Channel Islands National Park
Museum Management Planning Team

Carola DeRooy, Archivist
Point Reyes National Seashore
Point Reyes, California

Phil Gensler, Paleontologist/Curator
Hagerman Fossil Beds National Monument
Hagerman, Idaho

Steve Floray, Curator
Museum Management Program
National Park Service
Washington, DC

Ann Huston, Chief, Cultural Resources
Channel Islands National Park
Ventura, California

Diane Nicholson, Special Projects Curator
Golden Gate National Recreation Area
San Francisco, California
(Team Leader)

Consultants

Phil Bedel, Curator
Santa Monica Mountains National Recreation Area
Thousand Oaks, California

Holly Dunbar, Lead Curator
Pacific West Region/Oakland
Oakland, California

Kent Bush, Lead Curator
Pacific West Region/Seattle
Seattle, Washington

Kelly Minas, Archeologist
Channel Islands National Park
Ventura, California

Pacific West Region
National Park Service
Department of the Interior
2005

Channel Islands National Park
Museum Management Plan

Recommended by:

Kent Bush, Lead Curator
Pacific West Region

2.09.05
Date

Concurred by:

Russell E. Galipeau, Jr., Superintendent
Channel Islands National Park

2/24/05
Date

Approved by:

Patricia L. Neubacher

Jonathan Jarvis, Regional Director
Pacific West Region

3/9/05
Date

Executive Summary

This Channel Islands National Park *Museum Management Plan* identifies the museum management issues facing the park, and presents recommendations to address them. A survey of the park staff was conducted to determine current informational and program support needs. A team of museum management professionals then developed the plan in full cooperation with the staff responsible for managing park archives, museum collections, and library resources.

The archives, library, and museum collections remain in a developmental phase despite the age and maturity of the park. These park-specific resources lack status and definition, and are thus not efficiently contributing to park operations. This could be corrected by well-worded Role and Function Statements, development of internal protocols for collections development, a Scope of Collection Statement that includes all collection types, and active management by journeyman-level professional staff.

All of the park collections (archives, library, and museum collections) need to be centralized under a single position for efficient management. The locations of park property in other private, state, and federal institutions need to be identified, and park resources need to be inventoried and documented through approved National Park Service (NPS) catalog systems.

This Museum Management Plan offers recommendations for actions designed to take the park archives, library, and museum collections through a developmental phase that will provide basic documentation, preservation, and management of these park-specific resources.

Key Recommendations

Key recommendations are listed here while more detailed action recommendations follow each issue section of this plan.

- Establish a museum management program with the Santa Monica Mountains National Recreation Area curator as curator-of-record for Channel Islands National Park, in cooperation with the California Mediterranean Coast Network (the Network).
- Review and upgrade museum documentation and recordkeeping to provide adequate legal documentation for the park's museum and archival collections.
- Develop a park-specific philosophy and incorporate it into a Role and Function Statement and collection protocols necessary for the orderly growth and management of the park archives, library, and museum collections.
- Improve information management tools and access procedures that promote intellectual and physical access to the resources in the park archives, library, and museum collections.
- Develop partnerships with park staff, the Network, and other organizations to identify outside institutions housing collections from the park and promote the documentation, preservation management, and use of the collections.

Table of Contents

Executive Summary ..... **v**
Key Recommendations vi
List of Illustrations ..... **viii**
Introduction **9**
History of Collection Management **13**
Issue A — Museum Management Program **21**
Issue Statement 21
Background 21
Discussion 24
Recommendations 33
Issue B — Museum Documentation **35**
Issue Statement 35
Background 35
Discussion 40
Recommendations 43
Issue C — Collections Access Policies **45**
Issue Statement 45
Background 45
Discussion 46
Recommendations 51
Issue D — Park Archives and Records Management **53**
Issue Statement 53
Background 53
Discussion 57
Recommendations 64
Appendix A — Archives, Library, and Museum Collections Survey Results **67**
Survey Objectives 67
Survey Methodology 67
Demographics 68
Survey Summaries 69
Appendix B — Suggested Workload Analysis **73**
Appendix C — Collections Access Policies **77**
Appendix D — Archiving Resource Management Field Records **95**
Project Identification Sheet 98
Sample Archival and Manuscript Collections Survey Form 100
Appendix E — Suggested Library Operating Policy **103**
Appendix F — Guidelines for Park Records Management **113**
NPS Records Management Programs 113
Bibliography **119**
Park Reference List 119
Suggested Reading List 121
Collection Management References 122
References for Exhibits and Programs 126
Archives Management References 127

List of Illustrations

Front cover	Anacapa Island Sunset, Michael McFadden photograph
Front cover, inside	Map of Channel Islands National Park
Figure 1, page 12	Curator of Anthropology John Johnson in Santa Barbara Museum of Natural History collection storage facility containing park collections. Kent Bush photograph.
Figure 2, page 20	Chumash fish hooks, Harrington Collection, Santa Barbara Museum of Natural History. Travis Hudson photograph.
Figure 3, page 52	Channel Islands National Park archives. Kent Bush photograph.
Figure 4, page 66	Pygmy mammoth tusks and teeth, Los Angeles County Museum of Natural History. Kent Bush photograph.
Figure 5, page 94	Chumash olivella shell beads from Santa Rosa Island, Channel Islands National Park collection. NPS file photograph.
Figure 6, page 102	Channel Islands National Park library. Kent Bush photograph.
Figure 7, page 112	Townsends big-eared bat specimens at the L.A. County Museum of Natural History. Kent Bush photograph.
Back cover, inside	Inspiration Point, Anacapa Island, Tim Hauf photograph.
Back cover	Third-Order Fresnel lens from the Anacapa Light House, manufactured ca. 1930, on exhibit in the island visitor center. NPS file photo.

Tables

Table 1, page 23	Fiscal Year 2003 project funding for museum collections
Table 2, page 37	CHIS collections according to FY 2003 Collection Management Report

Introduction

The Museum Management Plan (MMP) replaces the Collection Management Plan (CMP) referred to in the National Park Service publications, *Outline for Planning Requirements*, the *DO# 28: Cultural Resources Management*, and the *NPS Museum Handbook*, Part I.

The CMP process generally concentrates on the technical aspects of museum operations, including a full review of accession files, status of cataloging, adherence to guidelines, and making very specific recommendations for corrections and improvements. In contrast, the MMP evaluates all aspects of museum-related programs within a park, and makes a series of broad recommendations to guide development of park-specific programs that address the needs identified by the park.

The MMP recognizes that specific directions for the technical aspects of archival and collections management exist within the *NPS Museum Handbook* series. It does not, therefore, duplicate that type of information. The MMP instead places museum operations in a holistic context within park operations by focusing on how various collections may be used by park staff to support the goals of this particular park unit. This plan also recognizes that there are many different ways in which archives, libraries, and museum collections may be organized, linked, and used within individual parks, and it provides park-specific advice on how this may be accomplished. Where required, technical recommendations not covered in the *NPS Museum Handbook* will appear as appendices in this plan.

Prior to the site visit by the museum management planning team (MMP team), park personnel were surveyed to collect baseline data concerning archival and museum collections, the library, and related services needed by the staff. This information allowed the team to make a quick evaluation of many issues relating to these operations. The survey also provided insights into ways in which a well-designed museum management

program might address the needs of the park staff. The results of this survey are contained in Appendix A.

The park staff and MMP team worked together over the course of the team's visit to develop the issue statements contained in this plan. Topics addressed meet the specific needs of Channel Islands National Park (CHIS) as discussed during those meetings, and thus do not necessarily represent a complete range of collection management concerns. Most elements of this plan are developmental rather than remedial in nature. The recommendations are intended to guide the park through the process of creating and implementing a workable system that supports all aspects of park operations, while at the same time providing guidelines for growth and development of the museum management program.

Members of the MMP team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering and the initial draft was developed over a two week period in July, 2004. The various supporting elements were developed at the same time.

The team wishes to thank the staff of Channel Island National Park for the courtesy, consideration, and cooperation extended during this planning effort, in particular Russell Galipeau, Superintendent; Linda Dye, Tim Coonan, and Katie Chess, Division of Resource Management; Lena Lee, California Mediterranean Network; and Stephanie Stephens, Curator, Alaska Region.

Channel Islands museum collections are located in a number of Southern California institutions. During the course of the team's visit to the park, the following institutions were also visited:

Los Angeles County Museum of Natural History - Chris Coleman, Curator, Archeology; Scott Van Keuren, PhD., Assistant Curator of Anthropology; James Dines, Curator, Vertebrate Zoology; and Samuel A. McLeod, PhD., Curator, Paleontology

Fowler Museum of Cultural History, University of California, Los Angeles - Wendy Giddens Teeter, Ph.D., Curator of Archeology.

Santa Barbara Museum of Natural History - Karl Hutterer, PhD., Director; Henry W. Chaney, Ph.D., Director of Collections and Research; Eric Hochberg, Curator of Invertebrate Zoology; Michael Caterino, Curator of Entomology; Christa Fahey, Associate Curator, Vertebrate Zoology; John R. Johnson, Ph.D., Curator of Anthropology; Ray Corbett, Curator, Anthropology; Jan Timbrook, Curator of Ethnography; and Terri Sheridan, Librarian.

Santa Barbara Botanic Garden - Steve Junak, Curator, and Dieter Wilken, Vice President, Programs and Collections..

University of California, Santa Barbara Repository - Michael Glassow, PhD., Chair, Department of Anthropology; and Brent Leftwich, Repository Manager, Anthropology.

Santa Barbara Maritime Museum - Angela M. Scott, Curator.

Their time, effort, and involvement made the team's job much easier and it is very much appreciated. These individuals obviously are dedicated and committed to the preservation of the park resources, and it is a pleasure to work with such professionals.

Figure 1 Curator of Anthropology John Johnson in Santa Barbara Museum of Natural History collection storage facility containing park collections.

History of Collection Management

There is no record of any curatorial activity conducted by the National Park Service between the establishment of Channel Islands National Monument in 1938 and the establishment of Channel Islands National Park in 1980. According to Christine Horton (Administrative Officer from 1967-1993), there was no curatorial program in the park during her tenure with the monument. Prior to 1980, collections were accessioned and maintained at the Los Angeles and Santa Barbara Museums of Natural History. These institutions and others collected biological and archeological materials during this time. The materials were cataloged and stored at the institutions from which the research was conducted. For the most part, these collections are still located at the institutions. In addition, the NPS Western Region biologist conducted a semi-annual survey of the monument. Information from these survey records, which were filed at the Regional Office, and some of the records themselves, have been added to the park's museum collection. However, information was often incomplete or missing altogether, and curation was haphazard.

With the establishment of Channel Islands National Park in 1980, sustained collecting began with the purpose of creating visitor center exhibits. Chief of Interpretation Bruce Craig started the park accession log book, and initiated curation of the miscellaneous materials that had previously been collected and stored at the park. Along with natural and cultural objects from the islands, the park also collected materials from outside the park boundaries. Collections appeared to concentrate on the objects' fitness for exhibit, rather than on their provenience. All donations were accepted and curated, no matter the material's origin, relevance, or

condition, perhaps because the park lacked a Scope of Collection Statement.

From approximately 1983 to 1989, Myrle Kirk, a volunteer who also worked for the Ventura County Museum of History and Art, carried out the bulk of the curatorial duties. Several loans between the two institutions occurred during this time. This period of curation continued the haphazard collecting patterns of the past, but the records were more thorough and periodic inventories helped reduce losses from the collection. The park evinced little interest in curation, other than acquiring interpretive articles.

It was also at this time that all of the photographs cataloged into the collections were removed from the records and stored in a separate photo file with its own cataloging system. Batches of photos from a single roll of film, or collections from specific projects or trips, were divided and filed by subject to better facilitate interpretive use in publications and exhibits. Unfortunately, the batches of photos were seldom cataloged or inventoried before they were divided, making it difficult to recover the original order.

In 1985 the park drafted a Scope of Collection Statement to comply with NPS requirements. The statement was hastily put together by park staff and submitted by Chief of Interpretation Mary Gibson Park for regional approval. The statement was brief and general, with most of the text coming straight from the NPS *Museum Handbook*. Although the new statement set standards for the park collections and was approved by the regional office, collecting of materials continued in the same pattern as before.

The park collections were stored in three standard museum cabinets and one herbarium cabinet. At one time stored in the maintenance area, the cabinets were moved into the interpretive workroom at park headquarters. The cabinets were later moved to the interpretive storage room in the auditorium, where because of limited space available, they were stacked and placed face to face, preventing complete opening of the cabinet doors.

About 1986, Linda Kelly from the Interpretive Division was assigned the curatorial responsibilities. While Myrle Kirk still volunteered during this

time, he departed in 1989. Linda Kelly was the first person with responsibility for the collections who had received NPS curatorial training.

When specific curatorial funding became available for the first time in 1987, the focus of curation shifted to ANCS data entry. The park's catalog records were entered into ANCS that summer, primarily by Ed Corkill. Later that year, however, the hard drive of the computer containing the ANCS records was believed to have crashed, and no further ANCS data entry occurred until 1991.

Linda Kelly left the park in 1988, and curatorial responsibilities fell to the interpretation staff. Although several staff members attempted to work with the collections, their poor condition in storage, exhibits, and records proved too much for anyone to handle in addition to their regular interpretive duties. By this time, at least one hanging exhibit panel of Chumash artifacts had been placed in storage because of pilferage.

Curatorial responsibilities shifted to the Resource Management Division, under the purview of Park Archeologist Don Morris, in 1991. Morris discovered that the amount of work required to even approach NPS curation standards was far more than originally estimated. Physical access to the collections for an initial inventory was limited by their storage conditions, and the interiors of some cabinets were impossible to reach. Newly acquired materials were stored in boxes in an unused park office until they could be accessioned, cataloged, and stored properly. The backlog of ANCS data entry had also grown, since no one had attempted to use ANCS for several years.

In 1991 the park obtained funding for a Bally building, museum storage equipment, and basic preventive conservation of the collection. A dedicated curatorial office space was established. At the same time, Kathleen Baldwin volunteered to take on the park's curatorial duties. Having just finished archeological field school on Santa Cruz Island and two terms of museum studies at UCLA, she was in search of an institution that would allow her to put into practice what she had learned. The collections at Channel Islands National Park were a perfect match.

Essentially, all aspects of curation from record management to storage needed improvement.

Baldwin was hired in 1992 using interim funding from the park base and project funding from the Santa Rosa Island survey. She was able to bring the holdings to a far more acceptable condition by inventorying the entire collection, storing like objects together, re-establishing an archive for pertinent documents and photographs, and improving storage conditions within the Bally building. The problem of what to do with photographs that had been accessioned, cataloged, then uncataloged and put into a different filing system was especially challenging. While organizing this material, Baldwin found many objects that had never been cataloged and needed to be added to the park collections. Through continued inventory, she also located over forty objects (of more than sixty) that had been formally listed as missing.

Another task was to enter the backlog of catalog records into ANCS. In total, approximately 225 pre-existing records were entered, and 2500 new records were added. The new records were comprised primarily of the photo and document archives. Additional collections included the Santa Rosa Island archeological survey, seized maritime artifacts from a major case in 1987, and the loan by the U.S. Coast Guard of the original Anacapa Fresnel lens, valued at $750,000.

Materials from an archeological testing project at Daisy Cave on San Miguel Island during the 1980s and 1990s is expected to add about 5,000 items to the park's holdings when cataloging is completed. Some of these objects include sea grass cordage and a sea grass sandal fragment over 9,000 years old. Baldwin also drafted a new Scope of Collection Statement that attempted to more clearly define what items belong in the park's collection.

Discovery of a nearly complete pygmy mammoth skeleton on Santa Rosa Island in 1994 prompted a major paleontological excavation. Casts of the skeleton were made for exhibit at the park's visitor center and at the Santa Barbara Museum of Natural History, where the original skeleton was placed for curation. In 1999 the park executed a cooperative agreement

with this museum for curation of the park's archeological and paleontological collections. The park felt the museum would serve as a logical repository for the park collections since it already maintained a large collection of both cultural and natural items from the islands, created when several of the islands were in private ownership. The museum would be able to provide ready access to the collections for park staff and researchers, and it also had a professional curatorial staff and a facility that met federal curation standards.

The park also executed a cooperative agreement with the Santa Barbara Botanic Garden in 1998 to carry out cooperative activities in the areas of research, interpretation, and curation. The Botanic Garden maintains the park's herbarium along with its own extensive collection of plant materials from the islands and southern California.

In 1998 the park established a new Cultural Resources Division and hired Ann Huston as a new division chief. Don Morris and Ann Huston comprised the entire cultural resources permanent staff, thus doubling the park's cultural resources staff. With the additional management position, the park was able to devote more attention to the park museum collection and seek more project funding to bring the park's collection into compliance with federal curation standards.

The park received funding in FY2000 to initiate a four-year project to organize and catalog the park's archival materials. The NPS Western Archeological and Conservation Center (WACC) in Tucson undertook an archives survey to identify materials to be added to the archives and has completed accessioning and cataloging of most of these materials.

Additional project funding purchased museum cabinets for the archival collection, equipment upgrades for the Bally building, and museum cabinets for the Santa Barbara Museum of Natural History. These cabinets hold the growing paleontological collection and a confiscated collection of archeological artifacts from East Santa Cruz Island, used as evidence in a court case.

While attempts to professionalize the management of the park's museum collection continued, the limited staff and funding prevented any ongoing accessioning and cataloging. Instead, the focus was placed on obtaining project money to address the backlog of natural and cultural collections.

Archeological collections established through occasional field collecting, small-scale testing, and the "under-house" excavation that took place at the site of the Scorpion bunkhouse on Santa Cruz Island following the December, 1997 flood were stored in the Bally building and in a shed at the Scorpion Ranch. The park moved the collections from the shed in 2002 to an upstairs room in the Scorpion Ranch House. Many of these items are personal property of the Gherini family, the former island owners. The park is storing these items until a joint determination is made about their disposition.

Archeological collections created through field projects carried out by students from the University of Oregon, University of California at Santa Barbara, California State University, Long Beach, and other institutions have not been systematically accessioned and cataloged, and many of these collections are still at the universities.

Natural history collecting has been ongoing for decades. Many of these collections are now in the Santa Barbara Museum of Natural History, the Santa Barbara Botanic Garden, universities and other institutions. Although the collections were generally carried out by park staff or through research and collecting permits, the park did not assign accession numbers or track the disposition of these research collections.

