

# Pecos National Historical Park

## Administrative History

### Scope of Work

#### Project Objective

The aim of this project is to complete Pecos National Historical Park (PECO)'s administrative history. Pecos was initially managed as Pecos State Monument by the state of New Mexico between 1935 and 1965. It became a national monument in 1965 and then a national historical park in 1990. The park has never had an administrative history done before and has no oral history collection. This administrative history should cover the years from 1935 to 2022. The project is funded in two parts:

#### Component A: Oral Histories

The project historian will conduct and transcribe fifteen to twenty oral histories with former and current park staff, stakeholders, and tribal members. These oral histories will then be utilized for the completion of Part B: Administrative History.

#### Component B: Administrative History

The project historian will conduct research using both primary and secondary sources to create an administrative history of Pecos National Historical Park. The final document will be a peer-reviewed, monograph length study. The project historian will also transfer the knowledge gained from the administrative history via a presentation to park staff at the end of the project.

#### Project Background

Pecos National Historical Park is mostly situated in the Upper Pecos Valley, east of Santa Fe, New Mexico. The nearby Glorieta Pass has been an important route of travel for centuries. Pecos National Historical Park contains resources related to Ancestral Pueblo People, Spanish Colonization, the Santa Fe Trail, the Civil War battle of Glorieta Pass, twentieth century dude ranching, Hollywood actress Greer Garson, and Route 66.

Pecos was established as a national monument under the National Park Service in 1965 with the transfer of the Pecos Pueblo and Spanish Mission site from the State of New Mexico, which had operated Pecos as a state monument since 1935, to the federal government. In 1990, Pecos became a national historical park with the addition of the Glorieta Pass battlefield lands at Pigeon's Ranch and Cañoncito. The Forked Lightning Ranch lands were added to PECO that same year. The 1990 expansion of Pecos National Historical Park increased its size to over 6,500 acres.

The park is well known for its significant Ancestral Pueblo archaeology, its role in the development of southwest archaeology as a distinct discipline, and for adobe masonry preservation techniques. The park has played a role in the development of these disciplines over the last one hundred years. These topics should be developed and considered throughout the administrative history.

Below is a preliminary list of topics and research questions. It is expected that the project historian will develop their own, based on their review of the source material.

## Topics

- **Administration by the State of New Mexico:** Why did the state create Pecos State Monument? How did the site's creation fit within the state's efforts to create a state historic sites program? How did the creation of the site fit within local and state preservation efforts? How did the state acquire the land? How did the state manage the site? Did the state build any infrastructure? What archeological excavations occurred during this time? What happened to the artifacts? What preservation efforts did the state make? Did the state have relationships with the Pueblos and other affiliated tribes? Did the state provide any visitor services or interpretation? Are there any known visitation statistics? Why did the state support the transfer of the site to the federal government?
- **Authorization and Establishment:** What was the motivation in creating Pecos National Monument? Was there a movement to have it established? If so, who was behind that movement? Were there any issues in the transfer of the site from the State of New Mexico to the National Park Service?
- **Administration:** Who were the key staff members in the past thirty years? How did the organization change? How did staffing levels change? How did funding change? Has the park charged entrance fees in the past and if so, why did that change? How did park administration respond to sequestration, government shutdowns, and the COVID pandemic?
- **Land Acquisition:** Did the park acquire any new land since its designation as a national monument in 1965? What role did E.E. Fogelson and Greer Garson play in land acquisition? How did the addition of the Glorieta Battlefield and Forked Lightning Ranch affect park management? Was there a movement to add these sites to the park? Who were those movements led by? Have there been other land acquisitions? Has the park acquired inholdings and how has that affected the PECO's relationship with the local community?
- **Relationship with Pueblos and other affiliated or traditionally associated tribes:** How did NPS management include or not include traditionally associated tribes in park planning during the twentieth century? Did it change? How? When? What effect did it have? How did the park implement NAGPRA? What was PECO's role in the 1999 repatriation of individuals and objects to the Pueblo of Jemez? Did any major changes happen within tribal governments that influenced the tribes' relationship to park? Have there been any special initiatives to hire indigenous people into the park? What was the outcome of those initiatives? What is the history of the Pecos Pathways program?
- **Archaeological Research:** What major archeological efforts have occurred at PECO? What other archeological projects in the region helped archeologists understand Pecos better? Did changes in the archeology profession have an impact on management of archeological resources at Pecos? What is PECO's role in the Pecos Conference? How has that role changed over the time? What efforts are there to promote or increase research?
- **Historic Preservation:** What major historic preservation initiatives or efforts have occurred at the park? Did regional or national NPS initiatives have an impact (such as the Vanishing Treasures Program or the introduction of cultural landscape preservation)? How well has the

