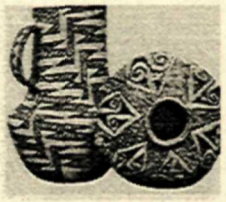
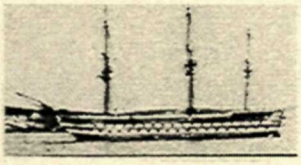
The Cultural Resources Management Challenge:

The Cultural Resources Management Assessment Program (CR-MAP) Report





June 3, 1997

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Memorandum

To: Regional Directors and Superintendents

From: Associate Director, Cultural Resources Stewardship and Partnerships

Subject: Cultural Resources Management Assessment Program Report

We are pleased to announce the successful, servicewide implementation of the Cultural Resources Management Assessment Program (CR-MAP). A total of 349 or 93% of the 375 parks in the National Park System and 8 Cultural Resources or Archeological Centers have participated in CR-MAP, making this the most comprehensive survey of cultural resources and cultural resources professional needs in the history of the Service. The attached report, *The Cultural Resources Management Challenge: The Cultural Resources Management Assessment Program (CR-MAP) Report*, provides an overview of the process and results. CR-MAP data and results will be used to support budget requests to meet our cultural resources professional needs.

To help coordinate CR-MAP efforts and the acquisition of the most up-to-date, complete, and accurate information, each cluster has appointed a CR-MAP Coordinator listed in Appendix C of the attached report. CR-MAP software and regional data have been distributed to all coordinators, who are responsible for the maintenance and quality control of CR-MAP data for their respective clusters and/or regions.

We hope you will find CR-MAP information interesting, and we welcome any comments you may have about CR-MAP and the attached report. Comments should be addressed to the CR-MAP Servicewide Coordinators: Lincoln Fairchild, Park Historic Structures and Cultural Landscapes Program, National Center for Cultural Resources Stewardship and Partnership Programs and Rob Hommon, Pacific Islands Support Office.

Attachment

The Cultural Resource Management Challenge:
The Cultural Resources Management Assessment Program
(CR-MAP) Report

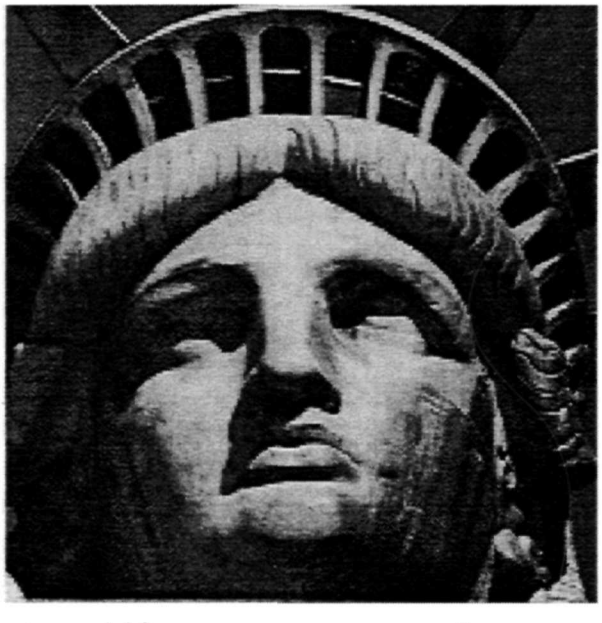
Table of Contents

The Challenge

The value of the cultural treasures in our National Park System is beyond measure. The sheer quantity of cultural resources for which the National Park Service is responsible is enormous. The task of preserving thousand-year-old artifacts, the historic and prehistoric structures in which the destiny of a nation was determined, the sacred sites of many peoples, and the remnants of former cultures and societies that helped shape this land requires professionals from a diversity of fields. For the first time, the National Park Service has a comprehensive assessment of the total professional need to meet its responsibilities for cultural resources stewardship - and the need is great. That is the bottom line of the Cultural Resources Management Assessment Program (CR-MAP).

Cultural Resources Stewardship

The 375 parks in the National Park System scattered over half of the globe commemorate the people, events, and places of this nation. Each park contains tangible evidence of the human story. Cultural resources are the evidence, tangible and intangible, the proof of where we came from, of where we have been, and what we have done. They are our links to the past and our inspiration for the future.



Cultural resources encompass all of that which makes us human, including the lifeways of living peoples, the historic and prehistoric buildings and structures, battlefields, archives, and museum objects and specimens, designed and vernacular landscapes, oral and written histories, and archeological sites. They are found in Yosemite, the Everglades, the Great Smoky Mountains, Hawaii Volcanoes, Shenendoah, the Grand Canyon, Denali, Yellowstone, and in 367 other units of the National Park Service.

A mission goal of the National Park Service laid out in the *Organic Act of 1916* is the stewardship of cultural resources in parks. While not specifically stated in the *Organic Act of 1916*, stewardship encompasses **research, preservation, management,** and **interpretation**, often in partnership with other agencies and other organizations. These tasks require the services of trained professionals.

Research provides the baseline information about how many resources there are, how they are distributed across the landscape, and why they are significant. Unlike the scenic majesty of natural wonders, the significance of many cultural resources is not immediately apparent. A cluster of flaked stones in an Alaskan streambank may not seem to warrant a second look until through *research* we discover that the stones were left by the Ice Age hunters who crossed over from Asia to become the first Native Americans. *Research* includes the collection of oral histories, the inventorying and documenting of historic structures, scientific excavations of archeological sites, studies to establish lineal descent of past and present peoples and their cultural affiliations to objects in park museum collections, and the survey of cultural landscapes. *Research* is also conducted to support park planning, provide background for park issues, to contribute to interpretative programs, to help avoid adverse impacts, and to develop technologies for treating, monitoring, and protecting cultural resources.

What are Cultural Resources?

Cultural resources are the evidence of past human endeavors. Categorically, they consist of five major types.

Archeological Resources are the remains of past human activity and records.

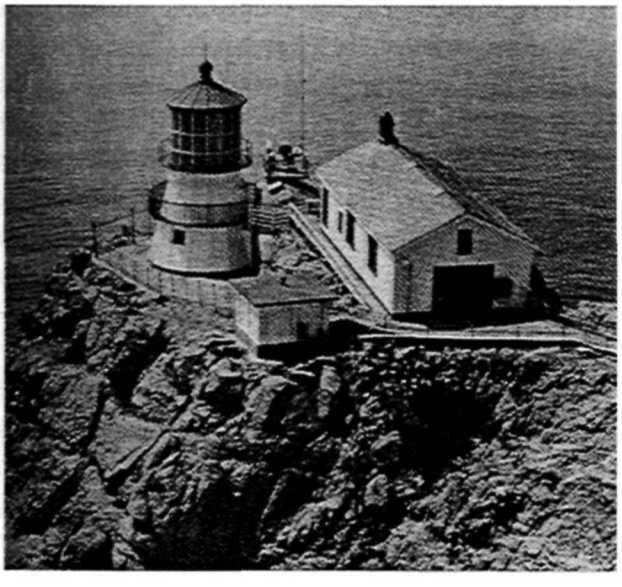
Cultural Landscapes are geographical areas that are the reflections of human adaptation and use of natural resources and are often expressed in the way land is organized, divided, settled, and used.

Ethnographic Resources are natural and cultural resources assigned significance by the peoples with traditional associations to them.

Historic and Prehistoric Structures are constructed works consciously created to serve some human activity

Museum Collections include objects, archives, and specimens which document human habitation, activity, invention and creativity from prehistoric times to present and the environment from geologic times to the present.

The study of **history** is the branch of knowledge that records and explains past events and people through the examination of documentary and other evidence. This process establishes the lines of evidence for all types of cultural resources.



Preservation activities are aimed at ensuring that cultural resources retain the qualities that make them significant. *Preservation* entails protection not only through law enforcement but also through monitoring, inspections, and maintenance. Monitoring the threats to archeological sites as they shift with time or the environment of museum storage areas as it shifts with ambient conditions are prime examples of *preservation* activities. Inspecting the fabric of historic structures or the condition of museum objects using specialized techniques for each different type of material or object is also part of *preservation*. The results of monitoring and inspection lead to maintenance and, when needed, treatment. Routine and cyclic maintenance ensure that cultural resources continue to be preserved. But for many resources,

more is needed. Treatments for deteriorating structures, archeological sites, museum objects, and cultural landscapes are necessary to bring those structures, sites, objects, and landscapes into good condition. Prescribing appropriate treatments is part of the professional activities associated with *preservation.*

Management is the professional activity of orchestrating all the other professional activities associated with stewardship goals. It consists of planning, compliance, setting standards, establishing priorities for need and work, budgeting, staffing, contracting, and other administrative functions. Professionals are needed to assist in the overall *management* of cultural resources.