From 1998-2004 the park has made efforts to update its Checklist for the Preservation and Protection of Museum Collections by including the Santa Barbara Museum of Natural History, the Santa Barbara Botanic Garden, and the University of California at Santa Barbara. It also has obtained funds to re-house collections and upgrade equipment at these institutions.

The park has made a more realistic assessment of its backlog for the Collection Management Report, and has requested funds to address the archeological and natural history backlog. It has also undertaken the

archives project. In 2002 the park completed its first annual inventory in many years, with the assistance of Stephanie Stephens, curator from the Alaska Regional Office. First brought in by WACC to assist in resolving registration problems identified by the archives project, Stephens continued to make annual or semi-annual visits to the park to carry out the annual inventory, run the Collection Management Report, accession new collections into the Automated National Catalog System (ANCS+), update the National Catalog records, and provide professional curatorial assistance to the park.

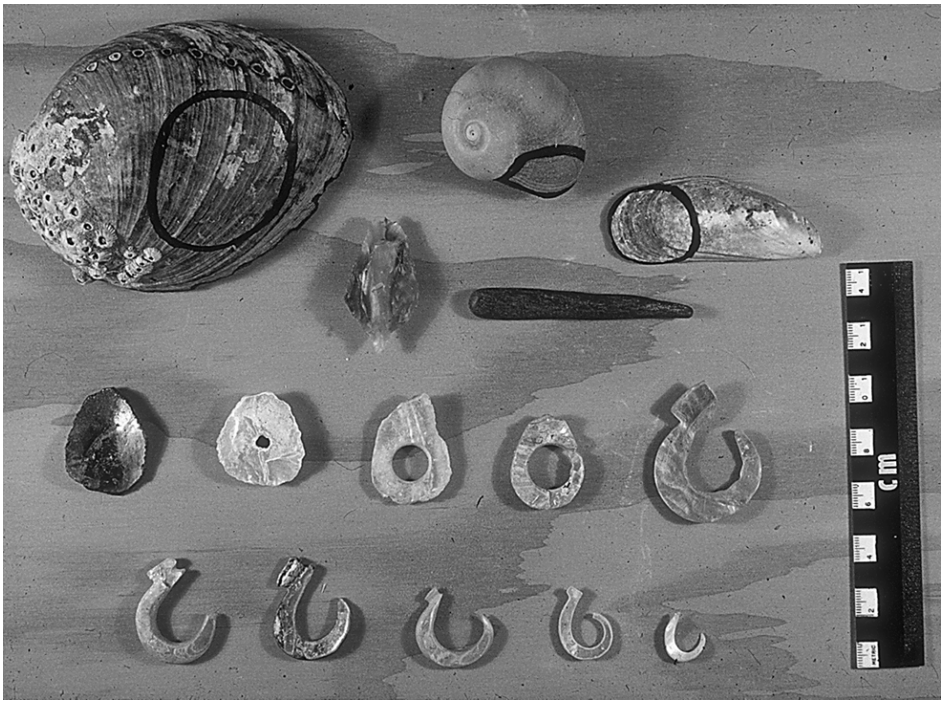

Figure 2 Chumash fish hooks, Harrington Collection, Santa Barbara Museum of Natural History.

Issue A — Museum Management Program

Issue Statement

Developing a network-level museum management strategy and enhancing existing partnerships are the keys to advancing the park's curatorial program.

Background

Channel Islands National Park is currently responsible for a museum and archival collection of over 345,000 items (2003 CMR). The park, together with Cabrillo National Monument (CABR) and Santa Monica Mountains National Recreation Area (SAMO), comprise the Mediterranean Coast Network. This inter-park relationship is further strengthened by the California Mediterranean Research Learning Center (CMRLC), an integral program of all three units. Both the Network and the CMRLC provide a myriad of opportunities for the three units to cooperatively confront shared and similar resource management, research, and public outreach related opportunities and challenges.

Certain resource management and other park project archives are located at the park, as are small collections of historic and archeological materials, and entomological and herbarium specimens. The majority of the collections, however, are housed at repositories maintained by various park partners: the Los Angeles County Museum of Natural History; the University of California, Los Angeles; the University of California, Santa Barbara; the Santa Barbara Botanic Garden; and the Santa Barbara Museum of Natural History. These collections have resulted from countless research and resource management activities undertaken within the park by these partner institutions over the past seventy-odd years (as

well as projects undertaken in the Channel Islands but done outside park boundaries and/or prior to an area's incorporation into the park). As a result, these park partners maintain important inter-related collections of both NPS and non-NPS materials that help to document the Channel Islands' unique natural and cultural heritage.

At the same time, these materials do not reflect all of the collections, particularly archival materials, which should be part of the park collection. During the park's early history, Cabrillo National Monument provided management oversight. The archives at Cabrillo may contain numerous materials related to CHIS's formative years. Other archival materials may be located at the National Archives and Records Centers in San Bruno and Laguna Niguel, California.. Early archeological and natural resource collections may also be located at a number of other institutions, including the Jepson Herbarium at the University of California, Berkeley; the Southwest Museum; the Rancho Santa Ana Botanic Garden; the Claremont Graduate University; the San Diego Museum of Man; and the Antelope Valley Indian Museum.

The park has two dedicated museum collections management facilities: a small insulated modular structure (commonly called a "Bally building") at headquarters, and Suite 101 at 1559 Spinnaker Drive, a commercial space leased by the park approximately ¼ mile from headquarters. The two areas currently house museum, archival, and library collections. Smaller archival collections (project data, photographs, and entomological specimens) are located in the Resource Management Annex building.

The park's visitor center in Ventura contains an exhibition of the Channel Islands natural history. Specimens include island foxes, several raptors, casts, models, and cultural objects. Some of these items are in the museum collection, others are not.

The chief of cultural resources management leads the cultural resources program (including managing the museum collections). Currently, the position serves as the park historian and is a GS-170-12. The only other additional cultural resources staff is the recently hired GS-190-11 park

archeologist. In the past, the chief has carried out the park's museum management responsibilities as time permits.

Total base funding for cultural resources in FY 2004 is $169,193. This figure includes the $3,000 base increase for ANCS+ support and cataloging. The museum program's total base funding currently amounts to the $3,000 for ANCS+/cataloging, as all other divisional base funds simply cover the chief's and park archeologist's salaries. Although the park has received small base increases over the last five years, costs have out-stripped the increases. So the budget has continued to erode leaving less funding available for support to the museum program (as well as all park programs).

In FY 2004 the park received the following project funds to support and/or create museum collections:

Organize and Catalog Park Archives and Photo Collection, Year 4 (PMIS 72339) 8120-0303-CCC	Backlog Cataloging	$48,000
Oral History Project	Challenge-Cost Share	$20,000
Update Park Collection Management Plan and Scope of Collection Statement (PMIS 72653) 8120-0417-UCC	Museum Collections Preservation and Protection Program (MCPPP)	$17,000

Table 1 FY 2004 project funding for museum collections

In July, 2004 the park received $450,000 from the U.S. Attorney's Office. These monies resulted from a civil fine levied against a company engaged in illegal offshore dumping. The cultural resources division's share of the settlement funds is $50,000, which will be allocated to island archeological and shipwreck monitoring projects. Although these funds allow the park to carry out necessary monitoring activities, they do not enable the park to expand the museum management program to adequately address the access needs of both the park staff and the public, or for the on-going preservation and protection of the museum and archival collections. However, as noted above, working on the network level and using the services of the California Mediterranean Research Learning

Center should present the park with numerous options for effectively overcoming these challenges.

Discussion

The museum program crosses many disciplines and subject areas. The park must continue to take an aggressive approach to long-range planning for the effective development of the museum management program's budget, and staff necessary to preserve its resources and complete its missions. A proactive approach toward necessary planning and programming will allow the staff to complete work that will help preserve park resources and educate the public.

It is important to maintain perspective and to determine how resource management activities support the overall missions and goals of the park in planning for all resource preservation. The resources that make up the park records, museum collections, archival materials, and library constitute documentary evidence of park resource management activities and the administrative decisions affecting them. Park museum collections *are* primary resources and comprise the park's institutional memory. The museum management program should serve four distinct functions within the park: documentation; preservation; research; and education and public programs.

Staff members who are assigned responsibility for collections management have the primary responsibility for producing the planning, programming, and reporting documents necessary to ensure that the primary functions mentioned above are adequately staffed, funded, and performed. To achieve this goal, the staff must understand the interrelationships among the various reporting and planning documents such as the Collection Management Report (CMR), the Checklist for the Preservation and Protection of Museum Collections (Checklist), the Resource Management Plan (RMP), the Project Management Information System (PMIS), Operations Formulation Systems (OFS), and various program-specific documents. By understanding these relationships, the staff can produce effective programming documents that will enable them to secure funding from available sources. Although the *NPS Museum*

Handbook, Parts I, II, and III, provide overall guidance for the NPS Museum Program, the museum staff must use their professional expertise in addressing the needs of museum collections.

The documentation of time and costs to the museum management program for individual elements of the four primary functions mentioned above is an essential element of planning and programming. Increasingly, park managers are asked to show "value received for value given" in their operations. The response "to comply with regulations" is often not sufficient justification for funding in today's climate of lean budgets and reduced staff. Sometimes it is difficult for the non-specialist reviewing budget requests to perceive exactly what the "value received" to the park actually is, so illustrations of "value" in planning documents, budget requests, and reports must be overt and proactive.

Museum collections management staff must do cost analyses for both the current and projected activities of the branch as a means to establish credibility for the management of park museum collections. Some very basic time and cost analysis questions might include:

- How many accessions have been processed over the past three years?
- Is the rate of new accessions entering the collections increasing or decreasing?
- Is the park keeping up with basic registration, or is a backlog being created?
- What is the average time/cost to process an accession?
- What is the average time/cost to catalog an object?
- What is the time/cost to provide Integrated Pest Management (IPM) and environmental monitoring per year?
- What is the time/cost to provide storage/inventory per cubic foot of storage per year?
- How many requests for research access to the collections are received each year from both staff and public, and what is the time/cost per request to provide that access?

- Have the requests for access increased or decreased over the past three years?
- Have collections and/or documentation been used for educational purposes?

After the staff collects, analyzes, and formats these types of data for preservation, park management will begin to recognize the direct costs associated with various facets of collections management and to determine whether essential work is being accomplished in a timely manner. With these data, park staff will be able to develop effective, integrated programs to identify, program for, and meet park needs. These data will also document where project or temporary staff may be necessary to accomplish backlogged work or to make the overall program more efficient. Finally, this information will provide the foundation and documentation for establishing appropriate staffing levels—both in numbers of positions and grade levels.

The park should continue to seek additional funding sources for curatorial projects to provide needed assistance in cataloging and museum collections management. As a member of the Mediterranean Coast Network, the park is in a unique position to work in partnership with Cabrillo National Monument and Santa Monica Mountains National Recreation Area to establish network-wide/multi-park projects to address common needs. The park’s museum management program can also apply for project funding as funds are available through the California Mediterranean Research Learning Center, which funds projects related to research, internships, and citizen science.

In addition to the various cultural resource management project fund sources (which the park successfully uses to fund needed project work), the NPS administers two grant programs that the park might want to consider applying for: Save America's Treasures and Challenge Cost Share.

The park's cooperating association, the Western National Park Association, and local foundation offices should be approached with specific project requests tailored to organizational interests. A number of

graduate programs (including a large number of local universities and colleges in the greater Los Angeles area) may provide interns to do professional level museum project work under the direction of other museum professionals. The American Association of Museums has a list of such accredited programs.

The NPS has a cooperative agreement with the National Council for Preservation Education that provides a clearinghouse for interns from appropriate college and university programs for parks. The Student Conservation Association (SCA) will also provide interns with applicable training. Another source of information is the American Institute for Conservation, which maintains a list of conservation programs. If free housing could be found (perhaps in cooperation with Santa Monica Mountains National Recreation Area, which maintains limited park housing) it might be possible to find free or nearly free interns with professional training to work on specific projects at the park. Stipends can be funded with project money or even through support from the Western National Park Association.

Another possible source of funding for the museum management program could be realized by establishing a “Friends of the Park” group. A Friends group could actively solicit donations of funds and in-kind support from the local community. The three-county metropolitan area (Ventura, Santa Barbara, and Los Angeles) is both fairly affluent and environmentally conscious, which should greatly assist in such organizing and fundraising efforts.

Finally, as previously noted, the park has very close ties with the Los Angeles County Museum of Natural History; The University of California, Los Angeles; The University of California, Santa Barbara; the Santa Barbara Botanic Garden; and the Santa Barbara Museum of Natural History. The park is currently updating cooperative agreements with the Santa Barbara Botanic Garden and the Santa Barbara Museum of Natural History, and is planning to expand its relationship between it, these institutions, and the NPS (as discussed further below). The Pacific West Region museum management staff, museum management staff at Santa Monica Mountains National Recreation Area, the service-wide NPS

Museum Management Program, the Western Archeological and Conservation Center (WACC), and the Division of Conservation at Harpers Ferry Center may provide assistance, recommendations, and additional oversight, if needed.

CHIS currently has a base increase request (OFS), "Preserve Cultural Resources and Museum Collections" (5083B), which includes additional funding to “Maintain Park Museum Collection” with 1.0 FTE devoted to the collection. This request is park priority 5 and regional priority 220. Although it seems unlikely that this request will be funded any time soon, the park should nonetheless document all of its needs.

However, in keeping with developing a network-wide strategy for museum management, the park, in cooperation with its network partners SAMO and CABR, should develop a new OFS request reflecting network curatorial needs. Given the observations of the planning team, the park’s museum management program and the Network's archival and records management program present major challenges. This new OFS request should include funding to establish a network archivist position (GS-1420-11) as well as a network-wide museum technician (GS-1016-7) that could assist all three parks with monitoring, preventive conservation, and compliance activities and be an essential component of the California Mediterranean Research Learning Center.

The OFS request should also include sufficient funding to raise the current SAMO GS-1015-11 curator position to the GS-12 level with curatorial oversight responsibilities for all three parks (in cooperation with the various parks’ program managers), and all support costs including funds for maintaining collections at partner institutions. The new network curator would supervise the other two permanent network museum positions and be the curator-of-record for all three parks.

As an essential part of park operations, the museum management program should have a separate ONPS budget in addition to project funds. If the network-based museum management program is carried out, appropriate levels of increased base funding could be managed by the Network curator, in collaboration with the three parks’ chiefs of resources

management. Once project(s) are completed to deal with the backlog need (as documented throughout this plan), the CHIS program does not appear to need a full-time curator on-site, but could rely upon the services of the Network museum staff, one of whom could be based at CHIS (such as the museum technician). Perhaps the park could explore using natural resource funds to assist with the museum technician position, which could also assume the permit function at CHIS. This arrangement would allow the CHIS scientist currently involved in permitting issues greater time for project work. Such a strategy would undoubtedly also help to ensure that natural resources collections issues are addressed during planning and programming for research projects.

Since it is unlikely that the park will receive additional (non-network) museum staff in the near future, this network approach to collections management would appear to be a tremendous opportunity. Not only will the collections receive highly professional care, the park will benefit from the latest research using and identifying these materials. In addition, new generations of scientists and historians will benefit from using these collections and receiving training in museum management.

The park might also expand cooperative opportunities with their current partners (The Nature Conservancy; Los Angeles County Museum of Natural History; University of California, Los Angeles; University of California, Santa Barbara; Santa Barbara Botanic Garden; Santa Barbara Museum of Natural History; Santa Cruz Island Foundation; Santa Barbara Maritime Museum; University of California Nature Reserve System), other federal agencies (Channel Islands National Marine Sanctuary, the National Marine Fisheries Service, Bureau of Land Management and Forest Service), the California Coastal Commission, California State Parks, California Department of Fish and Game, other local, state, and regional agencies, and non-governmental organizations. As the management of public lands moves further toward ecosystems management rather than by artificial political boundaries, it becomes more efficient for all concerned to manage resources in a more holistic manner. This would also make it easier for outside researchers who could do "one-stop-shopping" rather than having to go to a number of different locations.

The park is currently involved in the General Management Plan (GMP) process. Park management, staff, and the planning team all agree that the new GMP should adequately address the current and ongoing needs of the museum management program. All concur that the best, most cost-effective and practical method is museum management using a cooperative network-level approach.

At present, the park has a small number of collections in the museum exhibits at the visitor center. The new GMP should note this situation and make recommendations for future exhibits at the visitor center and other appropriate visitor facilities. The park anticipates development of a new Long Range Interpretive Plan (LRIP) following approval of the GMP. It is critical that both the GMP and LRIP address museum collections access and use, through exhibits, publications, the web, and other media. During these planning initiatives, the museum staff should be an integral part of the planning teams in order to integrate the museum management program into the interpretive program.

The Resource Management Plan (RMP) was last updated in 1999 and contains a number of project statements related to the museum program, which have been incorporated into the park's PMIS program. However, the narrative does not provide a roadmap for managing these important resources. Once new RMP guidance is received, the museum management program should be an integral part of the narrative plan as well as the programming documents that support that plan.

Park staff are to be commended for their attention to cultural resources planning and identifying museum needs in PMIS. The chief of CRM has developed a sound five-year program of prioritized needs. This plan provides additional guidance for such a program. Searching the PMIS database for similar projects can be very helpful in drafting and/or revising new statements, particularly those that have been funded. The team identified a number of possible new project statements based on their observations:

- Conduct a new park-wide archival and records management survey.
- Survey the park's accession books and records, and document status of collections, collections-quality materials, erroneously accessioned and/or de-accessioned items, etc., to provide increased accountability.
- Locate park lands' museum collections maintained in other institutions (this could be a multi-park, network project).
- Recall (and/or consolidate) collections from other institutions and update museum records.
- Complete an Emergency Operations Plan for museum collections.
- Design and construct appropriate cases for temporary museum exhibits.
- Assess materials in the Bally building, visitor center, Scorpion Ranch, and other areas for possible inclusion within the museum collection.
- Develop a network-level museum management plan.

