



**CULTURAL RESOURCES  
STRATEGIC PLAN  
FOR  
ALASKA REGION,  
NATIONAL PARK SERVICE**

Cultural Resources  
Strategic Plan  
For  
Alaska Region  
National Park Service

Prepared

By

The Cultural Resources Advisory Council

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# Cultural Resources Strategic Plan

## Introduction

### *The Purpose of Strategic Planning*

The purpose of this exercise in strategic planning is to discover common ground for moving the organization forward in cultural resource management; to chart a path for future decision-making and priority setting.

### *Scope*

The scope of the plan is region-wide and it addresses both park and partnership cultural resource programs.

### *Strategic Planning*

Our working definition of strategic planning is: “A decision-making process for identifying your most important results and how best to achieve them.”

### *Method*

There are many approaches to strategic planning; some good, some bad. The Cultural Resources Advisory Council (CRAC) selected Douglas Eadie’s *Taking Command of Change* (1995) as its primary guide to the strategic management process because this approach was specifically developed for cultural resource organizations, it has the support and endorsement of the National Park Service and the National Council of State Historic Preservation Officers, and it enjoys a proven track record of practical success around the nation.

This strategic planning process is an open-ended, multiple-step approach that moves from visioning through developing and putting into place detailed action plans to deal with selected issues or key organizational goals. The process is designed to selectively identify and address the most critical priorities confronting the organization rather than tackling all problems at once. It is open-ended in that this process recognizes that the job does not end with the writing of the first plan; its focus simply moves us to the next set of priority issues. The process may be best described as “strategic planning in chewable bites.”

The particular variety of strategic planning chosen by CRAC has also been called the “stakeholder model” (Bryson 1989: 33-34) of strategic planning for it draws heavily on the views and input of those groups and individuals who can be characterized as an organization’s key stakeholders. This model is especially well suited to strategic planning in government and other public institutions.

Stakeholders are the individuals and groups who have an investment in or can affect an organization’s future. “Key stakeholders” are those who have the greatest interest in and potential ability to affect the future success of the organization in question. With respect to this strategic planning exercise, CRAC identified the key stakeholders as the National Park Service employees in Alaska who have a recognized job involvement in some aspect of resource preservation or protection. Also included in this central stakeholder group was the State Historic Preservation Officer and her immediate staff. In all, through either direct interviews or questionnaires, we received responses from over 70 different individuals.

Although we considered the views of all the respondents, greater weight was admittedly given to the opinions of the park superintendents and the regional directorate in the process of identifying and ranking goals and action items. Because they occupy the primary positions of leadership and decision-making in the Alaska Region, and therefore possess the greatest potential to affect the future directions taken by cultural resource management in Alaska, the superintendents and directorate necessarily emerge as the primary stakeholders in this strategic planning effort.

### ***Time Frame***

This strategic plan is envisioned to remain effective for a five-year time span; from Fiscal Year 1999 through Fiscal Year 2003. Though it may be updated and improved at any time during this five-year period, the plan should be thoroughly evaluated in Fiscal Year 2004. At that time it can be either revised or replaced according to the findings and judgment of the Alaska Council of Superintendents.

## ***How Does This Strategic Planning Approach Relate to GPRA?***

CRAC's chosen approach to strategic planning recognizes the Government Performance and Results Act (GPRA) and acknowledges and incorporates both the national and regional GPRA goals, but it stands on its own as a separate planning process that remains both supplemental and complementary to the GPRA strategic planning process.

## **Mission**

The primary mission of the National Park Service is simply but clearly stated in the National Park Service Organic Act of 1916: "to conserve the scenery and the natural and historic objects and the wild life....by such means as will leave them unimpaired for the enjoyment of future generations." Another important responsibility, underscored by the Historic Sites Act of 1935 and the Alaska National Interest Lands Conservation Act (ANILCA), is to provide leadership and technical assistance to other federal agencies, states, Native American groups, local governments, and private citizens in historic preservation. This central legislative direction, augmented by the National Historic Preservation Act, the Archaeological Resources Protection Act, and other legislation specifying and strengthening the National Park Service's responsibility to protect the nation's cultural heritage, charges the National Park Service with a lead role in the protection and preservation of our country's cultural resources. This responsibility is the basis of the vision for the cultural resources program in Alaska.

## **Vision Statement**

The cultural resources program in Alaska is an integrated professional program in which the parks and AKSO contribute their expertise to accomplish the cultural resource mission and objectives of the National Park Service. Cultural resources in the parks are identified, inventoried, evaluated, preserved, and protected in accordance with park, regional, and national priorities. Information about the cultural resources on National Park Service lands is provided to the public so that park visitors, local residents, and other interested members of the public understand and appreciate the rich legacy of past and present human use of park lands in Alaska. Alaska Region's cultural partnership programs consistently deliver the technical advice and assistance to the historic preservation community and the general public that is required for the effective preservation of Alaska's significant cultural properties.

## State of the Region

National parklands in Alaska encompass over 54 million acres of land and are rich repositories of prehistoric, historic and ethnographic resources. Although only 466,647 acres, or .9%, have been adequately surveyed, these few acres have yielded 3,975 prehistoric and historic sites. (A cursory extrapolation suggests that there are at least 150,000 cultural sites in the parks and perhaps as many as 400,000 sites.) The parks are homelands to, or neighbors of, all of the Native Alaskan peoples with many parks having affiliations with more than one Native group. Lands in the parks hold important meanings for Native Alaskans and provide a vital tie to their cultural traditions and history. Most Alaskan parks and their resources are used for subsistence and help to preserve the traditional subsistence lifeways that are an integral part of Alaska's Native and non-Native heritage and contemporary life (for a more complete snapshot of the cultural resource picture please turn to the Appendix, State of the Region in Tables and Graphs).