park completed compliance with environmental laws (National Historic Preservation Act (NHPA) and National Environmental Policy Act (NEPA)? What are present NHPA/NEPA roles and responsibilities? What processes have been used for NHPA/NEPA compliance? What challenges has the historic preservation program faced and continue to face today?

- **Collections Management:** How did PECO come to house the A.V. Kidder collection from the R.S. Peabody Museum at Andover? Has that presented special challenges? Has the collections agreement between the Peabody and PECO changed over time? How did PECO come to house and care for objects owned by the Pueblo of Jemez? Has the collections agreement between PECO and Jemez changed over time? How has PECO's management of its own collections changed over time? How did the furnishings and personal belongings of the Fogelsons come into the collection? Where did the other furnishings and belongings go? What was the vision for the museum space at the Forked Lightning Ranch House? How have any/all of the collections played a role in management decisions?
- **Natural Resource Program:** What major natural resource initiatives or efforts occurred at PECO? What was the impact of the Natural Resource challenge? What has the park done for climate research? Has the park incorporated Traditional Ecological Knowledge into park management? If so, how? If not, why? What is the history of the PECO's response to wildfires? What is the history of the public fishing program at PECO?
- **Relationship with Fort Union National Monument and other NPS sites:** What is PECO's relationship with Fort Union National Monument? How has that changed over time? What is PECO's relationship with other NPS sites (Pueblo Parks Group, etc.)?
- **Local Community, Philanthropy, Non-Profit Partners (Friends of the Pecos National Historical Park and Western National Parks Association, Trout Unlimited, Upper Pecos Watershed Association):** What is PECO's relationship with their non-profit partners? How has that relationship changed over time? Have there been other bookstore cooperators in the park's history? How has the relationship between PECO and the local community changed over time? How has the community been involved with PECO over time? What role does Feast Day play for the community and how has that evolved over time? What role has private philanthropy played in PECO management, particularly from the Fogelsons? Did the Fogelsons involvement with PECO affect the way the park was viewed by the local community?
- **Relationship with USFS, New Mexico State Parks, New Mexico Department of Game and Fish, UPENN, and other agencies, organizations:** How has the relationship with other federal agencies, particularly the USFS, changed over the PECO's existence?
- **Interpretation:** How has interpretation changed over PECO's existence? Does this reflect larger trends in the NPS? How have indigenous perspectives been included in interpretation at PECO? How long has the cultural demonstrator program been in place at PECO, how has it changed over time? How has PECO worked with other area NPS sites in implementing its cultural demonstrator program? How has that changed over time? What are the major annual events held at the park and how have those changed over time? Have there been significant one-time public events? If so, what? How has the park volunteer program changed over time, both in size and types of positions? How has social media/web presence been used in the PECO interpretation program and what challenges has that presented?
- **Visitor Safety and Resource Protection:** Has PECO's effort to protect resources and visitors changed over the park's existence? Have there been any specific challenges?