Current PMIS project statements that may be revised include:

- PMIS #68258, "Improve Storage of Park-Maintained Collections." This project details moving collections into the Bally building following a Collection Storage Plan. The planning team noted that the Bally building does not provide an acceptable environment for collections and recommends that items be relocated to Suite 101. This project statement should be revised accordingly.
- PMIS #85101, "Complete IPM Plan, Housekeeping Plan, and Risk Assessment." The park may want to consider making this a multi-park network project(s) and increasing the cost estimates accordingly.
- PMIS #61796, "Prepare Collection Storage Plan." The park may want to revise this project into a network-wide Collection Storage Plan (CSP) that would assess all three parks' (and partners) storage facilities and make recommendations using a network approach. Such a CSP could also investigate the possibility of future network storage at the Soka University site, if acquired by SAMO.

There are two other critical reporting documents that provide data for managing the park's museum collections as well as identifying funding needs: the Checklist for Preservation and Protection of Museum Collections (Checklist) and the Collection Management Report (CMR).

The Checklist for Preservation and Protection of Museum Collections is an important document from several different viewpoints:

- Establishing the standards under which park museum collections are maintained and against which the park evaluates itself
- Documenting the preservation of the park museum collections at a particular point in time
- Determining the funding needed to bring a museum collection to standard

The Checklist is divided by facility and type, so a structure that holds both exhibit and storage would have two checklists. The park must complete and/or update this document on an annual basis. The Museum Collection Preservation and Protection Program (MCPPP) funding is based on the data received from park checklists. Thus, the careful completion of the updated checklists is critical to adequately estimate the needs of the park. The service-wide funding is divided by a formula based on total needs for each of the seven NPS regions. Every four years this funding is adjusted based on the most current data so it is critical that the data be accurately reflective of present needs.

CHIS is currently reporting on seven facilities: the Bally building; Suite 101; Anacapa Island Visitor Center; Scorpion Ranch (Santa Cruz Island); the Santa Barbara Museum of Natural History; the Santa Barbara Botanic Garden; and University of California, Santa Barbara, repository. Park collections are also housed at several additional (partners') facilities, so the park will want to add those facilities to its checklist as well. This is especially critical as there are deficiencies in those facilities that may be addressed with MCPPP funding.

The Collection Management Report provides a statistical overview of the park's present collection. It gives park staff and management, as well as

the region and the service-wide programs, information on size and type of collection; the growth of the collection over time; documentation of use; and identification of uncataloged backlog. This latter is very important as it relates to funding. The service-wide Backlog Catalog Program fund distribution is based on this report so it must accurately reflect the total park collection, especially with regard to the uncataloged backlog. As noted for MCPPP, reallocation and distribution of these funds is based on the backlog reported on the CMR.

Concerning access and use of park collections, park staff may want to establish a protocol with partner institutions holding CHIS collections to accurately report all use of such materials. This information can then be included on the park's annual CMR submission.

Recommendations

- Develop a network-level museum management plan.
- Develop a list of essential archival, museum, and library management activities, and begin a time/cost documentation and analysis for each activity (see Appendix B for an example).
- Update existing and add new PMIS statements as noted throughout this plan.
- Develop a new OFS request that reflects network curatorial needs in cooperation with SAMO and CABR,
- Develop a strategy of conveyance options concerning certain specimens housed at partner institutions. The Pacific West Region museum management staff can assist the park with this project.
- Complete an Emergency Operations Plan for museum collections.
- Design and construct appropriate cases for temporary museum exhibits.
- Establish a priority list and apply for funding to meet the Learning Center's museum management needs related to research, internships, and citizen science opportunities.

- Investigate the establishment of a Friends group for the park that can assist in funding resource management and other needs.
- Revise the park Checklist based on the recommendations of this MMP.
- Accession all backlog collections to ensure that the park is eligible to receive Backlog Cataloging funds. The accessioning of archival materials should await the completion of a new park-wide archival and records management survey.
- Revise the Resource Management Plan as opportunities arise, and participate in interpretive planning to address the specific needs of the museum management program.
- Continue to participate in GMP planning efforts.
- Assess CABR archival collections for materials related to CHIS dating from the years of CABR management oversight. This could be a component of the new archives survey.

Issue B — Museum Documentation

Issue Statement

Professional level documentation of archival and museum collections is required to fill both public and park operational needs for quality information.

Background

Museum documentation provides the record of ownership and detailed descriptions of the artifacts, specimens, and archives that make up park museum and archive collections. Documentation begins with the accessioning process, where collections are first made museum property. It consists of the accession book, accession files (containing the vital Accession Receiving Report and possibly the List of Objects, Deed of Gift, purchase document, Receipt for Property, and other documents related to the acquisition), and an accession database record in the Automated National Catalog System (ANCS+). Specific information about individual artifacts or groups of similar artifacts is contained in the catalog record, which is entered into the ANCS+ database. If additional documents such as physical photographs and treatment reports exist for cataloged objects, they are placed in catalog folders.

An annual inventory of collections is completed to provide accountability and help ensure against losses. The Checklist for the Preservation and Protection of Museum Collections documents how parks meet the standards for museum facilities and operations; it is completed every other year or as needed. Archives can generate additional documentation unique

to the archives discipline, including container lists and finding aids (see Issue D on archival collections).

The *NPS Museum Handbook*, Part II: Museum Records, identifies the records needed to manage NPS museum collections. These records are consistent with professional standards and they provide the foundation for a good and legal museum management program. Without good records, all other aspects of the museum program will be suspect and it will be difficult for park staff to carry out their responsibilities for museum management. Specific guidance for museum recordkeeping is contained in the following sections of the *Museum Handbook*:

- Accession material into the museum collection (Chapter 2)
- Receive incoming loans (Chapter 2)
- Catalog objects (Chapter 3)
- Photograph objects (Appendix K)
- Mark objects with a catalog number (Appendix J)
- Report losses of museum objects (Chapter 4)
- Conduct the annual inventory of museum property (Chapter 4)
- Complete the annual Collection Management Report (Chapter 4)
- Place museum collections on outgoing loan (Chapter 5)
- De-accession museum collections (Chapter 6)

According to the 2003 Collection Management Report, Channel Islands National Park currently has a collection of over 345,000 items. This does not include current un-accessioned materials, many of which are in institutions located throughout Southern California and elsewhere. Museum collections (including natural resource specimens, archeology, and records associated with the objects and specimens) are located at the Natural History Museum of Los Angeles County; the Fowler Museum of Cultural History, University of California, Los Angeles; the Santa Barbara Museum of Natural History; the Santa Barbara Botanic Garden; and the University of California, Santa Barbara.

	Arch-eology	History	Archives	Biology	Paleon-tology	Geo-logy	Total
Cataloged	1,506	2,610	16,974	603	61	55	21,809
Backlog	9,036	35,000	279,470	202	300		324,008
Total	10,542	37,610	296,444	805	361	55	345,817

Table 2: CHIS collections according to FY 2003 Collection Management Report

Additional institutions that may house park collections are the Southwest Museum; the Phoebe Hearst Museum and the Jepson Herbarium, University of California, Berkeley; the Rancho Santa Ana Botanic Garden, the Claremont Graduate University; San Diego Museum of Man; and Antelope Valley Indian Museum. These institutions may also house collections related to the Channel Islands that predate the park or from non-park islands. Information about those collections is important for the park resource management and should be collected as well.

Channel Islands, although created as a national monument in 1938 (and managed by Cabrillo National Monument until 1967) and a national park in 1980, has never had professional museum staff to manage its museum collections and the museum records reflect this. As noted in the chapter on history of collections management, the park did not begin actively collecting under the Interpretation Division until the early 1980s when materials were identified for collection in order to display them in the park visitor center.

In the 1990s museum management shifted from interpretation to resource management under the direction of the park archeologist and an archeological technician. In 1998 the park created the position of chief of cultural resources and Ann Huston moved from the Western Regional Office to establish a cultural resource management program. Huston has tried to sustain a program but with the increasingly complex cultural resources program at the park, she has been unable to spend as much time on the records as they require. In the last few years the park has been assisted by the Alaska Region's curator who, on an annual basis, has visited the park, completed the annual reports and annual inventory of museum property, and tried to catch up on basic recordkeeping. In addition, about four years ago the archivist from the Western Archeological and Conservation Center (WACC) completed an archival

and records survey and WACC has been processing these materials using Backlog Catalog funds.

A museum Collection Management Plan was approved in 1995 with some recommendations about museum recordkeeping, but the section was brief. Few of the recommendations have been accomplished, primarily due to lack of operational funding to manage the program on an on-going basis.

Discussion

Although the park has had an active collecting program for the last 25 years, the museum records are inadequate or missing altogether. The park has not had the resources to hire professional museum staff and the current staff has little time to spend on the program or training necessary to complete the records. The park has been very creative in accomplishing some basic documentation with very few resources by engaging the assistance of a professional curator on an annual basis. However, in many cases, the older records do not provide basic documentation of ownership or custody.

Accession Book

The Accession Book is a legal document and it may be used in a court of law, if necessary. The value of the book as a legal document lies in the uninterrupted sequence of entries, without missing pages or erasures. The accession book is one of the most important museum record-keeping documents.

The park accession numbers range from CHIS-00001 through CHIS-00327. However, there are several numbers unused although spaces were left in the book for the numbers. Many accession numbers were assigned and then materials were transferred to "Research Files" and the numbers reused. There are numerous notations about materials being removed or de-accessioned. This will be discussed further under "Accession Files" below. Finally, there are many entries in pencil.

Accession Files

Each accession folder should contain the originals or archival copies of the documentation that supports the accession. The documentation must correspond with the accession book entry. These are the legal documents that support the custody and/or legal ownership of museum collections.

The park accession files are varied in the documentation they contain. One of the biggest concerns is that many files are empty, and a number of accessions have no files at all. Although the later files do contain basic information, many are without Deeds of Gift or other required documents that record custody of the materials contained in the transaction. In addition, much extraneous information exists: copies of catalog cards, and even objects themselves. The latter should be placed in separate museum collections areas. The other items should only be kept if they provide additional information not contained in the park's ANCS+ database. If these copies do provide that extra information, they should be placed in a catalog file folder which is filed by catalog number.

Other documents that should be placed in the catalog file folder include Object Treatment Reports, additional research information on specific objects or specimens, documentation of de-accessioning (see *Museum Handbook*, Part II, Chapter 6 for specific documents needed), or any other item that is specific to the object or specimens rather than to the accession as a whole. Finally, all metal fasteners should be removed as they are rusting and damaging the documents in the files.

National Catalog/ANCS+

For National Park Service museum collections, cataloging is the process of recording detailed information about individual items or groups of related items. Cataloging also includes assigning a unique identifying number to the item or group of items. A museum catalog record is required for all objects, specimens, and archival/manuscript collections in the park's museum collection. The information on the catalog records may be as important as the items themselves.

The Automated National Catalog System (ANCS+) is the automated

system for the NPS. Materials must be cataloged into this database system and submitted to the National Catalog in order to be considered cataloged.

According to the National Catalog, catalog numbers of records CHIS 00001 through CHIS 06835 have been received by the close of 2003. The park's catalog log has issued numbers through CHIS 09941. There is one record for CHIS 10000 in the National Catalog database. The documentation for many numbers has apparently not been received by the National Catalog. The park does maintain some printed catalog records, some of which appear to be the white originals. These also need to be deposited in the National Catalog.

NAGPRA

Information in the accession book indicates that there are a number of accessions that may contain Native American Graves Protection and Repatriation Act (NAGPRA) materials, including human remains. There are no reports in related accession files documenting these materials or any consultation, repatriation, or other appropriate action.

Outgoing Loan Agreements

Although the park has a number of outgoing loans, only those to WACC are documented by the Outgoing Loan Agreement form. These are filed in the accession files from which the material is removed. For WACC, at least, this means that the same loan agreement is filed in numerous accession file folders rather than filed in a Loan File in order of the loan agreement number. The many collections located at institutions mentioned above are not documented by loan agreements at the present time.

The state of these museum records is a major concern despite the innovative and commendable work that Huston has done in her tenure at the park. The park needs to do a major review and upgrade of all the park museum records:

- Review and upgrade all accession information in the accession book and the ANCS+ accessions database. This would include updating the accessions to actual numbers of materials once an accession is completely cataloged.

- Upgrade accession files to match the accession book and complete appropriate documents, including Deeds of Gift, Receipts for Property, Incoming Loan Agreements, etc. Once an accession is completely cataloged, generate an inventory from ANCS+ for inclusion in the file folder. Document all research completed to find the legal information about each accession in the accession file folder.

- Once it has been determined that park collections—including field records or other documentation— located at the institutions housing them have not been accessioned, these collections need to be accessioned by site (for archeology) or project (natural resource specimens). Following accessioning, loan agreements for each institution need to be completed (note - in the future, loan agreements should be completed as the materials are deposited at the institutions).

- Once all the accessions data has been verified, complete a new accession book which meets all NPS standards and provides clear documentation of each accession as best as can be determined by the thorough review of park records. Note on the inside cover the name and title of the person completing the work, the date done, and the reason for the copy. Place the original accession book in the file cabinet with the accession files and the new accession book. Although copying the book is a serious step to take, the current accession book is almost incomprehensible and copying clearly the correct information will make museum recordkeeping in the future easier for park staff.

- Review the paper copies of the catalog records (form 10-254) to determine whether original copies are still maintained by the park and whether the National Catalog has copies of these records. If the records are original and the National Catalog does not have them, then work with the NPS Registrar to send them to the appropriate location.

- Complete a 100% inventory of museum collections housed at the park and update location records.

- Complete proper de-accessioning documentation for all materials disposed of in the past as well as all items not found during the inventory. File these documents in the appropriate accession file folder.

- Provide read-only access to the park ANCS+ database for researchers and park resource managers.

This is a major project that would take at least one year's work for a professional museum curator (GS-1015-09) or registrar (GS-1016-09), or the equivalent under the direction of a journeyman level NPS museum curator (GS-1015-11), such as the curator at Santa Monica Mountains National Recreation Area (SAMO).

Unfortunately, there is only one project fund source that would be available for this work - Cultural Resource Preservation Program Base (CRPP). In 2006, the next available year for projects, $99,000 of the total must be spent on museum projects. The park has programmed their CRPP Base requests through 2007 and this project needs to be completed sooner than that. The park should remain in contact with the Pacific West Region Lead Curator for possible funds for such projects.

The creation of the new learning center for the Network may also be a potential source of funds as these records provide the foundation for the museum management program and the resources it preserves. In addition, the NPS Challenge Cost Share grant program might be a possible source of funds although there is a one-to-one non-federal match for these funds. It may be possible to work with the Santa Barbara Natural History Museum to provide an in-kind match using the cooperative agreement that is in draft form at the present time.

Once the records are current, then a method of maintaining accession records will need to be identified. The most sustainable way to manage the program is with operational funds. Since this does not seem feasible, at least in the short term, to maintain the museum collections, consideration should be given to assessing the project funds or programs, including the I&M and archeology projects that are creating the objects, specimens, and records.

At the same time, the park needs to identify a journeyman-level NPS museum curator (GS-1015-11) as a curator-of-record, perhaps the curator at SAMO, to provide oversight for the park museum program. The park

received a base increase of $3,000 for purchase of ANCS+ and to maintain park museum records. These funds should be used to support the work of the curator-of-record for Channel Islands.

Refinement of the park collections should also be undertaken. Using a team of subject matter experts, review all collections to determine if they are out of scope, in poor condition, or provide no value to the park. For materials that were part of confiscated or legal cases, the chief ranger should provide legal advice on disposal. Once this has been accomplished, de-accession those deemed appropriate for disposal following the guidelines provided in Chapter 6 of the *NPS Museum Handbook*, Part II: Museum Records.

In order to accomplish all the work outlined in the chapter, funding requests need to be completed for the projects (Project Management Operations Systems - PMIS) and the operational increases (Operations Formulation System - OFS). Possible PMIS project statements:

- Survey Institutions for Park Collections.
- Review and Update Park Museum Accession and Catalog Records.
- Catalog Backlog of Uncataloged Museum and Archival Collections.
- Update NAGPRA Information Related to Museum Collections.
- Photograph Museum Collections.
- Reformat Museum and Archival Collections for Access. [This can be microfilm and/or scanning.]

Recommendations

- Survey all possible institutions that may house collections from the park, and inventory materials housed at the institutions.
- Accession all backlog un-accessioned materials appropriate to the park's museum collections using the curator-of-record for assistance.
- Review all collections with subject matter experts for materials that should be de-accessioned per NPS policy.

- Develop an agreement identifying the Santa Monica Mountains National Recreation Area (SAMO) museum curator as curator-of-record to provide oversight for the CHIS museum program.
- Request funding to update museum records and eliminate the backlog of uncataloged objects, specimens, and archives.
- Review existing NAGPRA documentation and update/create records as necessary.
- Complete OFS statement to establish a museum management program that provides ongoing support for the program, including funds for outside institutions housing museum collections.

Issue C — Museum Collections

Issue Statement

Improved access, management, and use of park collections will provide necessary products and services for park and public programs.

Background

The original *Collection Management Plan for Channel Islands National Park* was completed for the park in 1995. At the time that plan was completed, the in-park museum collections and records were managed by an archeological technician; however, there were deficiencies noted in older records. Since that plan was developed, the park has had no curatorial staff to address the issues referenced in it. As a result, little was accomplished in the way of accessioning incoming collections or improving museum collections conditions. Progress has been made, however, in the organizing and storage of archives.

Museum collections from CHIS are currently spread out among several designated repositories with some collections being stored on-site at several relatively inaccessible locations. Most of the identified external repositories have documentation and storage facilities to adequately care for museum collections. But the park does not have the required accessions and records information available to make management or conservation based efforts (see Issue B). Collections stored on-site, particularly those in the Bally building, do not meet the NPS standards for museum protection and preservation. With the absence of a designated curator, no collections management or use protocols have been developed or implemented to manage CHIS museum collections or provide direction for the museum program.

Numerous regulations, such as the park authorizing legislation and the *NPS Museum Handbook*, require the park to maintain documentation of research occurring within and/or relating to the park. For this to occur in an orderly and timely manner, communication needs to flow freely among park staff, researchers, designated repositories, and park museum management. Park staff need to understand how the collections relate to research efforts in their area of expertise. A curator would support these research efforts by providing information available in the collections and showing how research might improve or add to collections. Museum and resource management staff involved with research need to work together to ensure that the documentation of park resources is preserved, protected, and accessible for future research. Furthermore, a curator needs to set protocols and priorities for the acquisition of museum collections to further the park's goals.

