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NATIONAL PARK SERVICE

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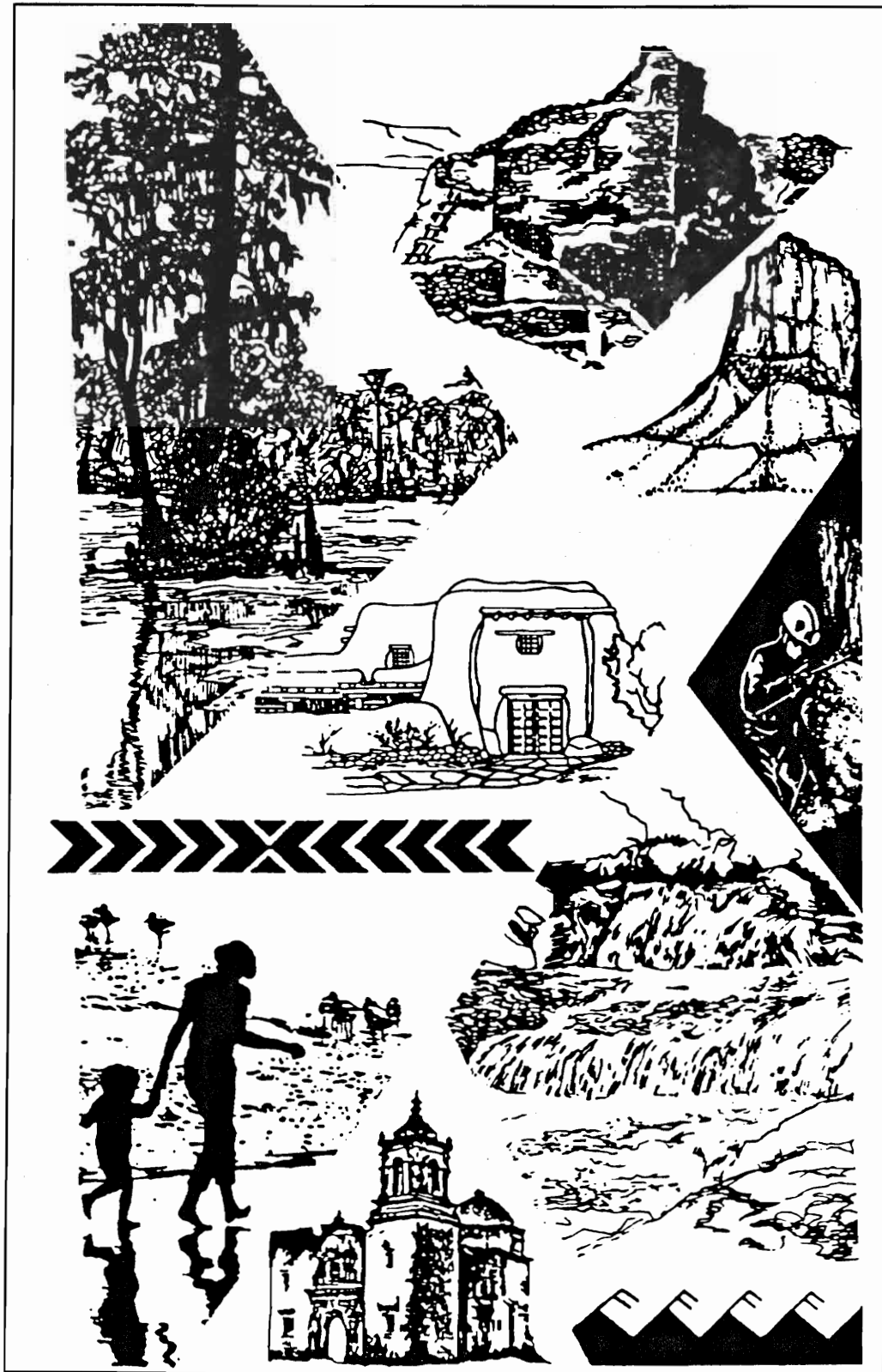
⌘ A WORD FROM THE REGIONAL DIRECTOR ⌘

Ahead lie highlights of Southwest Region programs, projects, and events during 1992--guaranteed to arouse your curiosity, capture your imagination, challenge your mind, excite your senses, and tickle your fancy!

*Whether to your chagrin or delight, because of time constraints, you'll find this year's Southwest Region Annual Report quite a bit **shorter** than in years past. (I hasten to add, however, that you'll find it nonetheless sweet.) You'll also find that the regional office section deals in **broad** regional trends, rather than focusing upon highlights of the year for specific offices, as in years past. Again this year, the report is made up of a booklet covering regional office activities during 1992; and a separate, loose-leaf compendium of individual narrative reports from Southwest Region superintendents.*

*Before I lay my pen to rest, here's the task I always enjoy most: **Thanks** to you, talented and hard-working park and regional office staffs, for another challenging, exciting, and productive year. You're great, each and every one of you--and you're what makes this Southwest Region world of ours go around! I just wish that I could name everybody by **name**, and give credit to all individual offices where it's definitely due. You know what I'm talking about: All those trainings and presentations you've given and attended--all those partnerships you've forged and reinforced--all those honors you've earned--all those new starts, innovations, special approaches, fine tunings, heroic deeds, and triumphs that you've chalked up during 1992! And **never** to be overlooked, your many more routine "daily round" accomplishments, so critical to our day-to-day and overall functioning and success! I also want to take this opportunity to extend my personal thanks to our respected NPS colleagues at a distance: the Denver Service Center, Harpers Ferry Center, Washington Office, other regional offices, and so many others. My friends, if you look between the lines of the reports that follow, you'll see the whole story. I can assure you, as the TV spaghetti-sauce ad assures you, "**It's in there!**"*

*John E. Cook
Regional Director, Southwest Region*



⌘ HIGHLIGHTS FROM THE REGIONAL OFFICE ⌘

⌘ CROSSING CULTURAL LINES ⌘

Many of our Southwest Region parks were created to protect and preserve cultural resources that originated with (and in many cases continue to be associated with) American Indian, Hispanic, and other ethnic communities. We're immodestly proud of our long and rich heritage of cultural diversity, and of our unique approaches to cross-cultural management and planning.