- **Santa Fe National Historic Trail and Route 66:** How has being a NPS site along these historic travel routes affected park management and site interpretation? What other parks or organizations has the park developed relationships with due to being on these travel routes?

## Research Resources

The most important primary sources for the administrative history will be:

- Superintendent's monthly, quarterly, and annual reports;
- PECO central and project files, including official reports, correspondence and studies;
- Nine interviews with park staff and tribal members for 2022 NAGPRA podcast;
- NPS reports and correspondence in regional office files;
- Newspaper clippings;
- Records of affiliated tribes.

The NPS has already identified several collections and repositories to facilitate this study. The listing below is not comprehensive and is not intended to limit the project historian to only those repositories. In fact, the project historian should identify other collections and repositories with additional relevant material. However, it is expected that most of the research Pecos National Historical Park.

- NPS Technical Information Center, Lakewood, Colorado.
- National Archives and Records Administration, Denver, CO;
- Federal Records Center, Denver, CO;
- National Archives and Records Administration, College Park, MD;
- NPS History Collection, Harpers Ferry, WV;
- University of New Mexico Center for Southwest Research, Albuquerque, NM
- State of New Mexico/Museum of New Mexico/Laboratory of Anthropology, Santa Fe, NM
- Palace of the Governors Photo Archive, Santa Fe, NM

As noted above, this list is preliminary. The project historian is expected to identify other repositories which hold appropriate materials relevant to this study. Some institutions may have material online which could limit the need to travel to those repositories. As part of the project historian's research access to both public and restricted sites within parks may be necessary.

## Materials Collected and Created

All material collected and created as part of the project will remain the property of the Federal Government. Such material includes oral history recordings and transcripts, documents, photographs, maps, microfilm, drawing, notecards, computer files, etc. This material will be archived at PECO as part of the administrative history project records.

All reports and material collected resulting from the study will become the property of the United States Government. The project historian may publish reports or other products based on the research conducted under this agreement, provided the NPS role is acknowledged, and no sensitive information is shared.

## Products and Schedule

### Component A:

#### 1. Oral Histories

The project historian will complete fifteen to twenty audio interviews with former and current park staff and key stakeholders. The project historian will work with PECO staff and ATR to develop list of people to be interviewed for the project. The interviews should be conducted according to best practices outlined by the Oral History Association. In person interviews are high priority, but remote interviews may also be acceptable due to extenuating circumstances. Audio recordings should be produced in uncompressed WAV formats. Each interview should be transcribed and then reviewed by the narrator. Each narrator will need to sign a NPS Interview Release Form. All release forms, audio files, transcripts, and notes will be transmitted to the park at the conclusion of Part A of the project.

### Component B:

#### 1. Administrative History

The following are the components of the administrative history, at a minimum:

- **Table of contents:** The table of contents must list the titles of all major divisions and the first-level subdivisions in the study and provide page numbers for all major divisions.
- **List of illustrations:** A list of illustrations must include captions and give page numbers for photographs, figures/illustrations, maps, and other forms of graphics subject matter. If warranted, separate lists for specific types of illustrations may be used.
- **Acknowledgements:** The acknowledgements must include any obligatory or appropriate personal or organizational acknowledgements.
- **List of abbreviations and/or acronyms:** The list must include nonstandard abbreviations and acronyms used in the report. The spelled-out version of a term should be given the first time the term appears within the study.
- **Executive Summary:** The executive summary must contain background information about the scope of the research preparation of the study. It will discuss methods and summarize major findings.
- **Introduction:** The introduction should include general background information on the geographic location, history, and significance of Pecos National Historical Park and its resources. It should summarize previous administrative history efforts, describe the project's research methodology, and outline (or summarize) key themes/findings in the study.
- **Narrative history (organized chronologically or topically, as appropriate):** This section represents the main body of the product and must address the topics described above. The narrative must synthesize existing research and provide primary research, as appropriate. Use of primary sources, including oral history interviews, in writing this section is critical. Photographs, maps, charts, and other figures will be used as necessary to enhance the text. The overview history must contain footnotes (rather than end notes or reference notes).
- **Epilogue or conclusion:** The epilogue (or conclusion) must consist of a closing statement that provides further comment, if appropriate, on the interpretation of the information found in the study.