Staff members have stated they would use the collections more if they were more accessible. Centralization of on-site museum collections to an easily accessible facility with adequate environmental controls allows for greater usage of the collections by park staff. For full advantage of research and education opportunities, park staff as well as outside researchers should use the museum collections. One avenue to make collections information available outside of physical access is through a web-based museum collections catalog.

Discussion

The lack of a museum / collections management program at CHIS has the following consequences:

- Cultural and natural history specimens are not being used to their full potential.
- The park does not know what is contained within the park collections or in outside repositories.
- Researchers have no way of knowing about and understanding past projects or using the collections that resulted from them.

- Researchers are not required to communicate with the collection manager at the beginning and end of a project so proper documentation of collections and archival material is lost (see Issue D).

It would be advisable to form a collections committee to oversee the development and direction of a museum program at CHIS. The committee should logically be made up of subject matter experts within the park and curatorial staff from the numerous repositories where park collections are stored. The collections committee would set protocols and an acquisition policy to further develop and guide the growth of the museum collections.

The park representatives of this committee must maintain communication with other park program areas (Administration, Protection, Maintenance, Resources Management, and Interpretation/Education) to ensure they are aware of the museum management program and understand how museum collections can better support their programs. The committee would also be instrumental in the development of collections-related plans such as the Integrated Pest Management Plan (IPM), Housekeeping Plan, and the periodic updates of the Emergency Operations Plan (EOP) and the Scope of Collection Statement (SOCS).

The committee and collection manager must be made aware of research projects within the park. The committee can then evaluate research permits on a case-by-case basis to ensure all museum program requirements are addressed and met.

The park's collection should be considered as a repository for voucher specimens for research conducted within or related to the park. Voucher specimens in the park collection are especially useful in fields where research is anticipated to be ongoing, such as in monitoring programs for archeological sites and flora and fauna studies. Storage requirements and conservation issues may limit types of specimens and/or amounts of material that can be housed in the collection. Before collections are made, the park should determine that space is available either in-park or at the appropriate repository for long-term storage.

Protocols need to be developed for documenting the collection of natural science specimens from the park. Currently no protocols or guidance exists for researchers (park staff or outside researchers) conducting permitted or otherwise authorized projects in the park. As a result, no long-term preservation of specimens or information results from these efforts. The only way the park can gather and maintain this type of information for the benefit of future research is to include it in the museum collections and archives. The protocols necessary for documenting these activities would be best developed in a cooperative manner between the principle resource managers (natural and cultural) and the park collection manager.

The park should also formalize access, use, and management policies for the collections as a whole. These protocols define who has access to the collections (both staff and public); what types of use are possible and the conditions imposed; and how the collections are to be managed. Management policies of outside repositories may also affect accessibility. A Memorandum of Understanding or other agreement may need to be developed between the park and these repositories defining these protocols. If physical access cannot be attained or is unfeasible, collections can be made available to both internal and external inquiries using a web-based catalog such as ReDiscovery software (ANCS+), the cataloging program used by the National Park Service. Funding may be available to make the park's collections in outside repositories accessible through the web.

The use of outside repositories is necessary, as the park does not have curatorial staff or adequate facilities to store all of its collections. Outside repositories are preferable as long as proper documentation, accountability, preservation, and security criteria are met. Basic information concerning these collections needs to exist at the park so that the full range of park resources that are available for study is known. Knowing what exists currently will assist in defining what type and quantity of specific collections are needed, and how they might be acquired. At the very least having this type of information available will

help prevent unnecessary collecting within the park that may be detrimental to the resources.

Park biological, paleontological, and cultural collections exist in various universities and museums. Park staff have also indicated that the total number of repositories storing CHIS collections is currently unknown. All these repositories need to be identified, for a centralization of external repositories will limit the confusion and extra work that can arise with collections spread over so many institutions. Santa Barbara Museum of Natural History is a nearby museum that already is a designated repository for CHIS; perhaps other outside collections could be stored at this facility.

Recent issues have arisen throughout the NPS and other land management agencies relating to the ownership of collections resulting from bio-prospecting. The concept of bio-prospecting is relatively new to the NPS but concerns have arisen at Yellowstone National Park. An Environmental Impact Statement is being conducted to address this issue but is not yet complete. It may be necessary to contact the University of California Berkeley, the American Museum of Natural History (AMNH), or other suitable entity regarding policies related to bio-prospecting. Protocols should then be developed and integrated into collection management documents.

Planning

The park needs to plan for curation and preservation of museum collections and archives. Initiatives such as the Inventory and Monitoring (I&M) Program may increase research activity in the park, thus increasing involvement with the museum program. Monitoring of the numerous archeological and paleontological sites will contribute specimens, and also will result in data and reports. The care of historic structures and associated artifacts will also add data and reports to the museum collection. All this information must be preserved in the collections and archives to make it available for future research and management decisions.

Funding

Annual funding for the museum program should reflect the continual addition of material to the collections as well as the development of collection use. Numerous funding sources can be used for various museum projects. NPS Backlog Catalog funding can be used to hire seasonal technicians to curate backlog specimens, associated data, and archives, as well as accession park collections stored in outside repositories. Preservation-related funding sources such as MCPPP could be utilized to conserve objects, upgrade storage and/or media, and develop catalog records or finding aids for collections both within the park and outside. MCPPP funds can also be used to develop management documents relating to collections such as the EOP, SOCS, IPM, and Housekeeping plans. Outside funding sources are also a possibility.

Staffing

A designated collection manager or curator-of-record, with the aid of a collections committee, should set priorities, provide direction for the museum program, and act as a liaison for repositories managing park museum collections. Seasonal employees should be encouraged to work in their area of expertise to stay current with changes in taxonomy, preservation criteria, and storage conditions.

Outreach

The case for maintaining and upgrading the museum collections needs to be continually made with park management. New material and significant changes in the collection should be shared with park staff. Ways to enhance access and use of the collections should be considered as the budget allows. The museum should be considered part of the scientific community and be available as such to outside scientists. The museum also should be available to the general public with scientific or personal interests in the park. The collection manager can be an advocate for the collections by participating in park and local community activities to better understand their needs. The Network has a newly developed learning center for which the parks' collections can be used for public outreach and to promote research and education.

Recommendations

- Survey the park and outside institutions for all museum collections. and accession all materials that are considered park property.
- Complete loan agreements for all materials located in outside repositories once identification and accessioning has been completed.
- Develop a collections committee of staff from various park divisions and partner institutions to set standards, guidelines, and priorities for museum collections.
- Formally define the role and function of museum collections and archives, and develop an access policy.
- Centralize park collections, both internally and those in outside repositories, to provide easier access and management. Given the level of expertise and diversity of the collections stored there, the Santa Barbara Museum of Natural History would make a suitable option for the latter.
- Request funds to upgrade storage facilities to meet NPS standards and provide conservation treatment for collections.
- Create and maintain relationships between the museum program and other park programs encouraging accessibility and usage of park collections and archives. Inform new staff, seasonal technicians, and VIPs about the museum program and available sources of information, either physically or through a web-based catalog.
- Consult with an NPS natural resource curator about developing collecting protocols for, and the eventual disposition of, natural resource specimens.

Figure 3 Channel Islands National Park archives

Issue D — Park Archives and Records Management

Issue Statement

The diverse park archival resources require adequate documentation, improved access, and professional management for maximum preservation and efficient use by park staff and the general public.

Background

This issue explores the need for Channel Islands National Park to gain control of and provide access to archives and park records, and to develop policy and protocols for the use, creation and addition of new archival collections. Regardless of format or location, within or outside the park, the information contained in park administrative and management records, manuscripts, and data sets play a key role in documenting park resources, recording park history, supporting current park operations, and preparing for the future information needs of the unit.

While museum and specimen collections grow with project and research activities, all divisions generate potential park archives regularly, as the park's activities are cyclically managed on an annual basis. At the end of their active life cycle many park documents become the permanent record of resource management activities and should be accessioned into the archives. The role of a records manager, archivist, or curator is to appraise the record sets using NPS-19 Records Disposition Schedule and assess the needs of park staff and other users to determine permanent retention.

With the pertinacity of Curator Stephanie Stephens from the Alaska Regional Office and Archivist Lynn Marie Mitchell from the Western Archeological Conservation Center (WACC), substantial progress has been made since the *Channel Islands Collection Management Plan* (1995)

pointed to resolving the serious deficiencies of past accessioning and cataloging practices. With Museum Management Backlog Catalog funds, WACC has gone forward with the identification, processing, and cataloging a majority of the park archival holdings and the creation of finding aids for those collections. While no archives had been cataloged as of FY2000, the FY2003 Collection Management Report documented 16,974 archives cataloged, including manuscripts, park records, and photographs returned to CHIS with finding aids. However, that does not reflect the current year during which an additional 59 linear feet (94,400 items) of aerial photographs were completed along with natural and cultural resource records, log books, reports, and photographs.

Using contract employees hired through the University of Arizona (Arizona State Museum), the remaining park collections identified by that initial survey of materials are scheduled to be processed at WACC through FY06 using funds that have already been committed. Within the scope of this project, there are yet to be cataloged and returned to CHIS approximately 22 linear feet of administrative records, maps, and drawings currently at WACC.

In 2002 the park relocated archives from the resource management trailer and moved the park library into an office building at 1559 Spinnaker Drive, Suite 101. The archival material located in the park presently includes administrative and resource management records, historical research, photographs, drawings, maps, blueprints, ephemera, reports, legal records, and a variety of media including microfiche, videos, albums, and cassette tapes.

In the nearby Resource Management Annex, in a secured first floor room awaiting disposition, are additional museum collections and records, including 11 map cases, nearly 24 linear feet of seabird studies dating back to 1977 and other resource records and videotapes. Presently, the backlog of 279,470 uncataloged archives and the cataloged archives together represent the largest component of the museum collections. However, this number may be modified in the future as issues with the accuracy of accession and catalog records are adjusted because of past errors.

CHIS Resource Data Manager Linda Dye, Katie Chess (contracted to the US Geological Survey, Biological Resources Division), and Network Data Manager Lena Lee have also greatly contributed to improved electronic record organization and access through several initiatives. These include populating and maintaining the NPSpecies and NatureBib data structures for the Mediterranean Network, initiating digital imaging projects, getting the library cataloged into NPS Voyager and storing archival backup data tapes. However, the need to resolve hardware migration problems, server space, and a reliable backup for real time data have become pressing issues to prevent data loss and ensure electronic records permanence. Some of the problems and the needs of creators and users of digital data are park-wide and service-wide and will only be addressed to the point of identification in this report.

NPS and the scientific research community's affiliation with Channel Islands archaeology, biology, and paleontology investigations led to the bulk of the park's collections being cooperatively placed in a number of other area repositories. Yet it is unclear which, if any, of these collections and their associated records are documented in the park's accession book or have been assigned ANCS+ catalog numbers. Park management is aware that documentation of all permanent collections leaving the park are required to be accessioned and cataloged under Code of Federal Regulations (36 CR Section 2.5g) and National Park Service *Management Policies*, but the park has not had the staff or funds available to undertake this documentation for legacy collections and records.

In an initial survey of NPS collection objects and related archives housed outside the park, the CHIS cultural resources chief and the MMP team visited a number of Los Angeles and Santa Barbara museums and universities in July 2004. Meeting with collection officials at the institutions, NPS collections were surveyed as to scope and preservation conditions. Among the repositories a substantial body of records, including field notes associated with these collections, were identified. Photographs as well as correspondence and reports that provide the critical documentation supporting the provenience, identification, authentication, and analysis of specimens were also identified. These institutions are at

various stages of organizing, preserving, and making available through catalogs the related collection records and did not express ownership issues over the records as government property under their care. Although easily located with in-house arrangement schemes, there was little evidence that the NPS specimens and records had ever been assigned a correlating ANCS+ property number.

Channel Islands National Park is currently 24 years old, and in one sense is just mature enough to have developed a sense of institutional history as a park. As staff turnover occurs, no systematic approach to archive documentation from past projects is in place. Individual staff members carefully protect much of the information, as they know and understand the value of the contents. Still, such information is at great risk. The organic order may be disturbed as individual employees relocate, dispose of, cull, or remove the physical documents. More importantly, the link to electronic data associated with the physical record may be broken, as lack of documentation (metadata) occurs, computers become obsolete, upgrades occur, data disks are lost or corrupted. These occurrences contribute to the fragmentation and loss of the park's information resources.

The lack of a full time curator or archivist position within the park means that procedures for documentation, collection, and protection of these records fall upon the records manager of the central files and the Cultural Resources Division. Neither has the time or professional background to deal with the preservation of or access to the materials. Resource information management staff has stepped up to help with some of the access issues because of their related work and close proximity to the archives storage building. However, this should not be seen as a permanent solution to information access.

Keeping user groups in mind, park management should assess the potential growth and appropriateness of the physical location of the archives. In addition, solutions to the shortage of personnel for both the immediate future and long-term should be addressed in OFS requests and brought into the GMP discussion.

Discussion

Archives and Library Collection Access and Use

The most immediate improvement to collection access, as identified by 33-43% in the Museum Management Survey (see Appendix A), would be the distribution of paper copies of finding aids to staff. The second improvement would be the availability of finding aids and databases online or by remote access. The archives and library collections information is held in several databases. The current park library has been cataloged in Voyager, the NPS web Library Catalog. NatureBib is available through InsideNPS and holds bibliographic information about Channel Islands research and park documents. Finding aids for archives generated in ANCS+ or other programs can easily be copied and distributed to staff. Providing staff with a short introduction to navigating and searching these databases may increase access and use. Archival collections such as the aerial photographs now stored on shelves in the Resource Annex should be moved into the archives, and a finding aid distributed to staff.

A major part of the museum function is to provide both intellectual and physical access to the collections and associated information. However, access comes at a price. This is measured in staff time necessary to register users and record demographics of collection use, supervise access, and to monitor and assess physical risks to the preservation of the collection materials. One short-term option for help in creating improved access would be to solicit a qualified VIP or perhaps an intern through a graduate library or museum studies programs. There is both space and opportunity to set up a reference workstation and collection-user table in the lobby of Suite 101 to provide more dependable hours of library and archives access. Also, a dedicated phone line or e-mail address for requests and information could be available to support library and archives project work during staffed hours. Appendix C includes suggested guidelines for collection access policies.

The survey found that the majority of respondents are heavier-than-average users of the park collections in the course of their jobs. All but

one of the 44 respondents are permanent employees. In addition, 63% of library and archive users are also seeking reference information outside the park. Improved services and hours could be factors in filling their information needs within the park. The team suggests a simple one-page survey would be helpful in determining why the staff might seek outside resources for reference. Respondents to the survey also identified photographs as the most heavily requested collection type (88% user rate) followed by natural resource records, maps, administrative and historical records.

Documentary Records Management Within the Park

The initial survey of park records by WACC took place over four years ago, and since that time additional material has been discovered and created that should be appraised for inclusion into the park archives. The MMP team noted approximately 26 linear feet (1,600 items equal 1 linear foot) of potential archival materials and 11 map cases stored on the ground floor of the National Resource Management Annex at Ventura Harbor. In addition, files and maps in the Annex, Facilities Management, and Interpretation Division need to be re-surveyed. Other permanent records in central files or offices that need to be re-surveyed are land acquisition records, park planning documents, and those documents pertaining to the history, administration, and interpretation of the park.

Park-generated records and project files are resources that should be monitored by record managers and archivists who track their life cycle. The NPS-19 Records Disposition Schedule is a guide (currently in draft revision) to records that have legal or other enduring values for which they must be retained in the archives. Currently no systematic approach to permanently archive this information has been developed for Channel Islands National Park's many natural and cultural resource management projects and programs. Guidelines for creators of systematic methods of documenting these resource project materials can be found in Appendix D, Archiving Resource Management Field Records.

Ideally, the park should secure the services of a professional archivist to educate the staff in their records responsibilities, and to institute and

monitor these processes. Records management training is also available in the Pacific West Region and the park should consider sending cross-divisional staff members to the training or bringing an instructor to the park for a staff-wide training. Persons who have records and data management responsibilities within the park should represent the park records management issues on the Museum Collections Committee. Guidelines for park records management are provided in Appendix F.

Options exist for permanent retention of these records outside the park. One option requires several incremental steps. These include reformatting the records onto microfilm, a stable archival medium, and processing and arranging the records to National Archives standards. Cultural Cyclic Maintenance funds may be requested for reformatting projects associated with preservation of the originals. The critical step would be establishment of an agreement with the Federal Records Center (FRC) at Laguna Niguel to hold the records. This option would require working closely and carefully with the National Archives and Records Administration (NARA) on an agreement to fully understand the park's options concerning NARA's system of classifying records and archives, and decisions of ownership status.

If desired, another more viable option is to transfer park archives under formal agreement to another research institution in the area. Park management needs to be aware that responsibility for collections will not end if most or all of the archives are moved to alternative repositories. The park must continue to ensure that all collections are preserved, protected, and available for use. Movement of the archives and library to an acceptable off-site location may save the park some development costs for acceptable storage areas, but it will be less convenient to park use and will not save the park much of the staff time required to administer these collections.

A more desirable future alternative would be a centralized NPS building serving the needs of the Mediterranean Network parks. Hiring or appointment of a GS-1015-11/12 curator-of-record and a GS-1420-11 archivist-of-record for the Network would ease the pressures of understaffing at the park levels and consolidate collection management. A

centralized location may not be as convenient for staff, but would broaden the access and services for collection preservation and use.

Collection Records in Outside Institutions

Site visits to assess the archives were made by the team to the Santa Barbara Museum of Natural History, University of California Santa Barbara, Los Angeles County Natural History Museum, the Santa Barbara Botanic Garden, and UCLA. A brief survey indicated the need to support the ongoing collection management partnerships with these institutions to preserve the voluminous CHIS-associated collections and archives Other site visits should include Cabrillo National Monument and the University of Oregon where archives have not been surveyed. An investigation into the CHIS holdings in the Federal Records Center and National Archives at Laguna Niguel and in Washington DC should also be included in the survey.

