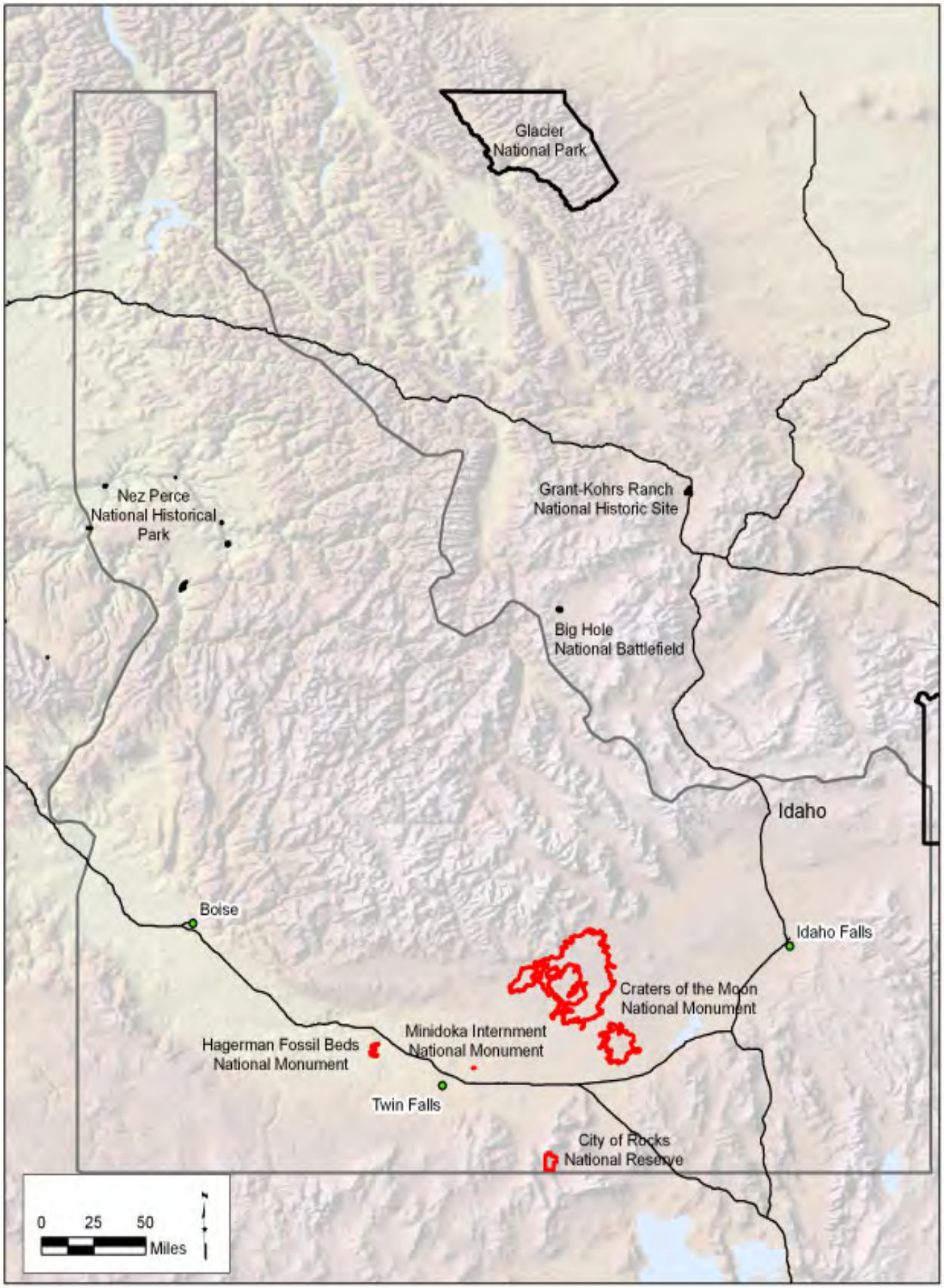
National Park Service
U. S. Department of the Interior

Cultural Resources
Pacific West Region
2008

Museum Management Plan



City Of Rocks National Reserve
Minidoka Internment National Monument
Hagerman Fossil Beds National Monument
Craters of the Moon National Monument and Preserve


Glacier
National Park
Nez Perce
National Historical
Park
Grant-Kohrs Ranch
National Historic Site
Big Hole
National Battlefield
Idaho
Boise
Idaho Falls
Craters of the Moon
National Monument
Minidoka Internment
National Monument
Hagerman Fossil Beds
National Monument
Twin Falls
City of Rocks
National Reserve
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City Of Rocks National Reserve
Craters of the Moon National Monument and Preserve
Hagerman Fossil Beds National Monument
Minidoka Internment National Monument

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Department of the Interior
National Park Service
Pacific West Region
2008

City Of Rocks National Reserve
Craters of the Moon National Monument and Preserve
Hagerman Fossil Beds National Monument
Minidoka Internment National Monument

Museum Management Plan

Recommended by:

Diane Nicholson, Regional Curator — August 5, 2008
Pacific West Region — Date

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Executive Summary

This Museum Management Plan for the consolidated curatorial operation at Hagerman Fossil Beds NM (HAFO), City of Rocks National Reserve (CIRO), and Minidoka Internment NM (MIIN), and the curator-of-record agreement with Craters of the Moon NM (CRMO) identifies the issues facing the parks concerning collections management, and presents recommendations to address them. A team of collections management professionals developed this plan in full cooperation with the staff responsible for managing the individual park archives, museum collections, and library resources.

The Scope of Collection Statement for each park in this plan requires update. The collections of the four parks differ in subject matter, size, and complexity. The collections from CIRO, HAFO, and MIIN are in their developmental phase and are active in a number of different areas. The collections at CRMO are more established in nature, but still in an expansion mode in certain areas. The CRMO collections are in the best condition and are in the best storage, mostly because of the mature infrastructure of that park and a recently remodeled visitor center with work/storage area providing adequate space for long term growth. The consolidated CIRO, HAFO, and MIIN collections require adequate storage and work area conditions according to the recommendations of the Pacific West Regional Museum Collection Facility Strategy developed in 2006. Environmental monitoring, integrated pest management, and resource preservation need to be addressed by an aggressive collections preventative maintenance program at each park. The archival holdings from each park require systematic evaluation, processing, and documentation.

This Museum Management Plan offers recommendations for actions necessary to take the parks' archives and museum collections through this

developmental phase, and to provide critical services for these park-specific resources.

Key Recommendations

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

- Revise all Scope of Collection Statements for individual parks.
- Develop the park-specific philosophies and protocols necessary for orderly collections growth.
- Continue archival surveys, assessments, and processing required for the organization, preservation, and use of these park-specific collections.
- Institute a program of proactive collections preservation and conservation.
- Develop partnerships with park, network, and other organization to support the documentation, preservation, and use of the combined collections.

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Introduction

The Museum Management Plan (MMP) replaces the Collections Management Plan (CMP) referred to in the National Park Service publications *Outline for Planning Requirements*, *Cultural Resource Management Guidelines,* and the *NPS Museum Handbook.* The CMP process generally followed an Operations Evaluation format, concentrating on the technical aspects of museum operations including a review of accession files, status of cataloging, and adherence to guidelines; it resulted in detailed recommendations for corrections and improvements. As an approach to museum management planning, the MMP evaluates all aspects of museum-related programs within a park, and makes broad recommendations to guide development of park-specific programs that respond to identified needs of the park.

The MMP recognizes that specific directions for the technical aspects of archival and collections management exist within the *NPS Museum Handbook* series, thus no attempt is made to duplicate that type of information in this plan. Instead, the MMP will place museum operations in a more holistic context within park operations by focusing on how various collections may used by park staff to support the mission goals of a particular park. This approach acknowledges the many different ways that archives 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 to this plan.

For the four parks in southern Idaho, the MMP was requested to assist with the development of a multifaceted program to manage archives and museum collections in support of individual park programs. As a result, many elements of this particular plan are developmental in nature and designed to guide these parks through the initial steps of creating a workable system for all aspects of joint and individual park operations.

To help with this process, the MMP Team surveyed staff from all of the parks to collect baseline data concerning archives and museum collections, the library, and various related services needed by the staff. The information collected allowed the team to make an evaluation of factors affecting museum operations, and also provided insights into how a well-designed museum management program might address the needs of park staffs.

The benefits, or outcomes, of an organized and administered archives and museum collections management program often are not well understood. The museum management program should be designed to collect and preserve park-specific data, and make that information available to park staff and the public an efficient manner.

Considered in this light, it is easier to understand how different types of resources in collections might be administered in different ways, depending upon the local needs for documentation, preservation, and use. This need for a unique, park-specific approach to the management of these resources is what the MMP process provides.

This Museum Management Plan was developed over a 12-day period from July 16 through 27, 2007. The team became familiar with resources and operations of the four parks: City of Rocks, Craters of the Moon, Hagerman Fossil Beds, and Minidoka Internment. Team members then developed, organized, and recorded the central issues and the necessary supporting information that comprises the plan.

This plan is the result of team and park collaboration, including discussion and consensus, regarding all issues and recommendations. The appendices were gathered from a body of suggested methodologies and reference materials generated over time by NPS curators for various planning documents. Other than the stand-alone CMP that was completed for Hagerman Fossil Beds National Monument in 2001, these parks have not had the benefit of museum planning as a consolidated unit. While this plan was completed as a team effort after discussions with park staff, the issues were crafted by individual team members. The authors by issue are:

Collections Management History	Phil Gensler
Issue A – Archeological and Historical Collections Management	Kirstie Haertel
Issue B – Archives Collections Management	Robert Applegate
Issue C – Natural Science Collections Management	Brooke Childrey
Issue D – Museum Management Programs	Diane Nicholson
Issue E – Collections Facilities	H. Dale Durham
Issue F – Park Exhibits and Programs	Kent Bush

The team wishes to thank the staff of the southern Idaho units for the courtesy, consideration, and cooperation extended during this planning effort. The time, effort, and involvement of all these people have been very much appreciated, and have served to make our job much easier. These individuals are obviously dedicated and committed to the preservation of the park resources, and it is a pleasure to work with such professionals.