Legal Authority and Responsibility for Cultural Resources Stewardship

Antiquities Act of 1906 provides for the protection of historic, prehistoric, and scientific features on and artifacts from federal lands.

National Park Service Act of 1916 established the National Park Service to manage parks in such ways as to "conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Historic Sites Act of 1935 sets a "national policy to preserve for public use historic sites, buildings, and objects."

Management of Museum Properties Act of 1955 authorizes the NPS to acquire and dispose of museum properties.

National Historic Preservation Act of 1966 declares a national policy of historic preservation.

Archeological and Historic Preservation Act of 1974 provides for the preservation of significant scientific, prehistoric, historic, and archeological material and data that might be lost or destroyed by federally sponsored projects.

Archeological Resources Protection Act of 1979 provides for the preservation and custody of excavated materials, records, and data.

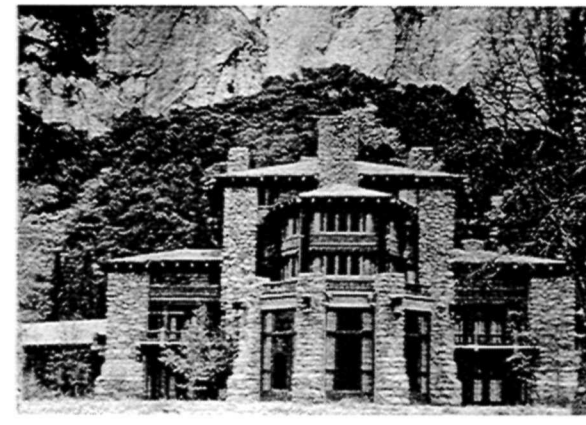
Interpretation is the telling of the human story. In every park, people have left their mark. In some, they have walked lightly; in others, the very landscape has been changed to serve human purpose. The story is there to be told on Brooklyn beaches, in presidential homes, on enormous stretches of arctic tundra, at the temple of a Polynesian god of war, on battlefields, at pueblo ruins, and in museums and laboratories throughout the nation. It is a story that spans at least 10,000 years from the arrival of the ancient hunters who crossed into Alaska from Asia to the living traditions of today's Native Americans and peoples whose roots lie in Africa, Oceania, Europe, and Asia. Professionals are needed to help bring this story to public.

Although the need for professionals has been long known, until recently there was no uniform, standardized approach to assessing what the professional need was. So the full magnitude of that need was not known.

Building an Assessment of Need

CR-MAP has been designed to provide a holistic assessment of professional staff need based on the number and complexity of cultural resources located in each park. It was based on an approach developed by natural resources managers to address similar issues. It took four years to develop and involved input, design, and review by hundreds of professionals throughout the system. The process was tested by 45 parks and validated by 201 parks.

The conceptual framework for CR-MAP consists of the following:



A. The number of permanent professionals needed to meet the goals of cultural resources stewardship is directly related to the workload associated with meeting those goals.

B. The components of workload associated with cultural resources stewardship are those **essential activities** related to research, preservation, management, and interpretation and conducted according to professional standards set by each specific discipline.

C. The amount of time those **essential activities** take is primarily determined by **key factors** related to the distribution and abundance of resources for which the Service is responsible.

The National Park Service has a small cadre of professionals who are responsible for developing, supporting, and conducting programs exclusively for each of the major types of cultural resources. Experts from each program area identified the *essential activities* associated with resources within their programmatic concerns. For each *essential activity*, they provided an initial, reasoned, professional opinion about what factors were the key determinants to the amount of work each one of these *essential activities* entailed.

For example, to meet the stewardship goals associated with cultural landscapes, one of the identified *essential activities* was to conduct surveys of park lands for cultural landscapes. The *key factor* determining how much effort this *essential activity* would take was the percent of the park that had already been surveyed for cultural landscapes. Logically, it would take more effort to survey the park if none of the park has been surveyed than if most of the park had already been surveyed.

A more complex example concerns the *essential activity* dealing with the work requirements of the Native American Graves Protection and Repatriation Act (NAGPRA). The *key factors* associated with this activity were determined to be: 1) the number of American Indian, Hawaiian and Alaskan groups (as defined by NAGPRA) affiliated with the park, 2) the number of items in the park's museum collection that are included in NAGPRA Summaries and Inventories, and 3) the percent of those NAGPRA items for which the lineal descent or cultural affiliations are known. More work is required for this activity for more groups affiliated with the park and/or more items in the park collections and/or a smaller percent of the collection for which the cultural affiliations of these items to groups is known.

Following the initial development, CR-MAP in its final form emerged from a series of workshops in which representatives from the 45 test parks conducted critical reviews of successive drafts of the basic elements of the program. These test parks had been selected to represent the full diversity of cultural resources as well as other factors such as size, geographical location, and remoteness. Each separate test consisted of asking 10-15 of the test parks to evaluate CR-MAP at its then present stage of development. Having done that, representatives of the subgroup of test parks met for three days with members of the CR-MAP Work Group and discipline-specific experts. In

Essential Cultural Resource Stewardship Activities

Conducting Archeological Surveys
Inventorying Cultural Resources in Caves
Surveying Bodies of Water for Cultural Resources
Archeological Sites Research and Management
Conducting Surveys for Cultural Landscapes
Inventorying Cultural Landscapes
Assessing Condition of Cultural Landscapes
Documenting Use and Treatments for Cultural Landscapes
Prescribing Treatments for Cultural Landscapes
Managing Cultural Landscapes
Inventorying Historic Structures
Assessing Condition of Historic Structures
Documenting Use and Treatments for Historic Structures
Prescribing Treatments for Historic Structures
Managing Historic Buildings
Managing Monuments and Outdoor Sculpture
Managing Other Types of Historic Structures
Managing Ethnographic Resources
Conducting Ethnographic Studies
Managing Subsistence Uses
Managing Traditional Uses
Providing Consultations with Tribal and/or Traditionally Associated Groups
Managing NAGPRA Collections
Documenting Archeological Museum Collections
Documenting Ethnology Museum Collections
Documenting History Museum Collections
Documenting Archives Museum Collections
Managing Use of Museum Collections
Providing Museum Collections Preservation and Protection
Documenting Cultural Resource Library Collections
Managing Use of Cultural Resource Library Collections
Conducting History Studies
Providing Professional Technical Reviews
Providing Historic Preservation Compliance
Conducting Archeological Testing and Monitoring
Providing Park-based External Technical Assistance
Monitoring Prescribed and Wild Fires
Monitoring Extraordinary Threats to Cultural Resources
Managing Submerged Cultural Resources
Managing Known Human Burial Sites
Providing GIS and Data Management
Providing Liaison with Interpretative Programs

each of these evaluation workshops, the key questions were:

CR-MAP Test Parks

Bering Land Bridge NPres
Kobuk Valley NP
Cape Krusenstern NM
Noatak NPres
Wrangell - St. Elias NP&Pres
Canyon de Chelly NM
Capitol Reef NP
Chaco Culture NHP
Glacier NP
Grand Canyon NP
Grant-Kohrs Ranch NHS
Mesa Verde NP
Yellowstone NP
Buffalo NR
George Washington Carver NM
Herbert Hoover NHS
Hopewell Culture NHS
Harry S Truman NHS
Indiana Dunes NL
Isle Royale NP
Chesapeake & Ohio Canal NHP
Harper's Ferry NHP
Manassas NBP
Acadia NP
Boston NHP
Colonial NHP
Eisenhower NHS
Frederick Law Olmsted NHS
Gettysburg NMP
Hampton NHS
Home of Franklin D. Roosevelt NHS
Vanderbuilt Mansion NHS
Fort Vancouver NHS
Hawaii Volcanoes NP
Joshua Tree NP
Kalaupapa NHS
Lava Beds NM
Mount Rainier NP
Olympic NP
San Francisco Maritime NHP
Carl Sandburg NHP
Chickamauga & Chattanooga NMP
Fort Pulaski NM
Natchez NHP
Timucuan E&HPres

Do the identified essential activities adequately describe cultural resources stewardship activities as practiced in each park?

Are the key factors associated with each activity the main determinants of the workload associated with the activity?

CR-MAP quantifies Full-Time Equivalents (FTE) because it is a more flexible and precise measure than "position." If the need for proper stewardship of a park's historic structures is 1 FTE, that need may be met a number of ways. It could be met with one person working full time or two people each working half-time or any number of other ways. FTE is also more precise for it allows for part of a full position, e.g., for small museum collections the need may not be one position but 0.5 FTE or half of one full position

In the early workshops, park representatives were able to identify essential activities that had not been listed during the initial development of CR-MAP. Often these activities were ones that cut across programmatic lines or were common to multiple types of resources. Not uncommonly, parks were helpful in augmenting or modifying the key factors associated with activities. But as CR-MAP continued in its development with further refinements, there came a point when consensus was reached: these are the *essential* activities and the *major* factors.