The park should request funds to hire a professional archivist to survey, quantify, and assess the preservation needs of these public archives as related to NPS collections. Recommendations to consolidate some of these collections would be prudent. Backlog Catalog funds may then be requested for the park or the institution to place qualified graduate students, park archivists, or contract archivists to accession, catalog, and preserve the NPS archives within the institutions. Additional MCPPP funds should also be requested for any necessary processing supplies and cabinetry. For many of the collections, a data manager's assistance may be necessary to import records already cataloged in the repositories databases into ANCS+. Some of the software programs observed in use were Specify, Access, Excel, Filemaker Pro, and Thumbs Plus. Documentation into ANCS+ of these collection records is vital to achieve the goal of access, preservation, and control over future collection decisions.

Once these goals are achieved, the archivist should create a Standard Operating Procedure (SOP) for archives management specific to the collections of Channel Islands, creating guidelines for ongoing management and development for collections both inside and outside of

the park. If no system is developed, the collections added to repositories and the park archives will create an additional backlog.

Electronic Data Management

The ability to provide “one-stop-shopping” for collections data, expressed by management and requested by 33-40% of survey respondents, is not only a park but a service-wide issue being addressed by WASO in the creation of an NPS digital library, NPS Focus. This web-based digital library and research station intends to provide a solution to searching across databases with search terms to find information by and about the NPS. Two components make up the site to date: digital collections and websites (www.focus.inside.nps.gov) and bibliographic databases. The digital library launches the new NPS image server and a small but growing collection of digital content including photos, reports, drawings, maps and GIS images. Currently in development by Kass Evans and accessed through InsideNPS, the web version is upcoming within a year.

At present this data includes: Civil War Heritage Collection, Facilities Management Asset Images, Fire and Aviation Collection, HABS/HAER Historic Building Collection, Spanish Indian Mission Records, Natural Resources Image Collection, Submerged Resources Center Collection, GIS, geospatial datasets and imagery, and ParkNet & Inside NPS websites. Bibliographic databases search: Directory-NPS Collections (ANCS+), CR Bib (testbed), DSC/TIC info center (testbed), Journal Indexes (Courier), NatureBib (testbed), and Voyager Library Catalog.

Parks have an urgent need to manage digital data as it grows exponentially. Preservation standards are in place to protect its viability but they are few and untested. Computer crashes, data corruption, theft, unreliable backup, and viruses are high probability factors that increase the vulnerability of digital data. I & M Network Data Manager Lena Lee is in the beginning stages of implementing the Digital Photograph Management Strategy for the Alaska I & M Program, a set of standards and guidelines to manage metadata and storage of digital images related to I & M data. In addition, the park is using this guideline for digitizing and managing the extensive slide collection currently held by resources

management. When it is successfully implemented, Channel Islands, as a prototype park for digital information management, might consider the option of having the data manager participate in uploading records and images to populate the Focus site.

The park might immediately address wider issues of digital data management by putting into place metadata requirements and investing in a real-time data backup system to prevent potential data loss.

Research Permits

The switch to a web-based online application system for obtaining Specimen Collecting Permits over the past several years has provided ways of reviewing and sharing potential collecting information simultaneously across park divisions. Curatorial participation in review of permit applications is critical. This review of existing collections will assist other project managers in filling holes in voucher collections and avoid the expense of duplication. Curatorial review also ensures that the project scope and intentions of the collector are known, and any permanent or voucher collections and associated records are curated to NPS standards and placed in an appropriate repository under cooperative or loan agreement.

Park staff should also be required to register for permits as a method of tracking all park projects as well. However, permit renewal is problematic, for when multi-year research is underway it seems impractical to deny subsequent year permits based on the fact that no Investigators Annual Report (IAR) has been filed. This seems to be a service-wide problem with the system and requires someone under the supervision of the permit coordinator, curator, archivist, or data manager to follow up on receiving the IARs, final reports, and publications generated by the investigation. Under supervisory guidance, student hires, volunteers, and interns can handle the task of contacting permit holders, entering their literature into NatureBib, and making sure it is added to the library collection.

Library

The park library, consisting primarily of reprints and reports, has been moved several times. In 2001 the library was relocated into a secured room next to the archives in Suite 101, which improved its security, environmental controls, and fire protection. During the creation stages of NRBib (now NatureBib), Data Manager Marilyn Ostergren visited the Channel Islands library and entered numerous bibliographic records of holdings into a ProCite database. A copy of this database was sent to Nancy Hori at the North Cascades Regional Library in Seattle for cataloging into web-based Voyager Library Catalog.

The MMP team recognized that a survey of the library should be conducted by an archivist to extract any original archival documents or materials. After being cataloged and housed in the archives, they would receive a higher degree of security and protection. Copies should be made of any frequently requested reports or documents for the library.

Cultural and Natural Resource Management Division staff has been providing access to the library on an as-requested basis. No user statistics are available as no regular staff or protocols for library use are in place. Appendix E—Suggested Library Operating Policy provides guidelines for library management and use. In this appendix, the section titled 'Archives and Library Collection Access and Use' gives suggestions on staffing and performing routine library tasks.

Preservation Issues

While the archives and library are currently in a fairly secure location, monitoring environmental controls, possible pests, and seismic safety are required to comply with long-term protection of the materials. MCPPP funding has been requested through PMIS, and plans for Museum Preventive Maintenance, Integrated Pest Management, and an Emergency Operations Plan are in the system to assess conditions and action plans. Until these plans are completed, the *NPS Museum Handbook*, *Conserve-O-Grams*, and literature cited in the bibliography should be used to monitor basic conditions and to prepare an SOP for emergencies

addressing any urgent issues not addressed for collection within the park-level EOP.

Learning Center Outreach

A cooperative, research-based arm of park sciences, The California Mediterranean Research Learning Center, has the potential to integrate its services with collection management and use in Channel Islands and other network parks. The curator-of-record or other qualified park staff would benefit from developing closer ties between the Learning Center and its partners by attending planning meetings and exploring ways in which the archives and library collections will benefit the Learning Center and the Network Initiative's need for information.

Staffing / Workload

To fulfill the Mission of NPS and be accountable for the information resources it creates, the park should recognize the workload requirements of planning, management, and operations of an active and growing archive and library. The Natural Resources Challenge has added many new dimensions and responsibilities to archival curation, including updating and adding inventory and databases, permitting and report literature, and a substantial increase in resource management records. The team thinks the best option for achieving collection management goals is an OFS request for an FTE journeyman GS-1420-11 archivist to be hired at a network-level position in tandem with a curator-of-record in the museum management program. These specialists can analyze and prioritize the overall archival needs of parks in the Network and oversee the efficient use of MMP project funds for staffing and other critical needs.

Recommendations

- Until CHIS is able to provide the necessary professional registration and preservation services for the archives management at the park, secure these services under a curator-of-record agreement with another park unit. Long-term, the Network needs to hire a journeyman GS-1420-11 archivist to oversee the archives and records planning and management of the network parks.

- Provide collections access information and finding aids to staff.
- Recruit qualified graduate students, volunteers, or interns to staff Suite 101, providing regular hours and services for the library/archives.
- Obtain funding to have an archivist re-survey in-park records for additional materials in Natural and Cultural Resource Management, Interpretation, Administration, and Facilities Management.
- Obtain funding to survey records related to specimen and artifact collections in outside repositories. Then work jointly with institution staff to assign NPS accession and catalog numbers to these records and add them to the NPS database.
- Provide records management training to all park staff.
- Work with the permit coordinator to review requests that create collections. Require staff to file permits when they are collecting to track activities and additions to collections.
- Consider participation in the NPS Focus website for cross platform bibliographic control and searching, and a method to ease the issue of data storage costs for images.
- Incorporate archives and records issues into collections committee work.
- Develop and implement methods of making collections-related information available to staff and general public. This may take the form of interactive databases available via Internet access, image reproductions, and printed and/or electronic distribution of finding aids.

Figure 4 Pygmy mammoth tusks and teeth, Los Angeles County Museum of Natural History

Appendix A – Archives, Library, and Museum Collections Survey Results

This appendix details the results of the survey relating to the archives and collections management program at Channel Islands National Park. The survey was conducted in advance of the *Museum Management Plan* in an effort to identify and quantify staff needs relating to the park archives, museum collections, and library programs.

Survey Objectives

The primary objectives of the survey were to determine the following:

- Percentage of the staff using the park library and museum collections
- Percentage of the staff using non-park information resources
- Primary areas (categories) of information use, and the reasons for use of those specific collections
- Primary reasons the staff *do not* use these information resources, and what actions may be necessary to promote resource availability and use

In addition, limited demographic information was collected to develop a length of service and experience profile, and to demonstrate equitable response from each park administrative unit.

Survey Methodology

The target universe of the survey was the permanent and temporary staff of CHIS. The survey was distributed to 65 staff members under a cover memorandum in June, 2004, requesting that the survey be completed and returned to the administrative assistant for resources management. A total of 30 responses were returned, representing a 46% response rate. A

response rate of 12% is required for this type of survey to be considered statistically valid, so the CHIS response should be considered excellent, with a very high degree of confidence in the results. Responses were not as well distributed across park work units as could be hoped (33% of the response was from the Resources Management staff), or by employment type (97% of the respondents were permanent staff). However, these factors alone most likely do not have a negative effect on the results.

The primary method used for information gathering was a checklist, with some additional supporting data gathered by filling in blanks with quantitative information.

Respondents were also given limited opportunities to add written comment. Write-in responses are generally not used in surveys of this type, as they often fail to elicit a statistically valid response, and the response that is generated is often difficult to quantify. This proved to be the case with this particular survey, where most of the written responses were anecdotal in nature, and tended to reinforce information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (46%) was more than sufficient to be considered statistically valid, the results will be considered representative to the survey population as a whole. Percentages have been rounded up to equal numbers when 0.5 or more, and rounded down when less than 0.5.

Demographics

Demographic information can assist with understanding motivation and needs of the respondents, in addition to documenting an adequate distribution of response across administrative division and employment status. Information collected from this survey included length of service, distribution by administrative unit, and employment status. One respondent did not complete this section.

Length of service

	Total	Average
Years of service	449	15
Years at CHIS	336	11
Years in current position	115	4

Distribution by administrative unit

Administration	4
Interpretation	5
Maintenance	4
Law Enforcement	1
Resource Management	12
Unknown	0

Employment status

Temporary / Seasonal	1
Permanent	29
Non NPS Employees	0

Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is considered necessary for the results of the survey as a whole to be considered as valid. Within the survey, a 10% response to any given section or question is necessary for the response to be considered significant. Naturally this significance increases with the number of responses to the section or question. For these reasons the results provided below are phrased in terms of percentages of the respondents to any given section or question.

Percentage of use the collections receive by park staff responding (44 responses):

- 46% used the library an average of 13 times last year.
- 53% used the archives and museum collections an average of 10 times last year.

- 63% used non-service archives, library, or museum collections an average of 18 times last year.

The majority of the staff uses the library and a significant percentage of the staff uses the archival and museum collections in some aspects of their jobs. In addition 63% of the staff is using archival, museum, and library resources located out side the park. It might be interesting to determine what services are *not* being offered by the park that requires this number of the staff to use outside sources for needed reference. This could be accomplished by a one-sheet survey to all employees requesting specific information for improving services (title/subject suggestions for books/periodicals, hours of operation, etc.).

A total of 16 respondents (53% of the total response universe) indicated they used the archives and museum collections. The top five types of collections indicated as being used by this group are as follows:

- 88% - Photographs and images
- 69% - Natural records, maps, images, reports
- 56% - Park administrative records
- 50% - Historic archives and records
- 31% - Archeological artifacts and materials

The same 16 respondents as above (the universe of those respondents reporting collections use) indicated the following as the primary reasons for using the collections:

- 56% - Address internal NPS information needs
- 44% - Resource management research
- 38% - Personal learning
- 31% - Information for planning/compliance

These results document that the primary resources used are the archival collections, and that the primary reasons for use are an interesting mixture that includes both personal and vocational motivations.

Section II of the survey considered reasons staff may not use the resources and suggestions for improvement in the way these resources are managed and made available for use. The full universe of the 44 park staff

responding was considered, and respondents were allowed as many statements as they felt applied. The results were as follows:

- 43% - Provide listing and finding aids to collections.
- 40% - Improve electronic access to collections.
- 33% - Provide on-line or remote access to databases.
- 27% - Provide additional staff to work on collections.
- 23% - Reorganize collections to facilitate use.
- 23% - Provide data access and a computer workstation.
- 23% - Staff the collection with at least one professional position.
- 20% - Relocate collections to a more accessible location
- 16% - Provide additional staff to assist with access
- 16% - Provide a work area for use.

Through the responses in this section the park staff have identified what they consider to be the major detractors to the current museum management operation, and identified actions they would see as positive improvements.

In addition, the staff supports expending staff time and funding for the management of park archives, collections, and libraries (an aggregate of 50% indicating that staffing was required for management and access).

General Conclusions

The park libraries and museum collections receive a much higher than normal incidence of use when compared to that of other parks. Park staff indicated a need for the resources and information that well defined and administered collections can provide.

As a result, the park should be looking at ways to facilitate use through the production of finding aids; the joint housing of archives, collections, and library resources; providing adequate specimen preparation and work areas at point of use; and providing several methods of intellectual access to the park specific resources.

A general informational finding aid should be produced for distribution to the park staff at the earliest opportunity. Some of the specialized features of the ANCS+ program should help with this. This should be followed by subject matter specific finding aids as they are able to be produced.

The survey format provided the park staff with the opportunity to offer individual impressions of the archives, museum collections, and library program operations in a candid manner, as well as providing a venue for staff suggestions for changes and improvement. The survey results provide park management with firm background data that should be useful in developing specific programs to manage these unique park resources.

Appendix B—Suggested Workload Analysis

This appendix provides an example of a system for analyzing the museum management program work elements for Channel Islands National Park. By completing this chart the total staffing needs will be documented.

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. $
Acquisition of Collections					
Plan strategy for acquisition					
Identify sources of collections					
Survey for inclusion in park collections					
Appraisal and evaluation of proposed acquisitions					
Manage acquisition committee					
Manage park records					
Acquire rights and permission					
Subtotal					
Documentation of collections					
Accession new acquisitions within two (2) weeks					
Process archival collections including completion of ANCS+ catalog records					
Catalog museum objects					
Catalog library materials					
Photograph museum collections					
Maintain museum documentation					
Manage databases/knowledge systems					
Maintain documentation of treatment, use, etc.					
Maintain NAGPRA information					
Subtotal					

Preservation and protection of collections					
Maintain facility					
Provide for physical and operation security					
Ensure fire protection					
Monitor environment					
Monitor pests					
Ensure disaster preparedness					
Conduct housekeeping					
Ensure proper storage, including organization, equipment, and housing					
Conduct conservation program by assessing collection condition					
Treat items in need					
Subtotal					
Access and use of collections					
Provide for public and park access including reference services					
Develop and maintain exhibits					
Participate in curriculum-based education programs					
Conduct public program					
Produce publications					
Conduct research and obtain legal rights and permissions					
Loan collections for appropriate use by other institutions					
Develop and maintain internet/intranet access and website(s)					
Participate in NPS planning and compliance					

Conduct research					
Support appropriate reproduction of collections					
Subtotal					
Program administration and management					
Maintain up-to-date Scope of Collection Statement					
Complete annual reporting: Collection Management Report; Annual Inventory; ANCS+ Database					
Manage annual budget					
Provide for future programming: PMIS and OFS					
Supervise paid and unpaid staff					
Develop and maintain up-to-date museum plans and policies					
Manage contracts					
Maintain information technology/management					
Provide administrative support					
Participate in park management and administrative issues					
Subtotal					
Total					

Appendix C — Collections Access Policies

It is National Park Service policy that park-specific cultural and natural collections be available for educational and scholarly purposes. The Service is also charged to manage these resources for optimum preservation. To minimize the potential impact on the archives and museum collections and to ensure basic security and preservation conditions, access must be documented, restricted, and monitored. The guidelines in this appendix are followed at [name of park] in order to provide supervised management of park-specific resources.

Levels of Access to the Archives and Museum Collections

All serious research—regardless of educational level—is encouraged.

Providing different levels of access to collections is a standard curatorial philosophy underlying the policies of most major museums. Based on the information provided on the research application (included in this appendix), individuals will be provided access to different types of collections information or material depending on their needs and available staff time.

Conditions for Access

The research application must be completed; it will be used as a basis for determining the level of access necessary, and to maintain a record of use for statistical purposes.

Level of access will be determined by the chief of natural and cultural resource management and/or the collections manager(s). Prior to allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.

Access will be made with the assistance of the curatorial staff, during regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.

Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the guest register.

The guidelines for the use of archival and museum collections will be followed by all individuals with access to the collections.

While no user fee will be required for access to the archives or museum collections, the chief of natural and cultural resource management and the curatorial staff will determine what services may be reasonably offered and what charges may be required for services such as staff overtime, photography of specimens, or reproduction of documents.

All photography of specimens and duplication of documents will take place on-site using the guidelines for photography of museum collections and duplication of historic documents.

A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.

[Name of park] reserves the right to request copies of notes made by researchers, and requires copies of research papers or publications resulting in whole or part from use of the collections.

There may be legal considerations (such as the Native American Graves Protection and Repatriation Act, 1991) which allow or limit access to part of the archives and museum collections.

Access Policy Administration

This statement of policies and procedures is public information, and is available upon request from the following:

Superintendent
[Name of park]
National Park Service
[Address of park]

Implementation of these policies and procedures has been delegated to the collections manager(s); however, the chief of natural and cultural

resources management, has the final authority to grant access to the archives and museum collections.

The evaluation of requests should consider the motives of the researcher, the projected length of the project, the demands upon the available space, staff, and collections, and the possible benefits of the research project. Access may be denied if thought not to be in the best interests of the resources, the park, or the National Park Service. It is expected that the chief of natural and cultural resources management will make these decisions in consultation with the collections manager(s).

With increased attention and use, the archives and collections will require increased monitoring to provide security, to detect developing preservation problems, and to facilitate prompt treatment. Regular inventory of the most heavily used portions of the archives and museum collections will be required to ascertain object location and condition.

Research Application for Museum Collections and Historic Documents

[Name of Park]

Name _____ Telephone Number (_____)_____

Institution/Organization _____

Address _____

Date you wish to visit _____

(An alternate date might be necessary due to staffing limitations.)