Figure 1 Comparative study area for horse fossils, HAFO



Figure 2 Replica wagon, CIRO

History of Collections Management

City of Rocks National Reserve

City of Rocks National Reserve was created November 18, 1988, to "preserve and protect through cooperative efforts the scenic qualities and attributes of the California trail landscape, historic rural setting, and granitic features, while interpreting its values and managing recreation." Though CIRO is a unit of the NPS, it is managed by Idaho State Parks and Recreation (IDPR) staff. The IDPR is required to manage NPS museum collections according to NPS Museum Standards. Little was added to the CIRO museum collections until the late 1990s.

The first CIRO NPS superintendent / manager was Dave Pugh who worked at the park from 1989 to 1996. The IDPR manager who served from 1989 to 2001 was Ned Jackson. In January 2002 Jackson was replaced by Wallace Keck, who is the current IDPR manager and designated superintendent. The NPS cooperatively funds seasonal and full-time positions with IDPR under the revised 2003 cooperative agreement. Although functioning in the NPS system, all permanent employees at CIRO are hired through IDPR with review and concurrence by the NPS.

Since it was established, CIRO has lacked qualified curatorial personnel on staff to care for museum collections. This is due in large part to a lack of program funding. Since 1996, no Operations Formulations System (OFS) base increase for CIRO has been appropriated. Starting in 2004, Phil Gensler, paleontologist from HAFO, has been acting as curator-of-record for CIRO. A formal MOU was signed in 2005 between the CIRO and HAFO superintendents formalizing Gensler as the official CIRO curatorial officer. An OFS increase to begin the cultural resource program is anticipated in FY09.

With the lack of permanent NPS curatorial staff, record keeping for the early museum collections was inadequate. An accessions book was filled out starting in early 1999, and based on the pen and handwriting, the accession entries (CIRO acc. 1 – 336) appear to have been completed by the same well-meaning visitor services employee all at the same time. The majority of these accession entries would not be considered relevant by museum standards. Relevant accessions for which the physical materials could be found were properly accessioned. These materials include a herbarium collection, some archives, and materials from an archeology excavation by David Chance and Jennifer Chance (Chance and Chance) conducted in the early 1990s.

All the archeology material collected by Chance and Chance is housed at HAFO along with all new accessions. The CIRO herbarium is the only museum collection housed at CIRO and used by the staff.

Although CIRO lacked a professional cultural resource management program, some progress has been made. A Scope of Collection Statement was completed in 2004, further defining what types of materials might be acceptable for the museum, research, and interpretation. The document stressed the need to collect as few materials as possible until such a program was funded. But cultural resource management continued and some physical materials were collected by universities during research projects. These are now undergoing accession in the Southern Idaho Collections facility at HAFO.

Craters of the Moon National Monument

Craters of the Moon National Monument was established on May 2, 1924, (Presidential Proclamation 1694) to protect the unusual landscape of the Craters of the Moon Lava Field. This landscape was thought to resemble that of the moon and was described in the proclamation as “a weird and scenic landscape peculiar to itself.” Since 1924, the original monument has been expanded and boundary adjustments were made through five presidential proclamations issued pursuant to the Antiquities Act (34 Statute 225, 16 U.S. Code 431).

Presidential Proclamation 7373 of November 9, 2000, expanded the boundary to include many more of the area's volcanic features, including the 60-mile-long Great Rift. Federal legislation (PL 107-213, 116 Statute1052) on August 21, 2002, made one further adjustment by designating the area within the expanded NPS boundaries of Craters of the Moon National Monument as a National Preserve, allowing hunting on lands that were closed to this activity by the November 2000 proclamation. The combined areas of the two NPS units encompass approximately 469,000 acres spanning the Snake River Plain from the Pioneer Mountains on the north to the Snake River on the south.

The earliest NPS natural history museum collections were herbarium specimens collected in the 1930s. Mission 66 infrastructure improvements in the late 1950s provided adequate building storage for the first time and marked the beginning of the monument's modern day museum program. The collections focused primarily on natural history but archeological, historical, and archival material (the latter beginning in the 1980s) have become a large proportion of the collection as well.

Museum collections were stored in the visitor center lunch room from the late 1950s through the 1990s when they were moved to a Mission 66-era housing unit converted to office space for the resource management staff. In 2005, an expansion of the Mission 66-era visitor center included a room designed specifically for the monument's museum collections. In 2005 and 2006, new museum cabinetry was purchased to replace the older dilapidated cabinets, and the complete museum collection was moved from the resource management office to the new dedicated storage room in the visitor center in 2006.

Few museum management documents were developed for CRMO, but in 1986 a now-outdated Scope of Collection Statement (SOCS) was approved by the park and the regional office.

Museum-related work (accessioning and cataloging) was accomplished primarily by collateral duty naturalist and interpretative staff until the early 1990s. Responsibility for the museum program was then transferred to a newly-formed Resource Management Division but museum tasks

remained a collateral duty. In the late 1990s, museum professionals from other parks and the regional office were brought in on details to supplement the collateral duty positions. CRMO signed an agreement with HAFO in June 2003 designating the HAFO paleontologist as curator-of-record for CRMO. CRMO has also identified a cultural resource program manager as its highest new staffing priority in the Resource Management Division.

A notable accession was made in 1984 with the donation of Robert Limbert's photographs, manuscripts, and scrapbooks made by Limbert's daughter Margaret Lawrence. The NPS-retained materials were related to Craters of the Moon and the Great Rift; much of the remaining material was donated to Boise State University (BSU). The CRMO Limbert collection was cataloged into the NPS museum system, then put on long term loan to BSU. Its university library was better equipped to care for the collection. The CRMO Limbert collection is still housed there but may be returned to the park in the future.

The expansion proclamation in 2000 added a new emphasis on the sagebrush-steppe resources of the park. The NPS Natural Resource Challenge's biological inventory program enabled the NPS to conduct a vascular plant inventory and develop a comprehensive herbarium of voucher specimens representing the vascular flora of the Monument and Preserve. This effort has resulted in a tripling of the number of cataloged voucher plant specimens and represents most of the growth of the collection over the past decade.

The lands encompassed by the newly created National Preserve were formerly managed by the Bureau of Land Management. One aspect of the biological inventories involved surveys of other museum collections to determine whether voucher specimens collected on these lands might exist. These surveys, while limited, did uncover significant collections at locations such as the Smithsonian's Museum of Natural History. Archeological collections from sites within what is now the Preserve are also known to exist at Idaho State University.

Hagerman Fossil Beds National Monument

Fossil material from the Hagerman area was first discovered in the 1920s by Elmer Cook, a local rancher. Cook eventually contacted the Smithsonian Institution which visited the area and conducted excavations for four field seasons. The Smithsonian excavations were the first documented collection of fossil material from what is now Hagerman Fossil Beds National Monument. The Smithsonian Institution collected fossil material from 1929 to 1934 at the Horse Quarry and other locations within what is now HAFO. The Smithsonian excavations were led by James Gidley in 1929, Norman Boss in 1930, and C. Lewis Gazin in 1931 and 1934.

The results of four years of excavation by the Smithsonian were the remains of over 120 specimens of the extinct horse, *Equus simplicidens*. Many of these fossils were traded or transferred to other museums throughout the world. A list of known museums that contain Hagerman fossil material is listed in Table 1. Gazin also prospected beyond the Horse Quarry and recovered the remains of a diverse fossil vertebrate assemblage which are housed at the Smithsonian Institution. Gazin wrote numerous scientific papers throughout the 1930s and 1940s based on the fauna he recovered at Hagerman and is the only member of the Smithsonian crew from that era to take field notes and photographs of the excavation.

During the 1931 field season, Harold Tucker, a representative of the Idaho State Historical Society, worked the Horse Quarry with cooperation from the Smithsonian Institution. Part of Tucker's collection went to the College of Idaho (now Albertson's College of Idaho) and part was retained at the state historical museum. The state historical society transferred all of its remaining horse fossils in 1985 from Hagerman to the Idaho Museum of Natural History on the Idaho State University campus in Pocatello.

Little known field work occurred again until the late 1950s. The Utah Museum of Natural History conducted an excavation at the Horse Quarry led by Golden York. Additional collections were made by Walla Walla

College (now transferred to Loma Linda University) and Pacific Union College.

Also during the 1950s malacologist Dwight Taylor from the United States Geological Survey (USGS) conducted field work in Hagerman to collect freshwater mollusks. His collections were sent to the USGS collections at the Federal Center in Denver, CO. While collecting mollusks for his research, Taylor discovered numerous concentrations of microvertebrate (such as rodents, frogs, and snakes) remains. Taylor then contacted Claude W. Hibbard from the University of Michigan who had pioneered the process of screen-washing sediments to collect microfauna.

Hibbard and his students visited Hagerman to collect microvertebrates sporadically from 1958 to 1966. His collections at Hageman led to the identification of numerous new taxa, many of which are currently known to occur only in the local Hagerman faunal specimens. All of Hibbard's material from Hagerman was deposited in the collections of the Museum of Paleontology at the University of Michigan, Ann Arbor.

