

Introduction and Executive Summary



The establishment of Yellowstone National Park in 1872 was only the beginning of a great quest to make the most of this extraordinary place. Since then, the prevailing views of how a national park should be managed have undergone many changes, reflecting both the ongoing public debate about the purpose of a national park and scientific advances in our understanding of how natural ecosystems function.

Our recognition that well-intentioned decisions made by past stewards have sometimes been a source of regret prompts some caution as we contemplate our own efforts to manage Yellowstone. We have learned from experience that we cannot improve on what nature provides; the best we can do is strengthen our protection of, and thereby allow, natural processes to ebb and flow largely unimpeded while making the park available for public enjoyment.

Like stewards of all national parks, Yellowstone's managers are struggling to do justice to their responsibility, which becomes more complex and paradoxical with each passing generation. The recognition of Yellowstone National Park as the core of a greater ecosystem is perhaps the most important shift in the public's perception since the first national parks were established for recreation and protection of wildlife and scenery in the late 1800s. The park cannot be insulated from the complicated political and environmental pressures that surround it as the twentieth century comes to a close. Every aspect of the park affects and is affected by what happens on the public and private land around it, in the region that has come to be known as greater Yellowstone. Just as park decisions about visitor access and resource

management may influence the economic and physical well-being of the park's neighbors, so do their decisions support or jeopardize the park's future. Finding the right balance is not as simple as use versus preservation; it is a more philosophical question of providing use that is consistent with preserving natural values. One concern is not that the greater Yellowstone ecosystem may be on the verge of collapse, but that the cumulative effect of many affronts to its integrity over an extended period of time may progressively erode its richness until the damage is both irrefutable and irreparable.

We who are privileged to work at Yellowstone have developed this report on *The State of the Park* as a way to share our knowledge about its current status. The report is intended to be our candid appraisal of the state of Yellowstone's natural and cultural resources and the ability of the National Park Service to properly manage and protect them. We report on the park's progress toward the recovery of threatened and endangered species (grizzly bear, gray wolf, bald eagle, and peregrine falcon), and the continuing preservation of many other animals and their habitats. But we also point out some disturbing trends, such as the escalating encroachment of alien plants, animals, and disease organisms, and concern about the future of the park's geothermal systems and bison and pronghorn populations. This report documents the paucity of staff and funding available to manage these complex and often controversial natural resource issues.

We also describe the cultural resources protected within Yellowstone, that range from outstanding archeological sites to nationally significant historic structures and the information, artifacts, and collections preserved in the park's library, museum, and archives. This report demonstrates that while we have made some progress in managing and preserving cultural resources, large elements of the program are still below Congressional and Department of Interior standards for adequate stewardship.

Providing for the enjoyment of the park by the public is one of our primary missions. Some important progress is noted, such as new informational exhibits, enhanced medical training for park personnel, expanded educational programs at the Yellowstone Institute, and major improvements in concession services, including new visitor accommodations at Canyon and Old Faithful. However, we remain concerned about the overall quality of visitors' experiences as reflected in their frustration with crowds, gridlock, and noise.

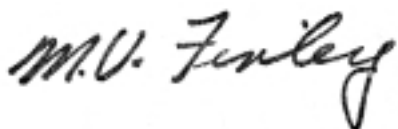
A review of infrastructure and management effectiveness shows that the needs of the park far outweigh the resources available despite some very important achievements such as reconstructed road segments, enhanced telecommunications, an aggressive program for alternative fuels, and improved employee housing. Millions of dollars are needed for road improvements, and other infrastructure-related deficiencies, in addition to the increased operating funds necessary to provide for the proper protection and management of the park.

Following a description of each of the park's major programs, this report summarizes the state of the program in relation to the park's stewardship goals, with data on each program's budget and staff in fiscal year 1998. Without using expensive research tools or analytical models, we have depicted our assessment of the park's progress toward meeting its many professional and legal obligations (e.g., the trend in the grizzly bear population, the condition of historic structures) using a graphic "barometer." From these individual program assessments, we have compiled an Executive Summary to give readers an overall sense of the state of the park as we enter the new millennium.