Not all parks are engaged in all *essential activities*. There may not be any submerged resources in a particular park for example, but if there are such resources, then the park must manage them. And that is an *essential activity* contributing to the overall workload of cultural resources stewardship.

Operationally, CR-MAP breaks down into two components: 1) the quantification of *key factors* which determine the required level of effort for each *essential activity* and 2) conversion tables for each *essential activity* which relate what the required effort is given the magnitude of the *key factor*. The first component is a **Park Profile** because it provides a profile of park resources. The second component is comprised of **Allocation Tables** because from these conversion tables FTE are allocated for the specific, *essential activities*. Parks complete and submit a *park profile*. The *allocation tables* are contained in the CR-MAP computer program, which calculates for each activity for each park how many FTE are needed given the input from the *park profile*.

The CR-MAP process and mechanics can be illustrated using the essential activity of documenting history museum collections as an example. The *park profile* includes the following **key factors** for this essential activity:

> Profile Element 354. History Collection Size. Report the total number of history items at the park (from the "Park Report" of the Collections Management Report [10-94]).
>
> Profile Element 355. History Collection Cataloging Activity. Enter for collections at the park the total history items cataloged over the five previous fiscal years (from the "Park Report" of the Collections Management Report [10-94]).
>
> Profile Element 356. History Collection Acquisition Activity. Enter for collections at the park the total history items acquired over the five previous fiscal years (from the "Park Report" of the Collections Management Report [10-94]).

These data provided by the park are entered into the CR-MAP program, which then calculates the required FTE for documenting history collections, using the following *allocation table*.

HISTORY COLLECTION DOCUMENTATION

TABLE 130 Annual Collection Documentation Activity (Average of last 5 years)

Collection Size	0	1-200	201-500	501-1,000	1,001-5,000	>5,000
0-100	0	0	0	0	0	0
101-1,000	0.1	0.2	0.2	0.4	0.4	0.4
1,001-5,000	0.4	0.5	0.5	0.6	0.7	0.7
5,001-10,000	0.7	0.7	0.7	1.0	1.0	1.0
>10,000	1.0	1.5	2.0	3.0	3.5	4.0

The CR-MAP computer program adds the park-provided values for Profile Elements 355 and 356 and divides the sum by 5 to determine the Annual Collection Documentation Activity. This value determines which column of the table is appropriate for the park. Profile Element 354 determines which row of the table is appropriate for the park. The cell of the table found at the intersection of the determined or appropriate column and row provides the appropriate FTE value

for the park for the activity, given the park provided values for the key factors associated with this activity. For example, if a park has 2,000 items in its history collection (see row 3 in Table 130, above) and has cataloged 600 items and acquired 400 items during the last five years (for an average of 200 items per year; see column 2 in Table 130) then the appropriate FTE value as determined by the CR-MAP program is 0.5.

This example shows several attributes of CR-MAP.

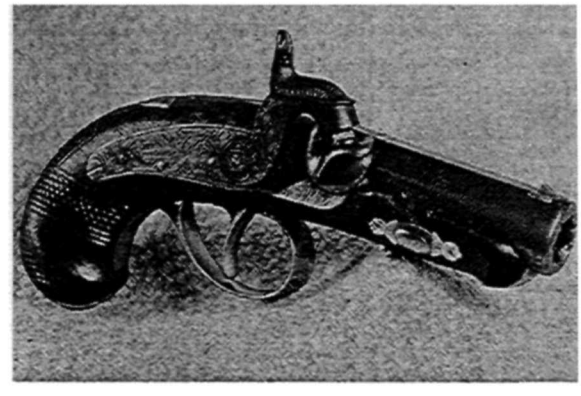
- The data requested from the park in the Park Profile usually exist in some report, e.g., the Collections Management Report. **The data are available and verifiable.**
- **Often multiple key factors are used** to determine the workload of an activity.
- When variability is likely to occur year to year, averages are used over a period of several years, providing greater **stability of data and results.**
- When calculations are required, the computer does the computing, not the data provider, which **minimizes error.**

Key questions are:

How realistic are the FTE values?

How were the values of FTE in the allocation tables determined?

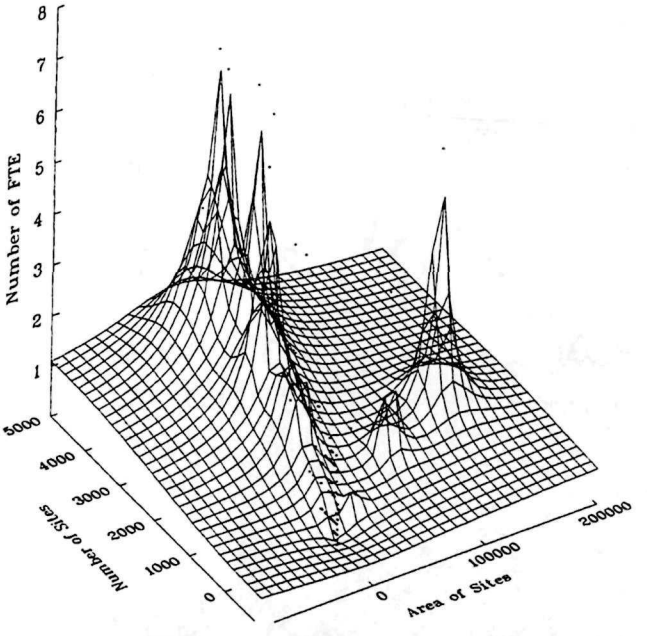
For instance, from the example above concerning History Collection Documentation, CR-MAP allocates 1 FTE to document 1,000 objects in a collection that contains a total of 5 to 10 thousand objects. Since 1 FTE is equivalent to 2,080 hours of effort, this means that CR-MAP assumes that it will take about 2 hours to accession, research, photograph, and catalog one object while maintaining the documentation for the other 5,000 to 10,000 objects up-to-date.



Is this realistic?. If the object was a Minié ball from the Civil War, it may not take two hours, but there are certain museum standards in cataloging that must be met regardless of what the object is that in and of themselves require time. If the object was Chief Joseph's coat, it may take considerably longer than two hours. In short, for each situation of each essential activity, there is likely to be variation in the amount of effort required due to variation among resources, e.g., objects in this case. Variation of effort is also likely in some cases due to different approaches used, different overall management priorities, and different professional opinions as to what is required.

This single observation of variation led the development of CR-MAP to take the only possible route to obtaining reliable, realistic FTE values - statistics. If a park has a museum collection or

any other resource for which it is responsible, then that park fulfills its responsibilities to those resources as best it can. Because of that effort and regardless of whether it has sufficient financial and professional resources to meet its responsibilities fully, that park *knows* by experience how much effort is required to do the full job. Two hundred and one parks provided such information, i.e., how much effort was required for each of the identified *essential* activities, in addition to the data contained in the Park Profile. The FTE allocated by CR-MAP allocation tables were adjusted to reflect the consensus of experienced opinion across the whole diversity of real situations. Each CR-MAP allocation table was statistically verified and validated by the wealth of park expertise



In the end, CR-MAP is "top-down" - program area and discipline-specific experts identified the essential activities and the major factors associated with the activities. CR-MAP is "bottom-up" - parks provided the estimates of work load for these essential activities.

CR-MAP Today

To date, 349 parks (93.1% of 375 parks) have participated in CR-MAP by providing Park Profile data for all cultural resources in their respective parks, making CR-MAP the most comprehensive survey concerning cultural resources in the history of the Service. The results of CR-MAP, therefore, are a good, full indicator of the true magnitude of the National Park Service's need for professional expertise - park by park by park.