The Southwest Region has long made a concerted effort to tell the stories of parks from all possible points of view, and make sure they're accurate, respectful, and keep private, sensitive information out of the public eye--even if planning takes longer as a result. During 1992, we emphasized **cross-cultural interpretation** revolving around American Indian and other cultural groups in our planning for exhibits and audiovisual programs at Salinas Pueblo NM, the Chaco Culture NHP visitor center, and the interagency visitor center serving El Malpais NM. We also conducted a "Hidden Visions--Discovering the Stories of the Land" workshop focusing upon Spanish Colonial and American Indian history and the cultures of the Southwest, for more than 170 multi-cultural interpreters and others from Federal, State, local, and private organizations in the Rocky Mountain States.

We're pleased to report that during 1992, **African-American history** finally began to receive some of the attention it deserves. The Southwest Region took a leadership role in this long-neglected area of American history by developing a highly successful Service-wide course, "Making the Connection: Interpreting African-American History in the United States."

Because of the Southwest Region's extensive experience in cross-cultural management and work with aboriginal peoples, Ed Natay--chief of our American Indian Programs Office--participated in an extraordinary 3-week, multi-cultural **project dealing with the aboriginal Khanty people of the Siberian Tyumen Oblast area**. (For a few truly out-of-the-ordinary projects, we'll name names.) The project was sponsored by the Siberian International Center for Traditional Peoples and their Environments (there's a counterpart at New Mexico State University at Las Cruces), which is dedicated to bringing to native Siberian peoples the experiences of American Indians in preserving traditional culture and managing the impacts of natural resource development. The Khanty people's western Siberian lowland territory is rich in oil and gas, and exploration and extraction have gone on with little or no regard for the environment or the people. The traditional Khanty way of life--with subsistence revolving around reindeer-herding, fishing, and

hunting--is endangered. There's an effort under way to map traditional hunting territories, but probably the best the Khanty can hope for are some surface rights. Natay said he recognized the same forces and heard the same arguments that have dispossessed American Indian peoples of their lands, and crippled them economically and culturally--but with one major difference: The Khanty people have no treaties, or ways to protect themselves.

Mexico, our neighbor to the south, gets **nearer** by the day--as the Southwest Region becomes more and more involved in cementing harmonious and productive cross-border relationships, and sharing a wide variety of **cross-cultural projects** at Big Bend NP, San Antonio Missions NHP, Amistad NRA, our new Palo Alto Battlefield NHS, Guadalupe Mountains NP, Carlsbad Caverns NP, Padre Island NS, and other border and border-related parks.

Celebrating its first busy year of operations during 1992 was our **Mexican Affairs Office**--created to help us build harmonious relationships with Mexico, and identify and appropriately implement joint projects under a memorandum of understanding between the NPS and the Secretariat for Urban Development and Ecology (SEDUE). During 1992, we established a solid administrative foundation; developed the first draft of a long-term strategic plan, and created a mission/operations plan; and worked to cement sound, productive working relationships with faculty and staff of New Mexico State University (NMSU) at Las Cruces, New Mexico (where the office is located), so we can blend NMSU academic talent and NPS resources in the future.

We share so **many** concerns with Mexico--for starters, parks, transborder natural and cultural resource conservation and preservation, education and interpretation, recreation, land management, and "where we go from here" in the establishment of a park on the Mexican side of the border. We began networking during 1992; and throughout the year, Southwest Region border-park superintendents and other NPS folks facilitated and attended many meetings and projects relating to shared environmental concerns with Mexican governors and their cabinets, and officials from Coahuila, Chihuahua, Jalisco, Sonora, and Tamaulipas; the Director of Mexican Parks; the newly formed Mexican Secretariat for Urban Development and Ecology (SEDUE); the U.S. Embassy in Mexico; the International Boundary and Water Commission; the U.S. State Department; and non-governmental groups such as Conservation International, ProFauna, and Friends of ProNatura. We worked closely on some of these projects with other Federal agencies, including the Bureau of Land Management, U.S. Forest Service, and U.S. Fish and Wildlife Service. We also continued collaborating with the Western, Rocky Mountain, and Southeast Regions on joint U.S./Mexico projects.

Specifically in the area of historical conservation, the Southwest Region offered technical assistance to the Missions of El Paso during 1992. We also continued to participate in the International Council on Monuments and Site Intern Exchange Program, and we welcomed two interns from Mexico to Big Bend National Park, where they'll be helping us document adobe resources.

A number of important legislative acts during the past few decades have mandated consultation with American Indian, Hispanic, and other ethnic communities associated with parks in the

Southwest Region. As it turns out, our policy here in the Southwest reaches way beyond the minimum level defined as legal compliance. In 1991, our region's **Office of American Indian Programs** created a new **Regional Applied Ethnography Program** (supported by the WASO Ethnography Program); and in 1992, we celebrated this very active new program's first anniversary.

Also on the cross-cultural front in 1992, approximately 200 NPS (including Southwest Region) folks from all over the U.S.A. attended the 1992 national training convention of **Independent Mexican American Government Employees (IMAGE)** in Albuquerque. IMAGE is dedicated to supporting the hiring and advancement of Hispanic employees in government employment, and to ensuring that the civil rights of Hispanic employees are adhered to. We handed out NPS career information from a booth we shared with the U.S. Fish and Wildlife Service.

We also laid the groundwork in 1992 for the Southwest Region to advise and assist the Mexican State of Chihuahua in the creation of a **Tarahumara Indian Park**.

Our **in-house, contract, and other staffs** also reflect our dedication to successful cross-cultural management: We're fortunate to have as integral parts of our worker cadre--scattered all over the region--many representatives of American Indian groups (including the chief of our American Indian programs and regional curator), and Hispanic and other cultural groups. For instance, we were able to launch two Mexico Student Conservation Association (SCA) volunteer internships at Chamizal NM; and to place a Zuni Indian in a cooperative education program position. Southwest Region cultural preservation crews continued to be multi-cultural. Mentioned earlier, we were able to hire a Santa Fe Indian School woodworking trainee as a work/study student aid in the regional office. And during 1992, we continued to actively participate in Project Partnership--a group formed under the auspices of OPM to promote the hiring and advancement of Hispanics in the workforce (and we have many). And the list goes on and on.

≡|| DECADE OF THE AMERICAN INDIAN ||≡

In keeping with the Southwest Region's emphasis upon cross-cultural management, during 1992 we expanded our efforts surrounding this remarkable "Decade of the American Indian," by taking giant steps in engaging American Indian peoples as allies and partners in the conservation of our park resources.

Twenty years ago, the Southwest Region established an office to consult with and assist American Indian communities in constructing reservation parks and recreation areas. Four years ago, we reorganized the office, and elevated proactive American Indian consultation into a recognized--and crucial--part of the decisionmaking processes of planning, interpretation, and management here in the region. That's where our **American Indian Programs Office** and **Applied Ethnography Program** came in.