Under new legislation, the National Park Service is also responsible for serving two affiliated cultural areas; one in Unalaska (Aleutian WWII National Historic Area) and one in Barrow (Inupiaq Heritage Center of the New Bedford Whaling National Historic Park). In addition, Alaska Region, through the Cultural Partnerships Program (National Register Programs) provides technical assistance and advice in historic preservation to multiple governmental and private entities throughout Alaska.

The abundance of riches in Alaskan cultural resources and corresponding workload responsibilities is not paralleled in the staffing of cultural resource positions (see the table Region at a Glance: Cultural Resource Permanent Base Funded Personnel and the Appendix, State of the Region in Tables and Graphs). Most park offices, several of which serve two or more parks, average one cultural staff person per park to carry out programs encompassing archeology, anthropology, history, historical architecture, cultural landscapes, and curation. Of the individual parks, only Sitka National Historical Park (SITK), Klondike Gold Rush National Historical Park (KLGOR), and Denali National Park and Preserve (DENA) have more than one base-funded position in cultural resources.

To meet workload demands parks depend heavily on the Alaska Support Office personnel, seasonal employees, interns, and term employees as well as contracts and cooperative agreements. The Alaska Support Office, in turn, contains only fifteen base-funded permanent cultural resource professionals and three term and student career professional employees to provide both park and partnership support. Like the parks, it relies to a great degree on temporary employees, contracts, and agreements to get the work done.



Each park currently maintains its own museum collections (both natural and cultural collections). Overflow and collections requiring special care (from all 15 parks) are housed at the Alaska Region Curatorial Center in the Alaska Support Office. A large number of additional items are housed at the University of Alaska Fairbanks and at other university repositories throughout the nation.

In the newly-restructured Region, each park is responsible for the management of the cultural resources within its jurisdiction. The Alaska Support Office, on the other hand, supplies technical assistance and advice to the parks; its involvement in program management is limited to the National Register Programs which it administers in an increasingly close partnership with the parks.

## National Goals, Regional Goals, and Actions

The section that follows translates what we have learned through the planning process into a framework of national goals, regional goals, and actions. The actions represent concrete activities or decisions we can take to make significant progress in meeting our goals and striving toward our shared vision for cultural resources in Alaska.

National Park Service staff in Alaska identified the regional goals presented below as the most critical for Alaska for the next five years. Although we recognize the importance of *all* of the national goals relating to cultural resources, the ones listed here represent Alaska Region's priorities as selected by the parks, the Alaska Support Office, and Office of the Regional Director through the GPRA process (the GPRA category is indicated in parentheses) and in the course of this specific cultural resource planning process. A number of the regional goals presented here were not originally identified during the 1997-1998 GPRA scoping process. Rather, these emerged during the cultural resource survey of stakeholders in the guise of priority "issues" or "problems" that face Alaska Region. We have recast these "problem" and "issue" statements into goal statements and added them to the most closely related list of regional goals when they did not duplicate any of the GPRA goals already on the list.

Under the general categories of the national goals, we have ranked the regional goals and the related actions in priority order based on our analysis of the stakeholder responses. Although the views of all the stakeholders were considered in determining the priority order of the goals and actions, the greatest weight was placed on the responses of the Alaska Council of Superintendents (ACS). In cases where the recommended priority order was

not clear or obvious from the ACS, we turned to other stakeholder groups like the park cultural resource management specialists or the State Historic Preservation Officer (SHPO) and her staff to suggest a reasonable rank order. Particularly close attention was paid to issues or actions that all or most of the other stakeholder groups had also mentioned or ranked as important. Finally, we have not listed everything brought up or mentioned by the stakeholders. This section is purposely selective and only includes goals and actions that clearly emerged as the most important to the participant groups in the planning exercise.

## **NATIONAL GOAL**

***Preserve park resources. (I.)***

***Cultural resources are protected, preserved, and maintained in good condition. (I.A.)***

### **Regional Goals**

1. Baseline inventories for each category of cultural resources are increased.
2. Preservation and protection standards for museum collections are increased.
3. Develop and maintain strong ethnographic and consultation programs to document traditional knowledge and contemporary lifeways and create an avenue for NAGPRA, subsistence, and other consultation.
4. Increase the number of significant historic and archeological properties protected through federal programs and official designations (National Register, National Historic Landmarks).
5. Resource inventory and documentation include sufficient information and recommendations to allow superintendents to prioritize and manage cultural resources.
6. Cultural resource and ranger programs are coordinated to provide systematic resource monitoring and protection to protect park resources.

## **Actions**

- a. Establish a working group to develop and recommend a systematic inventory and monitoring program for cultural resources that includes risk assessment of identified resources and recommends management actions to protect those resources.

Time Frame: Immediate. Inventory and monitoring plan due to ACS October 1999.

- b. Upgrade museum collections preservation and protection facilities at the park level, continue to support and develop the Alaska Regional Curatorial Center (ARCC) as a central repository for park overflow and special-need museum collections, and create a task force to explore the benefit of establishing a second central repository in Fairbanks for northern parks.

Time Frame: Ongoing. Recommendation to ACS by March 1999.

- c. Recruit and fill the cultural anthropologist position in Alaska Support Office to provide professional ethnographic advice and technical support to parks that do not have their own anthropologist. The person in this position, in collaboration with other National Park Service anthropologists and cultural staff, will work with the parks to plan and implement a systematic ethnography and Native community liaison program.

Time Frame: Immediate recruitment with hire by May 1999.

- d. Ensure that park historic preservation compliance programs meet the National Historic Preservation Act (NHPA) standards, including National Historic Landmark (NHL) protection guidance, by designating a lead compliance person in the region (park or AKSO). This person will provide compliance and NHL management assistance on request.

Time Frame: Immediate.

- e. Create a working group to plan the development and maintenance of centralized databases in which cultural resource information remains retrievable and useable in both the parks and the AKSO.

Time Frame: Immediate. Plan in place by October 1999.