The sheer quantity of cultural resources for which the National Park Service is responsible is *indeed* enormous. The 349 parks and eight centers:

contain nearly	76,000,000	acres
received over	1,000,000,000	visitors over the past 3 years
have over	17,000	miles of road
have nearly	82,000,000	square feet of historic buildings
spent over	13,000	days monitoring archeological sites during construction and other ground

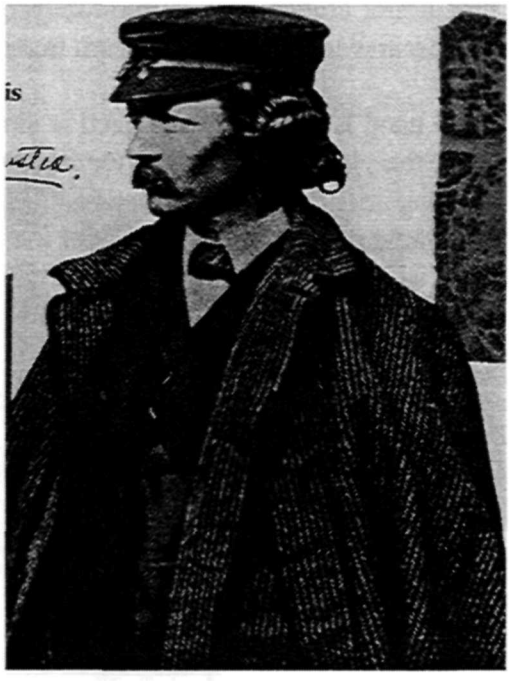
		disturbing activities to protect sites over the past 5 years
have over	64,000	cultural resources exposed to extraordinary threats
have nearly	4,000,000	acres of identified cultural landscapes
have nearly	4,000,000	volumes in cultural resources libraries
completed over	13,000	compliance actions in the past 5 years
have nearly	2,000,000	square feet of museum storage and exhibit space
have over	26,000,000	items in park archeological collections
have nearly	3,000,000	items in history collections
have over	30,000,000	items in archives collections
have over	61,000	known archeological sites
have over	14,000	known ethnographic resources

This is just an example of the magnitude of resources and issues these parks report and deal with routinely. In some cases for some resources, CR-MAP provides the only assessment of resources. In other cases for other resources, there are independent data available. Such data are in close, not always exact, agreement with park provided data. Discrepancies between data sets are usually low, less than 3%. The confidence level for Park Profile data is, therefore, reasonably high.

Given these resources and responsibilities, CR-MAP projects that **3,804 FTE** are needed. Currently, these 349 parks and 8 centers have 853 FTE, which means that the National Park Service is funded at about 22% of its total need. These results do not necessarily imply that the National Park Service should hire an additional 2,951 FTE. What these results mean is that that the NPS needs an additional 6,138,080 hours of professional help every year to manage responsibly those cultural resources that exist in our parks.

Professionalism in Cultural Resources Stewardship Today

In a recent report to the National Leadership Council *Trends in Cultural Resources Professionalism*, an erosion of permanent, professional cultural resources FTE was documented. The trend from 1994 to 1997 illustrated that:



- there has been a significant loss of cultural resources professional FTE;
- central offices lost more cultural resources professional FTE than parks gained;
- the professionalism initiative of fiscal years 1994 and 1995 was unsuccessful because it occurred simultaneously and in conflict with the NPS down-sizing effort;
- most parks still have no cultural resources professionals; and
- the ability of central offices to provide support and services has diminished.

The conclusion of this report was:

> "Three years ago, the NPS was no where near meeting our need for professional FTE. The dispersal of professional FTE from central offices as a result of restructuring was driven by a humanitarian and fiscal need to place personnel in funded positions. It had the unintended effect, however, of exacerbating the historic and growing need for professional cultural resource positions throughout the system."

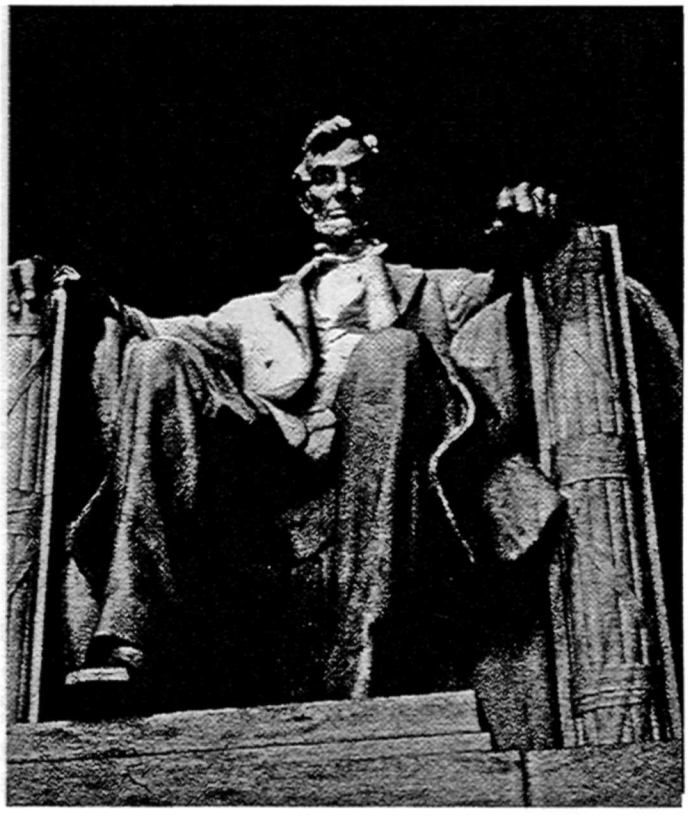
The need for professionals has been clear for sometime. Our inventory of historic and prehistoric structures is about 80% complete, but in other areas the information available is not so complete. For archeological sites, only about 5% of land for which we are responsible has been surveyed, and less has been surveyed for cultural landscapes. The catalog backlog of museum objects has been reduced substantially for history, ethnography, and archeological collections, but archives collections are being accessioned at a greater rate than they are being cataloged; the backlog is building because of a new awareness of the value of archives and new policies for their accountability.

The long-term goals of the National Park Service include bringing 50% of historic structures (on the List of Classified Structures) into good condition and represents the fact that more than 50% of historic structures currently are not in good condition. Numerous deficiencies exist in museum collections throughout the Service, endangering priceless objects. In the 1995 GAO

report *National Parks: Difficult Choices Need to Be Made About the Future of the Parks*, a principle finding was "...at those parks with significant cultural resources, the condition of these resources was generally declining."

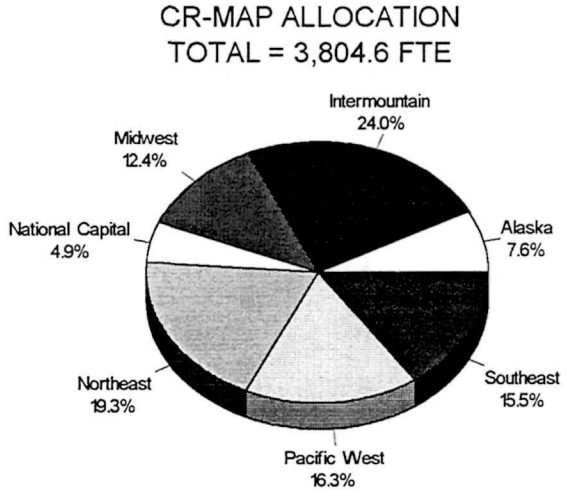
Meeting the stewardship responsibilities of parks requires the services of experienced professionals who hold advanced degrees and extensive specialized training in a variety of fields, including archeology, cultural anthropology, ethnography, history, historic architecture, historic landscape architecture, museum management, and archives management.

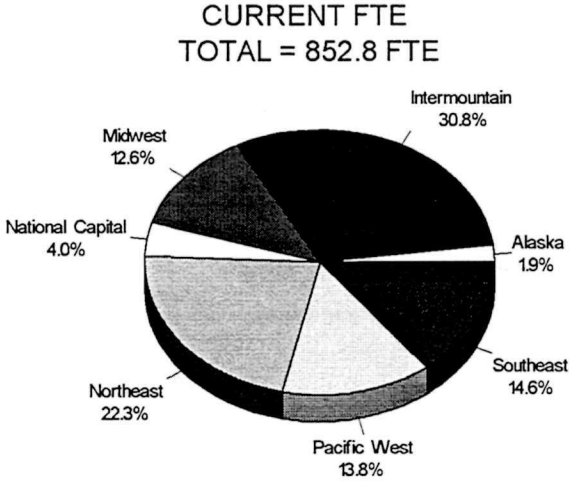
The need is great, but the need is simply a conservative estimate of the enormous responsibility that the National Park Service has to meet its stewardship goals through research, preservation, management, and interpretation of enormous quantities of irreplaceable treasures which relate to the human story of this land over the past 10,000 years.