It is unfortunate that this report does not reflect better on our government's ability to protect Yellowstone. The problems it describes, many of which are the result of years of chronic underfunding, are not the fault of any one Congress, political party, or administration. We must all accept responsibility for allowing the nation's first national park to deteriorate. Rather than point fingers and determine responsibility, we must commit ourselves to correct the deficiencies and honor our obligation to future generations. A companion document, the park's *Business Plan for Yellowstone's Future*, to be released soon hereafter, will present specific benchmarks or standards for the park's major programs. It will also outline the human resources and financial support needed to achieve those standards for program success and the long-term protection and management of Yellowstone. If you have comments after reading this report, please let us know.

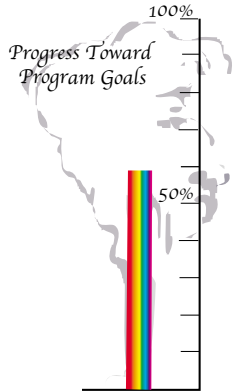
Is Yellowstone at risk? The answer is yes. Will it remain at risk? Only if the American public ceases to care, if budgetary needs are not met, or if the many county, state, and federal jurisdictions whose decisions affect Yellowstone do not recognize and act upon our collective interest in safeguarding essential resources beyond the park's boundary, resources without which the park itself will be tragically diminished.

For whatever debates we may have about how Yellowstone should be managed, few can question the merits of the enormous commitment that the world's first national park represents and the importance of continuing to support that investment. The gift this country gave itself and the world when the Yellowstone idea took hold has multiplied in value a hundredfold, and its assets will become more precious in the future, if we let them.



Michael V. Finley
Park Superintendent

The Yellowstone Landscape



Yellowstone's waters, soils, and vegetation are interrelated in ways largely beyond our control. The park contains more than two-thirds of the world's geysers and 10,000 hot springs that are vulnerable to careless behavior by visitors as well as human activities that occur within the much larger ecosystem known as greater Yellowstone. Fires, floods, climate, and political and economic trends also ignore the park boundary, and both short-term and long-term changes in its landscape have been the inevitable result. Efforts to maintain Yellowstone in some "ideal" state would be neither realistic nor appropriate. The park's goal is to preserve the ecological processes that shape its plant and animal communities while minimizing the disruptions caused by both visitor and park management activities.

Tourism ranks as the second most important industry in Wyoming and Montana, with Yellowstone serving as a magnet for about 3 million visitors a year. The park's estimated impact on the regional economy is more than \$500 million a year. The park has made considerable progress in working with its neighbors to balance sustainable tourism with conservation of the Yellowstone landscape, but more needs to be done to build lines of communication across geographic boundaries.

STEWARDSHIP GOALS

AIR, SOILS AND GEOLOGY



Air quality is maintained to national standards. The park's geology is completely inventoried, and the geysers, hot springs, and other geothermal features are monitored to prevent damage to them or injury to park visitors.

LAKES, STREAMS, AND GROUNDWATER



Lakes and streams are free-flowing; the quality of ground and surface water is pristine. Human uses have minimal impact on water quality and quantity.

VEGETATION



Native plant communities are inventoried and monitored; rare and sensitive plants are protected. Non-native species and other threats to native plants are addressed.

WILDLAND FIRE



Naturally-caused fires play their ecological role in the landscape. When necessary to protect human life and property, fires are suppressed using the most safe, cost-effective and environmentally sensitive techniques.

CURRENT STATE

The air is relatively clean, although snowmobile and car exhaust is a seasonal problem in some locations. Soils and landforms have been mapped, but less than half of the geothermal areas have been inventoried, monitoring is insufficient, and there is no long-term legislative protection against geothermal development outside the park.

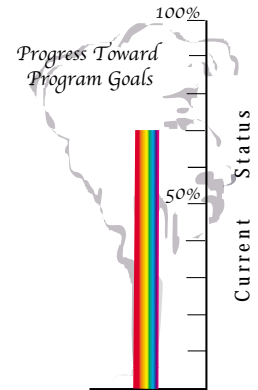
The park's rivers are undammed and the water resources are generally free from upstream use; but outdated wastewater treatment systems threaten groundwater in some locations. The park staff is insufficient for adequate monitoring.

Maps of park wetlands and other vegetation types have been prepared, but limited research has been done on rare and riparian plants. Exotic species are spreading more quickly than we can limit their impacts on native plant and animal communities.