The Horse Quarry was opened again in 1966. This excavation was led by J.R. MacDonald, curator of vertebrate paleontology at the Los Angeles County Museum (LACM). MacDonald and his crew excavated for approximately one month. The purpose of this excavation was to collect comparative *Equus simplicidens* material to aid in the identification of fossil horse material then recently found in Anza-Borrego Desert State Park, California.

The Idaho State University Museum—now the Idaho Museum of Natural History (IMNH)—under the direction of curator of vertebrate paleontology John A. White, continued to excavate the Horse Quarry in 1967 and 1968. The fossil horse collection made by White is currently stored at the IMNH. In addition to the work at the Horse Quarry, White revisited many of the University of Michigan microvertebrate localities. From 1970 until late 1988, the IMNH excavated and collected a large representative collection of fossil material.

Additional microvertebrate material housed at the IMNH was collected by Mary Thompson of the IMNH as part of her Master's thesis relating to the ancestral muskrat *Pliopotamys minor*. In 1988, the Burke Museum of Natural History and Culture on the University of Washington campus also collected fossil vertebrate specimens from several localities on what was shortly to become HAFO.

Hagerman Fossil Beds National Monument was established in November 1988. Initial collections growth was slow; the monument's collections began with two cases of specimens. Dr Greg McDonald was added to the staff in the fall of 1992 as a GS-11 Geologist (Paleontologist). He initiated a more active collection program in the summer of 1993 with the addition of a museum technician, Christopher Force, who had a background in archeology. New additions to the collections included fossil material from the monument and modern vertebrate skeletons that are used for comparative material in the identification of the fossil material. A notable accession was a complete modern skeleton of Grevy's Zebra, *Equus grevyi*, from the Boise Zoo.

As a result of a grant from the Cannon Corporation, the Horse Quarry was reopened for excavation in the summers of 1997 and 1998. Dr McDonald was in charge of the excavation with Dean Richmond as field crew leader in 1997 and Janet Bertog crew leader in 1998. An undetermined number of specimens were excavated and encased in plaster jackets as part of this two-year project. Preparation on this material continues and is likely to do so into the future.

The monument received funding starting in 1999 through a National Park Service natural resource grant to conduct a three-year inventory of historic paleontological localities within the monument. The first year's field crew was led by Janet Bertog, then a graduate student at the South Dakota School of Mines. For the years 2000-2001 the field crew was led by Phil Gensler, then a graduate student at Northern Arizona University. At the end of this three-year survey several thousand fossil specimens and associated field notes were added to the HAFO collections.

Dr McDonald left his position as paleontologist at HAFO in 2000 for a position in Denver at the NPS Geologic Resource Division (GRD). The paleontologist position was vacant until May of 2002 when Phil Gensler was hired as park paleontologist with curatorial duties for HAFO. This position was downgraded from a GS-11 Geologist (Paleontologist) to a GS-09 Geologist (Paleontologist). By late 2002 into early 2003, Gensler was assigned as collateral duty curator for Minidoka Internment National Monument and was assisting both Craters of the Moon National Monument (CRMO) and City of Rocks National Reserve (CIRO) with museum-related annual reports and accessioning of museum collections.

Gensler's position changed in February 2007 from GS-09 Geologist (Paleontologist) to GS-11 Curator with direct curatorial duties for HAFO, MIIN, CRMO, and CIRO. The latter two parks were assigned through MOUs with the respective park superintendents.

Though HAFO was established to preserve and protect the fossils and the fossil localities, the monument also contains other natural and cultural resources. The historic cultural resources relate mostly to the sections of the Oregon Trail located in the southern portion of the monument. Prehistoric cultural material has been found either as isolated finds or from archeological localities. These sites are usually found by staff while surveying for or monitoring for fossil localities.

Well-meaning but non-professional park staff in 1996 used a metal detector on segments of the Oregon Trail to locate and collect metal artifacts that are now in the collections. These Oregon Trail-related objects have been authenticated by historic archeologists at Fort Vancouver National Historic Site. Funding for the assessment and report relating to this material came through PWR archaeologist and SAIP coordinator Kirstie Haertel.

A herbarium of over 1000 specimens has been collected from HAFO property in both Twin Falls County and Gooding County. These specimens are stored in the monument's museum collections storage facility. The majority of these plant specimens were collected by private consultant botanist Steve Popovich.

The museum collections have gone through many changes since the park was established. The first two cabinets of fossil material were stored in the paleontologist's office in the administrative office in the town of Hagerman. As the collections grew and additional cabinetry was purchased, the park modified a secure space in the administrative building as dedicated storage and for a fossil preparation area. Within a year this dedicated storage space was filled to capacity. The fast growth of the collections and the lack of adequate storage space resulted in some of the collections being stored under the HAFO visitor center.

Following the 1997-98 excavations at the Horse Quarry, the monument stored the large backlog of plaster jackets in a vacant auto parts store in Hagerman. This space was also utilized as a temporary fossil preparation area. The auto parts store was sold, so the park moved part of the collection and the unprepared material to a rented private garage and horse tack shed owned by the Brailsford family. The museum collections remained here from 1997 to 1999.

In 1999 the park purchased 56 acres of land adjacent to the Snake River from the Gisler family. This property contained a 1920s era farm complete with farmhouse, barn, and several outbuildings. Part of the property was to be the building site of a new paleontology research center. However, funding for this project did not become available. As a result, the farmhouse was cleaned and retrofitted to serve as a fossil preparation lab and permanent storage for museum collections. In the fall of 1999, park staff moved all HAFO museum collections into a dedicated storage room in this building. The building was also set up as the park's research library and Geographical Information System (GIS) center. A Museum Management Plan and Scope of Collection Statement was developed for HAFO in 2000.

HAFO purchased a 30 ft. X 60 ft. double-wide trailer in early 2003 to accommodate curatorial and maintenance staff and to provide additional curatorial workspace. It also provided a dedicated museum collections storage room for all non-paleontological HAFO museum collections as well as museum collections for Minidoka Internment National Monument

and City of Rocks National Reserve. This storage space is filled to capacity.

Table 1 Identified museums containing Hagerman Fossil Beds paleontological material

Museum	How Acquired / Status
Albertson College, Caldwell, ID	Harold Tucker 1931 (field collection)
American Museum of Natural History New York, NY	Exchange with USNM
Anza-Borrego Desert State Park Borrego Springs, CA	Transferred to HAFO in 1999
British Museum of Natural History London, England	Exchange with USNM
Burke Museum, University of Washington Seattle, WA	Field Collection
Carnegie Museum, Pittsburgh, PA	Exchange with USNM
Cincinnati Museum of Natural History Cincinnati, OH	Exchange USNM to UC to CMNH
Cleveland Museum of Natural History Cleveland, OH	Exchange with USNM
Denver Museum of Natural History Denver, CO	Exchange with USNM
Department of Geology, University of Oregon, Eugene, OR	Field Collection
Field Museum, Chicago, IL	Exchange with USNM
Idaho Museum of Natural History Pocatello, ID	Field Collection
Loma Linda University, Loma Linda, CA	Collected by Walla Walla College, WA
Museum of Comparative Zoology, Harvard University, Cambridge, MA	Exchange with USNM
Museum of Geology, South Dakota School of Mines and Technology, Rapid City, SD	Collection from Private Collector
Museum of Paleontology, University of California, Berkeley, CA	Collected by Don Crabtree
Museum of Paleontology, University of Michigan, Ann Harbor, MI	Exchange with USNM, Field Collection
National Museum of Natural History Washington DC	Field collection 1929, 1930, 1931, 1934
Natural History Museum of Los Angeles County, Los Angeles, CA	Field Collection 1966, Exchange with USNM
Natural History Museum, University of Kansas, Lawrence, KS	Exchange with USNM
Natural History Museum, University of Nebraska, Lincoln, NE	Exchange from Sternberg
Natural History Museum, University of Utah, Salt Lake City, UT	Golden York excavation, 1950s
Northwest Museum of Natural History Portland, OR	Collected by Dave Taylor

Oklahoma Museum of Natural History, University of Oklahoma, Norman, OK	Exchange with USNM
Pacific Union College CA	Field Collection in 1960s
Peabody Museum, Yale University New Haven, CT	Exchange with USNM
Pratt Museum, Amherst, MA	Exchange with USNM
Royal Ontario Museum Toronto, Ontario, Canada	Exchange with USNM
Sternberg Museum, Fort Hays University, Fort Hays, KS	Collected by Sternberg, Smithsonian
St. Gertrude's Museum, Cottonwood, ID	From Idaho Historical Society
Texas Memorial Museum, Austin, TX	Exchange with USNM

Minidoka Internment National Monument

Minidoka Internment National Monument was established by presidential proclamation on January 17, 2001, to "provide opportunities for public education and interpretation of an important chapter in American history – the internment of Japanese Americans during World War II." Since its establishment, MIIN has been administered by Hagerman Fossil Beds National Monument with Neil King as superintendent. The curator / paleontologist at HAFO, Phil Gensler, was assigned as the collateral duty curator (curator-of-record) for all MIIN museum collections and currently remains in that position.

HAFO purchased 56 acres of land in Gooding County adjacent to the Snake River in 1999 with the purpose of building a collection facility and research center for paleontology. Though the acreage was purchased, funding for the research center has not come though. HAFO then retrofitted an existing farmhouse on this property to serve as a preparation lab and museum collections storage. This space was quickly filled to capacity. As previously mentioned, HAFO purchased a double-wide trailer in 2003 to accommodate staff, curatorial workspace, and some collections. This trailer also provides museum collections storage space for Minidoka Internment National Monument and City of Rocks National Reserve.

An interim Scope of Collection Statement was developed by then Golden Gate Curator Diane Nicholson in 2004. With the 2005 final draft of the

MIIN General Management Plan (GMP), the interim SOCS will be updated to reflect policies set in that document.