## **NATIONAL GOAL**

***Cultural resources are managed within a broad context based on adequate scholarly and scientific information.  
(I.B.)***

### **Regional Goals**

1. Superintendents and the Directorate are appropriately informed on cultural resource accomplishments and needs.
2. Park planning is based on adequate cultural resource information, including approved Resource Management Plans.
3. Subsistence management has ready access to research data and analyses from park and AKSO cultural programs.
4. Park cultural resource staff are involved in a timely and substantive manner in park planning processes.
5. All Alaskan parks have complete basic planning and cultural resource background documents.
6. Superintendents and the Directorate are appropriately informed on cultural resource accomplishments and needs.
7. Improve integration of natural and cultural resource programs in such a way as to strengthen overall resource management in the parks.

### **Actions**

- a. At least once yearly, park cultural resource staff will identify the key cultural resource issues relevant to each park, prioritize these issues, and recommend solutions (including alternatives) to superintendents.

Time Frame: Ongoing, park specific.

- b. The lead cultural resource staff in each park will ascertain what information his or her superintendent seeks for management purposes and how and in what format that particular superintendent would like that information delivered for most effective management use (meetings, briefing papers, bi-weekly summaries, GIS layers, charts, etc.).

Time Frame: Ongoing, park specific.

- c. Cultural specialists will ascertain in advance what management issues or concerns superintendents hope to address through cultural resource projects.

Time Frame: Ongoing, park specific.

- d. Create a working group to design a research plan to collect subsistence information in a timely manner. This research plan will incorporate pertinent natural resource data on the health of harvest populations.

Time Frame: Immediate. Plan presented to ACS March 2000.

- e. Establish a working group composed of natural and cultural staff to refine the subsistence database system to provide usable and accessible research data for improved and informed decision making.

Time Frame: Immediate. Recommended revisions identified by October 1999.

- f. Explicit recommendations for data management and distribution will be a standard part of every project plan.

Time Frame: Ongoing.

- g. Whenever possible and feasible, complex cultural resource data will be packaged in map or other visual formats (for instance, GIS or AutoCAD map packets) in order to make the information easily available and understandable.

Time Frame: Ongoing.

- h. Park cultural resource staff will identify, package, and interpret important cultural resource data for the superintendents and other park staff. Unless otherwise called for, the standard briefing will consist of no more than one page of text and visual data.

Time Frame: Ongoing.

- i. Form a task force of managers and resource specialists to explore and recommend areas in which natural and cultural resource management programs could be integrated.

Time Frame: Immediate. Recommendations to ACS by March 2000.

## **NATIONAL GOAL**

***NPS contributes to knowledge about cultural resources and human populations. (I.C.)***

### **Regional Goals**

1. Information on cultural resource research activities and results is widely distributed to NPS staff and the public in an appropriately accessible format.
2. Alaskan NPS staff in other divisions understand the significance of cultural resources in Alaska's national parks.

### **Actions**

- a. Maintain interactive partnership and outreach programs with other agencies, schools and universities, and Native organizations and communities to cooperatively identify cultural resource information needs.

Time Frame: Ongoing.

- b. Region-wide, at least three cultural resource projects per year will be published in a format appropriate for a general audience. (CRAC will call for submission and decide which projects will be published in this popular format.)

Time Frame: Yearly. Call for submissions in January of each year.

- c. Cultural resource staff in the parks and the AKSO will develop and present popular programs for the public and NPS staff highlighting cultural resources and current projects.

Time Frame: Ongoing.

## NATIONAL GOAL

***Cultural resources are conserved through formal partnership programs. (IIIa.)***

### Regional Goals

1. The Cultural Partnership Programs (National Register Programs) are jointly managed by the parks and the AKSO, in partnership with the SHPO and appropriate Native preservation organizations, so as to bring the maximum benefit to Alaska's cultural resources and the fulfillment of our mission.
2. Increase targeted educational outreach programs to Alaskan citizens and organizations to facilitate the growth of an active and well-informed Alaskan preservation constituency.

### Actions

- a. The NPS will invite the SHPO to meet at least once yearly to discuss topics of mutual interest. At this meeting the CRAC chairs will brief the SHPO on NPS plans for cultural resource management activities and projects. This may result in opportunities for collaborative projects between the NPS and the SHPO.

Time Frame: Ongoing. Meeting in December of each year.

- b. Biannually sponsor and host at least one statewide preservation education workshop targeted toward National Historic Landmark owners and others interested in the preservation of Alaska's significant historic properties.

Time Frame: Beginning in FY 2000, the NPS will regularly sponsor one statewide workshop on a biannual basis.

- c. The NPS will develop and distribute a preservation education tool kit for National Historic Landmark owners and friends designed to help Alaskans understand the historic preservation process and find the funding to preserve and protect significant cultural resources in their own communities.

Time Frame: Design and produce tool kit for distribution in 2001.

## **NATIONAL GOAL**

### ***Ensure organizational effectiveness. (IV)***

The National Park Service uses current management practices, systems, and technologies to accomplish its mission. (IV.A)

All employees are fully trained to ensure their professionalism and support for the NPS mission. (IV.C.)

### **Regional Goals**

1. Parks have access to a full range and appropriate numbers of cultural resources staff, plus the necessary base funding, to effectively manage cultural resources.
2. Alaska Region responds to national reporting requirements and initiatives, and provides mandated cultural assistance to Alaskan communities.
3. All cultural resource employees are given annual opportunities for training and professional development.
4. Project and work priorities for both National Park Service Operations (ONPS) and Cultural Resource Preservation Program (CRPP) dollars are based on a consistent system that is endorsed and guided by the ACS.
5. The assignment of cultural resource duties and responsibilities between the parks and the AKSO is clearly defined, and there is a systematic and consistent process for the parks to obtain AKSO technical support and assistance.
6. The AKSO has adequate staff and ONPS funding to provide technical assistance to the parks, to respond to national policy and budget initiatives, and to coordinate external cultural partnership programs in Alaska.