During 1992, findings from anthropological research we conducted, contracted out, and supervised were used in a rapid ethnographic Assessment for Petroglyph National Monument, which provides vital knowledge for planners and field personnel about Sandia, Zia, Santa Ana, and other park-related pueblos; methods of protection favored by American Indians; and desired approaches to consultation with American Indians. As directed by the Canyon de Chelly NM joint management plan with the Navajo Tribe, for use in an expanded park interpretive program, an ethnographic resources inventory and an ethnographic overview and assessment relating to Navajo lifeways and the Navajo Nation Historic Preservation Office were undertaken. During the year, we also initiated ethnographic projects for Pecos NHP, Carlsbad Caverns NP, Guadalupe Mountains NP, Wupatki NM, Sunset Crater NM, and Salinas Pueblo Missions NM; and pursued research contracts for a rapid ethnographic assessment for the Warm Springs Special Resources Study, and ethnographic overviews and assessments for Chaco Culture NHP.

We're also continuing to provide ethnographic support to Jean Lafitte NHP/P--the Southwest Region's most culturally diverse park, with myriad existing and proposed cultural center developments.

During the year we also produced our landmark **"American Indian Consultation Process Guidelines: A Proactive Program,"** to help regional park planners, managers, and resource specialists forge successful partnerships with park-associated American Indian groups.

Again this year, the Southwest Region sponsored a **Maintenance Course for Navajo-speaking employees** from Aztec Ruins, Canyon de Chelly, El Morro, Navajo, Sunset Crater Volcano, Wupatki, and Walnut Canyon NMs; Chaco Culture NHP; the Southwest Regional Office; and the Navajo Tribe Parks and Recreation Department in Window Rock, Arizona. We combined classroom and hands-on training--for the most part conducted in the Navajo language--and participants successfully completed a trail for handicapped visitors at El Malpais NM and bridge work at El Morro NM.

We recruited four highschool **student aides from the Santa Fe Indian School** to help us out in the Southwest Regional Office during 1992. Good for them, and good for us: For them, experience in taking responsibility, interaction with adults on a professional level, and insights into job opportunities in the NPS; for us, fine shared cross-cultural working experiences and clerical help.

Remember the snappy cover on last year's annual report? It was based on a design used in a new Santa Fe Trail Pendleton blanket (one of a series honoring the tradition of trade routes in the American West) created by noted **American Indian artist Ramona Sakiestewa**, in which she combined classic Pueblo Indian elements featured in an early Pendleton design. In 1992, the Southwest Region was graced with a generous donation (a percentage of the gross sales receipts from the blankets) from the Santa Fe Pendleton/Dewey Trading company, Inc., for use in administering the Santa Fe National Historical Trail.

During 1992, the Southwest Region consulted with the Hopi Tribe at Aztec Ruins NM about a trail guide, the backfilling of a room containing a mural, and procedures for future consultations;

tribal leaders and the Site Selection Committee of the National Trust for Historic Preservation to discuss American Indian concerns relative to the possibility of Santa Fe's becoming the meeting site of the Trust for 1997; and American Indian tribal leaders relative to planning and management at El Malpais NM and Chaco Culture NHP.

This year, we also worked in tandem with the U.S. Forest Service to establish a mutually beneficial partnership supporting the continuation of American Indian cultures with American Indian groups through an approved **memorandum of understanding for the identification and preservation of American Indian sacred traditional landscapes on U.S. Forest Service lands.**

The flagrantly insensitive use of photos and snapshots of American Indians for just about any purpose under the sun has prevailed since the invention of photography. During 1992, we continued to work with the New Mexico Museum of Indian and Arts and Culture/Laboratory of Anthropology and American Indian tribal leaders toward the development of guidelines for the New Mexico Museum of Indian Arts and Culture/Laboratory of Anthropology for **the authorized and appropriate use of photographs and images belonging to the heritage of American Indian peoples.** They're desperately needed to direct consultation with American Indian people depicted in photographs, because issues and concerns constantly arise about the content of the photographs (which often include religious subject matter); the potential for the invasion of privacy; public ownership; and copyright law.

During 1992, the Southwest Region sent a delegation to the Annual **Keepers of the Treasures** Conference, held on Montana's Flathead Indian Reservation. We're dedicated to supporting the intent of this very important cultural council, comprised of American Indians, Alaska Natives, and Native Hawaiians, and we serve as resource persons for Southwestern American Indian and ethnographic concerns. The theme of this year's conference was "Cultural Sovereignty," and we joined 38 American Indian tribes, eight Federal and State agencies, and other participants in stimulating discussions about shared concerns of property rights; repatriation; protection of sacred sites; writing grant proposals for cultural purposes; and legislation issues/proposed amendments to the American Indian Religious Freedom Act, Native American Graves Protection and Repatriation Act, and the Native American Language Policy Act.

Again this year, we participated in the panel selection for the **Historic Preservation Fund grant program to Indian Tribes and Alaskan Natives** in Washington, D.C. A total of \$900,000 was programmed to support cultural heritage projects and programs. The selection panel, made up of American Indians and others experienced in American Indian cultural heritage, reviewed 184 grant applications, and submitted the grant apportionment package to the Secretary of the Interior's office for approval.

During the year, we also made presentations during the plenary session on **"Native American Issues"** at the **George Wright Society Conference** in Jacksonville, Florida.

Adding a vital and fascinating dimension to the first-ever **Regional Park Curators' Conference**, held in Santa Fe in 1992, a panel of American Indian representatives from New Mexico Pueblos

discussed the cultural impacts of NPS activities, including the Native American Graves Protection and Repatriation Act.

And let it be known that our preoccupation with this Decade of the American Indian isn't limited to the *present*: Southwest Region archeology programs continue to provide fascinating insights into the Anasazi and other prehistoric Southwestern cultures. During 1992, we began analysis and write-up of the landmark **Bandelier Archeological Survey**, whose extensive data base will be used to investigate Anasazi population aggregation at Bandelier--represented by the construction of large communal pueblos between A.D. 1270 and 1350. This aggregation phenomenon completely transforms Anasazi social and political organization throughout much of the Southwest, and helps us to identify the forces that established many aspects of historic and modern Puebloan society.

Congress allocated \$300,000 for **Chaco Archeological Protection Sites** on Navajo-administered lands during 1992. We hired an archeologist, who is now stationed at Window Rock, to assist the Navajo Nation in developing and implementing a partnership program to preserve, protect, and manage "Chaco outliers."