The first accessions into the museum collections came in 2003 through an archeology excavation and several personal donations. To date 17 accessions have been made for MIIN museum collections and more are pending. Though the majority of museum objects received are archives (photographs and documents) some larger objects have been donated (three chests of drawers built by internees on site). As a result, the dedicated museum collections storage room is nearly filled to capacity.

The park has requested funds through PMIS to develop additional planning documents to address the needs of museum collections and meet National Park Service standards for museum collections.

Collections Philosophy

The basic principles for managing museum collections in national parks are not always well understood. Park managers, resource managers, and interpreters are often too busy with their specialties and daily work to fully consider the concepts and logistics governing collections management. It is easy for parks to fall short of developing a sound museum management program and, as a result, not realize the full benefit and value from their collections.

This section provides the following background information about museum collections:

- The purpose of museum collections
- How museum collections represent a park's resources
- Determining where to locate museum collections
- Establishing access, use, and management policies for museum collections

Purpose of Museum Collections Within National Parks

Museum collections contain objects and specimens, and most museums administer their own archives and operate their own libraries. These functions are necessary to support the work of the organization as a whole. It is not unusual for these resources—archives, collections, and libraries—also to be accessible to the public.

Within national parks, museum collections (including archives) serve four basic functions:

- **Documentation of resources -** Park collections should serve as documentation of the physical resources of the park as well as the history of the park's efforts to preserve and protect those resources.
- **Physical preservation and protection of resources -** Park collections

should help preserve and protect a park's resources, not only by keeping the specimens and collections made to document them, but also by preserving information about the individual items and the resource as a whole. This is central to the management of both natural and cultural material.

- **Research -** During documentation of collections, a park performs research to provide the background information used in cataloging. The park is also responsible for making this collections information available to legitimate research, which can itself lead to new discoveries about an individual item, or the park as a whole.
- **Public programs -** The park is responsible for using its collections to provide information to the public. Exhibits and publications are two traditional means of supplying public programs, but new technology has led to other communication methods, including electronic access through websites and online databases.

How Collections Represent a Park's Resources

A park's museum and archival collections provide different perspectives on its resources:

- Museum collections, which contain three-dimensional objects and specimens, should represent the resources within the park boundaries. Examples of museum collections include: artifacts from archeological compliance activities; specimens and resulting reports from resource management projects; paint samples and building fragments from restoration of historic structures.
- The park archives may contain files, manuscripts, maps, building plans, and photos that document the history of park development and the management of its resources. Individual collections within the archives should further document the activities that created portions of the museum collections. Examples of park archives include: copies of field journals and maps created while collecting botanical specimens; photographs taken during historic structure work; maps and as-built drawings made during utility installation; and property, land, and water use agreements that document past acquisition and use of park lands.

Determining Where to Locate Park Collections

The *NPS Museum Handbook* should be used as a guideline for identifying locations for branch or satellite park collections, and establishing methodologies for their documentation, organization, storage, and use.

It is often most effective if collections are located centrally, as this promotes efficient use of space (particularly in terms of combining preparation and work areas). However, it may also be operationally efficient to split the collections among potential users (for example, the herbarium and insect collection to Natural Resources for storage and use).

Branch or satellite collections are possible as long as proper preservation and security conditions are met, and the requisite work areas necessary for management and use are provided. Overall responsibility for documentation, preservation, and reporting should, however, remain vested in one curatorial lead position, no matter where branch collections are located.

Establishing Access, Use, and Management Policies

Access, use, and management policies define who can access the collections (both staff and public), what types of use are possible and under what conditions, and how the collections should be managed. Desired outcomes or products should be identified as well; for example, the type of services that are expected from the collections. Some examples include production of over-lays for buried utilities; production of CDs containing research done at the park; liberal access to botanical specimens for comparative studies; and inter-library loan services.

Samples of access, use, and management policies are contained in the appendices to this plan. Note that these sample policies are generic—the park is encouraged to change and adapt them to fit park-specific needs.

The parks may wish to consider the use of focus group exercises to develop a number of park-specific documents, including a Role and Function Statement, for the combined collections. These would clearly

state who is responsible for the development of a joint resource and how the museum program will function to serve park-wide goals. Access and use policies should be defined and implemented, and responsibilities for development, documentation, and management of the resource should be defined in a formal position description and associated performance standards. These objectives must be fully defined in writing if they are to be accomplished in fact.

Some recommendations to consider for developing and formalizing the park's management philosophy for archives and museum collections are as follows:

- Create a focus group of senior staff representing all park administrative units to define what the collections should contain, how they should be managed and accessed most efficiently, and what products should be produced upon request.
- Define the role and function of the combined collections by formal statement, formal access policies, and formal methodologies for depositing collections material, archival information and required literature into the collections.
- Assign responsibility for developing and managing the joint collections to a single administrative unit and individual using a written position description and performance standards.
- Identify possible cooperative partnerships in the community with groups that hold common interests regarding the preservation and management of park resources.

Issue A—Management of Archeology and History Collections

Issue Statement:

Professional investment is required to improve scientific value, direct future growth, make assessments, and encourage research of collections.

Background:

The four National Park units in southern Idaho (City of Rocks National Reserve, Craters of the Moon National Monument and Preserve, Hagerman Fossil Beds National Monument, Minidoka Internment National Monument) are part of the Upper Columbia Basin Network. Three of the four park units (all but Minidoka Internment NM) share a similar culture history and human ecology. The archeology and history sites have the potential to enhance regional knowledge about past ways of living and contribute insights to anthropologically relevant questions concerning human behavior.

Over the decades, prehistoric and historic materials have been collected from the park units simply to document the resources found within the park boundaries. Few of the collections have been generated from formulated research questions. This has resulted in assemblages that are difficult for researchers to study because of the limited information readily available. While many of the existing collections can be used for research, the inconsistencies in recording and documentation need to be addressed by providing improved descriptions and complete information to bolster the scientific value of the archeology and history collections. For these improvements to occur, subject matter experts will have to conduct the needed analysis and work with collection managers to ensure the materials will be properly stored and their information is included in the appropriate

museum management records. These improvements will enhance the collections value to the interpretation of archeology and history themes related to the park units in southern Idaho.

The archeology and history themes currently recognized with the three larger units include the Earliest Americans (Theme Study edited by Childs, 2000) which focuses on topics of technology, mobility, social networking, familial relations, and subsistence of people occupying North America during the late Pleistocene and early Holocene.

The more general history theme of Peopling Places (National History Program, 2000) concentrates on several topics relevant to the three parks. For instance, the expansion of Numic speaking groups into the area during the late prehistoric and proto-historic period impacted the life-ways of populations already inhabiting the Snake River Plain and Raft River drainage. Similarly, the overland migration of Euro-Americans from the east to the west introduced different tools and skills to the environment, resulting in cultural adaptations and, at times, conflict. Transforming the Environment (National History Program) is another general theme applicable to the historic period in the southern Idaho parks. Other topics that could benefit from better use of the archeology collections include the human response to climate change and human impacts to the environment.

Minidoka Internment National Monument differs from the other park units because the site's national significance is related to recent (mid-20th Century) history. The defining national theme for this park unit is directly related to Japanese Americans in World War II (Theme Study by National Park Service) with secondary post-war topics.

Despite the differences in time depth, material culture collections from the four parks present similar challenges to the curator. For existing collections, pervasive problems include unprocessed materials that create unnecessary bulk; unanalyzed materials from both directed data recovery projects and casual collecting that render them ineffective for interpretation; and uncertainty concerning the disposition of National Park Service collections housed at other institutions. These issues can be addressed by first concentrating on the professional responsibilities of

those collecting cultural items and the responsibility of the curator-of-record and park staff in tracking information concerning the materials.

Most of the material culture items collected from the parks are archeological. While some of the artifacts were collected by non-archeologists, a significant portion of the cultural collections were generated from sub-surface testing. It is the professional responsibility of archeologists to complete processing, analysis, documentation, reporting, and transferring the material and records to a qualified repository (Lynot & Wylie, 1990; Sullivan & Childs, 2003).

Currently, none of the collections except those collected from archeological investigations at Minidoka National Monument have undergone all of the steps to ensure the collection is useful to new researchers and educators. The ultimate goal of these collections is to learn about past human adaptations, so it is the responsibility of those collecting the objects to retain all information concerning provenience (a term used by archeologists to denote the exact place from which an object was collected), and provenance (a term used by curators to denote the history of craftsmanship and ownership of an object), and other basic information for later use.

The general care of archeology and history collections has improved in the past few years since dedicated and climate-controlled space for cultural collections have been provided at both Craters of the Moon and Hagerman Fossil Beds. However, many of the collections are housed in inappropriate bags and boxes. Another minor problem is that the general layout of the cultural collections is not intuitive and few labels identify what object types are stored in the cabinets.

The use of the archeology and history collections is limited at all of the parks; no outside researchers have been asking for access to these collections. Interpretation has not tapped the potential of the collections to deliver compelling stories about past events or convey messages about people’s interactions with their surroundings. This may be due to the lack of professional cultural resource staff at the park units spurring research ideas; assisting the curator-of-record with active collection management;

and assisting interpreters. The lack of outside interest in park cultural collections may also be due to the unconsolidated nature of the information about the assemblages and the low visibility of these collections in the visitor centers and on the web pages.

The types of cultural collections retained at the Hagerman and Craters of the Moon collection storage facilities have been generated primarily through directed archeological research projects. The prospect of expanding the collection to incorporate a larger sample of material culture at each park is also imminent. While it is likely that the three larger parks will continue to grow mostly from survey and testing projects, Minidoka's collection is likely to develop from donations. The Scope of Collection Statement for each park is intended to assist the superintendent and the curator with decisions concerning collection acquisition. These documents will be updated in the near future; all clearly state that the objective of the collections is to record the park's resources and reflect interpretive themes.