### **Actions**

- a. CRAC, with the guidance and participation of the ACS, will assess current cultural resource personnel capabilities in parks and the AKSO and design an overall, region-wide program to provide the professional expertise necessary to the anticipated needs of the parks and NPS partners.

Time Frame: Immediate. Recommendations to ACS by October 1999.

- b. Increase base-funded cultural resources staff, in accordance with the priorities outlined in the above recommendations

Time Frame: Ongoing.

- c. CRAC, under the guidance of the ACS, will develop a process to set work and project priorities for ONPS and CRPP dollars.

Time Frame: Immediate. Process submitted to ACS by October 1999.

- d. Maximize the funding and staff that are available by working cooperatively with partners to identify, protect, and interpret the region's cultural resources.

Time Frame: Ongoing.

- e. Encourage professional growth among cultural resource personnel, and where possible, direct training and development opportunities toward filling the region's most critical knowledge and skill needs.

Time Frame: Ongoing.

- f. Assign the AKSO the primary responsibility for coordinating and conducting external programs in full cooperation and partnership with the parks.

Time Frame: Immediate and ongoing.

- g. Assign AKSO the day-to-day responsibility for coordinating staff liaison with national cultural resource programs, deciphering policy and directives, and soliciting support for Alaska cultural resource programs.

Time Frame: Immediate and ongoing.

- h. CRAC will annually review the *Cultural Resources Strategic Plan for Alaska Region* and make recommendations for updates to the ACS.

Time Frame: Ongoing. CRAC makes recommendations by October of each year.

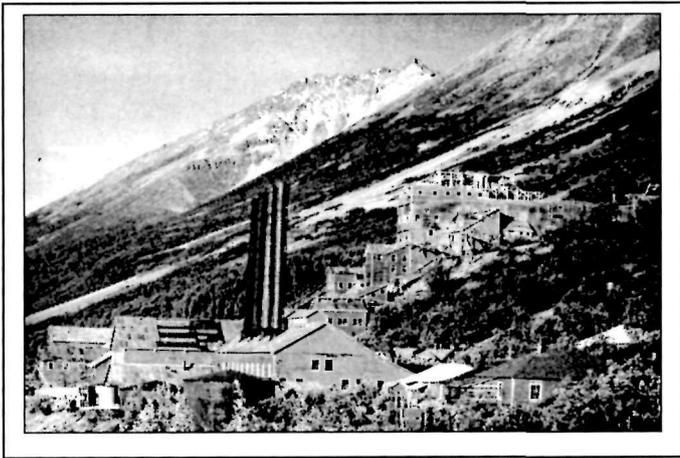
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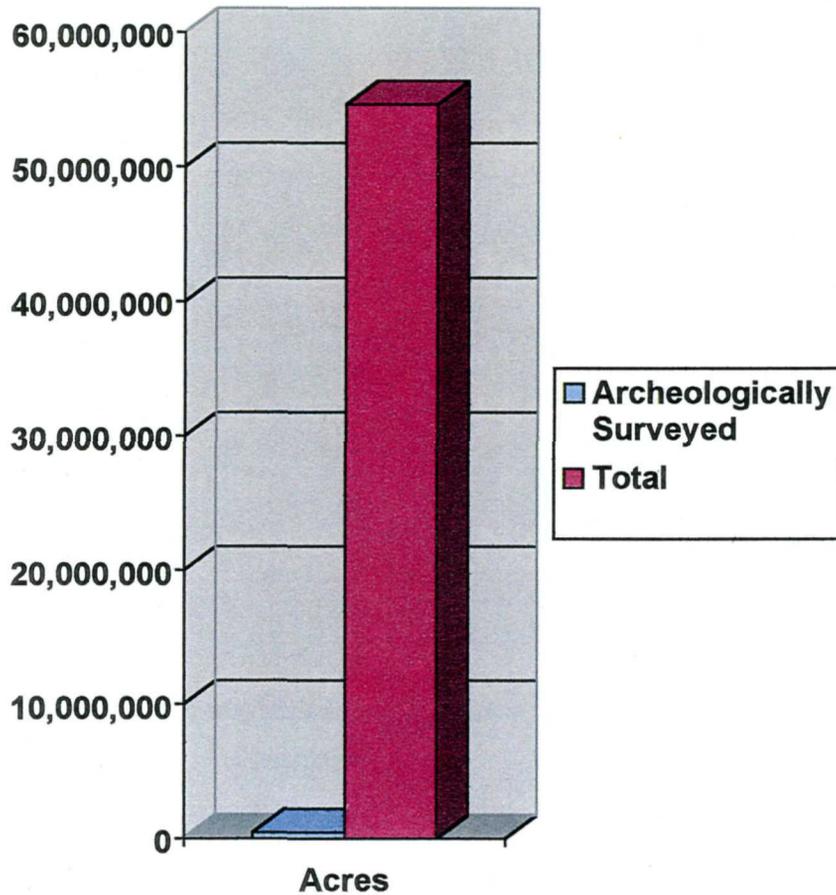


## Appendix

# State of the Region in Tables and Graphs

# Appendix

- Table 1. National Park Service acreage archeologically surveyed in Alaska.
- Table 2. Number of actual and potential archeological sites on National Park Service lands in Alaska. The estimates are based on our best information from the State Historic Preservation Office (SHPO) and Cultural Resource Management Assessment Program (CRMAPP).
- Table 3. National Park Service subsistence acreage in Alaska. This indicates the vital role of Alaska parks in supporting the continuance of traditional Alaskan lifeways.
- Table 4. Number of ethnographic resources on National Park Service lands in Alaska.
- Table 5. Historic structures and associated workload in Alaska.
- Table 6. Museum collections in Alaska parks and offices.
- Table 7. Cultural resource staff, permanent, term and student career in the parks and support office in Alaska Region.
- Table 8. Alaska's percentage of cultural resource FTE in the National Park Service as a whole.