During 1992, our region conducted a detailed, landmark **chronology study that correlates tree-ring dates with pottery types**, enabling researchers to more precisely date Anasazi sites with ceramics, in which statistical techniques are narrowing the dating of many sites down to periods of 25-50 years from previous spans of 100-150 years.

These days, "**repatriation**" is a word that's on the lips of everyone involved with American Indian peoples--past and present. The unauthorized burial and/or disposition of cremated human remains has many negative implications for American Indian peoples and other ethnic groups; for the deceased, and relatives of the deceased; and for NPS administration. During 1992, cremated human remains were found spread in a kiva of a Southwest Region park--a cause for concern among neighboring Pueblo and Navajo people, and a direct violation of the Code of Federal Regulations and NPS policies dictating that parks preserving cultural heritages can't be used for human burial except in designated cemeteries. This untoward event really got us moving on the development of a strong Southwest Region **Policy on Human Burials and Spreading of Cremated Human Remains**. Also of note during the year, we solidified nationwide partnerships with cremationists and funeral directors, and informed them about the effects upon American Indian groups (whose burial practices differ from those of other societies) resulting from the spreading of cremated human remains. During the year, we also developed a carefully worded brochure explaining appropriate behaviors in culturally sensitive areas.

≡|| **PEOPLE POWER** ||≡

It's not mandate--not legislation--not even funding--that makes the Southwest Region *go*. Pure and simple, it's our *people*. After all, all the legislation, mandates, and funding in the world

can't infuse programs and projects with inspiration or creativity. But *people* can--and *our* people *do*.

The Southwest Region continues to actively promote **region-wide communications** through a wide variety of media: Our new "cc:Mail" electronic mail system has opened up new worlds of communication throughout the region. The daily Morning Line continues to keep everyone in the region informed. The summer and fall 1992 issues of our Storyteller newsletter brought a wide variety of employee-written articles about our major preoccupations to 800 neighbors, employees, and other interested folks. During 1992, the Southwest Region Contact interpretive newsletter featured articles about such intriguing topics as the interpretation of conflict and controversy; crossing political, physical, disciplinary, and perceptual boundaries; sky interpretation; and the NPS approach to the Columbus Quincentennial. We like to think that our monthly staff meetings, and the circulation of our monthly Staff Meeting Notes also helped spread the news and build morale throughout the region during 1992. And news about Southwest Region retirements, awards, Employees of the Month, and so forth continued to be featured in the Sunday New Mexican's "Public Works" column.

During the year, we were able to greet one another eyeball to eyeball at an **all-employees meeting** at the New Mexico State Land Office, where we discussed actions we're taking relative to the Vail Agenda resulting from the 75th NPS Anniversary Symposium.

Our Old Santa Fe Trail Building by its very nature seems to *beg* to house celebrations! We were pleased to receive more than 100 of our employees, friends, and neighbors at what many feel was the warmest and most intimate Southwest Regional Office **Holiday Open House** since we began having them in 1986. Also enjoyed were our **Holiday Skeleton Crew Party** (it's amazing how many skeletons turned up); and, in our big patio, the usual imaginative array of Southwest Recreation Association-sponsored festivities (most of them replete with green chile).

Many Southwest Region folks were honored for creativity and accomplishments on the job through our regional **Incentive Awards Program** during 1992. Awarded between October 1991 and September 1992 were 147 Sustained Superior Performance awards; 431 Special Act or Service; 10 Quality Step Increases; 20 individual monetary recognition; 4 group monetary-recognition (with 31 individuals involved); 5 non-monetary recognition; 38 honorary recognition; and 123 suggestions.

At last, the Southwest Region has been "converted!" During 1992, we joyfully abandoned our antiquated Data General computer system, and joined the modern Computer Age through installation of a personal-computer-based **Local Area Network (LAN)**. Our LAN provides for standardized software packages (such as WordPerfect, Database, finance systems); shared computer resources (such as printers); and the new NPS "cc:Mail" **electronic mail system**, connecting every park and office in the NPS. We've already gotten raves from regional folks about these major improvements.

During difficult times, *sharing* is the name of the game for everyone, everywhere. The Southwest Region shared in many ways during 1992, but of special note is our Southwest Region

Leave Sharing Program. Employees--262 strong--donated nearly 4,000 hours to fellow employees within and outside of our region.

The Southwest Region **Employee Assistance Program** provided free, confidential region-wide counseling and referral services to 109 (up from last year's 81) permanent, seasonal, and temporary regional office and park employees and their families during 1992.

In the vitally important area of **equal opportunity** during 1992, Southwest Region representatives attended a successful Seventh Annual EEO Awareness and Training Seminar sponsored by the Albuquerque/Santa Fe/Los Alamos Equal Employment Opportunity Council. Speeches included an outstanding keynote address by the Lieutenant Governor of Cochiti Pueblo; and workshops featured timely topics including "curandisimo," a legal update, literacy in the workplace, team-building, the recruitment of American Indians, conflict management, dynamics of the television industry, and strategies for unbiased leadership. During 1992, the Southwest Region Equal Opportunity Committee (EOC) coordinated the region's first-ever commemorations of Black History Month and National Disability Awareness Month; co-sponsored a commemoration of Hispanic Heritage Month with Bandelier NM, MANA del Norte, and Los Alamos National Labs; and sponsored a highly-successful 6-week sign language class and a "Dress for Success" class for regional employees.

During 1992 we were pleased to see 40 percent of Southwest Regional Office staff take advantage of organized and self-directed aspects of our regional **Health and Fitness Program**. During the year we also began working toward the establishment of a Department of the Interior Health Service Unit in Santa Fe. An Albuquerque unit currently provides such services as health maintenance exams, immunizations, audio and visual exams, and blood-pressure monitoring.

The Southwest Region **Employee Advisory Committee** continued to serve as a strong organizational pulse during 1992. Presented to the Regional Directorate at an autumn meeting were 23 concerns, including everything from the regional Health and Fitness Program to the installation of venting from the Piñon Building curatorial workshop, divisional staff meetings, cross-training (the EAC is working hand in glove with the Equal Opportunity Committee on this one), a regional logo, protocol for awarding length of service awards, the color of paper for our Morning Line, and smoking in Southwest Region buildings and vehicles.