Have you previously conducted research in the park's museum collection? Yes___ No_____

Research topic and materials you wish to see

_____

Indicate which activities you wish to do

o Consult catalog cards o Consult archeological records

o View objects in storage o Study objects in storage

o Draw objects o Consult historic documents

o Other _____

Purpose of your research

o Book o Article

o Lecture/conference paper o Term paper

o Thesis o Dissertation

o Exhibit o Project

o Identify/compare with other material

o Other commercial use or distribution _____

o Other _____

I have read the Museum Collection Access and Use/Research Policies and Procedures and agree to abide by it and all rules and regulations of [name of park]. I agree to exercise all due care in handling any object in the museum collection and assume full responsibility for any damage, accidental or otherwise, which I might inflict upon any museum property. Violation of National Park Service rules and regulations may forfeit research privileges.

Signature _____

Date _____

Please return to: Curator, [Name of park], National Park Service, [Address of park]

(reverse side: Research Application)

Park Service Use Only

Identification (provide at least one)

Institutional ID _____

Driver's License Number _____

Research Topic

_____

_____

Location of Research (check one)

o Curatorial Office

o Storage

o Exhibit Area

o Others _____

Museum Objects Reviewed by the Researcher

[Name of Park]

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name _____

Title _____

Date _____

Museum Collections and Archives Register

[Name of Park]

Date	Time In/Out	Name/Address	Purpose of Visit	Items Looked At	Accompanied by

Guidelines for the Use of Archival and Museum Collections

[NAME OF PARK]

The guidelines provided here are followed at [name of park] regarding use of the park's museum collections and archives. It should be noted that these resources are separate from the park's library, which is managed by the Interpretation Division.

It is the policy of the National Park Service that its museum collections and archival resources be available for educational and scholarly purposes. The Service is also charged with managing these resources for optimum preservation. To minimize impact on these collections, it is necessary to regulate access to the materials.

Copies of the research application and the full text of the *Guidelines for the Use of Archival and Museum Collections* are available to the public, upon request from:

Superintendent,
[Name of park]
[Address of park]

Availability

The museum collections and archives are open Monday through Friday, from 8:00 A.M. to 4:30 P.M. Park staff should contact the park collections manager(s) for assistance with access. The museum collections and archives are "non-lending," and the materials will remain in the building.

Non-staff users must complete a research application (included in this appendix) prior to accessing information or materials to ensure that assistance is available upon arrival. Access will not normally be granted on weekends. All materials must stay within the study areas provided within the collection management facility. The size and location of these areas may vary according to the time of year, requests from other

researchers, and staff available. The researcher may bring only those materials needed for research into the assigned study area.

Registration

The guest register, used to record access to museum and archival collections, must be signed when the collections are used by staff or non-staff members. Non-staff researchers are required to complete a research application (included with this policy). These forms will be retained indefinitely for statistical analysis and as a permanent record of collections use. A new application is required for each research project, and must be renewed each calendar year.

As part of the registration process, the researcher will be given a copy of these procedures to review and sign, thereby indicating his/her agreement to abide by them.

Use of Archival Records and Manuscripts

Many of the park administrative records, archeological records, and other historic reference material have been copied onto microfiche. A reader/printer is available for limited research use by the public. Where microfiche is available, it will be used for research requests. Only in the most extraordinary circumstances will original documents be used when microfiche is available.

When microfiche is *not* available, the archives user should follow these procedures to ensure careful handling of all materials:

Remove only one folder from a box at a time. Do not remove or alter the arrangement of materials in the folders.

Maintain the exact order of materials in a folder, as well as folders within a box. If a mistake in arrangement is discovered, please bring it to the attention of museum staff. Do not rearrange material yourself.

Do not erase existing marks on documents and do not add any additional marks.

Do not lean on, write on, trace, fold, or handle materials in any way that may damage them.

Use only pencils for note-taking. The use of pens of any kind is prohibited. Typewriters and computers may be used for note-taking if provided by the researcher.

Duplication

The park will consider requests for limited reproduction of materials when it can be done without injury to the records and when it does not violate donor agreements or copyright restrictions. Depending on the number of copies requested, there may be a charge for photocopying. Fragile documents and bound volumes will not be photocopied. All photocopying of archival material is to be done by the museum staff.

Copyrights and Citations

The revised copyright law, which took effect in 1978, provides protection for unpublished material for the life of the author, plus 70 years. In addition, all unpublished material created prior to 1978, except that in the public domain, is protected at least through the year 2002. Permission to duplicate does not constitute permission to publish. The researcher accepts full legal responsibility for observing the copyright law, as well as the laws of defamation, privacy, and publicity rights.

Information obtained from the park museum collections and archives must be properly cited, in both publications and unpublished papers. The citation should read:

“(Object name and catalog #) in the collection of [name of park]. Photograph courtesy of the National Park Service."

Restrictions on Use

The use of certain materials may be restricted by statute, by the creator, or by the donor. For the protection of its collections, the park also reserves the right to restrict access to material that is not fully processed, or is exceptionally valuable or fragile, and to information that may be restricted or confidential in nature.

Responding to Off-Site Reference Inquiries

It is the responsibility of the park curatorial staff to attempt to answer inquiries received by letter or telephone within at least 20 days from the date of receipt. Clearly, the extent to which this reference service is undertaken will depend upon availability of staff time and the nature of the question. The receipt of written inquiries will be acknowledged by telephone if a full response cannot be provided promptly. The staff must set time limits for answering research questions, so researchers are encouraged to use the collections in person.

A record of all research inquiries will be maintained. Such a record is useful for security and for compiling statistics on research use of the collection. Use of the collections by park staff will be included in these statistics.

Guidelines for Handling Museum Collections

Handling museum collections may be hazardous. Follow the guidelines provided here to ensure safe handling.

Archeological collections can contain broken glass and rusty metal objects with sharp edges. Historic material may retain chemical or biological contamination. Natural history collections contain chemical preservatives and possible biological contamination. Archival collections may be contaminated with mold, insects, and vermin droppings, or may contain asbestos or cellulose nitrate film.

Use caution in handling collections; wear gloves when requested to do so.

Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.

Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.

Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.

Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.

Do not pick up anything before you have a place to put it down and your path to this place is clear.

Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.

Except for small items, always grasp an object with two hands, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.

If an artifact has a weak or damaged area, place or store it with that area visible.

Special Objects

Mounted herbarium specimens should be laid on a flat surface and the folder cover and specimens handled gently, taking care not to bend the sheets or touch the actual specimen.

Pinned insect specimens should be handled as little as possible, and then handled by the pin. Avoid bumping and strong drafts when handling these specimens.

Skulls and skeletons should be kept in their jars or containers while examining.

Ceramics and baskets should be supported from the bottom, never lifted by the rim or handles.

Photographs, transparencies, and negatives should be handled by the edges, and should remain in protective Mylar sleeves whenever possible. White gloves should always be used when handling photographs.

Unrolled textiles should be broadly supported from underneath rather than by holding from the edge.

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

Food, beverages, smoking, and pets are not allowed in the storage or study areas.

Staff members are responsible for the behavior of any person accompanying them into the collections.

Children under six years of age must be accompanied by an adult and physically controlled at all times. Other minors must be under the direct supervision of an accompanying adult at all times.

I have read and understand the above policy.

Name _____

Date _____

Guidelines for Photography of Collections and Duplication of Historic Documents

[NAME OF PARK]

This policy documents appropriate procedures for providing photographs of [name of park] museum collections, and for duplicating original historic photographs and documents. The policy is intended to prevent damage or loss through mishandling or exposure to detrimental environmental conditions.

Duplicate Photographs of Museum Collections

There are many possible uses for photographs of the items in museum collections, the most common being exhibits, publication, and research. It is the policy of the National Park Service to encourage the use of Service collections in these legitimate ventures and to make photographs of museum collections available within reasonable limitations.

Photography involves exposing often fragile museum objects to potential damage or loss from handling and exposure to heat and light. The Service minimizes this potential damage by photographing items as few times as possible. To accomplish this, the park will develop a reference collection of object photographs that will be available for public use. A minimal fee may be required for copies of the photographs.

In order to provide this service, and to build the necessary reference collection, the following procedures will be followed:

Requests for photographs of items in the museum collections will be submitted to the park curator, who will establish any necessary priority for the work. Requests should be made on copies of the attached form.

Requested items that do not have copy negatives will be photographed based on these priorities. A cost recovery charge for photography and processing may be required.

Photography will be done at the park, under park control, to preclude the possibility of artifact damage or loss. The resulting photographic negatives and their copyrights belong to the National Park Service.

Once an object has been photographed, the negative will be maintained at the park to fill future requests for photographs of that objects. A minimal cost recovery charge through the Park association maybe required for prints.

Duplication of Historic Photographs and Documents

There is a wide variety of historic photographic processes and document types, but they all are subject to rapid deterioration from exposure to visible light and are very susceptible to damage from handling. Handling is often disastrous to these materials and causes damage such as tears, cracks, abrasions, fingerprints and stains. Handling also subjects historic photographs and documents to frequent fluctuations in temperature and humidity.

To prevent further deterioration, copies will be made of all historic photographs and documents, with the copy replacing the originals as the primary item for research and use. The original material will remain in storage, for the most part, as primary source material.

With increased requests for access to and copies of historic photographs and documents, the following procedures are necessary to establish priorities for the duplication work:

Requests for duplicate historic photographs and documents are submitted to the park collections manager who will establish any necessary priority for copy work.

Requested items that do not presently have copy negatives will be duplicated based on these priorities. The originals must be accessioned and cataloged into the park collection. A cost recovery charge for duplication may be requested.

Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.

Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication. Microfiche copies of historic documents will also be maintained and will be available for use. A cost recovery charge may be required for copy prints.

The park will provide the sufficient quality duplication necessary to fulfill all the normal requirements for suitable reproduction. Outside individuals or organizations that request use of the images will be required to use only those copies provided by the park; and they will be obligated to acknowledge NPS credit if the photographs are published or exhibited to the public. By law, users must also credit the photographer, if known.

Request for Photographs of Items from the Museum Collections

[NAME OF PARK]

Catalog #	Object Name	B&W/Color	Size	Finish

The undersigned agrees to provide the following credit statement for all publication use:

"(object name and catalog #) in the collection of [name of park]. Photograph courtesy of the National Park Service."

Signature _____

Date _____

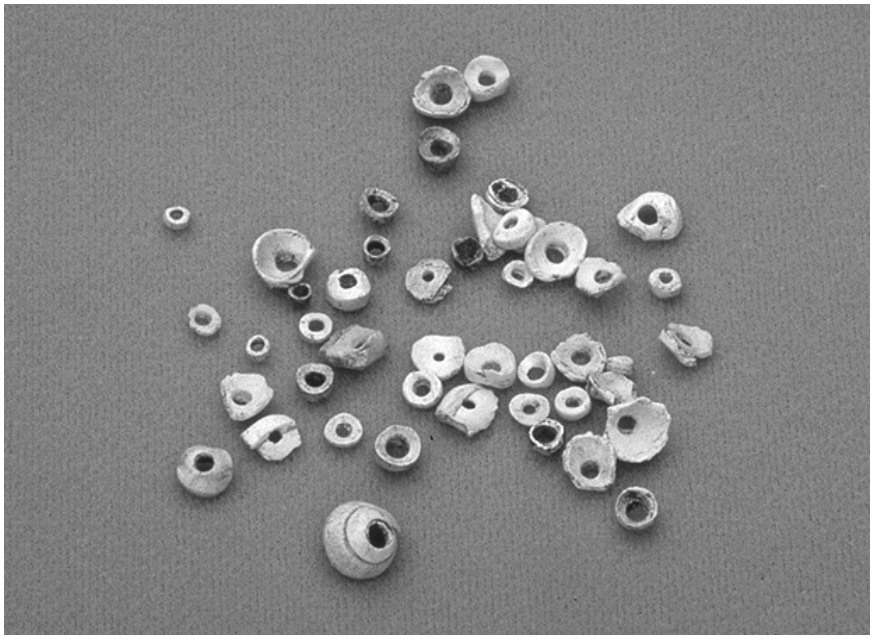

Figure 5 Chumash olivella shell beads from Santa Rosa Island, Channel Islands National Park collection

Appendix D — Archiving Resource Management Field Records

The purpose of this Standard Operating Procedure (SOP) is to aid park staff in accomplishing their responsibilities according to *NPS-77 Natural Resources Management Guidelines, DO#28: Cultural Resources Management Guidelines, DM-411: DOI Property Management Regulations, DO#19: Records Management Guidelines, 36 CFR 2.9,* and legislation associated with archiving resource management records.

The history of incorporating archival materials into the park museum collection is documented in the annual park collection management report. In addition, the *NPS Museum Handbook,* Part II, Appendix D, documents the need for guidelines for the management of archival material. Directions are included for the retention of reports concerning both cultural and natural scientific research conducted within and for the park.

The park's archives include many unique information resources that need professional organization and arrangement to promote their most efficient use.

Park resource management staff generates records on a daily basis that should be considered for inclusion in the park archives. Staff creates data sets, photographs, maps, and field notebooks that future generations will need to access to research the history of cultural and natural resource projects at the park.

Park staff is involved in capturing fire monitoring data, plant collections, air quality research, and a host of ethnographic and archeological research. Preserving the corporate knowledge of each of these individual activities

depends ultimately upon the archival process. The organizing thread should be the project itself.

These guidelines are provided so future materials can be processed and included in the collection in a systematic fashion. Staff may also use this procedure for materials already in their possession in preparation for the materials being accessioned or registered by the archivist under the park museum collection accountability system, the National Park Service Automated National Cataloging System (ANCS+). Accessioning is the preliminary step in identifying collections that will later be cataloged and processed into the archives. Eventually, finding aids are created to enable staff and researchers to easily access information in the collection archives.

Staff cooperation in carrying out this SOP will greatly accelerate the rate at which materials are processed. Subject matter specialists involved in the creation of these materials carry the greater knowledge about these collections. The quality of the final product will depend upon the quality of staff involvement in the process of identifying the exact nature of archival materials.

Archiving Resource Management Field Records

Attachments A and B show, respectively, the several steps involved in archival processing of resource management materials and an example of an archival survey. Further details about the archival process are found in *NPS Museum Handbook*, Part II, Appendix D. A copy is available for review from the park archivist. An example of a park archival collection finding aid is also available upon request.

Checklist for Preparing Field Documentation:

1) Obtain an accession number from the park curator at the commencement of all new field projects.

2) Label all materials with the project accession number. Use a soft lead pencil for marking documents or files and a Mylar marking pen for Mylar enclosures such as slide, print, or negative sleeves.

3) Arrange material by material type, such as field notes, reports, maps, correspondence, and photographs. Each group of materials should be stored in individual folders or acceptable archival enclosures.

4) Resource management staff is responsible for turning over all project documentation to the archivist upon completion of a project. In the interest of preserving institutional knowledge, collections should remain in their original order, that is, the organization system created by the originator of a document collection. Resist the urge to take important documents from these collections. If something is needed for future use, copy it or request that the curator make a copy. After copying, replace the document or photo where it was found. Much information about past projects has been lost because collections have been picked apart. Remember these materials will always be available. That is the intent behind establishing archives.

5) When the archival documentation is transferred to the archivist, the form below would be provided. This form includes the project title, principal investigator, date of project, and a history of the project. The name of the individual who obtained the accession number should also be listed. The type and quantity of documentation would be included as well, such as maps (13), field notes (4 notebooks), correspondence (three files), and so on.

Use one copy of the attached Project Identification Sheet for each project.

Project Identification Sheet

Archiving Resource Management Field Records

Accession Number: _____ (Assigned *only* by park archivist)

Your name _____

Project Title_____

Principle Investigator and position at the park during project. Please list staff who might have aided in the project implementation.

_____

_____

Researcher's office location and extension or current address, occupation, and employer or contact number.

_____

_____

_____

Type and quantity of materials in collection(s) (specimens, papers, files, reports, data, maps, photo prints/negatives/slides, computer media -format/software?) Condition. (i.e. infested, torn, broken, good) Attach additional paper if necessary.

_____

_____

Scope of Project:

Is this collection part of an ongoing project to be updated annually? Yes ____ No____

Research goals or project purpose, published or in-house reports to which collection relates

_____

_____

Abstract of collection content. Keywords referring to geographical locations, processes, data types, associated projects. Indicate whether specimens were collected. Attach additional paper if necessary.

Five Phases to Managing Archival Collections

(From "Museum Archives and Manuscript Collections," *NPS Museum Handbook*, Part II, Appendix D)

Phase 1
Gain Preliminary Control Over the Park Records
Survey and describe collections; identify official/non-official records; appraise collections and check them against the scope of collection statement; accession collections; order supplies

Phase 2

Preserve the Park Collections
Conduct the collection condition survey; write treatment or reformatting recommendations; contract to conserve or reformat; re-house; prepare storage, work, and reading room spaces

Phase 3

Arrange and Describe the Park Collections
Arrange collections; create folder lists; edit and index folder lists; update collection-level survey description; produce finding aids; catalog collections into the Automated National Catalog System (ANCS+)

Phase 4

Refine the Archival Processing
Locate resources; prepare processing plan and documentation strategy; develop a guide to collections; publicize collections

Phase 5

Provide Access to Park Collections
Review restrictions; write access and usage policies; provide reference service

Sample Archival and Manuscript Collections Survey Form

(From "Museum Archives and Manuscript Collections," *NPS Museum Handbook*, Part II, Appendix D)
US Department of the Interior
National Park Service

COLLECTION TITLE (Creator / Format / Alternate Names/ Accession / Catalog #s):
Asa Thomas Papers DRTO-00008

DATES (Inclusive & Bulk): *1850-1925; bulk 1860-69*

PROVENIENCE (Creator / Function / Ownership and Usage history / Related collections / Language):
Asa Thomas (1830-1930) an American engineer, inventor, and explorer specializing in hydraulics created this collection as a record of his life, family, and employment history. Captions on some photos are in Spanish. Note: Must locate a biography of Thomas for the Collection-Level Survey Description. Check the Who's Who in Science. This collection was given by Thomas's third wife, Eva Bebbernicht Thomas to their son, Martin Thomas in 1930. Martin Thomas left it to his only daughter Susan Brabb, who gave it to the park in 1976.