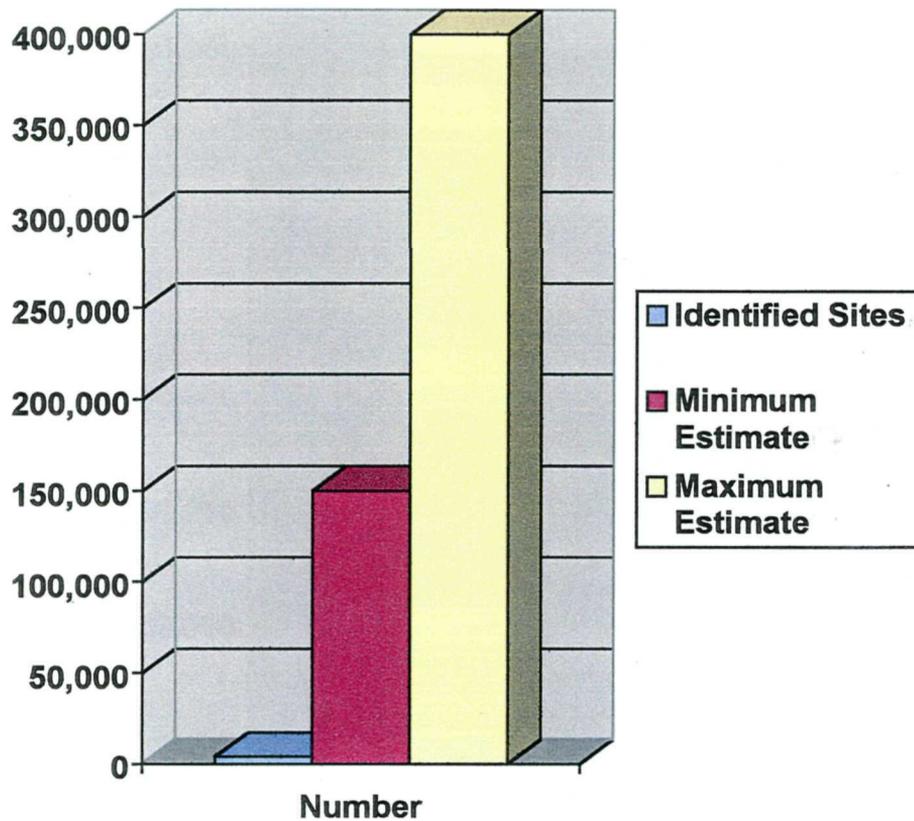


<b>National Park Service Acreage in Alaska</b>	<b>Acres</b>
Archeologically Surveyed <sup>1</sup>	466,647
Total <sup>2</sup>	54,600,000

Table 1. National Park Service acreage archeologically surveyed in Alaska

<sup>1</sup> Number of acres that have been archeologically surveyed as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>2</sup> Total acreage (rounded) per National Park Service Listing of Acreages by Region as of 12/31/97 prepared by Land Resources Division, Washington, D.C.



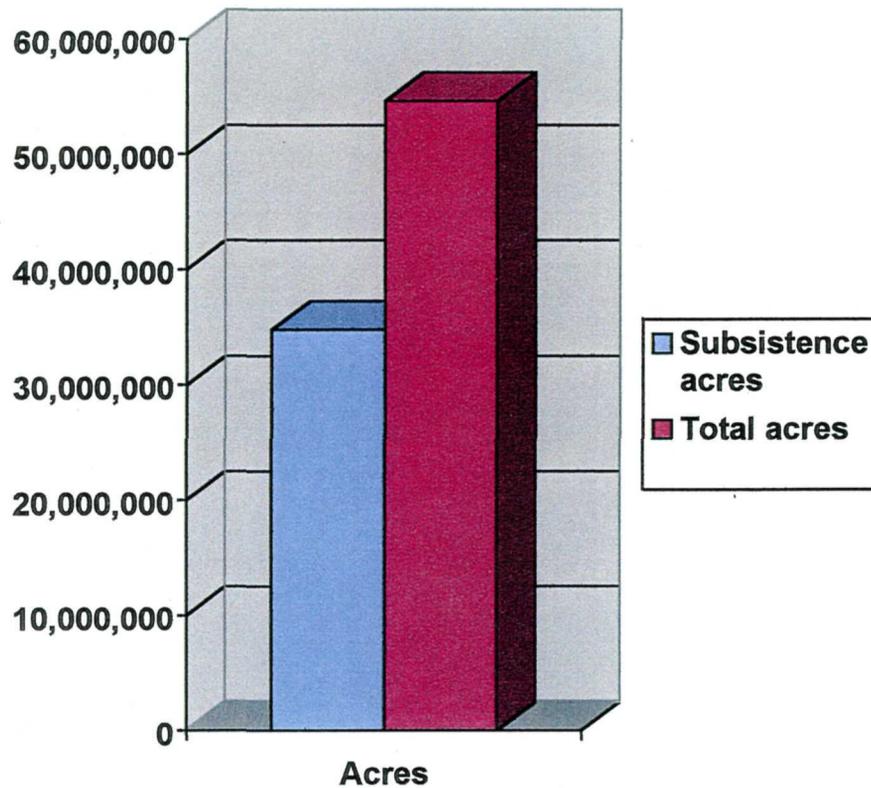
Archeological Sites in Alaska Parks	Number
Identified Sites <sup>1</sup>	3,975
Minimum Estimate <sup>2</sup>	150,000
Maximum Estimate <sup>3</sup>	400,000

Table 2. Number of actual and potential archeological sites on National Park Service lands in Alaska. The estimates are based on our best information from the State Historic Preservation Office and Cultural Resource Management Assessment Program.