- Footnotes and Bibliography: All references should be made using the latest edition of the Chicago Manual of Style.
- Appendices:
  - Organization charts;
  - List of PECO superintendents and other key staff;
  - Chronology of notable events in PECO history;
  - Historic park visitation statistics;
  - Historic budget information;
  - Other documents or summaries as appropriate; and
- Index

The administrative history will be reviewed in iterations (see schedule below). The project historian will submit one (1) electronic copy of each iteration to the Agreements Technical Representative (ATR) for review. The draft will be prepared using Microsoft Word 2010 or higher.

Drafts requiring extensive proofreading or lacking the minimum content required by this Statement of Work will be returned to the Recipient as unacceptable. Revised draft reports may be required if substantial revisions are required. The NPS will provide written comments on the drafts within 45 days of receipt. The second full draft will be reviewed by a historian outside the NPS, coordinated by the Recipient.

Park staff are responsible for contacting affiliated tribes about this project. Affiliated tribes may be invited to review a draft or specific sections of the document. The project historian will be responsible for incorporating comments and suggestions.

The project historian will deliver the final version of the administrative history to the NPS as an electronic file or files in both Microsoft Word and Adobe PDF.

It is the responsibility of the project historian to gain permission to publish non-NPS images. All illustrations used in the final document will be credited. If any of the illustrations carry restrictions (such as one-time use limitations), the project historian will provide this information to the NPS. The electronic file(s) supplied to NPS will be adequate for transmission to a printer or for incorporation into a final file or files to be prepared by NPS for transmission to a printer to be selected by the NPS.

The Recipient is responsible for the final report copyediting, design and formatting of the cover, spine, and back for the final printed version of the administrative history are part of this project and will be approved by PECO staff. PECO will provide a signature page to include in the final formatted report.

The study will conform to National Park Service standards (Director's Order #28) and the 2015 Guide to Preparing Administrative Histories (draft) regarding historical methodology of research and writing. The project historian should also follow the American Historical Association's Statement on Standards of Professional Conduct (updated 2019). Furthermore, the narrative should be written in a manner that is clear, concise, and accessible to multiple audiences.

## 2. Project Records

Paper and digital project documents will be accepted, but not duplicate materials. Format-neutral records created by this project to include official correspondence will be arranged in chronological

order labeled with physical and digital file folder names. Born-digital images should be captured in TIFF format and individual images labeled. Born-digital textual documents are preferred in PDF/A file format but JPEG file format is acceptable.

### 3. Transfer of Knowledge

The project historian will give a presentation to park staff upon completion of the project in order to transfer the knowledge gained through the administrative history project.

### Schedule:

The project historian will submit a proposed timeline, which will be approved by NPS. The following schedule is a suggested timeline. The schedule may change due to external factors such as ongoing pandemic concerns, wildfires, and lapses in appropriations.

<b>Deliverable</b>	<b>Due by</b>	<b>Review Period</b>
Kick off meeting	1 month from PI Selection	
<b>Component A</b>		
List of Interviewees	2 months from kick off meeting	45 days
Sample Oral History Transcript	1 month from interviewee list approval	45 days
Oral Histories and Transcripts	5 months from sample transcript approval	45 days
<b>Component B</b>		
Preliminary Outline and bibliography	1 year from kick off meeting	45 days
Sample Draft Chapter	4 months from receiving outline and bibliography comments	45 days
First Draft	6 months since receiving draft chapter comments	45 days
Second Draft and TOK Presentation	2 months since receiving first draft comments	45 days
Final Draft (Print Ready) and Project Records	2 months since receiving second draft comments	

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