During 1992, we tried to step up our staff **cross-training** efforts--you know, the detailing of our folks to *other* places, and other folks to *our* places. For instance, our personnel office arranged a interior "musical chairs" opportunity, enabling staff to temporarily switch jobs. Also in the cross-training vein is a very special name that we need to name: We feel very privileged, indeed, to have been able to talk **Ann Hitchcock, NPS Chief Curator**, into overseeing operations at Carlsbad Caverns NP while a permanent superintendent was being sought. Her experience in developing policies and procedures for managing museum collections in all bureaus of the Department of the Interior, and her broad knowledge of policies and procedures for managing natural and cultural history collections throughout the National Park System brought great benefits to the park (and, we hope, to the acting superintendent).

We like to think that esprit de corps, coming from our mutual commitment to causes and respect for one another, is a hallmark of the Southwest Region. Toward this end, we put our money where our mouths were during 1992 by presenting a wide variety of what turned out to be dynamite training courses for employees. For instance, two sessions of an **"Inside the National Parks"** course gave 16 new employees a special look into the Southwest Region's structure and approach to park management. For a week-long **"Orientation to National Park Service Operations"** course held in Beaumont, Texas, we used our first ground-breaking cadre of *trained* facilitators to teach 41 Southwest Region employees and one Washington Office employee about peak performance, wellness, and cultural diversity, as well as about our agency and its mission. (Our facilitators later helped the Rocky Mountain Region develop a similar course.) During the year our regional interpretive skills team conducted courses in **Interpretive Skills I and II** for regional employees. (The 2-week Skills I course was a fine cooperative effort between the Southwest Region and the Western Region.) Also of special interest during 1992 was our region's (and our region's alone) direct (without hiring consultants) initiation of in-depth, staff-provided **Prevention of Sexual Harassment Training**. (We'll be glad to share copies of the Southwest Training Module on Prevention of Sexual Harassment with anyone who's interested.)

Short-handed and short-funded as the Southwest Region has been (and we all have been) for some time now, what in the world would we have done in 1992 without our **Volunteers-in-parks** (VIPs)? An amazing total of 6,826 of these fine people gave 36 of our parks and the regional office--gratis, from their hearts, heads, and hands--a grand total of 319,693 hours of ideas and labor--worth somewhere in the neighborhood of \$2 million! And who are these fabulous folks? They're kids in school, retirees, and everybody in between; they're biologists, psychologists, interpreters, MDs, American Indian people, and just about anybody else you can imagine. The Southwest Region is especially graced with retired folks, who bring years and years of in-depth experience in myriad fields to their volunteer work.

A VIP on the Bandelier Survey Project produced a well-received photographic essay volume, **"In the Land of the Delightmakers: An Archeological Survey in the American Southwest,"** dealing with the author's personal experiences working with the survey crew. Too, there was a VIP-assisted metal-detector survey that provided valuable information on the location of the battle lines at Palo Alto Battlefield. And there was an award that Lake Meredith NRA and Alibates Flint Quarries NM accepted on behalf of 1,200 VIPs who helped with their 1991 Cleanup. Along with these extraordinary VIP efforts were also honors awarded to a Big Thicket NP VIP for developing the first NPS program monitoring effects on natural resources from oil and gas operations--as well as an award given to a Fort Davis NHS VIP for special efforts in maintaining and repairing nature trails at the fort, and at Davis Mountains State Park. Our list of illustrious VIPs goes on and on.

And how about volunteering "from the inside out?" Many of our Southwest Region park and regional office employees volunteer time to their communities. Numbered among these generous folks during 1992 was the Fort Davis NHS maintenance crew, who volunteered hundreds of hours of public service to community, county, State, and national preservation projects.

During 1992, the Southwest Region was pleased to help plan the 1991 (presented in 1992) **Take Pride in America Awards** ceremony in Washington, D.C.--and to walk away with *two* of the 100 national awards. Way to go, Lake Meredith NRA and Alibates Flint Quarries NM, who were honored for their grand 1992 Lakeshore Cleanup--an annual event begun in 1986 to remove trash from approximately 45,000 acres of the two parks (and teach kids to *care*). Semi-finalists included Big Thicket NP, for developing the first NPS program to monitor the effects of oil and gas operations upon natural resources; and the maintenance crew at Fort Davis NHS, for extraordinary efforts in maintaining and repairing nature trails.

On the subject of awards, we'd like to extend our special congratulations to the staff of Fort Union NM, who in 1992 received the Southwest Region's prestigious **Garrison Gold Award for excellence in interpretation** for 1991. Selected from 13 park nominations, in the most competitive effort to date, Fort Union was awarded the traditional Pueblo Indian "storyteller" trophy for demonstrating exceptional personal service to park visitors, leadership with professional organizations in the field of military history and interpretation, extensive development of a cooperating association sales operation, and outreach influence through professional writing and presentations.

=|| HAIL, COLUMBUS ||=

Activities relating to the 1992 Columbus Quincentennial year abounded here in the Southwest Region. The NPS jointly sponsored a scholarly (but "visitor-friendly") "Meeting of Two Worlds" symposium with the Bureau of Land Management and U.S. Forest Service. This top-notch event included a trip to Zuni Pueblo following Coronado's route, and several days of historical interpretation at Pecos NHP, El Morro NM, and Tumacacori NM. The conference ended with a very special visit to La Cienega Village near Santa Fe, where interpreters of the Spanish Colonial period joined Rancho de Las Golondrinas staff in telling the fascinating saga of the encounter of cultures that is commemorated during the Columbus Quincentennial.

The heart of all preparations for Quincentennial celebrations throughout Southwest Region parks was our Spanish Colonial Research Center, which contributed generously from its vast research data base of transcriptions and translations and other rich resources dealing with NPS Spanish Colonial sites.

During this Columbus Quincentennial year, the Southwest Region enjoyed another visit from the Duque de Veragua--Cristobal Colon--20th direct descendent of Christopher Columbus--this year accompanied by the Duchess. In cooperation with the New Mexico Quincentennary Commission, we coordinated visits to New Mexico parks such as Carlsbad Caverns NP, White Sands NM, Salinas Pueblo Missions NM, and El Morro NM.

≡|| CHRONICLING OUR AGENCY ||≡

We need to name another name--that of a Southwest Region historian-author of a project whose scope extends way beyond the normal scope of an NPS region: We're excited to report that Dr. Richard West Sellars' **landmark administrative history of natural resources management in the National Park System** is moving toward completion. During 1992, Dr. Sellars prepared the most thorough analysis ever of the Service's management of the parks during the periods of Newton Drury's directorship, and Conrad Wirth's directorship (including Mission 66); and the the period following the 1963 Leopold Report (a time that many of us personally remember). A number of fascinating spin-offs of this ambitious project included an opinion piece that Dr. Sellars wrote for The Washington Post on the Yellowstone campfire and the origins of the national park idea; and presentation of a paper taken from the chapter of his study dealing with George Wright (1930s) to the George Wright Society in Jacksonville, Florida.