<sup>1</sup> This number is the total number recorded, as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>2</sup> This estimate is based on the following: according to the State of Alaska the number of archeological sites in Alaska is estimated to be between 500,000 and 1,500,000. The average of these two numbers is 1,000,000. National Park Service lands make up about 15% of the state and 15% of 1,000,000 is 150,000.

<sup>3</sup> This estimate is based on the following: to date the National Park Service has archeologically surveyed 466,647 acres of its land in Alaska and recorded 3,975 archeological sites. That comes out to .0085 site per acre. Multiply that by the total National Park Service acreage in Alaska (54,600,000) and the result is 464,100 sites. Given that many of the National Park Service acres have low potential to contain sites, that number has been reduced to 400,000.

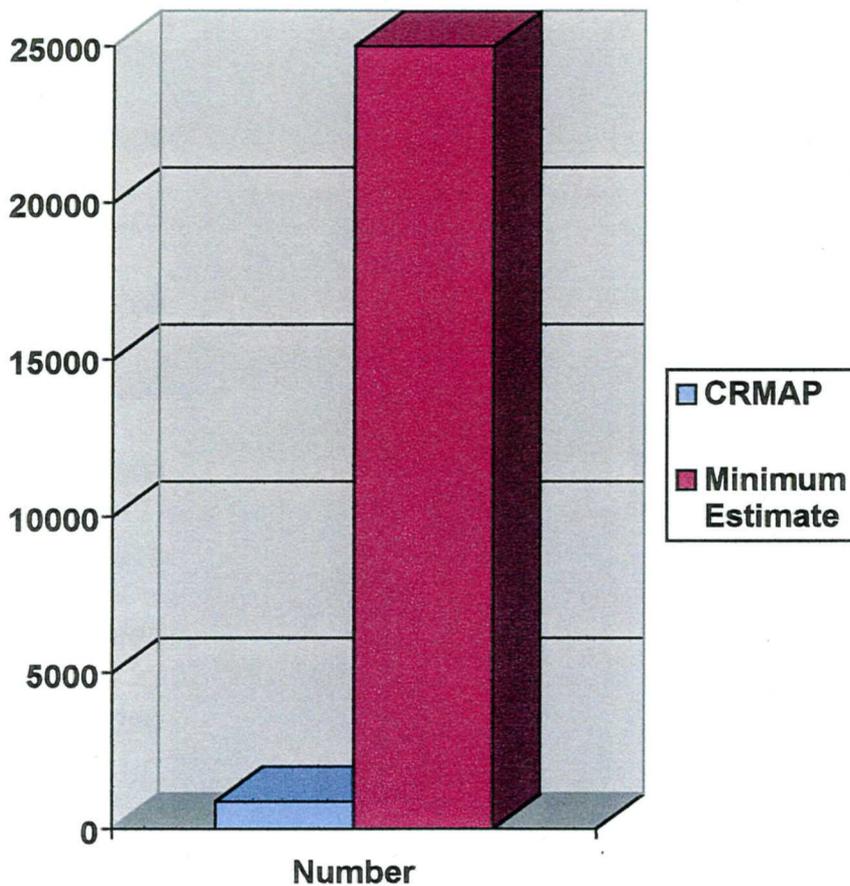


<b>National Park Service Subsistence Acreage in Alaska</b>	<b>Acres</b>
Subsistence acres <sup>1</sup>	34,742,204
Total acres <sup>2</sup>	54,600,000

Table 3. National Park Service subsistence acreage in Alaska. This indicates the vital role of Alaska parks in supporting the continuance of traditional Alaskan lifeways.

<sup>1</sup> This figure is taken from the subsistence acreage reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>2</sup> Total acreage (rounded) per National Park Service Listing of Acreages by Region as of 12/31/97 prepared by Land Resources Division, Washington, D.C.



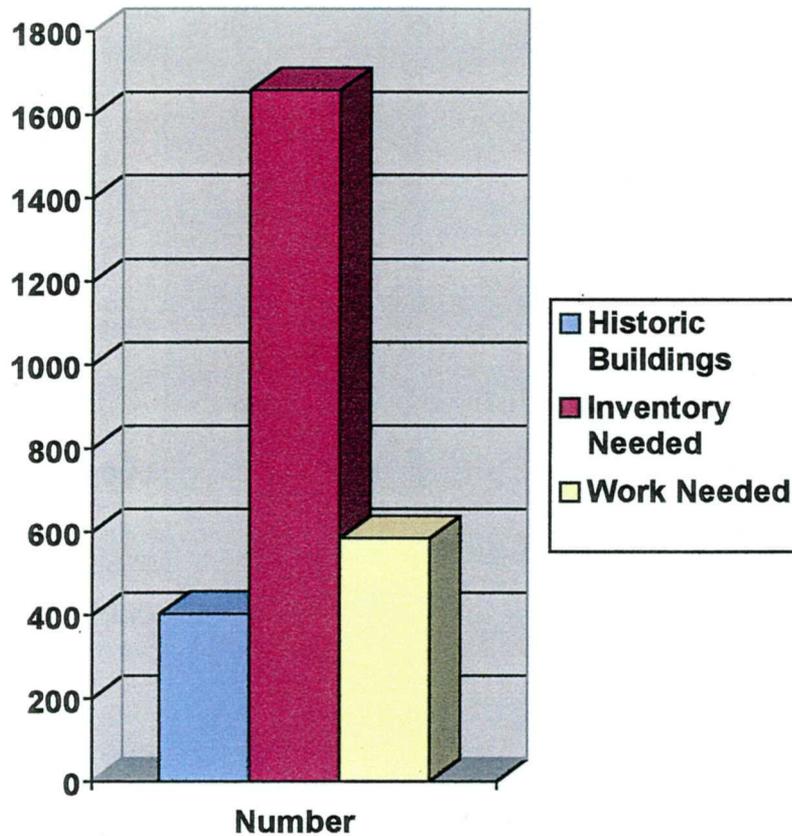
Ethnographic Resources <sup>1</sup> in Alaska Parks	Number
Cultural Resource Management Assessment Program (CRMAP) <sup>2</sup>	881
Minimum Estimate <sup>3</sup>	25,000

Table 4. Number of ethnographic resources on National Park Service lands in Alaska.