PHYSICAL DESCRIPTION (Linear feet / Item count / Processes / Formats / Genres):
45 linear feet of papers including 15 diaries (1850-1925), 63 albums and scrapbooks, 10 lf of correspondence and 2,000 blueprints

SUBJECTS (Personal, Group, Taxonomic, and Place Names / Eras / Activities / Events / Objects / Structures / Genres):
This collection documents the life, family, inventions, instructions, and professional activities of Asa Thomas including engineering projects in the Dry Tortugas, an 1873 world tour, and hydraulic pump inventions

ARRANGEMENT (Series / Principle of Arrangement / Finding Aid):
Into four series by type of document: correspondence, diaries, albums and scrapbooks, and blueprints

RESTRICTIONS (Check and Describe) Donor_____ Privacy/Publicity _____ Copyright_*X*_Libel_____ No Release Forms_____ Archeological, Cave, or Well Site_____ Endangered Species Site_____ Sensitive_____ Classified_____ Fragile _____ Health Hazard_____ Other_____

The donor, A. Thomas's son Marvin, did not donate all copyrights. The papers are unpublished. Some inventions are patented.

LOCATIONS Building(s), Room(s), Wall(s), Shelf Unit(s), Position(s), Box(es): *B6 R5 W2 S1-3, B1-40*

EVALUATION (Check and Describe Status) Official Records ___ Non-Official Records _*X*_ Fits Park SOCS _*X*_ Outside SOCS ___

(Rate Collection Value: 1=Low; 3=Average; 6=High) Informational _*6*_ Artifactual _*6*_ Associational _*6*_ Evidential _*3*_ Administrative _*3*_ Monetary _*1*_

CONDITION (Check and Describe) Excellent_____ Good_*X*_ Fair_____ Poor_____ Mold_____ Rodents_____ Insects_____ Nitrate_____ Asbestos_____ Water Damage_*X*_ Other _____

OTHER (Please Describe)

Figure 6 Channel Islands National Park library

Appendix E — Suggested Library Operating Policy

Introduction

The libraries at [name of park] are an essential resource that enables staff to carry out the park's mandate. The operating policies establish guidelines and standards for developing and operating the libraries, and provide stability, continuity, and efficiency in their operation. The policies are intended to guide and support decisions of the library manager and to inform park staff and other users of the library's objectives. Operating policies will be reviewed and updated by park staff every two years and be approved by the superintendent, unless policy changes require action sooner.

Objective

The primary objective of the [name of park] libraries is to select, preserve, and make available material that assists park staff and site-related researchers in their work. Primary emphasis will be the support of interpretive services to park visitors.

Responsibility

Implementation of this policy is the responsibility of the library manager. This person will be designated by the superintendent and will be responsible for compiling a list of desired acquisitions, promptly adding new library items to the collection, shelving materials, ensuring that material is returned in proper condition, accounting for the collection, and maintaining catalog materials in computerized and physical form.

Scope of Collection

The collection consists of books, periodicals, microfilm, videotape, maps, photographs, and a vertical research file. These materials cover [emphasis of the park], park mandate and development, and NPS material.

Materials in the library will pertain to the following:

[List areas of interest to the park, including cultural and natural resource management, law enforcement, maintenance, administration, and interpretation].

Selection Guidelines and Procedures

The Interpretation and Education Division and the Natural and Cultural Resources Division will use the following criteria in selecting materials for the library:

- Importance of the subject matter to the collection
- Authenticity and accuracy
- Permanent value and/or historic potential
- Author’s reputation
- Publisher's reputation and standards
- Readability
- Price
- Availability in nearby libraries

The library manager will compile a list of desired acquisitions in August of each year. Input from all staff will be considered. Copies will be forwarded to the superintendent and team leaders for budget and reference purposes.

Microfilm

The microfilm collection will include materials unavailable or prohibitively expensive in their original form.

Periodicals

In addition to general library selection criteria, periodical selections will consider the following:

- Periodicals must supplement the collection as an additional and current source of information.

- Periodicals must occasionally or regularly publish popular articles, or historic articles of use or interest to the park staff.

Operating Guidelines

Loan Privileges

Borrowing privileges are extended to all NPS employees and volunteers at the park. There is a 30-day limit on individual loans. The 30-day loan period can be extended at the discretion of the park library manager. The library manager is responsible for reviewing the card files no less than once a month and contacting staff with overdue materials. No more than three items may be checked out at one time.

At the discretion of the park library manager or the chief of natural and cultural resources management, library privileges may be extended to the following:

- NPS employees from other areas.
- Contractors conducting research in the park.
- Researchers with valid research needs at all levels.
- Other users who will benefit the park and not interfere with normal operations.
- Non-NPS library use will be restricted to on-site use. The superintendent may make exceptions. Use of the library by non-park staff will be by appointment with the park library manager. Use will be supervised; users will sign in and check out. The library will maintain an attendance log of non-park users.
- Returned materials are to be placed in the “Return” box. The park library manager is responsible for re-shelving and re-filing materials. No other person should re-shelve books. Materials should be re-shelved at least on a biweekly basis.

Damage and Loss Policy

Borrowers will replace lost or seriously damaged materials and, if materials are not immediately available, reimburse the park with the cost of replacement. If materials are not replaced or compensated for within a

period of 90 days, a bill of collection will be issued for the estimated market value of the materials.

Abuse of library materials and privileges will result in the loss of library privileges.

Vertical File

The library will maintain a vertical file. This file contains information about the park, photocopied material not suitable for cataloging into the regular collection, pamphlets, articles, and personal accounts from diaries, journals, letters, and newspaper clippings. Materials in this file will be cataloged into a vertical file index, which the park library manager will maintain. This file will be updated yearly in January.

Paperbacks

Paperbacks will be acquired for the following reasons:

- Title is not available in hardcover.
- Substantial price difference exists.
- Subject is estimated to be of current interest only.

Duplicates

Duplicate copies of heavily used materials will be acquired when needed.

Replacement

After all reasonable efforts have been made to recover lost or stolen books, replacement will be attempted if there is a demand and/or the item meets selection criteria. If possible, a replacement should be purchased by the individual to whom the lost book was loaned.

Gifts

Gifts of materials that meet the selection criteria may be accepted with the understanding that:

- The park retains the right to keep, use, or dispose of them as deemed appropriate by the superintendent.
- The materials will be integrated into the regular collection.

- Park staff will give no appraisals for tax purposes, but the park library manager may assist in the following ways:
- Suggest sources of such information, such as dealers' catalogs
- Provide a receipt describing the donated items but not assigning a value to them.

Controlled Access Collection

A locked cabinet will be maintained in the library with rare and fragile materials. Items will be considered for inclusion in this cabinet if they:

- are virtually irreplaceable.
- have a monetary value over seventy-five ($75.00) dollars.
- have particular historic interest to the park.
- have unusual attractiveness or interest.
- are in fragile or delicate condition.

Materials from this collection will be loaned only at the discretion of the superintendent. Titles will be noted in the catalog as being in the cabinet. A separate list of these materials will be maintained in the cabinet.

Exhibited Materials

The library manager will compile and maintain a list of all books, periodicals, and maps that are used as furnishings and are not part of the library. The list will be kept in the controlled access area.

Interlibrary Loan

Interlibrary loans will be made only through the [name of regional library or support office]. Loans will be made of non-sensitive materials only, and the concurrence of the park library manager is required. The log of loaned materials will be kept.

Vertical File Policy

Items in the vertical file may be checked out in the same manner as books unless they are specifically marked to the contrary. When borrowing a vertical file, the entire folder must be taken and all materials returned to the re-shelving area.

Photocopying

Photocopying of materials is permitted except in the following situations:

- Materials could be damaged due to flattening the binding or exposure to light.
- Materials are marked “Do Not Copy.”

Material photocopied for use outside the park must be labeled as follows:

NOTICE:
Copyright law found in Title 17, U.S. Code
may protect this material.

Adding New Publications

The Library of Congress Cataloging System (LCS) is used at [name of park]. The following steps will be taken when new publications are added to the system:

1. The Administration Office will receive new books and attend to all invoice matters.

2. The new books will then go to the library manager.

3. The library manager will photocopy the title page and the reverse page, and forward the copy to the [name of regional library or support office]. The library staff will catalog the book, add it to the card catalog, and prepare labels for the book.

4. The library manager will prepare an accession record for the book consisting of date received, cost, source of acquisition, and condition.

5. While books are being added to the catalog, they will be placed in the controlled access area; they can be used in the library only with the permission of the library manager.

6. The library manager will prepare a monthly memo for the park staff, listing the new additions and providing the title, author, and a short summary.

7. When cataloging is completed and labels arrive, the library manager will affix labels, pocket, and checkout card to the publication.

8. Books will then be shelved according to their LCS number.

9. Every four months the library manager will update the park's computerized catalog with the most current copy from the [name of regional library or support office] library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

Excluded Publications

With the exception of the categories listed below, all books purchased with NPS or cooperating association funds will be accessioned and cataloged into the park library in a timely manner. Excepted categories include the following:

- Dictionaries, thesauruses, word finders, usage guides, or similar reference guides
- Other books regularly needed by employees to carry out their day-to-day duties, such as safety manuals, fire codes, regulations, laws, museum manuals, and public health manuals
- Annual publications, such as almanacs, price books, catalogs, and zip code guides
- Publications purchased as part of an approved training program

Books in the excepted category may be included in the collection at the discretion of the library manager.

Inventories

The library will be inventoried annually in October. An up-to-date shelf list will be acquired from the [name of regional library or support office]; the library manager will match the shelf list with current holdings and account for all missing books. Books that cannot be found will be listed on a memorandum, which will be circulated to staff for input. If this process produces no results, the list will be forwarded to the [name of regional library or support office] for deletion from the catalog.

By the end of each fiscal year, the park library manager will compile a list of acquisitions of the past year, noting source and cost. The list will be forwarded to the [name of position].

Binding

Unbound or paperback material will be bound at the recommendation of the library manager when value, condition, or frequency of use justifies this step.

Weeding

The removal of material from the collection judged to be of no use for research or documentary purposes will occur on a yearly basis in October. Weeding will take place at the time of the annual inventory, and library managers will use the same criteria used in the selection of new materials. Items considered for de-accession should exhibit the following characteristics:

- Information outside of the scope of collection
- Outdated information
- Inaccurate information
- Irreparably damaged or worn materials

All items, including those that exhibit the above characteristics, should be carefully considered for possible historic value.

Weeding Procedure

- Items are removed from the collection following the above criteria.
- Selected material is included in a memo and circulated to park staff. Final approval of weeding is made by the chief of natural and cultural resources management.
- A Report of Survey (DI-103) is prepared and circulated.
- Library records will be updated.
- Cataloged items are offered to the following:

  [Name of regional library or support office]

  [Name of region] Region Units

Harpers Ferry

Department of the Interior Library

Library of Congress

Materials may be disposed of to other institutions at the discretion of the park library manager with the concurrence of the [name of position]. The library will be weeded in October.

The staff at the [name of regional library or support office]may be contacted with questions concerning library management or operations not specific to the parks, at [phone number].

Approved by:

Superintendent _____ Date _____

Team Leader:

_____ Date _____

Library Manager _____ Date _____

Figure 7 Townsends big-eared bat specimens at the L.A. County Museum of Natural History

Appendix F— Guidelines for Park Records Management

The value of well-organized park museum archives is paramount. They serve as a source of cultural, natural, interpretive, and planning research and data, reflecting past management decisions and serving as basis for current and future decisions. Thorough recording of past resource projects and retaining of park management documents prevents duplication of studies and provides legal protection for park staff about issues relating to park actions. Many issues critical to a park are revisited over time, so a written record of a park's actions is vital to understanding the present and future forces on the park.

NPS Records Management Programs

At present there are three programs within the National Park Service concerned with the management of park records and information: the Library Management Program, the Inventory and Monitoring (I&M) Program, and the Museum Management Program.

Library Management Program

Although there is no funded Library Management Program in the National Park Service, archival material (records, reports, photographs, maps, drawings) may often be found in a park's library. Responsibility for library operations in the parks is often delegated to Interpretation, but Cultural Resources or Natural Resources is sometimes involved. What programmatic guidance for library activities that currently exists may be found in *Director's Order #16, Interpretation Guidelines*, *Director's Order #28, Cultural Resources Management Guidelines*, and *NPS-77, Natural Resources Management Guidelines*. Separate programmatic guidance, *Director's Order #84, Library Guidelines*, is scheduled to be developed. Most parks use Procite to manage their library resources, while most Support Offices and Centers use Procite for inventory and Voyager

to search and locate resources in other libraries. While most park libraries concentrate on published works (white literature), they often contain unpublished (gray literature) studies, plans, and reports that are park-specific and are limited in number. These latter resources are more archival in nature, yet there is no permanent record of their existence and location.

Inventory and Monitoring (I&M) Program

The Natural Resources Bibliography (NRBib), an inventory of natural resource literature (both gray and white) developed for and by individual parks, has been replaced by the I&M Program. The NRBib is now called NatureBib. The individual park bibliographies were originally compiled in Procite, an automated library inventory system. The I&M program is working on an automated system (built on Oracle) to tie this bibliographic inventory to their automated NPSpecies program. Programmatic direction for this activity may be found in NPS-77 (the successor *Director's Order #77* is currently being developed). These systems are designed primarily for inventory and are not intended to preserve information.

Museum Management Program

Within the NPS, the Museum Management Program has the designated program lead to gather archival resources and provide the necessary preservation, documentation, and information retrieval services to the parks. Programmatic direction for these activities may be found in the following: *Director's Order #28, Cultural Resource Management*; *Director's Order #19, Records Management Guidelines*; and the *NPS Museum Handbook*. The documentation and information retrieval method is the Automated National Catalog System (ANCS+). Unlike the Procite and NatureBIB programs mentioned earlier, ANCS+ is a permanent system that can be tied to specialized data recovery systems like NPSpecies. ANCS+ is the designated archival system for the Service.

The NPS philosophy and model of records management is being rethought in light of best practices and technological advancements that affect how information is gathered, preserved, and retrieved. NPS-19 and its attendant Records Disposition Schedule have been revised, and *Director's Order*

#19 was approved on January 17, 2001. A new file code system is on the horizon, designed to reflect current business practices in a more intuitive system. The retention/disposition instructions are under revision and are expected to be issued with *Director's Order #19*.

Under the new methodology in *Director's Order #19*, a record's primary importance is determined by the actual information it holds instead of its form; that is, whether it is a signed original or a copy. This philosophy distinguishes records as "permanent" and "temporary." Permanent records have continuing value to resource management, while temporary records have a limited use life in the operations of a park or support office. Copies are to be considered just copies and not addressed.

There is also discussion of "permanently active" records—those materials needed for the long-term, ongoing management of park resources for the NPS to fulfill its agency mandate. The criteria for permanent and temporary take into account the office of creation. A permanent record for one office (such as a regional office) may be temporary for a park because it is a distributed copy for general reference only. Temporary records are to be retained as long as indicated by the revised Records Retention Schedule. After an allotted retention time, temporary records may be disposed of by parks or retained if still needed.

Many of the disposition timeframes outlined in NPS-19 will be retained in the new *Director's Order #19* retention schedule. This applies in particular to fiscal, routine administrative, law enforcement, forms covered under the National Archives and Records Administration (NARA) *General Records Schedule 20*, and other daily operational materials. Permanent records may also be retained as long as actively needed for use and reference. Under the new *Director's Order #19*, permanent records are to include land acquisition records, park planning documents, documents pertaining to cultural and resource management decisions and projects, and documents pertaining to the history of the administration and interpretation of a park.

The concept of resource management records has been broadened in *Director's Order* #19, and the new, broadened concept classifies as

permanent a wide array of documents (such as construction reports) previously considered temporary because the subject of the document is a park resource or substantially impacts a park resource. Thus, where all contracts were previously considered temporary, the broadened definition of resource management records considers contracts on cultural resources (such as a historic building on the National Register of Historic Places) permanent. Many of these types of records may also be considered "permanently active" if this category is approved in the new records retention schedule.

Under the new NARA protocol, parks will have three avenues to choose from to provide accessibility to their inactive (no longer actively needed or in use) records before the records are permanently destroyed or retired to the National Archives. Parks may still send inactive records to a NARA FRC for public access and storage following the current procedure, but a fee will be charged per the Office of Management and Budget ($3.28 per cubic foot as of October 2000). This charge is currently being paid by the Washington Office for all parks.

Parks can now arrange for storage at an off-site commercial repository, or retain their own records on-site. In both cases, professional archival parameters of preservation and access set by NARA must be met. These archival parameters include security, fire protection, appropriate storage techniques, climate-controlled environment, and widely disseminated collection finding aids. Parks may now elect to provide care and storage of their own records as long as the current NARA criteria are being met. The Museum Management Program is currently the only NPS program meeting the NARA standards.

Once the inactive records have reached their disposition date, records are to be destroyed or transferred to the National Archives for permanent storage. These new changes in records definitions and storage procedures are not currently reflected in *Director's Order #28, Cultural Resources Management Guidelines* and the *NPS Museum Handbook*, Part II, Appendix D, "Museum Archives and Manuscript Collections."

Documentation in writing of every disposition action and filing it under A7227 (or its new equivalent) is strongly recommended. Information that needs to be recorded includes date, person, disposition action, disposition authority/authorities, comprehensive listing of disposed files, and the signature of a witness. If disposition is a regularly scheduled event, there is no incriminating evidence for inspection during a legal action (for example, due to suspicious timing). Disposition actions must be defensible in a court of law.

Establishing comprehensive, stand-alone project files for resource management, major special events, park infrastructure, and research projects is also recommended. These project files should not be assigned NPS file codes. These files should contain copies of finalized contract documents, including substantive change orders and specifications, requisitions, “as-builts” for finished construction projects, related project planning documents, and all documents illustrating all decisions made and why.

For research projects, project files should also include copies of all researcher field notes, laboratory notes and results, a copy of the final report and report drafts, and any other materials generated by the project. The park would then have a full set of documents covering an entire project, organized chronologically and stored in one place. It also averts problems when some fiscal records are filed separately from other project materials, thus potentially losing critical data from a project’s life history. Upon completion of the project, these files should then be retired to the park’s museum archives for long-term reference.

This separation of routine administrative records from project records is recommended practice in the General Records Schedules as well. NARA expects that routine administrative records are temporary with short retention spans before destruction. Project records, on the other hand, are expected to have long retention periods, be permanent, and have potential (if not anticipated) archival value.