Acquisitions should be controlled to ensure accessioned materials accurately document sites, history, and exhibit value for research and education. A review of the objects that have been accessioned into the cultural collections at each park show that biased collecting by park staff and the acceptance of donations have taken place and, if continued, will perpetuate problems mentioned above. In order to ensure strong and appropriate collections growth, the acquisition of cultural objects should fit within the defined Scope of Collection and be accompanied by detailed information concerning the methods and justification for incorporating the materials into the archeology and history collection. Appendix F provides collecting protocols and a form that is useful for capturing the basic information needed for future research and interpretation.

Discussion

The issues that the curator, archeologists, and historians will face when correcting the identified deficiencies of existing assemblages are best understood by discussing the archeology and history collections individually by park. Since archeology investigations at the parks have

been sporadic and few, it is easy to determine a course of action aimed at improving the disposition of the artifacts and the quality of data associated with them. All of the collections require the attention of both a curator experienced with proper housing for different materials and archeologists knowledgeable about the cultural history of the region and potential for information gained from analysis.

City of Rocks National Reserve - The only directed archeology field projects conducted were done by David Chance and Jennifer Chance between 1988 and 1992. These investigations included pedestrian surveys and test excavations of sites expected to yield objects associated with the overland migration. Not all of the sites recorded or excavated were located on land owned by the National Park Service. The agreements made between the National Park Service and the landowners are not included in the accession folder or box of associated records. If agreements were completed, it is possible they are currently stored in the contract records at the Pacific West Regional Office in Seattle. A crucial first step for these collections is determining ownership of the items and finalizing the Chance and Chance reports.

The test excavations at City of Rocks did yield both prehistoric and historic materials. Catalog worksheets completed by the principal investigator show that nearly 950 objects (or lots of objects) were collected. Since the catalog worksheets have yet to be entered into ANCS+ it is difficult to determine the total object count. The accession records for this collection are confusing and will require records research to understand the inconsistencies. Four different accession numbers are recorded on the catalog worksheets, boxes, and summary reports for the materials collected by Chance and Chance. None of the numbers correspond with the accession number recorded in the original accession book. Possibly some of the different numbers reflect different seasons or projects conducted by the principal investigator or the numbers assigned to the collections when they were transferred for storage.

The collection was inventoried in 1999 by Nez Perce National Historical Park (NEPE) collection managers when the materials were transferred to that facility for storage. The materials were transferred in 2005 to

Hagerman Fossil Beds. To resolve the accession number problem the curator-of-record has assigned a new overarching accession for all work completed by Chance and Chance (CIRO Acc. No. 5). While this addresses the problem from the standpoint of record keeping it does not attend to the need for understanding the differences in collection methods (survey versus testing) or investigated sites. Based on the report, at least six sites were tested. Although the collection was moved to Hagerman Fossil Beds National Monument, all of the findings documented by the NEPE curator in the August 1999 statement are concerns identified by the regional archeologist during a 2006 visit.

- The objects are stored for transport and not in housing appropriate for the materials.
- Inconsistencies exist between some of the principal investigator's field notes and the type of material identified during the inventory.
- Some items listed on the field sheets by the principal investigator are missing.
- It is unclear why sediment samples were collected and if they were intended for a particular type of processing (e.g. flotation for micro-artifacts or botanical study, parasite study, or geo-archeology research).

Small projects related to compliance, monitoring, or other forms of survey at City of Rocks has rarely resulted in the collection of artifacts. The few materials that were collected by City of Rocks staff in the past few years followed most of the collection protocols including the immediate transfer of the objects to the curator-of-record. However, written justifications about why the material was collected is missing; this problem is common to all of the parks. Guidance on collecting protocols and needed information is provided in Appendix F.

Craters of the Moon National Monument - Even with a longer history as a park unit, the monument has not had a significant amount of archeological research conducted within its boundary. In the mid-1960s a professor from Idaho State University, Paul Sneed, surveyed areas of the monument and intensively collected objects at the sites he recorded. The overarching goal of his research was to describe the lithic assemblages he

recovered in order to assess the cultural chronology of the Eastern Snake River Plain. This was done by analyzing only the formed tools: projectile points (98), flaked stone tools (98), flakes and blades (77), ground stone (12), and ceramics (71) being removed from the surface of the sites (Sneed 1967, Henrickson 2006). While this approach was an accepted practice during the time of his research, much more can be learned about people occupying the area prior to Euro-American influence by analyzing the collected debitage.

The Sneed collection was stored at Idaho State University (ISU) for decades before being transferred to the park. It appears that most of the material was transferred in paper bags. The debitage and tools have since been placed in boxes along with the information written on the bags. The current housing for the lithics is adequate but could be improved to better protect the artifacts and to save space. Perhaps the greatest threat to the debitage is potential damage to flake edges since the entire site assemblage is stored in a single box. This damage is possible in flat boxes when different sizes and bulk of the flakes are stored together without some type of material to absorb the shock encountered when shelves are opened or closed rapidly or when the boxes are moved. A re-housing effort is needed in conjunction with descriptive analysis of the debitage to better protect these artifacts. Some of the objects noted by Sneed in his reports are not in the assemblage at the park. Perhaps these objects are housed at either the Idaho Museum of Natural History (IMNH) or the Anthropology Department at Idaho State University, or they have been lost.

An Archeological Overview and Assessment was recently completed for the monument (e.g. Henrickson 2006). In order to address some of the long standing archeology questions of the area, excavations within the BLM National Monument were conducted by the principal investigator. Large collections were generated from this work and are undergoing further analysis by the principal investigator or have been transferred to IMNH for storage. The decision to house the objects at IMNH was based on the fact that all objects from Bureau of Land Management lands are

housed at IMNH, and that Craters of the Moon National Monument did not have a person on staff able to actively manage archeology collections.

Craters of the Moon also needs to determine which sites formerly on Bureau of Land Management land are now managed by the National Park Service. The assemblages from these sites should be incorporated into the National Park Service catalog system. This project will need cooperation from the Shoshone BLM office and a complete inventory of the objects housed at IMNH.

During the early and mid 1990s, the park shared an archeology position with Hagerman Fossil Beds. Most of the field work was related to Section 106 National Historic Preservation Act (NHPA 1966) compliance and resulted in small collections from survey and test excavations. While the assemblages were assessed in 1998 (Haertel 1998 trip report), the objects have not been adequately described, analyzed, or housed. Other archeological or historical objects accessioned into the collection were picked up by park staff and visitors or donated by people in the community.

Historical materials, especially land claims stored in tins, have been collected within the park. These items have not been gathered from a directed study of historical land use. Park staff members conducting other surveys or backcountry work have collected these objects when they are found. An historian needs to reconstruct the location of the claimed lots to enhance what we know about early Euro-American settlement in the area. Also, an assessment of the paper for possible conservation is needed and the items properly housed.

Hagerman Fossil Beds National Monument - The largest collection of cultural material was produced by an undirected metal detector survey along portions of the Oregon Trail. This project was conducted by park staff without a research design or scope of work. While location points were recorded for each artifact collected, the object information has not been merged with the location data. Since the activity was conducted by non-archeologists without experience or knowledge of historical archeology, curators associated with the park unit assumed that the

material did not document the migration event and should be considered for deaccessioning. In 2006, regional archeology funds were spent to analyze the material by historical archeologists at Fort Vancouver. Their analysis suggested that the materials were indicative of the migration and recommended that the assemblage remains in the collection. These items have yet to be updated in ANCS+.

The rest of the archeology and history collection at HAFO is comprised of materials recovered during two small testing projects, donated collections from outside National Park Service property, and biased collecting by staff. The information associated with the testing projects is fairly well documented and reported. The materials collected in the monument by park staff are primarily stone tools and retain basic information concerning provenience. However, it is not always clear if these objects were isolated finds or were collected because of their obvious utility to people occupying the area prior to the arrival of Euro-Americans. It is likely that debitage or more subtly manufactured flake tools are overlooked when the formed tools are collected. This results in a skewed representation of material from the monument and is counterproductive to understanding the relationship of artifacts found there.

Another concern with the archeology collection at Hagerman Fossil Beds is that items have been donated to the monument's collection but basic information about provenience or circumstance were not documented. Several objects were collected by park staff or members of the local community outside of the park boundaries. If interpreted or displayed responsibly, these objects can be useful in educating the public about the area's cultural history or about site conservation.

A number of objects in the collection should be assessed for transfer to an education collection or analyzed for their validity as cultural objects. Similarly, the collection of projectile points in the 'discovery' part of the visitor center is inappropriate for educational purposes. With no related information, they are exhibited as curiosities instead of objects of value to science and education. This type of exhibit perpetuates the acceptance of casual collecting and appears to support the activity of illicit digging and illegal collecting. Assistance from other park and regional archeologists is

needed to complete assessments of the materials and help with information and display techniques for public education.

Minidoka Internment National Monument - This relatively new unit has undergone limited archeology testing near the entrance area (Burton et al 2003), investigations at the Relocation Center Dump (Burton et al., 2005), and a survey of the monument (Burton et al., 2001). The majority of collected materials have been processed, analyzed and documented, and properly housed, but have yet to be entered into ANCS+.