APPENDIX A

DISTRIBUTION OF FTE ALLOCATED BY CR-MAP BY REGION





APPENDIX B

CR-MAP GAP ANALYSIS

Tuesday, May 27, 1997

REGION **Alaska Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
AK	Alagnak Wild River	6.5	0.0	6.5	0.0%
AK	Aniakchak National Monument and Preserve	11.8	0.0	11.8	0.0%
AK	Bering Land Bridge National Preserve	21.5	2.0	19.5	9.3%
AK	Cape Krusenstern National Monument	17.8	0.3	17.5	1.7%
AK	Denali National Park and Preserve	25.0	1.8	23.2	7.2%
AK	Gates of the Arctic National Park and Preserve	23.3	1.5	21.8	6.4%
AK	Glacier Bay National Park and Preserve	18.2	1.0	17.2	5.5%
AK	Katmai National Park	22.2	1.0	21.2	4.5%
AK	Kenai Fjords National Park	11.2	0.4	10.8	3.6%
AK	Klondike Gold Rush National Historical Park	12.3	3.2	9.1	26.2%
AK	Kobuk Valley National Park	12.9	0.1	12.8	0.8%
AK	Lake Clark National Park and Preserve	16.2	0.0	16.2	0.0%
AK	Noatak National Preserve	20.2	0.6	19.6	3.0%
AK	Sitka National Historical Park	17.0	2.5	14.5	14.7%
AK	Wrangell-St. Elias National Park and Preserve	24.4	1.8	22.6	7.3%
AK	Yukon-Charley Rivers National Preserve	23.6	0.0	23.6	0.0%
Summary for 'REGION' = Alaska Region (17 detail records)					
Sum		**288.7**	**16.3**	**272.4**	**5.7**

REGION **Intermountain Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
CP	Arches National Park	11.6	0.1	11.5	0.9%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
CP	Aztec Ruins National Monument	9.2	1.9	7.3	21.0%
CP	Canyon de Chelly National Monument	21.2	2.0	19.2	9.4%
CP	Canyonlands National Park	19.6	0.9	18.7	4.4%
CP	Capitol Reef National Park	11.8	1.1	10.7	8.9%
CP	Cedar Breaks National Monument	4.1	0.7	3.4	17.1%
CP	Chaco Culture National Historical Park	32.4	10.0	22.4	30.9%
CP	Colorado National Monument	9.9	0.6	9.3	6.1%
CP	Dinosaur National Monument	16.5	3.0	13.5	18.2%
CP	El Malpais National Monument	8.5	0.6	7.9	7.1%
CP	El Morro National Monument	7.6	26.0	-18.4	342.1%
CP	Flagstaff Areas	22.7	6.6	16.1	29.1%
CP	Fossil Butte National Monument	4.8	0.6	4.2	12.6%
CP	Glen Canyon National Recreation Area	31.3	2.0	29.3	6.4%
CP	Golden Spike National Historic Site	8.9	0.0	8.9	0.0%
CP	Grand Canyon National Park	40.5	7.5	33.0	18.5%
CP	Hovenweep National Monument	8.9	1.3	7.7	14.0%
CP	Mesa Verde National Park	28.5	16.4	12.1	57.6%
CP	Natural Bridges National Monument	11.1	0.1	11.0	1.3%
CP	Petrified Forest National Park	13.3	0.6	12.7	4.4%
CP	Pipe Spring National Monument	6.7	4.5	2.2	67.1%
CP	Timpanogos Cave National Monument	3.9	0.6	3.3	14.5%
CP	Yucca House National Monument	3.9	0.1	3.9	1.5%
CP	Zion National Park	16.5	3.8	12.7	23.1%
RM	Bent's Old Fort National Historic Site	11.6	3.9	7.7	33.6%
RM	Bighorn Canyon National Recreation Area	15.0	2.3	12.7	15.3%
RM	Black Canyon of the Gunnison National Monument	5.0	0.9	4.1	18.0%
RM	Curecanti National Recreation Area	10.7	0.4	10.3	3.7%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
RM	Devils Tower National Monument	7.5	1.2	6.4	15.5%
RM	Florissant Fossil Beds National Monument	6.1	0.6	5.5	9.2%
RM	Fort Laramie National Historic Site	10.8	8.4	2.4	78.0%
RM	Glacier National Park	15.5	4.4	11.1	28.4%
RM	Grand Teton National Park	22.8	3.3	19.5	14.3%
RM	Grant-Kohrs Ranch National Historic Site	16.6	4.0	12.6	24.4%
RM	Great Sand Dunes National Monument	6.7	0.3	6.5	3.7%
RM	Little Bighorn Battlefield National Monument	19.3	16.9	2.4	87.8%
RM	Rocky Mountain National Park	18.5	1.6	16.9	8.7%
RM	Yellowstone National Park	36.8	21.9	14.9	59.4%
SW	Alibates Flint Quarries National Monument	5.2	0.0	5.2	0.0%
SW	Amistad National Recreation Area	14.2	1.0	13.2	7.0%
SW	Bandelier National Monument	35.0	5.0	30.0	14.2%
SW	Big Bend National Park	24.8	3.2	21.6	13.0%
SW	Big Thicket National Preserve	3.3	0.2	3.1	6.1%
SW	Capulin Volcano National Monument	2.0	0.2	1.8	9.9%
SW	Carlsbad Caverns National Park	19.6	3.0	16.6	15.3%
SW	Casa Grande Ruins National Monument	7.2	0.2	6.9	3.2%
SW	Chickasaw National Recreation Area	13.1	2.2	10.9	16.5%
SW	Chiricahua National Monument	14.6	0.8	13.8	5.2%
SW	Coronado National Monument	7.1	0.2	6.9	2.8%
SW	Fort Bowie National Historic Site	8.9	0.2	8.7	2.2%
SW	Fort Davis National Historic Site	13.0	7.9	5.0	61.3%
SW	Fort Union National Monument	6.8	5.1	1.7	75.3%
SW	Guadalupe Mountains National Park	12.5	2.8	9.7	22.4%
SW	Hubbell Trading Post National Historic Site	16.0	12.0	4.0	75.1%
SW	Intermountain Cultural Resource Center	12.3	10.9	1.4	88.6%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
SW	Lyndon B. Johnson National Historical Park	14.2	3.0	11.2	21.1%
SW	Montezuma Castle National Monument	6.7	0.6	6.2	8.2%
SW	Padre Island National Seashore	6.2	0.4	5.8	6.2%
SW	Palo Alto Battlefield National Historic Site	5.9	1.1	4.8	18.6%
SW	Pecos National Historical Park	11.9	6.9	5.0	57.9%
SW	Petroglyph National Monument	10.6	1.1	9.5	9.9%
SW	Saguaro National Park	10.7	0.0	10.7	0.0%
SW	Salinas Pueblo Missions National Monument	12.2	9.8	2.4	80.3%
SW	San Antonio Missions National Historical Park	15.2	5.1	10.1	33.5%
SW	Tumacacori National Historical Park	8.0	4.0	4.0	49.9%
SW	Tuzigoot National Monument	3.4	0.9	2.4	28.1%
SW	Western Archeological and Conservation Center	15.2	11.9	3.3	78.3%
SW	White Sands National Monument	9.6	0.9	8.7	9.4%
Summary for 'REGION' = Intermountain Region (69 detail records)					
Sum		**911.5**	**262.8**	**648.7**	**28.8**

REGION **Midwest Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
GL	Apostle Islands National Lakeshore	15.5	1.3	14.3	8.1%
GL	Cuyahoga Valley National Recreation Area	15.4	4.5	10.9	29.3%
GL	Dayton Aviation Heritage National Historical Park	4.1	1.4	2.7	34.1%
GL	George Rogers Clark National Historical Park	5.5	4.4	1.1	79.5%
GL	Grand Portage National Monument	12.6	2.0	10.6	15.9%
GL	Hopewell Culture National Historical Park	12.9	2.5	10.4	19.3%
GL	Indiana Dunes National Lakeshore	12.8	1.1	11.7	8.6%
GL	Isle Royale National Park	20.6	1.4	19.2	6.8%
GL	James A. Garfield National Historic Site	5.8	0.0	5.8	0.0%
GL	Keweenaw National Historical Park	11.2	2.9	8.3	25.9%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
GL	Lincoln Boyhood National Monument	8.5	1.4	7.2	15.9%
GL	Lincoln Home National Historic Site	13.6	3.5	10.1	25.5%
GL	Mississippi National River and Recreation Area	14.2	0.2	14.0	1.4%
GL	Perry's Victory and International Peace Memorial	5.9	4.6	1.3	78.4%
GL	Pictured Rocks National Lakeshore	7.8	3.6	4.3	45.9%
GL	Saint Croix National Scenic Riverways	9.8	0.5	9.4	5.0%
GL	Sleeping Bear Dunes National Lakeshore	18.6	2.7	15.9	14.5%
GL	Voyageurs National Park	17.8	1.0	16.8	5.6%
GL	William Howard Taft National Historic Site	4.3	0.3	3.9	8.1%
GP	Agate Fossil Beds National Monument	8.1	0.9	7.2	11.6%
GP	Arkansas Post National Memorial	9.0	0.5	8.6	5.0%
GP	Buffalo National River	20.1	2.8	17.3	14.0%
GP	Effigy Mounds National Monument	9.4	1.4	8.0	14.9%
GP	Fort Larned National Historic Site	10.5	3.2	7.3	30.4%
GP	Fort Scott National Historic Site	9.2	2.3	6.9	24.7%
GP	Fort Smith National Historic Site	7.0	2.6	4.4	37.4%
GP	Fort Union Trading Post National Historic Site	9.5	3.8	5.8	39.4%
GP	George Washington Carver National Monument	8.1	0.2	7.9	2.3%
GP	Harry S Truman National Historic Site	11.2	5.0	6.2	44.5%
GP	Herbert Hoover National Historic Site	9.5	2.4	7.1	24.8%
GP	Homestead National Monument of America	5.6	1.1	4.5	19.7%
GP	Hot Springs National Park	17.9	10.0	7.9	55.7%
GP	Jefferson National Expansion Memorial	15.5	2.2	13.3	14.2%
GP	Jewel Cave National Monument	3.6	1.1	2.5	30.9%
GP	Knife River Indian Villages National Historic Site	12.5	0.0	12.5	0.0%
GP	Midwest Archeological Center	10.1	6.8	3.2	68.0%
GP	Mount Rushmore National Memorial	7.3	3.5	3.8	47.7%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
GP	Niobrara/Missouri National Riverways	3.7	0.5	3.2	13.7%
GP	Ozark National Scenic Riverways	12.7	3.2	9.5	25.1%
GP	Pea Ridge National Military Park	8.6	1.0	7.6	11.7%
GP	Pipestone National Monument	7.6	0.6	7.0	7.9%
GP	Scotts Bluff National Monument	6.4	1.1	5.4	16.4%
GP	Theodore Roosevelt National Park	12.1	0.8	11.3	6.6%
GP	Ulysses S. Grant National Historic Site	5.6	9.8	-4.2	174.7%
GP	Wilson's Creek National Battlefield	7.3	1.0	6.4	13.3%
GP	Wind Cave National Park	6.5	0.8	5.7	12.7%
Summary for 'REGION' = Midwest Region (46 detail records)					
Sum		**471.7**	**107.6**	**364.1**	**22.8**