Since fires swept nearly 36% of the park as part of an inevitable ecological process that was centuries in the making, the park's fire policies have been refined but proven to be fundamentally sound. Additional staff and equipment are needed to ensure adequate monitoring and control of fires.

Wildlife

The park contains more than two million acres of largely undisturbed habitat that supports viable populations of most of the area’s native animal species. Due to limited staff and funds, wildlife management programs have tended to focus on species of special concern and the goal of minimizing human impacts on the animals. However, a “hands-off” policy is not suitable in all situations, especially when human health or safety is at risk. Intervention is also considered appropriate in order to control the impact of non-native plants or animals, or to restore native species that have declined or disappeared because of human activities. But relatively little is known about the abundance and distribution of black bears, moose, small mammals, invertebrates, reptiles, and amphibians.



STEWARDSHIP GOALS

BIRDS



Yellowstone protects bird populations and their habitat, and works with other agencies as needed on behalf of endangered and migratory species.

BISON



The size and distribution of the bison population are determined by ecological processes insofar as possible. Cooperative arrangements with surrounding states manage the risk of disease transmission.

ELK AND OTHER UNGULATES



Yellowstone supports herds of elk and other native ungulates that fluctuate in response to ecological processes with minimal human interference.

GRIZZLY AND BLACK BEARS



Working with neighboring communities and agencies, the park helps maintain viable populations of threatened grizzly bears and black bears while minimizing conflicts with human activities.

WOLVES



Park staff work with surrounding state and federal agencies to restore gray wolves to the ecosystem and provide assistance outside the park as needed.

FISH



Native fish are preserved and, where necessary, restored; recreational fishing is controlled to prevent negative impacts, and the effects of nonnative species are minimized.

CURRENT STATE

Once-endangered falcons and bald eagles are recovering, but whooping cranes and trumpeter swans have declined in greater Yellowstone and migratory birds face many threats enroute to imperiled tropical winter habitat.

A growing herd of more than 2,000 bison, some of which leave the park in winter, conflicts with efforts to eradicate brucellosis from livestock. Park staff monitor bison movements and work with researchers in the search for better methods to control brucellosis.

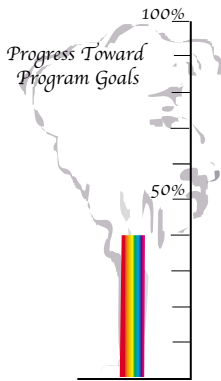
One of North America’s largest elk herds and other ungulates are enjoyed by visitors, while controversy continues over their impact on the landscape, especially on the northern range. The viability of the pronghorn population is of special concern.

Although grizzly bears are increasing across the ecosystem, habitat loss is an ongoing concern outside the park. Less expensive and intrusive monitoring techniques are needed, but the incidence of bear-human conflicts in the park has declined greatly.

More than 100 wolves live in greater Yellowstone surviving on elk and other native prey; park staff monitor their movements and help with control actions when necessary to address problems of livestock predation or other concerns.

The widespread acceptance of catch-and-release fishing maintains fish populations, but non-native lake trout loom as a threat to the Yellowstone cutthroat trout and the many animal species for which it is an important food source.

Yellowstone's Cultural Resources



Yellowstone's cultural history extends back at least 11,000 years and continues today, as the world's first national park plays a prominent role in the land conservation movement. The legacy of how American Indians and generations of travelers, areas residents and park managers have used the natural and constructed landscape deserves preservation. The park contains nearly 1,000 historic structures, many of which are still used for visitor lodging, employee housing and work spaces, including five designated National Historic Landmarks. The library and archives preserve a 125-year accumulation of records about park resources and administration. The museum collection includes historic paintings, photographs, hotel furnishings, antique cars and stagecoaches, wildlife and herbarium specimens, fossils, and rocks.

However, because Yellowstone has been valued primarily as a "natural" park for so long, inventory and protection of significant structures, sites, and artifacts have only recently begun to receive needed attention. Damage to these resources, whether located in an inadequately monitored archeological site or crowded into a basement prone to flooding, will continue to occur unless the park's cultural resources program can be expanded.

STEWARDSHIP GOALS

CURRENT STATE

ARCHEOLOGY



Archeological sites are systematically surveyed, monitored, and protected, including the Obsidian Cliff National Historic Landmark.

About 1,000 American Indian and Euroamerican sites have been documented, but less than 1% of the park has been surveyed. Through natural erosion, land use, and vandalism, sites are being damaged before they can be recorded.