≡|| PARTNERSHIPS ||≡

As all of us are becoming increasingly aware, tourism and the hospitality industry are high-priority concerns for the NPS. As former Director Ridenour observed, we can either be on the *offensive* or the *defensive* about it. We here in the Southwest Region vote to take the *offensive*, and turn our regional tourism industry into a partner who can help us perform the most important task on our agenda--protection of park resources--as well as help us manage our tourism opportunities and spot visitor trends and patterns.

Toward this end, the Southwest Region participated in an **Interagency Tourism Conference** in Park City, Utah; the **New Mexico Governor's Tourism Conference**; and **Senator Domenici's Tourism Conference** in Las Cruces. During the year we also conducted a highly successful "meeting of the minds" dealing with New Mexico tourism management for our park superintendents.

We continued our active membership in the **New Mexico Federal/State Cooperative Recreation and Tourism Council**, made up of Federal and State agencies, including the NPS, U.S. Bureau of Land Management, and U.S. Forest Service; and State agencies including the Department of Tourism, Office of Cultural Affairs, State Land Office, Department of Game and Fish, State Highway Department, and Department of Energy, Minerals, and Natural Resources. The Southwest Region played a major funding role in updating and printing the current New Mexico State and Federal Resource Recreation Map, which was included in the State's 1992 New Mexico Vacation Guide, and distributed at visitor outlets of participating Federal and State agencies. Also as part of our council involvement during 1992, we helped in decisionmaking related to several tourism initiatives.

Unique in the Federal Government, the NPS's Submerged Cultural Resources Unit (SCRU), located in the Southwest Regional Office, continued during 1992 to work toward developing sophisticated underwater shipwreck investigation techniques for applications within several dozen NPS units, including Biscayne NP and Dry Tortugas NP. Also active on the international front, SCRU continued a landmark partnership arrangement through the International Affairs Office (with guidance from the Department of the Interior) with the Department of State, designed to secure reciprocal agreements with other nations for the protection from vandalism and **salvage of historic shipwrecks residing in foreign waters that are of major heritage importance to the American people**. SCRU also continued with its Department-mandated program for training indigenous peoples from Micronesian Trust Territories in diving and preservation of their own resources. Under a unique **Project Sea Mark** partnership that the NPS has initiated with the U.S. Navy Pacific Fleet and Navy diving community, SCRU divers have been conducting field operations in Micronesia during recent years--one of which, focusing upon ships sunk in atom bomb testing at Bikini Atoll, received major media exposure through ABC television and a National Geographic special in 1992. Under Project Sea Mark, the Navy has supplied as many as 200 divers and support personnel for individual projects, as well as ocean-going rescue and salvage ships with built-in re-compression chambers to treat "bends."

An unusual partnership project the Southwest Region participated in during 1992 was a committee made up of New Mexico State and Federal agencies who possess **Works Progress Administration** (WPA) artwork treasures. During Historic Preservation Week and National Tourism Week in May, under the leadership of the New Mexico State Secretary's office, citizens were given a marvelous opportunity to appreciate and enjoy the artwork found in their very own backyards--and to become aware of what treasures can come out of hard times.

Through **Land and Water Conservation Fund (L&WCF)** grants worth more than \$6.5 million, the NPS was able to provide for 64 new external outdoor-recreation projects and 63 amendments to previously approved projects in the Southwest Region. During the year we also conducted a 4-day L&WCF grants workshop with State people, to discuss such important topics as accessibility requirements, historic preservation compliance, State-wide comprehensive planning, Federal surplus real properties, and military base closures.

Here's an update for the ongoing, challenging situation at Arkansas' **Crater of Diamonds State Park** (a L&WCF-assisted park): You may recall that this park was established primarily to allow the public to search for diamonds for a small fee, and keep any that are found. Diamond-mining companies claim that one of the world's 10 largest formations of diamond-bearing rock (containing perhaps 16 million carats of diamonds) runs beneath the State park. During 1992, the U.S. Circuit Court of Appeals allowed these interests to complete core drilling to determine the shape of the diamond-bearing volcanic pipe. The State may request permission to extend investigations to identify the quantity of diamonds per ton of rock, the quality of the diamonds, and the average value of the diamonds per ton. Because these added investigations would go beyond the original approved Phase I testing, the mining companies would have to get permission from the Arkansas State Parks, Recreation, and Travel Commission *and* the Department of Interior. If diamond mining is allowed, the State will be required by law to receive substitute replacement lands that are of at least equal fair market value, and of

reasonably equivalent usefulness and location. We expect to receive a final decision on this matter early in 1993.

The Urban Park and Recreation Recovery program (UPARR) is another partnership process through which the NPS can offer external recreational assistance. During 1992, the Southwest Region rated eight innovative project submissions, and approved three of them--worth \$300,000 in grant funds. Our region is currently providing technical assistance through UPARR to 64 political subdivisions within the region's major urban areas.

At the request of the Oklahoma State liaison officer in 1992, a Southwest Region evaluation team conducted an **onsite review of the State of Oklahoma park program**, and was able to offer advice and suggestions for improving overall administration, organization, human resources management, and planning and development policies.

During 1992, we worked in partnership with the U.S. Army Corps of Engineers and North Central Texas Council of Governments to identify a "common vision" of appropriate Federal roles in providing for flood protection, environmental enhancement, and recreational opportunities in the **Upper Trinity River floodplain** in the Dallas-Fort Worth region.

During the year the Southwest Region produced "**The Barton Creek Greenway Draft Concept Plan**," which explores opportunities for protecting the exceptional resources of Barton Creek (TX) and enhancing public use of the unique area, through a multi-agency partnership effort led by the Austin Parks and Recreation Department and the NPS.

The Southwest Region enjoys many "internal" NPS partnerships, too: For instance, we chaired a panel under the task force on "**Implementation of a Strategic Plan for Improving the Natural Resource Program of the National Park Service**" in Albuquerque in 1992. Panel members included the Western, North Atlantic, Alaska, National Capital, and Southwest Regions, and the Washington Office.

During 1992 we've not been idle in developing **preservation partnerships** designed to implement the innovative Southwest Region planning and management initiatives. For instance, we were able to obtain funds for continued research into backfilling and surface drainage in archeological sites through a cooperative agreement with the Getty Conservation Institute. Partnerships with the University of Pennsylvania in adobe, plaster, painted surfaces, and stone consolidation have given us some of the expertise we need in preservation programs at Fort Davis NHS, Fort Union NHS, Aztec Ruins NM, and Fort Smith NHS. We also collaborated with ICROM, the University of Pennsylvania Architecture Laboratory, and the State Historic Preservation Office to stage a Paint Investigation Course on CCC structures at Bandelier NM.