REGION **National Capital Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
NC	Antietam National Battlefield	11.1	2.1	9.0	19.1%
NC	Catoctin Mountain Park	8.4	0.3	8.1	3.9%
NC	Chesapeake and Ohio Canal National Historical Park	16.8	2.8	14.0	16.7%
NC	George Washington Memorial Parkway	21.1	4.2	16.9	19.9%
NC	Harpers Ferry National Historical Park	24.0	2.5	21.5	10.4%
NC	Manassas National Battlefield	11.4	1.7	9.7	15.0%
NC	Monocacy National Battlefield	8.4	0.5	7.9	5.9%
NC	Museum Resource Center	13.5	12.0	1.5	88.7%
NC	National Capital Parks-Central	18.8	2.9	15.8	15.5%
NC	National Capital Parks-East	18.0	2.8	15.2	15.5%
NC	President's Park	7.8	0.6	7.3	7.6%
NC	Prince William Forest Park	10.7	0.9	9.8	8.4%
NC	Rock Creek Park	15.7	1.0	14.7	6.4%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
NC	Wolf Trap Farm Park	2.4	0.0	2.4	0.4%
Summary for 'REGION' = National Capital Region (14 detail records)					
Sum		**188.1**	**34.4**	**153.7**	**18.3**

REGION **Northeast Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
AL	Bluestone National Scenic River	5.6	0.0	5.6	0.0%
AL	Fort Necessity National Battlefield	11.4	2.6	8.8	22.9%
AL	Gauley River National Recreation Area	5.0	0.0	5.0	0.0%
AL	New River Gorge National River	14.8	1.1	13.7	7.4%
CH	Assateague Island National Seashore	8.1	0.9	7.2	11.1%
CH	Booker T. Washington National Monument	4.2	0.5	3.6	12.8%
CH	Colonial National Historical Park	27.5	3.0	24.6	10.7%
CH	Delaware Water Gap National Recreation Area	27.0	5.4	21.6	20.0%
CH	Eisenhower National Historic Site	11.5	0.5	11.0	4.4%
CH	Fort McHenry National Monument and Historic Shrine	11.4	5.5	5.9	48.5%
CH	Fredericksburg and Spotsylvania County Battlefields National Military Park	11.9	2.1	9.8	17.6%
CH	George Washington Birthplace National Monument	6.8	0.3	6.4	4.6%
CH	Gettysburg National Military Park	24.0	4.5	19.5	18.7%
CH	Hampton National Historic Site	20.1	3.7	16.4	18.4%
CH	Hopewell Furnace National Historic Site	10.4	0.6	9.8	5.8%
CH	Independence National Historical Park	23.4	13.9	9.5	59.4%
CH	Maggie L. Walker National Historic Site	6.2	0.8	5.4	12.9%
CH	Petersburg National Battlefield	10.6	1.5	9.1	14.5%
CH	Richmond National Battlefield	8.9	0.6	8.3	6.7%
CH	Shenandoah National Park	18.1	1.4	16.7	7.7%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
CH	Steamtown National Historic Site	14.2	1.0	13.2	7.2%
CH	Thomas Stone National Historic Site	4.0	0.5	3.5	12.8%
CH	Upper Delaware Scenic and Recreation River	9.4	2.2	7.2	23.5%
CH	Valley Forge National Historical Park	17.0	7.0	9.9	41.4%
NE	Acadia National Park	19.6	2.7	16.9	13.6%
NE	Adams National Historic Site	10.2	5.0	5.2	49.1%
NE	Boston African-American National Historic Site	9.3	0.0	9.3	0.0%
NE	Boston National Historical Park	18.7	4.3	14.4	23.0%
NE	Cape Cod National Seashore	20.4	4.7	15.7	23.0%
NE	Edison National Historic Site	22.1	7.4	14.7	33.6%
NE	Fire Island National Seashore	9.7	3.4	6.3	35.0%
NE	Fort Stanwix National Monument	7.6	1.6	6.0	21.5%
NE	Frederick Law Olmsted National Historic Site	14.4	18.1	-3.7	126.0%
NE	Gateway National Recreation Area	20.4	3.9	16.6	18.9%
NE	John Fitzgerald Kennedy National Historic Site	4.9	0.9	4.0	18.2%
NE	Longfellow National Historic Site	15.6	2.9	12.7	18.6%
NE	Lowell National Historical Park	15.0	5.0	9.9	33.8%
NE	Manhattan Sites	13.6	2.7	10.9	19.8%
NE	Marsh-Billings National Historical Park	5.5	0.0	5.5	0.0%
NE	Martin Van Buren National Historic Site	12.2	2.7	9.5	22.1%
NE	Minute Man National Historical Park	16.1	5.0	11.1	30.9%
NE	Morristown National Historical Park	29.1	2.5	26.6	8.8%
NE	Northeast Cultural Resource Center	5.5	0.0	5.5	0.0%
NE	Northeast Museum Services Center	1.6	6.2	-4.6	387.5%
NE	Roger Williams National Memorial	3.5	0.3	3.1	10.1%
NE	Roosevelt-Vanderbilt Headquarters	15.4	7.1	8.3	46.0%
NE	Sagamore Hill National Historic Site	15.8	3.5	12.3	22.1%
NE	Saint Croix Island International Historic Site	3.9	0.0	3.9	0.0%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
NE	Saint-Gaudens National Historic Site	14.4	5.4	9.0	37.6%
NE	Salem Maritime National Historic Site	12.4	4.5	7.9	36.1%
NE	Saratoga National Historical Park	10.4	5.6	4.8	53.7%
NE	Saugus Iron Works National Historic Site	11.5	2.3	9.2	19.8%
NE	Springfield Armory National Historic Site	15.8	5.3	10.5	33.5%
NE	Statue of Liberty National Monument	24.6	9.1	15.4	37.1%
NE	Theodore Roosevelt Inaugural National Historic Site	3.3	0.0	3.3	0.0%
NE	Weir Farm National Historic Site	12.4	3.6	8.7	29.6%
NE	Women's Rights National Historical Park	8.1	4.3	3.8	53.4%
	Summary for 'REGION' = Northeast Region (57 detail records)				
Sum		**734.5**	**189.9**	**544.6**	**25.9**