ETHNOGRAPHY



Ethnographic sites and resources are inventoried and protected. Affiliated American Indian groups are involved in protection and interpretation efforts through both informal and formal consultations.

21 American Indian groups are affiliated with the park and consulted regarding archeological sites of particular interest. However, little is known about Yellowstone's ethnography; a survey is underway to inventory and help develop ways to preserve these resources.

STRUCTURES AND LANDSCAPES



The most significant historic structures and cultural landscapes are evaluated and preserved according to standards for the National Register of Historic Places.

Lack of funds, harsh winters, and insufficient preventative maintenance have taken their toll on the park's buildings. Concession contracts are now providing significant funding, with major restorations completed at Old Faithful, Lake, and Roosevelt lodges.

LIBRARY, MUSEUM AND ARCHIVES



The park's storage facilities meet NPS and National Archives standards. Collections receive periodic equipment and technology upgrades and acquisitions of relevant material and are conveniently accessed by researchers.

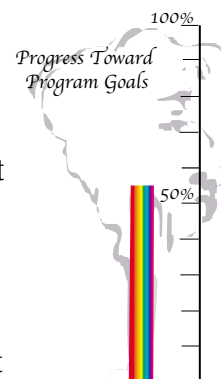
Cramped facilities fail to meet safety and preservation standards. Little funding is available to add books, specimens and cultural artifacts to collections or adopt computerized technology. The proposed Yellowstone Heritage and Research Center will address this situation if funding can be found.

Science and Technology

Although scientific advances and technological improvements are essential to fulfilling Yellowstone's resource protection needs and educational mission, the park must depend largely on research done by scientists from other government agencies and academic institutions. Their findings have been essential in addressing problems such as grizzly bear recovery and geothermal protection, but these independent researchers are under no obligation to focus on the issues that are most urgent for park management purposes, including bison brucellosis and the spread of exotic plants.

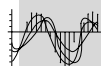
The commercial successes that have resulted from research on micro-organisms that can survive in the park's hot springs have prompted Yellowstone to pursue the potential of "bioprospecting" agreements, under which companies wishing to conduct permitted specimen sampling would help fund conservation efforts at the park. But aside from the practical applications that can come from either non-profit or for-profit research, Yellowstone is important as a living laboratory in which we can learn how ecological processes have affected a broad landscape over centuries of time with little human interference.

Computer technology, including a geographic information system (GIS), helps support staff and outside researchers in analyzing the enormous quantities of data that have been compiled about the park and its resources, but funding and staff have not kept pace with the demand for high-tech products and services.



STEWARDSHIP GOALS

RESEARCH



A broad range of natural and cultural resource topics of concern to park management as well as of general scientific interest are studied by experts in their fields. Adequate logistical support is available for visiting researchers. Findings are communicated to a variety of audiences in and outside the park.

TELECOMMUNICATIONS SYSTEMS



Reliable, easy-to-use, radio, alarm, and telecommunication systems are maintained and upgraded as necessary to help ensure protection of park resources and the safety of visitors and employees. All park offices have computer access to the network.

DATA MANAGEMENT AND COMPUTER SUPPORT



Park staff keep Yellowstone up to industry standards in the use of computers and information management systems. Public access to information about Yellowstone is available using the best of current technology.

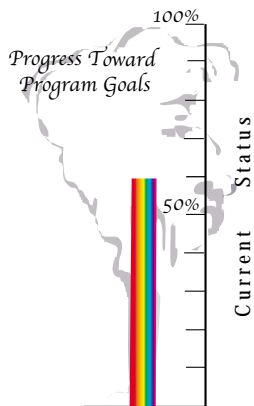
CURRENT STATE

Partnerships with universities and nonprofit foundations have bolstered the potential for cooperative studies, but visiting researchers receive minimal support. Bioprospecting agreements with private companies may provide a source of funding for other research. Results and implications for park management are presented in *Yellowstone Science*, annual reports, and conferences.

Radio systems are being upgraded; cell phones provide access to remote ranger stations; alarm systems protect museums, fee collection stations, and utility systems with special safety requirements. Power poles and lines, communications satellites, and other equipment sometimes pose unsightly intrusions and safety risks.