Records management training is available to NPS employees, although often from other federal agencies. The superintendent (or designee) should

contact the regional training officer for further assistance in locating appropriate training opportunities. The administrative officer should contact the NPS service-wide Records Officer Michael Grimes (202-208-4333) for all the reference material needed to perform record management activities.

The administrative officer should establish a records review policy. When reviewing all materials in the current park files for appropriate disposition, the administrator should involve the park resource management and maintenance staff and the superintendent. These staff members should form the nucleus of a records disposition board, to review all records before formal disposition by the administrative officer. This gives the park the opportunity to ensure the retention of important documents for park resource management, for the history of interpretation of the park's resources, and for research projects conducted either on park lands (archeological) or on historical resources pertaining to the park's mission. It will also ensure that ineligible records, such as personnel-related documents containing personal data protected under the Privacy Act, will not be incorporated into the park archives.

Bibliography

Good museum management planning requires an understanding of the library, archives, and museum collection resources as they currently exist; background on how and why these resources were developed; and information on what is required to preserve the resources and make them available for use. In order to accomplish these goals effectively, planners must first review park-specific documentation such as reports, checklists, and plans, then make recommendations based on professional theory and techniques that are documented in the professional literature.

This bibliography provides the references used in developing the Channel Island National Park *Museum Management Plan*. The first section gives references to park-specific documentation used by the team to understand the current status of the resources. The second section includes a list of recommended readings that will provide park staff with a better understanding of the physical and intellectual nature of these unique resources, and will enable them to apply professionally accepted techniques and standards for preservation and use.

Park Reference List

Architectural Resources Group. *Scorpion Ranch House, East Santa Cruz Island, Historic Structures Report, Channel Islands National Park*. Ventura, CA: U.S. Department of the Interior, National Park Service, 2002.

Architectural Resources Group. *Smugglers Ranch House, East Santa Cruz Island, Historic Structures Report, Channel Islands National Park*. Ventura, CA: U.S. Department of the Interior, National Park Service, 2002.

Architectural Resources Group. *Vail and Vickers Ranch House, Santa Rosa Island, Historic Structures Report, Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, 2002.

Baldwin, Kathleen Phyllis. *A History of Channel Islands Archaeology*. MA Thesis, California State University, Northridge, 1996.

Banks, E. *Draft Emergency Operations Plan, Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, 2004.

Bayless, Jonathan, Kent Bush, H. Dale Durham, Don Morris, and Kathleen Baldwin. *Museum Collection Management Plan, Channel Islands National Park.* San Francisco, CA: U.S. Department of the Interior, National Park Service, 1995.

Carey and Company, Inc. *Prisoner's Harbor Warehouse, Santa Cruz Island, Historic Structures Report, Channel Islands National Park*. Ventura, CA: U.S. Department of the Interior, National Park Service, 2004.

Livingston, D.S. (Dewey). *An Ancient String of Pearls: A History of the Northern Channel Islands, Historic Resource Study, Channel Islands National Park, California, Draft II*. Ventura, CA: U.S. Department of the Interior, National Park Service, May 2003.

Messer, Ishmael, and Alan Fieldson. *Fire Management Plan, An Amendment to the Natural Resource Management Plan for Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, 1991.

National Park Service. *Draft Environmental Impact Statement and Development Concept Plan, Santa Rosa Island, Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, n.d.

National Park Service. *Draft General Management Plan Supplement, Environmental Assessment, Channel Islands National Park.* Denver, CO: U.S. Department of the Interior, National Park Service, April 1984.

National Park Service. *Draft Resource Management Plan, Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, 1999.

National Park Service. *General Management Plan,* Volume 1: *Visitor Use, Interpretation, General Development, Channel Islands National Park.* Denver, CO: U.S. Department of the Interior, National Park Service, January 1985.

National Park Service. *General Management Plan,* Volume 1: *Visitor Use, Interpretation, General Development, Channel Islands National Park.* Denver, CO: U.S. Department of the Interior, National Park Service, September 1980.

National Park Service. *General Management Plan,* Volume 2: *Natural, Cultural Resource Management, Channel Islands National Park.* Denver, CO: U.S. Department of the Interior, National Park Service, September 1980.

National Park Service. *Statement for Management, Channel Islands National Park.* Ventura, CA: U.S. Department of the Interior, National Park Service, December 1991.

Woodward, James. *Maintenance Guidebook for the Anacapa Island Third Order Classical Fresnel Lens, Anacapa, California.* Ventura, CA: U.S. Department of the Interior, National Park Service, 2004.

Suggested Reading List

The skills and craft necessary to perform adequate curatorial work have expanded exponentially over the past three decades. Fortunately, the literature in the field has also expanded to meet program needs. The current National Park Service publications, *NPS Museum Handbook,* the *Conserve O Gram* series, and *Tools of the Trade,* all provide basic

guidelines. They inform the reader how to perform certain tasks such as accessioning and cataloging, but they do not teach the neophyte when and/or why these tasks should be done. The proper application of the methodology presented in these documents requires a degree of intellectual preparation and practical experience that cannot be provided in procedural manuals or a two-week course.

The following references represent some of the best theory and practice in the fields of collections management, exhibits and programs, and archival management available today within the professional community. The MMP team does not suggest that the park purchase a copy of each suggested reference, but it is possible to acquire copies of these volumes on inter-library loan.

Park managers and supervisors are encouraged to consider familiarity with the recognized literature in the field when evaluating prospective employees or, as an indication of continued professional growth when doing performance evaluations. This familiarity should be a determining factor for employment at the GS 1015/11 level and above. It should also serve as an indication of job interest and commitment to professionalism when overall work standards are evaluated.

Collection Management References

American Association of Museums. *Caring for Collections: Strategies for Conservation, Maintenance and Documentation.* 1984. More than 60 curators, registrars, and conservators contributed information on how to improve environmental conditions, manage inventory, register objects, and augment public use of museum collections.

Appelbaum, Barbara. *Guide to Environmental Protection of Collections*. Second View Press, 1991. Clarifies the various conditions that impact collections, how objects respond, and how to mitigate damage. Good book for the non-specialist.

Butcher-Younghans, Sherry. *Historic House Museums: A Practical Handbook for Their Care, Preservation, and Management*. Oxford University Press, 1996. This book serves as both reference and hands-on guide for all aspects of

historic house management, including collections care, conservation, security, and interpretation.

Buck, Rebecca A. & Gilmore, Jean A., eds. *The New Museum Registration Methods*. American Association of Museums, 1998. This is a very well done update of the classic *Museum Registration Methods* by Dorothy Dudley and Irma Wilkinson (below). Good format and easy to reference, with up-to-date information sections concerning copyright, NAGPRA issues, and ethics.

Committee on Libraries, Museums, and Historic Buildings. *Protection of Museums and Museum Collections 1980*. NFPA 911, Boston: National Fire Protection Association, Inc., 1980. One of the best sources on fire protection and prevention, written specifically for museums.

Dudley, Dorothy H., et al. *Museum Registration Methods.* 3rd ed. American Association of Museums, 1979. Accepted as the basic reference for museum registrars, this classic covers registration, storage, and care, as well as insurance, packing and shipping, and loan management.

Edwards, Stephen R., Bruce M. Bell, and Mary Elizabeth King. *Pest Control in Museums: A Status Report*. Lawrence, Kansas: Association of Systematic Collections, 1980. A good guide to pesticides, their use in museums, and common insect pests.

Hensley, John R. "Safeguarding Museum Collections from the Effects of Earthquakes." *Curator*, September 1987, pp. 199-205.

Hunter, John E. "Standard Practices for Handling Museum Objects." Omaha, Nebraska: National Park Service, Midwest Region. North Dakota.

_____. "Standards for the Design, Installation, Testing, and Maintenance of Interior Intrusion Detection/Alarm System." Omaha, Nebraska: National Park Service, Midwest Region. 1981.

Johnson, E. Verner and Joanne C. Horgan. *Museum Collection Storage*. Paris: UNESCO, 1979.

Knell, Susan. *Care of Collections*. London: Routledge, 1994. Basic book on preventative conservation, focusing on specific and practical guidelines for collections care and handling.

Leo, Jack. "How to Secure Your Museum: A Basic Checklist." *History News*, June 1980, pp. 10-12.

Lewis, Ralph H. *Manual for Museums*. Washington, DC: National Park Service, Department of Interior, 1976.

MacLeish, A. Bruce. *The Care of Antiques and Historical Collections*. Nashville, Tennessee: The American Association for State and Local History, 1983. A reference for general museum collection care.

Malaro, M.C., *A Legal Primer on Managing Museum Collections*. Washington, DC: Smithsonian Institutional Press, 1985.

Metsger, Deborah A. & Shelia C. Byers, eds. *Managing the Modern Herbarium: An Interdisciplinary Approach*. 1999. Society for the Preservation of Natural History Collections. Elton-Wolfe Publishing, Vancouver, Canada. First significant publication in decades on herbaria that covers all aspects of herbaria management.

National Park Service. *Automated National Catalog System User Manual*. 1998.

_____.*Conserve O Gram*. 1974 to present.

_____.*CRM*, Volume 22, no. 2, 1999 “Archives at the Millennium.”

_____.*NPS Management Policies*. 2001.

_____.*NPS Museum Handbook*, Part I: Museum Collections. 1990 (revised).

_____.*NPS Museum Handbook*, Part II: Museum Records. 2000.

_____.*NPS Museum Handbook*, Part III: Museum Collections Use. 1998.

_____.DO #19: *Records Management*. 2001.

_____.NPS-19: *Records Management Guidebook*. 1999 Appendix B (only): "Records Management Disposition Schedule."

_____. DO #28: *Cultural Resources Management*. 1998.

_____. NPS-77: *Natural Resources Management Guidelines*. 1991.

_____. DO #24: NPS *Museum Collections Management*, 2000.

_____. *Tools of the Trade*. 1996.

Reitherman, Robert. "Protection of Museum Contents from Earthquakes." The J. Paul Getty Museum Symposium on Protection of Art Objects from Damage by Earthquakes: What Can Be Done? *1984.*

Rose, Carolyn and Amparo de Torres, eds. *Storage of Natural History Collections: Ideas and Practical Solutions*. Society for the Preservation of Natural History Collections, 1992. A good "idea" book containing several photographs and graphics detailing innovative solutions to the storage of various types of materials.

_____ & C.A. Hawks, et al. *Storage of Natural History Collections: A Preventive Conservation Approach*. 1995. Society for the Preservation of Natural History Collections.

Thomson, Garry. *The Museum Environment*. 2nd ed. London: Butterworths, 1986. An excellent source on light, humidity, and air pollution.

Thomson, John, et al. *Manual of Curatorship: A Guide to Museum Practice*. 2nd ed. London: Butterworths, 1992. Possibly the best comprehensive reference in print on the craft and professionalism required for curatorial work.

Weinstein, Robert A., et al. *Collection, Use and Care of Historical Photographs.* American Association for State and Local History, 1977. One of the best basic references on this technical subject.

Zycherman, Linda, ed. *A Guide to Museum Pest Control*. The Foundation of the American Institute for Conservation of Historic and Artistic Works, and the

Association of Systematic Collections. A good, basic reference on pest identification, with suggestions for methods of control.

References for Exhibits and Programs

American Association of Museums. "The Audience in Exhibition Development: Course Proceedings." *Resource Report*, 1992. A good guide to models of exhibition development; philosophy of education; learning theory; gender, culture, class and learning; spatial knowledge and its role in learning; evaluation; and visitor surveys.

Belcher, Michael. *Exhibitions in Museums*. Smithsonian Institution Press, 1992. Discusses every stage of exhibit planning, design, and presentation, including audience research and evaluation. A good resource book.

Dean, David. *Museum Exhibition: Theory and Practice*. London: Routledge, 1994. Outlines the full range of exhibition development concerns, from planning and design to evaluation and administration.

Falk, John and Lynn D. Dierking. *The Museum Experience*. Whalesback Books, 1992. Provides a good introduction to what is known about why people go to museums, what they do there, and what they learn. Guidelines and recommendations are offered to help museum staff understand visitors and their motivation for visiting.

Hooper-Greenhill, Eileen. *Museums and Their Visitors*. London: Routledge, 1994. The unique needs of school groups, families, and people with disabilities are outlined and illustrated with examples of exhibit, education, and marketing policies that work to provide a quality visitor experience.

Hooper-Greenhill, Eileen, ed. *The Educational Role of the Museum*. London: Routledge, 1994. A close look at the theories of communication in museums, exhibition theories and case studies, and educational programs in British museums, this book translates well into the American experience.

Korn, Randi and Laurie Sowd. *Visitor Surveys: A User's Manual*. American Association of Museums, 1990. A good, basic manual on how to conduct

visitor surveys to accurately measure the effectiveness of museum exhibits and programs.

McLean, Kathleen. *Planning for People in Museum Exhibitions*. Association of Science-Technology Centers, 1993. Good description of the exhibition process, from planning to assessment.

New York Hall of Science. *Take to the Streets: Guide to Planning Outdoor, Public Exhibits*. 1995. Based on a series of sidewalk exhibits done in New York, this book contains checklists and guidelines for planning, designing, and implementing outdoor exhibits.

Neil, Arminta. *Help for the Small Museum*. Pruett Publishing Co. 1987. The second edition of the classic "how to" book for the development of temporary exhibits on a tight budget.

Serrell, Beverly. *Exhibit Labels: An Interpretive Approach*. Altamira Press, 1996. Solid reference tool, including discussions of label planning, writing, design, and publication. Contains very good resource list, glossary, and bibliography.

Witteborg, Lothar P. *Good Show! A Practical Guide for Temporary Exhibitions*. Smithsonian Institution Traveling Exhibition Service, 1991. The second edition of a standard reference offering practical guidance in exhibit planning, design, fabrication, security, conservation, and installation.

Archives Management References

Adela, James M. *Understanding Archives and Manuscripts*. Archival Fundamentals Series, Chicago: Society of American Archivists, 1990.

Aourada, Stephen. *Archives and Manuscript Materials in Parks of the North Atlantic Region*. National Park Service, 1992.

Association of British Archivists, Small Archives Committee. *A Manual for Small Archives*, British Columbia: Association of British Columbia Archivists, 1988.

Baird, Donald and Laura M. Coles. *A Manual for Small Archives*. Vancouver: Archives Association of British Columbia, 1991.

Bellardo, Lewis and Lynn Lady Bellardo. *A Glossary for Archivists, Manuscript Curators, and Records Managers*. Archival Fundamental Series. Chicago: Society of American Archivists, 1992.

Casterline, Gail F. *Archives and Manuscripts: Exhibits*. Chicago: Society of American Archivists, 1980 (Out-of-print).

Cook, Michael. Archives Administration: *A Manual for Intermediate and Small Organizations and for Local Government*. Folkestone, England: William Dawson and Sons, 1977.

Cox, Richard J. *Managing Institutional Archives*. New York: Greenwood Press, 1982.

Daniels, Maygene and Timothy Walsh, eds. *A Modern Archives Reader: Basic Readings on Archival Theory and Practice***.** Washington, DC: National Archives Trust Fund Board, 1984.

Eastman-Kodak. *Conservation of Photographs*. Rochester, NY: Kodak publication F-40, Rochester, NY: Eastman-Kodak Company, 1985.

Ellis, Judith, ed. *Keeping Archives*. Second edition. Australia: Australian Society of Archivists and D.W. Thorpe, 1993.

Finch, Elsie Freeman, ed. *Advocating Archives: An Introduction to Public Relations for Archivists*. Chicago: Society of American Archivists, 1994.

Ham, Gerald F. *Selecting and Appraising Archives and Manuscripts*. Archival Fundamental Series. Chicago: Society of American Archivists, 1992.

Harrison, Donald Fisher, ed. *Automation in Archives*. Washington, DC: Mid-Atlantic Regional Archives Conference, 1993.

Hensen, Steven. *Archives, Personal Papers, and Manuscripts: A Cataloging Manual for Archival Repositories, Historical Societies, and Manuscript Libraries*. 2nd ed., Chicago: Society of American Archivists, 1990. http://www.archivists.org

Hunter, Greg. *Developing and Maintaining Practical Archives*. New York: Neal Schuman Publishers, 1997.

Kesner, Richard and Lisa Weber. *Automating the Archives: A Beginner's Guide*. Chicago: Society of American Archivists, 1991.

Miller, Frederic M. *Arranging and Describing Archives and Manuscripts*. Archival Fundamental Series. Chicago: Society of American Archivists, 1990.

National Archives and Records Administration (NARA). *A NARA Evaluation: The Management of Audiovisual Records in Federal Agencies. A General Report.* Washington, DC, 1991.

MacNeil, Heather. *Without Consent: The Ethics of Disclosing Personal Information in Public Archives.* Metuchen, New Jersey: Scarecrow Press, 1992.

O'Toole, James M. *Understanding Archives and Manuscripts*. Archival Fundamental Series. Chicago: Society of American Archivists, 1990.

Pugh, Mary Jo. *Providing Reference Services for Archives and Manuscripts*. Archival Fundamental Series. Chicago: Society of American Archivists, 1992.

Ritzenthaler, Mary Lynn, et al. *Archives and Manuscripts: Administration of Photographic Collections*. SAA Basic Manual Series. Chicago: Society of American Archivists, 1984.

Ritzenthaler, Mary Lynn. *Preserving Archives and Manuscripts*. Archival Fundamental Series. Chicago: Society of American Archivists, 1993.

Silverman, Cetyl and Nancy J. Perezo. *Preserving the Anthropological Record*. New York: Wanner-Green Foundation for Anthropological Research, Inc., 1992.

Swartzburg, Susan. *Preserving Library Materials*: A Manual. 2nd ed. Metuchen, NJ: Scarecrow Press, 1995.

Van Bogart, Dr. John W.C. *Magnetic Tape Storage and Handling: A Guide for Libraries and Archives*. Washington, DC: The Commission on Preservation and Access, 1995.

Warren, Susan. "Introduction to Archival Organization and Description: Access to Cultural Heritage." Getty Information Institute: San Marino, CA, 1998. On-the-Web primer includes a tutorial at http://www.schistory.org/getty/index.html

Wilted, Thomas and William Note. *Managing Archival and Manuscript Repositories*. Archival Fundamental Series. Chicago: Society of American Archivists, 1991.

Yakel, Elizabeth. *Starting an Archives*. Chicago: Society of American Archivists, 1994.