REGION **Pacific West Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
CC	Big Hole National Battlefield	9.5	2.0	7.5	21.0%
CC	Crater Lake National Park	13.4	2.3	11.1	17.2%
CC	Craters of the Moon National Monument	7.2	1.0	6.2	13.9%
CC	Ebey's Landing National Historical Reserve	5.6	0.5	5.1	8.9%
CC	Fort Clatsop National Monument	7.5	0.6	7.0	7.3%
CC	Fort Vancouver National Historic Site	14.3	4.7	9.6	32.8%
CC	John Day Fossil Beds National Monument	5.7	0.3	5.4	5.2%
CC	Lake Roosevelt National Recreation Area	19.2	2.5	16.7	13.0%
CC	Mount Rainier National Park	18.3	3.7	14.6	20.3%
CC	Nez Perce National Historical Park	19.5	3.3	16.3	16.7%
CC	North Cascades National Park	21.5	4.7	16.8	21.9%
CC	Olympic National Park	24.9	2.5	22.4	10.0%
CC	Oregon Caves National Monument	6.7	0.1	6.6	1.3%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
CC	San Juan Island National Historical Park	14.2	0.8	13.4	5.4%
CC	Whitman Mission National Historic Site	8.9	1.6	7.3	17.9%
PG	Cabrillo National Monument	5.2	0.6	4.6	11.7%
PG	Channel Islands National Park	20.1	1.7	18.4	8.5%
PG	Death Valley National Park	32.5	8.9	23.6	27.3%
PG	Devils Postpile National Monument	2.9	0.0	2.9	0.7%
PG	Eugene O'Neill National Historic Site	8.3	0.0	8.3	0.0%
PG	Golden Gate National Recreation Area	39.0	19.2	19.8	49.2%
PG	Great Basin National Park	12.6	2.2	10.4	17.2%
PG	John Muir National Historic Site	7.5	0.0	7.5	0.0%
PG	Joshua Tree National Park	22.4	4.1	18.3	18.2%
PG	Lake Mead National Recreation Area	22.6	1.0	21.6	4.4%
PG	Lassen Volcanic National Park	14.4	0.0	14.4	0.0%
PG	Lava Beds National Monument	12.7	0.2	12.5	1.6%
PG	Point Reyes National Seashore	13.7	0.0	13.7	0.0%
PG	Redwood National Park	13.8	1.4	12.4	9.8%
PG	San Francisco Maritime National Historical Park	24.3	24.6	-0.3	101.4%
PG	Santa Monica Mountains National Recreation Area	23.1	2.0	21.1	8.7%
PG	Sequoia and Kings Canyon National Parks	20.2	2.9	17.3	14.2%
PG	Whiskeytown-Shasta-Trinity National Recreation Area	10.6	0.0	10.6	0.0%
PG	Yosemite National Park	42.4	9.9	32.5	23.5%
PI	Haleakala National Park	8.5	0.0	8.5	0.0%
PI	Hawaii Volcanoes National Park	16.1	1.8	14.3	11.2%
PI	Kalaupapa National Historic Site	16.7	1.1	15.6	6.6%
PI	Kaloko-Honokohau National Historical Park	8.5	0.8	7.7	8.9%
PI	National Park of American Samoa	3.8	0.0	3.8	0.0%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
PI	Pu'uhonua O Honaunau National Historic Site	4.3	0.0	4.3	0.0%
PI	Puukohola Heiau National Historical Park	7.3	1.1	6.2	15.0%
PI	U.S.S. Arizona Memorial	6.1	2.7	3.4	44.6%
PI	War In The Pacific National Historical Park	3.7	1.0	2.7	27.2%
Summary for 'REGION' = Pacific West Region (43 detail records)					
Sum		**619.3**	**117.5**	**501.8**	**19.0**

REGION **Southeast Region**

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
AP	Abraham Lincoln Birthplace National Historic Site	5.0	0.7	4.3	14.1%
AP	Andrew Johnson National Historic Site	6.2	1.9	4.3	30.9%
AP	Big South Fork National River and National Recreation Area	18.1	1.0	17.1	5.5%
AP	Blue Ridge Parkway	17.6	3.0	14.6	17.0%
AP	Carl Sandburg Home National Historic Site	14.4	2.4	12.0	16.7%
AP	Chickamauga and Chattanooga National Military Park	17.4	2.0	15.4	11.5%
AP	Cowpens National Battlefield	6.0	0.4	5.6	6.6%
AP	Cumberland Gap National Historical Park	11.2	2.2	9.0	19.7%
AP	Fort Donelson National Battlefield	9.4	1.9	7.5	20.3%
AP	Great Smoky Mountains National Park	23.8	2.5	21.3	10.7%
AP	Guilford Courthouse National Monument	7.6	1.7	5.9	22.5%
AP	Kings Mountain National Military Park	8.0	0.8	7.2	10.0%
AP	Little River Canyon National Preserve	7.4	0.4	7.0	5.7%
AP	Mammoth Cave National Park	19.7	3.2	16.5	16.2%
AP	Ninety Six National Historic Site	5.7	0.3	5.4	5.8%
AP	Obed Wild and Scenic River	4.8	0.0	4.8	0.0%
AP	Russell Cave National Monument	6.7	0.3	6.4	4.1%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
AP	Stones River National Battlefield	9.5	0.8	8.7	8.4%
AT	Andersonville National Historic Site	6.8	2.1	4.7	30.9%
AT	Canaveral National Seashore	8.9	1.0	7.9	11.7%
AT	Cape Hatteras National Seashore	12.3	4.6	7.7	37.6%
AT	Cape Lookout National Seashore	9.5	0.7	8.8	7.3%
AT	Castillo de San Marcos National Monument	10.7	12.9	-2.2	120.4%
AT	Charles Pinckney National Historic Site	6.0	0.5	5.5	8.3%
AT	Chattahoochee River National Recreation Area	6.7	0.8	5.9	11.9%
AT	Congaree Swamp National Monument	5.7	0.3	5.5	4.4%
AT	Cumberland Island National Seashore	13.4	1.0	12.4	7.5%
AT	Fort Frederica National Monument	8.4	4.6	3.8	54.7%
AT	Fort Matanzas National Monument	5.1	1.3	3.8	25.5%
AT	Fort Pulaski National Monument	10.4	2.1	8.3	20.2%
AT	Fort Raleigh National Historic Site	5.5	1.5	4.0	27.0%
AT	Fort Sumter National Monument	11.2	1.7	9.5	15.2%
AT	Horseshoe Bend National Military Park	7.3	0.0	7.3	0.0%
AT	Jimmy Carter National Historic Site	7.8	1.3	6.5	16.7%
AT	Kennesaw Mountain National Battlefield	8.2	0.4	7.8	4.9%
AT	Martin Luther King, Jr., National Historic Site	8.9	2.8	6.1	31.4%
AT	Moores Creek National Battlefield	5.2	1.8	3.4	34.5%
AT	Ocmulgee National Monument	10.6	1.4	9.2	12.8%
AT	Timucuan Ecological and Historic Preserve	10.0	1.1	8.9	10.5%
AT	Tuskegee Institute National Historic Site	6.1	3.4	2.7	55.4%
AT	Wright Brothers National Memorial	6.3	0.9	5.3	14.4%
GC	Big Cypress National Preserve	9.7	0.4	9.3	4.1%
GC	Biscayne National Park	9.2	0.9	8.3	9.8%
GC	Buck Island Reef National Monument	2.5	0.0	2.5	0.0%
GC	Cane River Creole National Historical Park	8.5	3.3	5.2	38.4%

CLUSTER	PARK	CR-MAP FTE	CURRENT FTE	DIFFERENCE	FUNDED
GC	Christiansted National Historic Site	6.0	0.9	5.1	15.0%
GC	De Soto National Memorial	5.1	0.0	5.1	0.0%
GC	Dry Tortugas National Park	7.3	0.9	6.4	12.4%
GC	Everglades National Park	21.5	0.9	20.6	4.2%
GC	Gulf Islands National Seashore	15.7	2.3	13.4	14.7%
GC	Jean Lafitte National Historical Park and Preserve	13.0	5.2	7.8	40.1%
GC	Natchez National Historical Park	13.3	3.1	10.2	23.3%
GC	Natchez Trace Parkway	14.9	1.3	13.6	8.4%
GC	Salt River Bay National Historical Park and Ecological Preserve	2.7	0.0	2.7	0.0%
GC	San Juan National Historic Site	10.8	23.0	-12.3	214.0%
GC	Shiloh National Military Park	14.0	2.1	11.9	15.0%
GC	Southeast Archeological Center	7.9	4.4	3.5	55.7%
GC	Vicksburg National Military Park	21.6	1.9	19.7	8.8%
GC	Virgin Islands National Park	17.8	0.1	17.7	0.6%
Summary for 'REGION' = Southeast Region (59 detail records)					
Sum		**590.7**	**124.3**	**466.5**	**21.0**
Grand Total		**3,804.6**	**852.8**	**2951. 8**	**22.4**

APPENDIX C

CONTRIBUTORS TO THE DEVELOPMENT AND IMPLEMENTATION OF CR-MAP

Western Region Natural Resources Management and Science Task Force (1990)