Despite substantial recent investments, a backlog of equipment and wiring needs has prevented the park from providing adequate information storage and retrieval, database management and Internet access. Public access to park information via computer technology is limited.

Managing Public Use and Services



Like many national parks, Yellowstone must often struggle with how to accommodate public use and yet meet its conservation goals. When justified by concern for park resources or human safety, reasonable limits on visitor activities bring few serious objections from the public. However, the facilities and services available at the park have failed to keep up with increased visitor numbers and expectations. Interpretive facilities and programs need updating, and rangers are spread thinly across a vast landscape full of visitors and resources that need protection. Use continues to grow, especially in winter, creating new strains on staff and services—and possibly on the quality of each visitor's experience.

STEWARDSHIP GOALS

INTERPRETATION



A broad range of high quality interpretive and educational programs are offered to enhance visitor experiences while addressing the park's mission of resource conservation.

VISITOR AND RESOURCE PROTECTION



Trained staff can address resource threats ranging from fire in a historic structure to poaching of wildlife, and assure rapid response to visitor needs.

PARK CONCESSIONERS



Commercial operations in the park are managed to benefit both the visiting public and the taxpayer; the activities offered and the use of park facilities are compatible with Yellowstone's mission.

BACKCOUNTRY MANAGEMENT



Regular backcountry patrols make visitor contacts, maintain trails, monitor resource impacts, and take corrective measures when necessary.

WINTER USE



Appropriate levels and types of activity can be enjoyed by a variety of winter users in an adequately staffed and equipped park without negative consequences for wildlife, quiet landscapes, or other park resources.

CURRENT STATE

Many facilities are inadequately staffed and equipped to provide the range of year-round programs needed for the public to more fully understand and enjoy Yellowstone. A multi-million dollar fund-raising campaign to construct a new visitor center at Old Faithful has begun.

Priority is given to responding to reports of missing or injured persons, crimes, and other emergencies, resulting in few serious incidents for visitors, but staffing limitations mean inadequate protection of public safety and park resources.

The park's concessioners have made substantial improvements in facilities and equipment in recent years, and close monitoring ensures protection of park resources. But much remains to be done; renovations to campgrounds are needed along with more food service and budget lodgings.

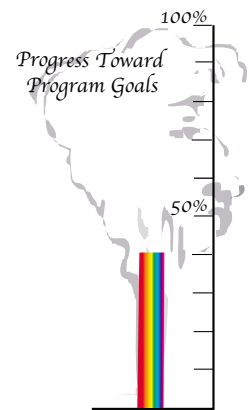
Abundant backcountry experiences are available, but staff are spread thinly across vast acreages, working to protect resources, keep trails clear, and provide information and assistance to visitors.

Winter use has grown more quickly than the capacity of park staff and facilities to accommodate it while protecting park resources. A new winter lodge has opened at Old Faithful, but warming huts, food services, and medical facilities remain inadequate.

Park Infrastructure

The park functions like a county, bearing the responsibility for infrastructure and services that are provided in most areas through local taxes or private contractors. But its long history has left Yellowstone with an assortment of buildings, utility systems, trails, and roads that is in many ways ill-suited to meet current needs and standards for public health and resource protection. Growing visitor numbers and more stringent regulations for safety and accessibility have helped create a large backlog of unfunded obligations. More than half of the park's 773 vehicles are more than 10 years old, and many employees must live and/or work in quarters that are cramped or not designed for year-round use.

Initiatives have been undertaken to reduce energy consumption and increase recycling and the use of "green" technologies, but Yellowstone has a long way to go to ensure the sustainable use and long-term preservation of its facilities.



STEWARDSHIP GOALS

CURRENT STATE

ROADS



Visitors enjoy travel on well-constructed and maintained roads that provide scenic vistas and are in keeping with preservation of the park's natural and cultural resources.

Despite major efforts since 1986 using funds from federal gas taxes, only a quarter of the park's roads have been rebuilt, and construction-caused delays frustrate visitors. New construction funds have been promised to address this problem.

TRAILS AND BOARDWALKS



All trails are constructed and maintained to the highest standard appropriate to the setting, encouraging universal access where feasible while minimizing adverse impact to resources.

Trails are cleared and maintained as staff time allows, with priority given to the most heavy used trails; neglect results in safety hazards, damage from erosion, and the creation of alternate routes. The park lacks a systematic program for cyclic maintenance or improving accessibility.