During the year we continued to actively participate the highly successful, multi-agency **Minority Outreach, Recruitment, Education/Employment (MORE)** project--designed to attract minority youth to careers in the natural resources field. MORE is spearheaded by Federal and State agencies, as well as educational institutions in New Mexico, Colorado, and Arizona, and activities in 1992 included summer camps (like Camp Eagle Peak), school visits,

seasonal employment, and college credits and counseling/tuition assistance provided for students by educational institutions. At an Interagency Summit Meeting at the Forked Lightning Ranch at Pecos NHP during 1992, we joined the U.S. Forest Service's Albuquerque office in making a presentation on the MORE Program.

When the funding gets tight, and the going gets rough, the Southwest Region is graced with program support from so many dynamic and energetic partnerships that we can't begin to enumerate them here. Ranking very high, indeed, among our valued friends are our **cooperating associations**--the Southwest Parks and Monuments Association, Eastern National Parks and Monuments Association, Carlsbad Caverns-Guadalupe Mountains Association, and Big Bend Natural History Association. Already very popular with *us*, they're also becoming more and more popular with the *public*, who have grown to expect from them the same high standards of interpretation/information staff and services as from the NPS staff with whom they work in such close proximity. Our cooperating associations experienced increased sales and significant growth during 1992, and found themselves confronted with the new challenges of seeking sufficient sales display space to accommodate expanding business, maintaining sufficient stocks in light of brisk sales, and gaining experience in hiring and retaining high-quality sales personnel.

≡|| CELEBRATING OUR WORLD HERITAGE ||≡

We were thrilled when Santa Fe was chosen as the location for the meeting of the 1992 World Heritage Convention Committee--made up of 21 nations dedicated to the protection of our world's cultural and natural heritages. Acting as host for a fascinating group of international visitors (including 160 delegates, invited guests, and non-government participants), the Southwest Region offered our NPS professionals a wide variety of opportunities for educating and informing delegates from all over the world about the very special resources that we in the Southwest Region--and the NPS in general--are charged with protecting and preserving. We organized pre-conference research trips throughout New Mexico, and to Paquime, Mexico.

The United States already has 17 sites listed by the World Heritage Convention, and in the course of our voting on World Heritage Site nominations from countries all over the world, we were delighted to see Taos Pueblo officially designated (with no dissenting votes) and added to the illustrious list of World Heritage Sites at the 1992 meeting. Taos Pueblo is the first inhabited Native American site to be placed on the list, and this designation recognizes the significance of its outstanding adobe pueblo architecture, which is still in use by a traditional human settlement today.

≡|| LAW-MAKING, PLANNING, AND DESIGN ||≡

The NPS's legacy from the 102nd Congress included many legislative issues relating to the NPS, with 358 bills directed toward new park proposals and modifications to authorized units; and generic bills that impact general NPS policies and procedures. Ten new NPS units were established--and many NPS bills passed and were signed into law (approximately 10 percent of new public laws for the 102nd, to be exact!).

In the legislative area during 1992, the Southwest Region won some, and lost some. Major legislative triumphs during the 102nd included the passage of Public Law 102-304, authorizing a 3,400-acre Palo Alto Battlefield National Historic Site near Brownsville, Texas--site of the first battle in the Mexican-American War. This important law includes agreements with Mexico to undertake research and interpretation efforts. We're currently preparing a plan that will guide all facets of site management, and want to make sure that our interpretive program there will focus on both the Mexican and American perspectives of the battle and the war.

Disappointments during the 102nd included bills to expand Big Thicket National Preserve, to study the Casas Grandes prehistoric culture, to modify the Chaco Archeological Protection Sites System, and to commemorate the colonial New Mexico story. All progressed to the final stage of approval by Congress--but House votes couldn't be arranged during the last hectic days of the session. A bill to establish a new National Park System unit focusing on the Mimbres Culture and associated archeological sites passed the Senate, but was defeated by a voice vote in the House, due to controversy surrounding the Mattocks archeological site in the Mimbres Valley, which was proposed for NPS acquisition. We feel fairly certain that bills that didn't pass this year will resurface next year.

During 1992, we continued to place a high priority on maintaining a broad **regional planning program**, involving existing park units, new conservation and protection needs, and the enhancement of our conservation assistance efforts with State and local cooperators. We worked on and completed major special resource studies for Warm Springs, Georgia O'Keeffe, History of Jazz, Atchafalaya, Cane River, and other areas. Major new planning starts included general management planning for Jean Lafitte NHP/P, Pecos NHP, Carlsbad Caverns NP, and our new Palo Alto Battlefield NHS. Ongoing projects included certification, interpretation, and operations for long-distance trails including the Santa Fe NHT, Trail of Tears NHT, and Route 66; land protection planning for Aztec Ruins NM and Pecos NHP; development concept planning for Bandelier NM and Padre Island NS; and major successes in our Rivers, Trails, and Conservation Assistance Program, such as the Barton Creek Greenway project (TX). And continuing our participation in the American Battlefield Protection Program during 1992, we concentrated on our priority Civil War and other battlefields in Prairie Grove, Arkansas; Port Hudson, Louisiana; Honey Springs, Oklahoma; and Glorieta, New Mexico.

Our **Southwest Region Design and Construction Program** required *major* staff time to coordinate and address key design challenges and issues during 1992. Take, for instance, the design of an information center at El Malpais NM that enables the NPS to provide information

about the park, while also providing space for diverse regional tourism groups and other Federal agencies to showcase their information. And take a design for a new Mission San Jose visitor center at San Antonio Missions NHP that will structurally and visually harmonize with the nearby historic mission compound. Too, take the sensitive conversion of a 24,000-square-foot structure--situated across the street from the historic LBJ Boyhood Home--into a combination visitor center/administrative headquarters at Lyndon B. Johnson NHS. During 1992, we also tackled the 419 Decatur Street headquarters facility, and Phase 2 of the Eunice Environmental Education Center at Jean Lafitte NHP/P; the headquarters and maintenance facility at Big Thicket NP/P; the Administration building at Hot Springs NP; and Phase I of housing development at Hubbell Trading Post NHS.

