon National Recreation Area	(medium)
Grand Canyon National Park	(medium)
Mesa Verde National Park	(medium)
Montezuma Castle National Monument	(medium)
Natural Bridges National monument	(medium)*
Navajo National Monument	(small)
Organ Pipe Cactus National Monument	(small)*
Pecos National Historical Park	(medium)
Petrified Forest National Park	(medium)
Salinas Pueblo Missions National Park	(large)
San Antonio Missions National Monument	(large)
Tonto National Monument	(small)
Tumacacori National Historical Park	(medium)
Tuzigoot National Monument	(medium)
Walnut Canyon National Monument	(medium)
Wupatki National Monument	(medium)
Zion National Park	(medium)*

Small = Park units with less than 20,000 square feet of VT Resources	n = 12 Parks
Medium = Park units with 21,000 to 99,000 square feet of VT Resources	n = 16 Parks
Large = Park units with more than 100,000 square feet of VT Resources	n = 9 Parks

*The total number of parks in the above list equals 37. Twenty-six park units provided square footage totals when they submitted the 1996 condition assessment inventory database form. The square footage of VT Resources for the 12 park units who did not submit inventory data was estimated.

Parks currently under review:
 Lake Meredith (awaiting response)
 Guadalupe (oversight, should be included in FY 99)
 Golden Spike (oversight, should be included in FY 99)