Evidence shows some biased collecting from the exposed dump site as a way to capture more rare materials or those reflecting Japanese heritage before they are looted. The dump site is located on BLM land and is protected under federal archeology laws (e.g. NHPA and ARPA). However, illegal collecting from this site has been endured for decades and has become a pastime for some members of the local community. No easy solution exists for addressing the problem of illegal collecting from this site. It is important that the National Park Service not engage in similar activities but instead have a clear strategy for collecting. Archeologists familiar with the monument should produce a site-monitoring plan that outlines how the site can be managed in cooperation with the BLM as well as any collecting needs that might exist.

Another collection of material from Minidoka Internment National Monument was produced by an historic preservation maintenance crew. The objects are mostly structural elements from the root cellar. No documentation concerning the exact provenience of these pieces or their association with the period of significance exists. The objects need to be assessed and fully described by an historical archeologist if they are to provide data on construction methods and historical use.

Donations have created significant growth in the history collection. Furnishings that were used or built at the internment camp have been offered to and accepted by the park. Many of these objects are important for reconstructing the human environment at the camp. However, not all have provenance adequately recorded. Without this information the validity of the items to the narrative are suspect. A similar concern exists

with gifted ceremonial objects from the annual pilgrimage. These items are relatively large and have been brought to the park after the ceremony. The intention of people handing them over to the park has so far not been documented. Some have been incorporated into the collection while others are stored in the education room adjacent to the visitor center. The inconsistency in storage and use of these objects could create strained relations between the park and the Japanese community. It is important to establish an understanding between the entities on how these ceremonies are recorded and what objects should be incorporated into the collection.

Farm In A Day could offer challenges for the curator-of-record. This property is significant because it has the potential to illustrate activities of daily living at the camp and the post-war farming efforts. At this time the National Park Service does not own the property but is expected to acquire the addition in the near future. With the range of materials at the site, it is important that National Park Service staff, including historians, historical archeologists, and curators evaluate the objects at the site and prepare guidance on what items to incorporate into the collection and those that can be removed.

General Recommendations Common To All Four Park Units

- All of the items that have been informally accepted and incorporated into the collection need to be assessed to determine if they are artifacts or valid historical objects that fit with the Scope of Collection. These include donations and materials collected by staff members without provenience or provenance.
- Expertise and professional opinions are needed to formulate project statements aimed at improving artifact documentation.
- Concise collecting and other acquisition protocols need to be developed for staff use.
- Collection care and use combined with legal directives need to be incorporated into seasonal and other staff training. The training topics should include accepting finds from visitors, appropriate field collecting protocols, and an overview of laws governing artifact collecting.

- Most objects in the collections require re-housing to ensure preservation. This should be conducted in tandem with artifact analysis by archeologists and historians as well as assessments of artifact condition to determine conservation needs.
- A survey of other institutions should be conducted to identify collections generated from park units.

Park-specific Recommendations

City of Rocks National Reserve

- Further research is needed to better understand the artifact assemblages generated by projects undertaken by Chance and Chance. This research would include summarizing the reports and referencing the Chances' interpretations with the materials in storage. Ultimately the different projects and sites referenced as CIRO Accession No. 5 should have a detailed synopsis available in the accession record.
- Documentation of ownership needs to be found and incorporated into the accession files.
- While the catalog records for CIRO will be entered into ANCS+ in the near future, the collected materials require further analysis. The sediment samples in particular require an assessment of their potential for new information.
- All of the CIRO objects require re-housing.

Craters of the Moon National Monument and Preserve

- Analysis of the Paul Sneed collection should be conducted and the objects should be re-housed to protect them from damage.
- A dialog between the National Park Service and Bureau of Land Management is needed to ensure that cultural objects collected on NPS Monument or Preserve lands are being adequately tracked, and to decide if a centrally housed collection for Craters of the Moon objects is desirable for cooperative management.
- A conservation assessment of the historic objects is needed to determine how best to preserve those items with inherent vice.

Hagerman Fossil Beds National Monument

- Donated materials and objects generated from casual collecting need to be assessed for collection relevance.
- Areas from which artifacts have been collected should be revisited by

an archeologist to understand the context of the material and the relationship of the artifact with other lithics possibly present at the site.

Minidoka Internment National Monument

- Materials that have been collected by non-archeologists from the monument need to be assessed by historical archeologists for relevance (i.e. Root Cellar items).
- A monitoring plan with a collection strategy for the dump site should be completed in cooperation with the BLM.
- Efforts by park staff to improve the provenance of donated items are needed to ensure the heritage value of the objects is understood by future generations.
- An open dialogue between Denshō (a non-profit organization concerned with preservation and education efforts of the World War II history of Japanese Americans) and the staff at Minidoka is needed to assess the intention and expectation of the Japanese community concerning gifted ceremonial objects.
- A plan is needed that evaluates the significance and provides guidance for the disposition of objects at Farm In A Day before materials are accessioned into the collection.



Figure 3 Hagerman Fossil Beds Research Library



Figure 4 City of Rocks herbaria collection (Note: the City of Rocks herbaria is now located at Hagerman and no longer in this cabinet)

Issue B—
Archives Collection Management

Issue Statement

A well-managed archives program promotes access and use, and is critical to the professional management of park resources.

Background

Since their authorizations, the staff and superintendents of the four southern Idaho parks, HAFO, CRMO, CIRO and MIIN, have created irreplaceable administrative and resource management records that chronicle the history of these unique places. Archives collections reveal a long legacy of human interaction with the environment. Due to their associations with key site-related individuals, groups and events, archival collections are as central to the sites as the park structures and the ecosystems around them. Authors, educators, filmmakers, park staff, publishers, students, and the public use archival collections as source material for their research, interpretation, and works. Park archives and records also serve as legal evidence; as baseline data for resource management; as outreach information for websites, interpretation, publications, and educational programs; and to further park knowledge and study.

Three of the parks (CIRO, CRMO, and MIIN) have undergone or plan expansion in the near future. In the short term, this has generated numerous administrative and resource-based associated records. In the long term, the potential for new acquisitions related to the expanded story is extremely high. Expansion will almost certainly strain the current staffing and storage situation of the four parks' museum management program with the influx of new archival material, especially at MIIN and CRMO.

Over the years, much effort has been expended to acquire, process, and store park archives at the four sites but challenges remain for providing physical and intellectual access. Management problems exist in many NPS repositories, since few have professional archivists on staff.

Educating staff in the basic principles of archives as well as in the handling and care of archival records is a start. Staff at all four parks understand the challenges and importance of preserving and providing access to these resources. Starting in 2000, staffs from the four southern Idaho parks have requested assistance from regional archivists to help them address these challenges, but much remains to be done to bring the archival collections up to NPS standards.

Discussion

The results of a park staff survey, conducted to determine current informational and program support needs, document a high rate of interest in the parks' museum archives collections. This interest will undoubtedly increase with the expansion of park boundaries. To meet these needs, specialized attention and adherence to professional practices that protect collection integrity and improve access is warranted. While National Park Service policy and guidelines regarding archival and manuscript collections follow professional archival principles, implementation relies on the training and ability of the museum staff. The staff at all four parks have worked hard and devoted considerable time, energy, and attention to the archival collections. However, much of the archival work was not done according to standard archival procedures. Consequently, several problems shared by all four parks have emerged that, while serious, are not insurmountable.

Appraisal and Acquisition

The acquisition process includes appraising materials that fall within the scope of collection for permanent value, and assuming legal custody through the accession process. Each park's mission as stated in the enabling legislation, presidential proclamation, or executive order guides the scope of a park's museum acquisitions. Archives typically acquire a group of related records that will serve as the park's institutional memory.

Before formal acquisition can take place, curatorial staff must appraise the materials value to determine which are to be retained as archives. Appraisal is one of the most critical aspects of archival work.

In general, the current system for appraisal and acquisition of archival collections is not functioning in accordance with archival theory and methodology for these parks. Park museum staff have been doing their best to execute these functions, but the contradictory nature of museums and archives methods makes satisfying these tasks difficult. Many of the parks' archives contain much unnecessary material, and lack records and manuscripts that should have been acquired. Furthermore, many accessioned collections lack provenance and original order, and are typically organized as smaller pieces of what was once a large collection. Staff need continued support, training, and guidance from regional archivists performing the delicate and demanding task of appraisal.

The Scope of Collection Statement (SOCS) guides a park in the acquisition of those museum objects and archives that contribute directly to the mission of the park as well as those additional objects and archival materials that the National Park Service is legally mandated to preserve. Adding further direction on the acquisition of archival material to the SOCS of each park surveyed would greatly increase the comprehension and treatment of archives collections, especially for collateral duty and non-museum related readers. In particular, sections are needed that clarify and simplify the scope of archives. For suggested SOCS archives sections see Appendix D.

Arranging, Describing, and Cataloging

The archives backlog at CIRO was processed and cataloged in fiscal year 2007. The physical and intellectual arrangement of the collections at CRMO, HAFO, and MIIN need improvement. The provenance of some collections is unclear, the hierarchical levels of arrangement within collections are confusing or non-existent, and logical arrangement schemes are seldom identified or employed. Most of the archival holdings are arranged physically into distinct collections but this physical segregation is not always reflected in the ANCS+ catalog entries. Also, many individual documents have been cataloged inappropriately as

individual museum objects and mixed with documents that could belong to other collections.

For these parks, most cataloging in the ANCS+ Collections Management Module has been entered incorrectly at the series level, the file unit level, or even the item level, instead of the collection level. In the Collections Management Module the actual descriptions and even the titles tend to be sketchy, and often fail to convey much meaningful information. The finding aids are inconsistent and not created to discipline standards or do not exist at all. Some items may have been accessioned into the museum collection inappropriately, and would be more suitable for the park library or vertical file reference collection.

Archival cataloging techniques are complex and professionally standardized. Continued collaboration with PWR archivists is recommended to meet these standards.