<sup>1</sup> Ethnographic resources are defined in "Cultural Resource Management Guideline, Release No. 5, 1997" as sites, structures, objects, landscapes, or natural features assigned traditional legendary, religious, subsistence, or other significance in the cultural system of a group traditionally associated with it.

<sup>2</sup> This number is the total number recorded, as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>3</sup> This number is the absolute minimum estimate determined by comparing the place names and 14c1 and 14h1 data for Wrangell-St. Elias National Park and Preserve and the place names data for northwest Alaska with the numbers reported in Cultural Resource Management Assessment Program profiles for those areas and interpolating from those figures and Don Callaway's knowledge of the literature. Unlike Table 2, Archeological Sites in Alaska Parks, there is no maximum estimate because we know so little about the ethnographic resources there are insufficient data to generate such an estimate.



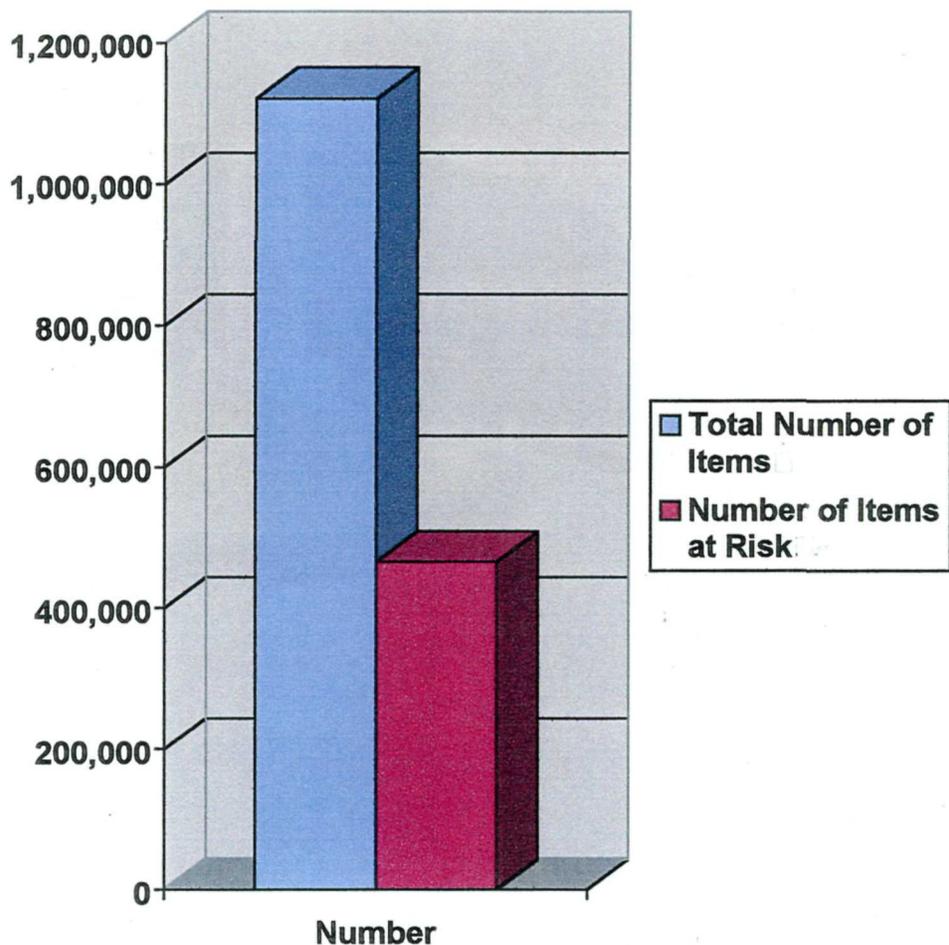
Historic Structures and Needs in Alaska Parks	Number
Historic Buildings <sup>1</sup>	403
Inventory Needed <sup>2</sup>	1,659
Work Needed <sup>3</sup>	584

Table 5. Historic structures and associated workload in Alaska

<sup>1</sup> This is the number of historic buildings identified in the List of Classified Structures as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>2</sup> This is the number of historic structures that need to be initially inventoried or are on the List of Classified Structures and need to be updated within the next 5 years, as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

<sup>3</sup> This is the number of condition assessments, Historic Structure Reports and treatments needed on historic structures within the next 5 years as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