BUILDINGS AND GROUNDS



Park buildings and grounds are maintained in good condition, serving a wide variety of visitor and employee needs.

Many buildings have inadequate insulation, wiring, plumbing, or other safety hazards that are addressed only when a crisis occurs. Limited housing options make it difficult to attract qualified employees.

UTILITY SYSTEMS



The safest and most cost-effective and environmentally appropriate technology is used in the design, construction, maintenance, and operation of park buildings and utility systems.

Aging utility systems are generally failing to keep up with capacity requirements and environmental regulations. Some buildings have been retrofitted for energy efficiency, but hundreds more need similar work. Four sewage treatment plants at heavily used areas must be replaced.

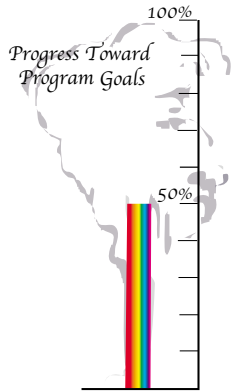
TRANSIT SYSTEMS



Safe, convenient, and environmentally sensitive transit systems provide visitors and staff with alternatives to private vehicles in the park.

Feasibility studies for alternative means of transportation have not yet resulted in practical solutions for reducing congestion in popular areas.

Park Staff and Funding



PARK SERVICE EMPLOYEES

Visitors generally regard all employees in the gray and green uniforms as “park rangers” and assume they will be a friendly source of information, and help with everything from minor car trouble to major accidents and lost children. But NPS employees are not immune to stress stemming from concerns about the park’s financial situation or their own salaries, benefits, and living and working conditions. For the park, the challenge is to attract and keep those employees who are best qualified and prepared to carry on the tradition of service that the public has come to associate with the NPS while improving employee safety and making the workforce more representative of the broad spectrum of racial and cultural origins of the public they serve.

HELPING HANDS

The business of taking care of park resources and visitors is shared with concession companies, volunteer and service organizations, and long-established cooperators who provide funds, workers, and equipment for park programs. The Yellowstone Association has contributed more than \$6 million since 1933, through project funding and staff who help operate visitor centers. Individual and corporate donors have provided money, technical expertise, supplies, and products from software to films. The Yellowstone Park Foundation, created in 1996, is also helping generate private support for historical and cultural interpretation, wildlife management, habitat restoration, and research. Mutual aid agreements with local communities facilitate response to fires, law enforcement situations, and medical emergencies in and outside the park.

BUDGET CONSTRAINTS

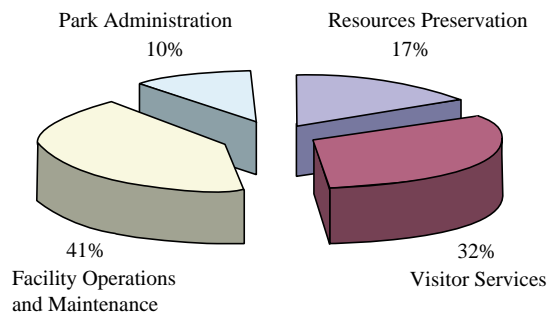
Most of Yellowstone’s funding comes from the annual appropriation of tax dollars that the U.S. Congress allocates to the National Park Service: \$23 million for 1998. Other sources—such as the portion of entrance fees that the park is permitted to keep—are also important, but they are generally earmarked for specific projects and cannot be used for recurring expenses such as salaries and utility bills. Even with recent funding improvements for the National Park Service and reconstruction of the park’s old roads, and substantial donations to address problems like the threat of non-native lake trout in Yellowstone Lake, the park’s expenses have been rising more quickly than its financial resources.

During the last two decades in particular, Yellowstone has had to meet the demands of increased visitation and longer visitor seasons. At the end of 1998, 15 percent of the park’s permanent positions were vacant because of funding limitations. Legal and regulatory changes have resulted in higher personnel costs, as well as increased requirements for training and equipment to meet national safety or certification standards. NPS grants, user

1998 FUNDING SOURCES*

RECURRING	
Yellowstone Base Budget	\$23,041,000
Cost Recovery/Special Use Fees	3,561,300
NON-RECURRING	
One-Time ONPS Projects	3,278,400
Private Donations	330,000
Fee Demonstration Program	2,660,000
NPS Construction Projects	3,027,000
Federal Highways Program	9,000,000
TOTAL	\$44,897,700

1998 ALLOCATION OF FUNDS



fees, and donations have helped, but with almost 90% of the budget consumed by “fixed” costs such as the salaries of permanent employees and the electric bills for permanent facilities, there is little room to maneuver when unexpected contingencies arise.