Stan Albright, Regional Director and Convener of the Task Force
Gary Davis, Research Scientist, Channel Islands National Park
Jack Davis, Superintendent, Grand Canyon National Park
Kathy Davis, Natural Resources Manager, Southern Arizona Group Office
Bill Ehorn, Superintendent, Redwood National Park
Mike Finley, Superintendent, Yosemite National Park
Bryan Harry, Superintendent, Pacific Area Office (Convener of Drafting Group and Working Group)
Bill Paleck, Superintendent, Saguaro National Park
Tom Ritter, Superintendent, Sequoia and Kings Canyon National Parks
Ed Rothfuss, Superintendent, Death Valley National Park
Charles van Ripper, Cooperative Parks Study Unit Leader, Northern Arizona University

CR-MAP Drafting Group (1990-1994)

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Robert J. Hommon, Archeologist, Pacific Islands Support Office
A. Trinkle Jones, Archeologist, Western Archeological and Conservation Center
Laura Laird, Supervisory Archeologist, Yosemite National Park
Melia Lane-Kamahele, Cartographer, Pacific Islands Support Office
Jerry Mitchell, Chief, Resource Management, Yosemite National Park
Ann King Smith, Archeologist, Redwood National Park
Gary Somers, Archeologist, Alaska Support Office (Co-Chair)

CR-MAP Working Group (1995-1997)

Jan Balsom, Archeologist, Grand Canyon National Park
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Jay Goldsmith, Natural Resources Specialist, Pacific Great Basin Support Office
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CR-MAP Workshop Participants (1995)

CR-MAP Workshop 1: Alexandria, Virginia; April 18-20, 1995.

Eisenhower/Gettysburg: Kathy Harrison, Historian
Hampton National Historic Site: Lynn Hastings, Curator & Chief of Museum Services
Colonial National Historical Park: Jim Haskett, Curator
Chesapeake and Ohio Canal National Historical Park: Susan Trail, Chief of Cultural Resource Management
Harper's Ferry National Historical Park: Bruce Noble, Cultural Resource Specialist; Paul Shackel; Park Archeologist
Frederick Law Olmsted National Historic Site: Lee Farrow Cook, Deputy Superintendent
Roosevelt/Vanderbilt Headquarters: Anne Jordan, Curator
Boston National Historical Park: Ruth Rafael, Park Planner
Acadia National Park: Bruce Jacobson, Chief of Planning
Carl Sandburg National Historic Site: Warren Webber, Chief, Resource Management Division; Bess Gibbs, Museum Technician
Chickamauga and Chattanooga National Military Park: Jim Ogden, Park Historian
Fort Pulaski National Monument: Kent Cave, Chief Ranger
Natchez National Historical Park: Thom Rosenblum, Museum Curator
Timucuan Ecological and Historic Preserve: Craig Sheldon, Chief Ranger
Jean Lafitte National Historical Park and Preserve: Kathy Lang, Curator
Herbert Hoover National Historic Site : Bill Wilcox, Historian
Isle Royale National Park: Liz Armberg, Cultural Resource Management Specialist
National Capital Regional Office: Stephen Ziegenfuss, Acting Regional Historical Architect; Rebecca Stevens, Regional Historical Architect
Mid-Atlantic Regional Office: Bonnie Halda, Regional Historical Architect
George Washington Memorial Parkway: Tim Buehner, Architect
Washington Office: Ann Hitchcock, Chief Curator; Jenny Masur, Applied Ethnographer; Michelle Aubry, Archeologist; Laura Feller, Historian

CR-MAP Workshop 2: Denver, Colorado; April 25-27, 1995

Harry S Truman National Historic Site: Carol Day, Museum Curator and Chief, Cultural Resource Division
Indiana Dunes National Lakeshore: Dori Partsch, Historian
Glacier National Park: Bruce Fladmark, Cultural Resource Manager
Grant-Kohrs Ranch National Historic Site: Tony Schetzsle, Superintendent; Chris Ford, Museum Technician
Mesa Verde National Park: Linda Towle, Chief of Resource Management
Yellowstone National Park: Laura Joss, Chief of Cultural Resources
Buffalo National River: Suzie Rogers, Historian
Canyon de Chelly National Monument: Scott Travis, Archeologist
Chaco Culture National Historical Park: Phillip LoPiccolo, Curator
Southwest Regional Office: Peggy Froeschauer, Cultural Landscape Coordinator

CR-MAP Workshop 3: Walnut Creek, California; May 9-11, 1995

Bering Land Bridge National Preserve: Ken Adkisson, Anthropologist (Subsistence Manager)
Cape Krusenstern National Monument, Noatak National Preserve, Kobuk Valley National Park: Theresa Thibault, Curator
Wrangell-St. Elias National Park and Preserve: Anne Worthington, Archeologist
Mount Rainier National Park: Bill Dengler, Park Ranger
San Francisco Maritime National Historical Park: Stephen Canright, Curator of History; David Houck, Ships Department
Lava Beds National Monument: Chuck Barat, Resource Management Specialist
Joshua Tree National Park: Rosie Pepito, Curator
Grand Canyon National Park: Jan Balsom, Archeologist
Hopewell Culture National Historical Park: Brett Ruby, Archeologist
Midwest Regional Office: Craig Kenkel, Regional Historical Architect; Abby sue Fisher, Regional Curator
Western Regional Office: Jonathan Bayless, Regional Curator; Tom Mulhern, Chief of Cultural Resources

CR-MAP Workshop 4: Seattle, Washington; May 30, 1995

Columbia Cascades Support Office: Stephanie Toothman, Cultural Resources Program Leader; Cathy Gilbert, Regional Historical Landscape Architect; Laurin Huffman, Regional Historical Architect; Marsha Davis, Geologist; Jim Thomson, Regional Archeologist; Gretchen Luxenberg, Regional Historian; Kent Bush, Regional Curator
Fort Vancouver National Historic Site: David Hansen, Curator/Historian
Hagerman Fossil Beds National Monument/Craters of the Moon National Monument/City of Rocks National Reserve: Chris Force, Archeologist
Coulee Dam National Recreation Area: Ray DePuyat, Archeologist; Karen Taylor-Goodrich, Chief, Resource Management
Fort Clatsop National Memorial: David A. Ek, Resource Management Specialist
Crater Lake National Park/Oregon Caves National Monument: Steve Mark, Historian
Olympic National Park: Paul Gleeson, Archeologist
North Cascades National Park: Jesse Kennedy, Computer Specialist
Mount Rainier National Park: Gary Ahlstrand, Supervisory Ecologist
San Juan Island National Historical Park: Bill Gleason, Chief Ranger
Nez Perce National Historical Park: Bob Chenoweth, Curator/Cultural Resource Manager

CR-MAP Cluster Coordinators (1996- Present)

Alaska Region

Alaska Cluster: Gary Somers, Archeologist, Alaska Support Office

Intermountain Region

Colorado Plateau Cluster: Adrienne Anderson, Archeologist, Colorado Plateau Support Office

Rocky Mountain Cluster: Greg Kendrick, Architectural Historian, Rocky Mountain Support Office

Southwest Cluster: Jim Bradford, Archeologist, Southwest Support Office

Midwest Region

Great Lakes Cluster: Abby sue Fisher, Curator, Great Lakes Support Office

Great Plains Cluster: Mike Evans, Ethnographer, Great Plains Support Office

National Capital Region

National Capital Cluster: Rebecca Stevens, Historical Architect, National Capital Support Office

Northeast Region

Allegheny Cluster: Loretta Schmidt, Cultural Resources Specialist/Historian

Chesapeake Cluster: Lynne Hastings, Chief of Museum Services, Hampton National Historic Site

New England Cluster: Paul Weinbaum, Historian, New England Support Office

Pacific West Region

Columbia-Cascades Cluster: Jesse Kennedy, Computer Specialist, Columbia Cascades Support Office

Pacific Great Basin Cluster: Jonathan Bayless, Curator, Pacific Great Basin Support Office

Pacific Island Cluster: Robert J. Hommon, Archeologist, Pacific Island Support Office

Southeast Region

Appalachian Cluster: Bob Blythe, Architectural Historian, Southeast Support

Atlantic Coast Cluster: Bob Blythe, Architectural Historian, Southeast Support

Gulf Coast Cluster, John Barrett, Historian, Gulf Coast System Support Office

Servicewide CR-MAP Coordinators:

Robert J. Hommon, Archeologist, Pacific Islands Support Office

Lincoln Fairchild, Information Management Leader, Park Historic Structures and Cultural Landscapes Program, National Center for Cultural Resource Stewardship and Partnership Programs

Cultural Resources Stewardship and Partnerships Management Council
CR-MAP Subcommittee Work Group (1997)

Randall J. Biallas, Chief Historical Architect, Park Historic Structures and Cultural Landscapes Program, National Center for Cultural Resources Stewardship and Partnerships Programs

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National Center for
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