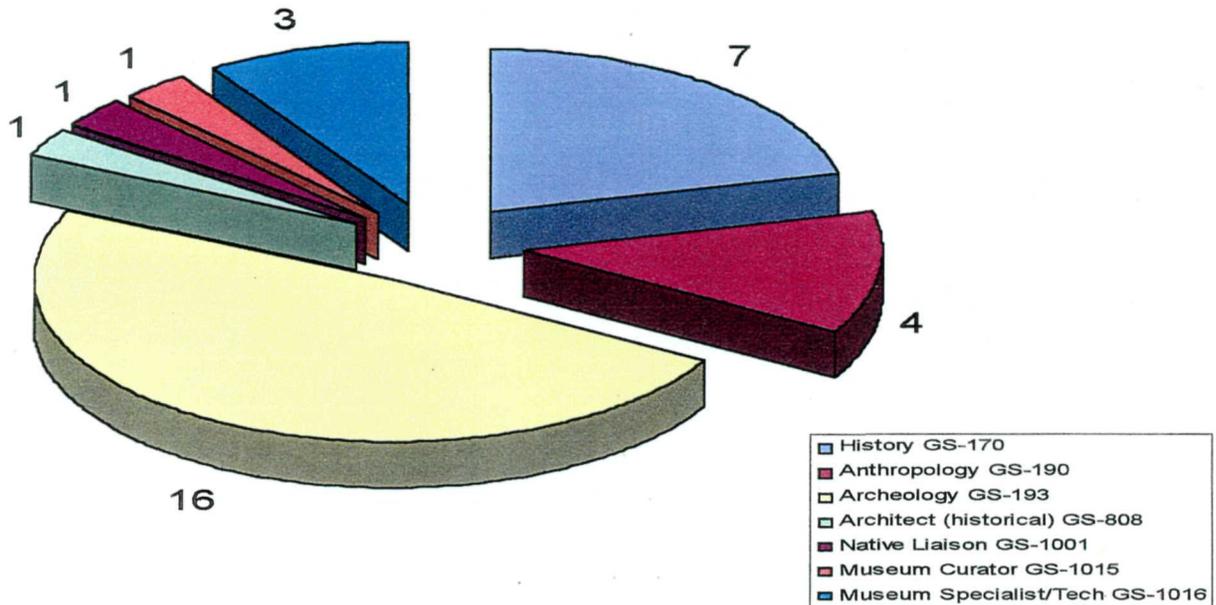


Museum Collections in Alaska Parks and Offices	Number
Total Number of Items <sup>1</sup>	1,121,006
Number of Items at Risk <sup>2</sup>	465,396

Table 6. Museum collections in Alaska parks and offices

<sup>1</sup> This is the total number of archeology, ethnology, history, and archives items in the museum collections as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.

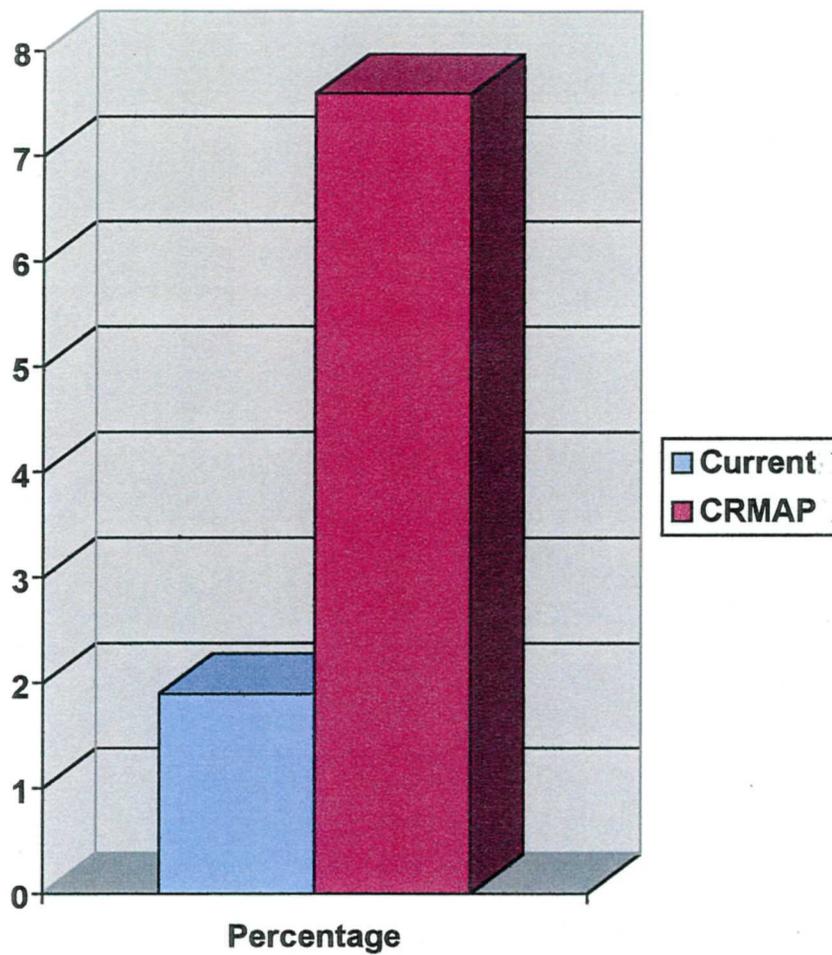
<sup>2</sup> This number is based on the percent of collection at risk (due to inadequate storage, security, staff, etc.) as reported on the park Cultural Resource Management Assessment Program profiles per the April 1998 update.



Permanent, Term and Student Career Cultural Resource Staff in Alaska Region (Alaska Support Office and Parks) <sup>1</sup>	Number
History GS-170	7
Anthropology GS-190	4
Archeology GS-193	16
Architect (historical) GS-808	1
Native Liaison GS-1001	1
Museum Curator GS-1015	1
Museum Specialist/Tech GS-1016	3
<b>Total</b>	<b>33</b>

Table 7. Cultural resource staff, permanent, term and student career, in the parks and support office in Alaska Region.

<sup>1</sup> These figures are taken from "Alaska Region Cultural Resources Staff FY 97" compiled by Lindy Lawson and show the number of employees on the roles as of August 30, 1997.



Alaska's Percentage of National Park Service Cultural Resource FTE	Percentage
Current <sup>1</sup>	1.9
Cultural Resource Management Assessment Program (CRMAP) <sup>2</sup>	7.6

Table 8. Alaska's percentage of cultural resource FTE in the National Park Service as a whole.

<sup>1</sup> As shown in Appendix A of "The Cultural Resources Management Challenge: The Cultural Resources Management Assessment Program (CR-MAP) Report" dated June 3, 1997.

<sup>2</sup> This percentage is the ideal allocation calculated by Cultural Resource Management Assessment Program as shown in Appendix A of "The Cultural Resources Management Challenge: The Cultural Resources Management Assessment Program (CR-MAP) Report" dated June 3, 1997.