FUNDING AND STAFF IN 1998

The table on page xx lists the major program areas and the staff and funding allocated to each in 1998.

- **Staff.** The Park Service staff is counted as “full-time equivalents” (FTEs), adding in seasonal and part-time employees based on the fractional portion of the year worked.
- **Recurring Funds.** As shown in the “1998 Funding Sources” table above, recurring sources are the park’s annual Congressional appropriation and payments the park receives from cost recovery/special use fees, which include reimbursement for utility expenses incurred by concessioners and others using park facilities, and visitor activities fees such as fishing and boating permits.
- **Non-Recurring Funds.** Included as non-recurring: funding provided by the Congress for the Fee Demonstration Program for construction and other one-time projects; Federal Highways Program funds which are being used to reconstruct park roads and pay related costs such as monitoring of construction impacts on natural and cultural resources; and private donations made directly to the park. Non-recurring sources as shown in this table and in the “1998 Funding Sources” table do not include most of the donations made to the Yellowstone Association or the Yellowstone Foundation which are spent on the park’s behalf, nor more than \$9 million in funds that are generated by concessioner fees and allocated for the operation, maintenance, and capital improvements related to the park facilities they use.

*Note that this document describes only the major Yellowstone programs and thus does not completely account for the total funds shown in the “1998 Funding Sources” table above. Funds spent on programs not specifically identified in later sections are grouped in the last line on page xx, “Other Programs, Management and Administration.” Examples of expenditures included in this line include \$145,000 the park spent on entrance station staff and other costs for the fee collection operation, and about \$3.9 million spent on the management and administration of the park.

1998 YELLOWSTONE STAFF AND FUNDING

PROGRAM	STAFF	RECURRING FUNDS \$	NON-RECURRING FUNDS \$
Landscape			
Air, Soils, & Geology	0.7	200,165	36,500
Lake, Streams, & Groundwater	0.4	14,500	7,600
Vegetation	3.4	76,500	76,550
Wildland Fire	15.5	620,000	—
Wildlife			
Bear Management	2.5	115,300	25,300
Birds	0.8	57,500	13,800
Bison	3.3	130,000	206,700
Elk /Ungulates	0.5	38,000	—
Aquatic Resources/Fisheries	5.7	460,800	20,500
Wolf Restoration	2.4	221,000	37,700
Other Wildlife Programs	0.8	43,000	11,200
Cultural Resources			
Archeology	0.6	7,300	252,600
Cultural Landscapes	1.1	52,400	—
Ethnographic Resources	0.5	25,200	—
Historic Structures	0.8	38,800	22,900
Library, Museum, & Archives	6.0	94,500	173,600
Science and Technology			
Research Support	4.5	242,200	—
Geographic Information Systems	2.9	121,000	33,200
Telecommunication Systems	9.0	812,100	96,500
Information Management/Computers	5.0	283,400	54,600
Sustainable Use Initiatives	0.5	3,200	30,000
Public Use and Services			
Interpretive Program	37.4	1,431,700	134,600
Public Affairs Office	4.0	248,600	—
Concessions Management	9.0	461,190	27,500
Backcountry Management	16.2	1,026,450	—
Winter Use	—	60,000	143,999
Visitor Protection	72.0	3,753,799	17,000
Structural Fire	2.0	226,000	—
Resource Protection Operations	15.6	530,536	107,300
Infrastructure			
Park Planning	5.0	213,000	65,000
Trails & Boardwalks	13.2	221,500	431,000
Roads	52.6	2,298,000	10,326,200
Transportation Systems	17.2	1,944,900	489,000
Buildings & Grounds	70.5	4,436,475	3,685,700
Utility Systems	38.3	1,883,100	232,000
Administration			
Staff Development	1.5	10,000	11,000
Safety Program	2.0	311,400	—
Mgmt. & Admin., Other Programs	86.6	3,888,785	1,525,851
TOTALS	510.0	26,602,300	18,295,400