Preservation and Storage

The potential for the increase of archives collections, especially from MIIN and CRMO, is great. The storage facility at HAFO will house CIRO, HAFO, and MIIN collections. Much has been accomplished recently to improve storage conditions at CRMO and HAFO but these conditions would benefit from an assessment with an archival viewpoint. Archival formats such as photographs, film, or electronic records, often have special preservation and storage needs. Curatorial staff together with an archivist should develop a long-range storage strategy to meet the needs of the archives collections for the next ten years. This effort would define minimum storage requirements and identify possible solutions that will meet the needs based on the recognition that the archives space requirements will grow over time. These solutions should include conditions on-site as well as park collections stored at neighboring agencies and academic institutions, ensuring the ability of archives to meet the needs of users.

NPS Management Policies direct the Service to collect, protect, and preserve objects, specimens, and archives. NPS policies, regulations, directives, and guidelines are interlinked to produce standards for the

storage of museum objects and archives. These general standards represent the basic minimum accepted by the museum profession and incorporate the broad range and variability of NPS museum collections. The standards set expectations for facilities, systems, and personnel that can deliver and maintain those qualities most conducive to the long-term preservation and protection of our nation's heritage. Minimum standards for archival material include:

- **Location:** sites, facilities, and areas for records storage should be located away from known hazards and be convenient to user needs.
- **Environmental control:** records should be stored in environmental conditions that are appropriate to their format.
- **Shelving and housing:** the shelving, equipment, and containers for records storage should ensure that records are secure, accessible, and protected from deterioration.
- **Maintenance and security:** records and records storage areas should be maintained to safeguard their security, condition, and accessibility.
- **Protection from disaster:** disaster management programs should be established and maintained to ensure that risks to records are minimized and managed appropriately.
- **Careful handling:** the retrieval and use of records in storage areas should be subject to controls that prevent damage and deterioration.
- **Accessibility:** records should be stored and controlled in facilities where they can be identified, located, and retrieved easily.

Access

Access is the end product of all the efforts by archivists to properly arrange and describe collections. Once standardized procedures and practices are established, collections can be made more easily available for scholarly and educational research. For help in receiving guidance for archival best practices, the park should conduct further archival assessments and surveys using a professionally trained and experienced archivist. A survey of regional agency offices (e.g., BLM) and academic repositories (e.g., Limbert Papers at BSU) should also be included. The purpose of the assessment is to conduct a comprehensive and systematic

review of archival holdings and assist park staff in making decisions about that material.

Topics addressed in the assessment include:

- Collection level descriptions, including appraisal, evaluation, and recommendations for arrangement and description (accessioning, cataloging, finding aid production).
- Preservation condition of the record groups examined (prioritized needs for storage, stabilization, re-housing, reformatting, and treatment).
- Potential legal problems (copyright, privacy/publicity concerns).
- Existing problems in the park infrastructure for archives (such as missing policies and procedures, and the adequacy of the Scope of Collection Statement, equipment, space, staff training, and staffing).
- Identifying the priorities for processing (arrangement and description) and assistance with time and cost estimates for project statement funding options.
- Developing a manual to instruct staff, interns, and volunteers on the established procedures for arranging and describing historical materials.

The intent is to provide a clear and concise guide to the most common archival procedures, and to offer a conceptual framework for deciding how to proceed with problems and challenges.

Recommendations

- Continue archives assessment and survey collaboration with NPS/PWR and network archivists to assist staff with archives management.
- Establish clear procedures for the appraisal and acquisition of archival material and transferring or retiring records to park archives.
- Establish lines of communication between curatorial staff and park management, divisions, and other collecting entities to provide guidance documents/SOP to facilitate the acquisition and transfer of material.

- Establish a records disposition board involving all park divisions and sites to dictate park records policy and to review all records before formal disposition by the records officer.
- Initiate training to change how employees view records management and to spark interest and commitment to proper recordkeeping practices.
- Review options to enhance access to archives, museum, and library collections through communication and cooperation with regional academic institutions, including access needs for a possible future HAFO Research Center.
- Review current museum, archives, and library management staffing, storage, and access needs in light of the future expansion of park sites and ensuing workload.
- Ensure positions are filled by qualified professionals on base (ONPS) funding and provide continuing education for staff professionals.



Figure 5 An archeological survey in the Lava Flow campground at Craters of the Moon (circa 1990s)



Figure 6 Geologic specimens in storage cabinets at Craters of the Moon

Issue C—Natural Science Collections Program

Issue Statement

Good data in the form of well-documented specimen collections are required to guide and support future park management decisions.

Background

City of Rocks, Craters of the Moon, and Hagerman Fossil Beds together have a combined natural history collection of over 60,000 biological, geological, and paleontological specimens. The majority of biological specimens are vascular plants with some fauna, amphibians, reptiles, and insects collected at CRMO and HAFO. The collections are currently housed at Craters of the Moon, Hagerman Fossil Beds, and Castle Rocks State Park. Agreements have been established with Craters of the Moon and City of Rocks for the Hagerman Fossil Beds curator to act as the curator-of-record for these parks.

City of Rocks currently has two sets of herbarium specimens. One is stored off-site at Idaho State University (ISU) and the second is at Hagerman Fossil Beds National Monument. Currently, no loan agreement exists between CIRO and ISU for curation services for the set stored at ISU.

Craters of the Moon and Inventory and Monitoring (I&M) staff are aware of CRMO specimens at the Smithsonian Institution's National Museum of Natural History (NMNH), University of Michigan (UM), Idaho State University (ISU), and Brigham Young University (BYU). These were often either collected many years ago in the original Monument or on BLM lands prior to NPS administration. Natural history specimens likely exist at additional institutions but comprehensive surveys to determine

their existence are difficult since few collections can be systematically searched by the location of where the specimens were collected.

Both CRMO and HAFO have an active research permit process with established protocols for collecting specimens and their associated records. These protocols will be extended to Minidoka Internment (MIIN).

Recent collecting in the parks includes voucher specimens of vascular plants as part of the NPS Inventory and Monitoring Program at CRMO and HAFO, and mammal studies at CIRO and HAFO.

Additional research projects at CRMO include a survey of non-vascular plants and a rare invertebrate survey. Both projects anticipate collecting voucher specimens and associated records.

The majority of research permits issued at CRMO do not involve collecting specimens for permanent museum collections. They either involve no collecting at all or the specimens are destroyed or disposed of after analysis.

Minidoka Internment at this time does not have a natural history collection. Protocols are in place for research and collecting permits and to house any collections generated at HAFO.

The existing collections at all three sites were in very good condition with no major concerns found. The concerns in this issue arise from the lack of a systematic collecting policy and good communication between the resource, interpretation, and curation staff at all of the parks as well as with various branches of the agency.

Discussion

The National Park Service faces a number of increasingly complex and challenging issues that threaten the integrity of natural ecosystems. To prevent the degradation or impairment of these resources, it is critical that park managers understand the causes and consequences of these threats. The successful management and protection of parks depends upon scientifically credible and timely answers to important questions.

Scientific research and natural science collections can be important tools used by the NPS to meet its stewardship responsibilities.

The NPS has included in its management policies the completion of biological inventories of park natural resources as an important means to document and protect the natural ecosystems under NPS jurisdiction. Federal law (Thomas Act) also requires a program of scientific research and study to gather information for long-term management of the resources and as a basis to make management decisions based on adequate scholarly and scientific information. It also recognizes basic scientific research as a fundamental purpose of the National Park System.

Decisions on the type and extent of natural history collections need to be defined in park specific Scope of Collection Statements. Not all park units can justify the expense of obtaining and maintaining a comprehensive collection representing all life forms and minerals. The natural history museum collections at these parks are modest with few resource areas covered in depth as is typical of most units of the National Park System. The NPS Natural Resource Challenge was initiated in part to address these shortcomings in NPS natural resource management.

Comprehensive biological inventories are among the 12 natural resources data sets (also includes geologic, soil, and vegetation maps) considered to be the minimum needed for future management. The biological inventories of vascular plants and vertebrate animals sought to develop species lists for each park unit to be documented in an NPS service-wide database (NPSpecies). Documentation includes voucher specimens, literature citations, or reliable observation records. Voucher specimens of vascular plants were considered critical for NPSpecies documentation by the Upper Columbia Basin Network which necessitated development of comprehensive herbarium collections (especially at CRMO which had specific direction regarding vegetation in its enabling proclamation).

With the exception of paleontology at HAFO, no significant numbers of natural history specimens have been accessioned or cataloged in recent years. Park natural resources managers typically discourage specimen collection, particularly if it involves requests by researchers to keep specimens at outside repositories. Doing so involves generating and

tracking loan agreements and property tracking at potentially dozens of scattered locations across the country with insufficient museum staff.

Although natural resource collecting is being conducted under research and collecting permits at CIRO, CRMO, and HAFO, the permit process does not always generate all of the permanent records and specimens that would benefit future park managers. The conditions of research permits are sometimes difficult to enforce with researchers in distant locations. By applying park-specific conditions and protocols to all researchers independent of who they are, the park will develop a credible scientific collection that will benefit park managers and assist them with making sound management decisions that affect the park resources.

The review process includes reviewing the application prior to a permit being issued; communicating the park-specific curation requirements prior to field work; and following up with the investigators after field work is completed to ensure the park-specific requirements and Code of Federal Regulations (CFR) requirements are being met by the investigator.

Having the permit process coordinated with the park curator is beneficial to a strong natural science program. The curator also ensures that the specimens, associated records, and reports are entered into the National Catalog so the scientific studies will always be available to park managers and for public education on the types and results of studies occurring in the park. The curator also can better assess the potential impacts of collecting on the museum resource, ensure legal compliance, and protect permanent archives and voucher specimens.