≡|| ABOUT CAVES ||≡

The Southwest Region sports some of the largest and most exciting cave resources in America. During 1992, as you might expect, most cave news in the Southwest Region centered around **Lechuguilla Cave**. (You'll recall that Lechuguilla Cave is the deepest cave in the United States, at 1,600 feet; the fourth longest in the nation, with over 60 miles of surveyed passages to date; and the eighth longest in the world.) It's important to reiterate that we've got eyes in the back of our heads where Lechuguilla Cave is concerned. We're *very* concerned about the fact that the known extent of Lechuguilla Cave underlies five sections of land within a designated wilderness area of Carlsbad Caverns NP lying adjacent to Bureau of Land Management lands that are leased for oil and gas exploration and production. A very real possibility exists that the casings of oil and gas wells in the proximity of the cave could leak at some future date (one or two human generations?), and that the gas and liquids from these wells could migrate into the cave system--with devastating impact.

Once we expressed our concerns to the local and State BLM offices in New Mexico, a task force composed of NPS, BLM, and industry representatives was activated to formulate recommendations for protecting Lechuguilla and related sensitive cave areas. During 1992, BLM prepared an Environmental Impact Statement; and a "Blue Ribbon" panel of notable cave and karst scientists was assembled to develop mitigation methods. Through this strong support, and that of the public--as well as some strong media attention efforts--we made big strides during 1992 in developing measures to avoid or minimize potential impacts.

During the year, a National Geographic filming crew finished filming Lechuguilla Cave. To provide an NPS presence and perspective on the cave and its management, and to ensure compliance with conservation and protection policies, the cave resources staff at Carlsbad Caverns NM stayed with film crew during the entire filming.

There's a growing concern on the part of Federal agencies and others about integrating the management of karst and cave resources into over-all resource management planning. Back in 1990, Public Law 101-578 directed the NPS to study the feasibility of establishing a **National**

Cave Research Institute--and the Southwest Region was designated project leader. The questions that we'll be answering in a report being prepared for Congress in 1993 include: What's the need for an institute? Purposes? Goals? Role? Function? Potential programs? Management scenario? Location? Operational needs? Elements? Costs? To generate ideas about the proposed institute's attributes, and focus those ideas into a single vision, we kicked off the study in 1992 with a fruitful and fascinating 3-day confab for cave and karst experts and folks in related fields from the National Park Service, other agencies, academe, nonprofit organizations, and the private sector.

≡ ACCESSIBILITY ≡

With the passage of the American With Disabilities Act during 1992, the Southwest Region put forth an especially mighty effort during the year in the area of accessibility for park visitors and staff.

During the year, we visited nine Southwest Region park units, to become familiar with individual coordinators; to discuss accessibility in general; and to provide technical assistance where needed. We studied--and in some cases remedied--barrier situations at Guadalupe Mountains NP, Bandelier NM, Aztec Ruins NM, Fort Davis NHS, San Antonio Missions NHP, and our own regional office Old Santa Fe Trail Building. We're establishing a current listing of park accessibility coordinators in our region, with names, positions, telephone numbers, and status of accessibility training. As part of our Southwest Region accessibility outreach program during 1992, we presented accessibility requirement programs at the annual meeting of the New Mexico State Recreation and Parks Association, and to participants in a States' Grants (L&WCF and UPARR programs) Workshop, attended by representatives from Arkansas, Louisiana, New Mexico, Oklahoma, and Texas.

≡ IN OUR ADOBE HACIENDA(S) ≡

We always seem to wax poetic about that masterpiece of Pueblo Revival architecture known as the Southwest Regional Office's Old Santa Fe Trail Building. Built specifically as an NPS regional office (the one and only so built) by the CCC in the 1930s--and unofficially designated by our regional director as a unit of the National Park System because of its historical significance and beauty--"The Big House" is dear to all of our hearts, and we feel that it deserves our very best.

During 1992, we were able to use a variety of creative methods to upgrade and honor our grand old building without spending beaucoup bucks: Representatives from facility management, conservation, history, curation, safety, and interpretation met to plan rehab of the public areas

of the building. Although our regional YCC funds were very tight this year, we managed to get one enrollee to spend all of his time planting and maintaining grounds and flower beds. Last year's Santa Fe Garden Club offer to help us out with patio garden rehabilitation got into gear during 1992 with the development of a formal plan. Although our new telephone system was installed in 1991, it was 1992 before we were able to use in-house talent to remove our old equipment, and patch, repair, and paint walls and offices. We were also able to use in-house talent to do needed plaster work, repair hazardous broken flagstone walkways and brick patios, and replace 20-year-old roofs and canales. (Unfortunately, however, we continue to have major leaks in our conference room, personnel area, and computer room--and now in areas we never even had leaks in before!) Determined to preserve the unique style and feel of the Old Santa Fe Trail Building, we're improving the spacious lobby by replacing lighting that's intrusive, and also destructive to rugs and paintings; and installing a trastero-style book display, and otherwise improving furnishings. (We realize that detailing efforts like the abovementioned may seem to be akin to showing a few too many pictures of the grandchildren to all and sundry--but please indulge us a little!)

As many of you know, the Southwest Regional Office continues to operate successfully in spite of a "split personality"--resulting from the fact that the majority of Southwest Regional Office employees now work in the Piñon Building on St. Francis Drive. Although being "split" isn't ideal from the standpoints of transportation, communications, general logistics, and morale--and although the Piñon Building doesn't inspire the kind of awe and affection that the Old Santa Fe Trail Building does--the price is right, so we're renewing our lease. With extended tenure in mind, during 1992 we set about improving the working environment and physical appearance of our "other half."

≡|| OUT OF THE TRACES ||≡

¡Vaya con Dios, Adios, Goodbye! *However* we say it, *saying* it is never easy--and in 1992 we had to say it more times than we'd like here in the Southwest Regional Office. To be expected, many friends and associates moved on to new assignments elsewhere in the NPS, and keeping in touch with them will be easy. But some regional-office goodbyes during 1990 were more final--and more difficult. Here's where we *must* name some names. To the retirees listed below, please know that you're sorely missed!

- . Bernard Chavez, Information Specialist, 10/05/92
- . Hofford (Hal) Garland, Associate Regional Director, 09/05/92
- . Ortencia Gonzales, Purchasing Agent, 05/01/92
- . John D. Hunter, Park Ranger, 02/22/92
- . Cloyd A. Kump, Supervisory Park Ranger, 11/03/92
- . Richard Marks, Deputy Regional Director, 08/01/92
- . Delia O. Marquez, Budget Analyst, 10/31/92
- . Rosina Silva, Budget Analyst, 01/03/92