The CFR only requires the curation of associated records, reports, and voucher specimens from systematically conducted scientific studies. All researchers, whether or not they are collecting specimens, are required to deposit their associated records (such as field notes, photographs, maps, data analysis), reports, and publications generated from their scientific study with the park.

The Inventory and Monitoring (I&M) program for the Upper Columbia Basin Network (UCBN) has assisted the parks with expanding their knowledge of park resources. The program strives to conduct scientifically credible studies that produce quality data which is made accessible online

to park managers to use in the decision-making process. However, collaboration between the park curator and UCBN has not occurred. UCBN is doing a great job making the results of their research available to current park management; however, the park curator is the avenue by which UCBN can make their scientific studies assessable to future park managers. Park management, in developing a proactive natural science program, should insist on productive interaction between the parks' curation program and UCBN (or any other agency researching in the park), as well as independent researchers. Without this interaction, information gathered from these studies could be lost.

Several UCBN research projects and independent research projects that have not been coordinated with the park curator are currently occurring in the parks. As a result, the park curator does not know what documentation to expect and whether or not specimens are being collected. Research in a park directly impacts the museum collections program and the other collections in the museum. It is imperative that all research studies conducted in parks be coordinated with the curation staff to ensure its preservation and availability for future park managers.

Developing a proactive and coordinated natural science program at these four parks to direct the systematic growth of the natural science collections will expand the parks knowledge of the resources and ensure future managers will have the scientific basis necessary to make sound management decisions. Scientific research and collections assist in the establishment of permanent databases of all organisms found in a park and preserve important or locally significant species. By establishing a natural science program, parks can actively seek scientific research that meets the resource and knowledge needs of the park. This will ensure that resource issues that a park is concerned about or anticipates in the future are addressed in a timely manner.

A proactive program will eliminate bias and random collecting and will include collecting protocols that can be applied to all researchers whether park staff, I&M, or outside investigators. Protocols such as the format of tabular and spatial data; whether metadata is required; what deliverables (such as photographs, reports, publications, and field notes) are required; how specimens are to be prepared prior to deposit in the museum collections; accessioning and cataloging guidelines and requirements;

where data, specimens, associated records, and reports will reside; and how many specimens are to be collected will ensure the parks' natural science collections are credible scientific collections.

Recommendations

- Develop a proactive natural science program for all four parks that directs the growth of the collections.
- Establish park-specific protocols for researching and collecting in each park that are both comprehensive and discipline-specific. Include information on the park requirements for spatial and non-spatial data, preparation of specimens, acceptable formats for images, and accessioning and cataloging requirements. Acadia, Everglades, and Yellowstone all have well-written protocols available online.
- Cultivate links between park curation, resource management, and UCBN to ensure that credible scientific studies and specimens are being deposited in the parks museum collections.
- Coordinate all research studies in the parks with the curator or the curator-of-record.
- Actively seek out researchers to conduct park-specific studies.
- Develop a representative voucher collection for mammals, birds, invertebrates, non-vascular plants, amphibians and reptiles, and geology. Ensure that associated documentation is also collected and deposited with the specimens.
- Consider developing an educational collection for use in park programs and exhibits. Catalog the specimens into the museum collection with a notation that they are not scientific specimens and are to be deaccessioned when the program or display is discontinued or the specimen deteriorates.
- Determine where specimens and associated records will be housed in advance of research studies. Establish repository or outgoing loan agreements with institutions prior to the start of the project if the materials are not to be housed at the park.
- Establish a loan or repository agreement between CIRO and ISU for curation of the second set of herbarium specimens.
- Determine if appropriate museum paperwork was completed on the transfer of ownership of specimens to BYU for the CRMO duplicate

plant specimens.

- Determine ownership status of the specimens stored at NMNH, UM, and ISU. Keep in mind that 36 CFR 2.5 went into affect in October of 1986. Specimens collected prior to this date are not the property of the federal government.
- Seek out information on specimens housed at other repositories including whether or not associated records and reports exist. Include information on what species are housed at the repository, contact information, and whether the repository is open to researchers.
- Establish a bibliography of park-specific scientific reports that are made available to all park staff and researchers. The library should contain copies of these reports since people will be able to check them out. Originals of the reports should be deposited in the park archives.



Figure 7 Names of Japanese American soldiers from Hunt Camp who were serving in the European Theater during WWII, National Archive image



Figure 8 Skylight in Indian Tunnel, a lava tube cave, at Craters of the Moon

Issue D—
Museum Management Programs

Issue Statement

Developing successful museum management programs requires investment of additional time, funds, and expertise.

Background

The four parks in southern Idaho were established over a period of about eighty years and are at different stages in their development.

- City of Rocks National Reserve was designated in 1988 to preserve remnants of the California and Salt Lake Alternate Trails as well as the landscape witnessed by emigrants along the trails. It is a partnership park with the Idaho Department of Parks and Recreation (IDPR) which has been responsible for on-site management since 1996. Although the Cooperative Agreement and Operation Plan and Guidelines for Management (2003) between the NPS and the IDPR indicates that CIRO and IDPR will be responsible for managing museum collections to NPS standards, in 2005 an agreement between CIRO and HAFO was implemented that appointed the HAFO curator as curator-of-record for CIRO. In addition, it was agreed that the CIRO collections would be placed at HAFO for better preservation and accountability.
- Craters of the Moon National Monument and Preserve was first made a monument in 1924 to preserve an area of volcanic activity that had great scientific value. It expanded to include additional lands in 2000. and which in 2002 were designated a national preserve. The park is mature in its programs and has a Mission 66 visitor center which was expanded in 2005 to include additional space to manage and store its collections. The lands added to CRMO and cooperatively-managed with the Bureau of Land Management may have additional collections not identified at the present time but which may come to the NPS. An agreement between CRMO and HAFO established the HAFO curator as curator-of-record for CRMO museum collections although the collections will remain at CRMO.

- Although collection of fossil vertebrate material from the area now part of Hagerman Fossil Beds National Monument began in 1929, the park was not established until 1988 to preserve the outstanding paleontological sites known as the Hagerman Valley fossil sites. Less than 20 years old, the park has a robust collection of paleontological specimens that continues to expand due to the annual monitoring of sites. The current park curator began at the park as a seasonal paleontologist in 1998. In 2002 he became a permanent paleontologist (GS-1350-09) and in February 2007 he was upgraded to a museum curator (GS-1015-11). The park stores its collections in two structures located on land acquired by the park for the development of a research center and museum mandated by the authorizing legislation for the park. These structures are an older farmhouse and a modular house acquired for offices, work space, and collections storage. A twenty-year-old Bally building has recently been added to the area.
- The most recently created park, Minidoka Internment National Monument, has the potential for an active museum collection program, given the subject matter of the park and the aging of the former internees. The monument was established in 2001 by presidential proclamation to preserve historic structures and objects related to the internment of Japanese Americans during World War II. The park is still in its formative years and is managed by the HAFO staff; it presently has no staff of its own. There has been a study and additional support for the addition of Bainbridge Island Japanese American Memorial to the park. Legislation is currently moving its way through Congress. All collections are managed and stored at HAFO.

These four parks have a combined collection, according to the 2006 Collections Management Report (CMR), of almost 85,000 items (see Table 2). This figure is probably not accurate due to a variety of factors, mostly related to the addition of archival collections. Based on the programs of HAFO and the relative newness of MIIN, those collections may increase greatly over the next few years. The HAFO curator manages the collections both on site at HAFO and at CRMO, which is about two hours away.

Table 2 Park museum collections managed by HAFO curator-of-record; data from the 2006 CMR

Park	Archeology	Ethnology	History	Archives	Biology	Paleontology	Geology	TOTAL
CIRO	5,500	0	0	11,400	900	0	0	17,800
CRMO	3,724	0	1,051	6,578	2,640	0	509	14,502
HAFO	359	0	4	57	1,522	50,261	51	52,254
MIIN	0	0	8	190	0	0	0	198
TOTAL	9,583	0	1,063	18,225	5,062	50,261	560	84,754

The region is divided into eight networks which serve to provide an additional level of management support to the parks. These parks are part of the Upper Columbia Basin Network (UCBN), which includes other museum and archives staff at Nez Perce (NEPE). The archivist from NEPE has provided assistance to all four parks including surveys and managing a cataloging project for CIRO.

The Pacific West Region Museum Collection Curatorial Facility Plan, approved May 2006, establishes museum collection facilities at CRMO for their collections and at HAFO for CIRO, HAFO, and MIIN collections. This plan was incorporated into the Servicewide plan required by Congress.

Discussion

As noted in the agreements with CIRO and CRMO, the HAFO curator (including MIIN) provides professional museum management oversight for the parks in accessioning, cataloging, and preparing the annual CMR, the Annual Inventory of Museum Property, the Checklist of Museum Collections Protection and Preservation, and the annual National Catalog submission. He prepares the Scope of Collection Statement (SOCS) for HAFO and MIIN as well as reviewing and providing input to the SOCS for CIRO and CRMO. Additionally, he develops and manages budgets for museum management, including statements for projects in Project Management Information System (PMIS) and base increases in Operations Formulations System (OFS). This includes providing project management

for all funded museum projects for the four parks. Finally, he manages an active paleontology program at HAFO which includes ongoing research with the current museum collection and field monitoring of existing sites in the park.

Workload Analysis and Staffing

An analysis should be undertaken to determine the complete workload for museum management for the four park museum collections including the HAFO paleontology program. This analysis should be completed by the HAFO curator and peer-reviewed by the Pacific West regional curator. This analysis should be broken down by the following areas:

- Core work elements that are basic requirements and responsibilities for managing the museum program
- Core work elements that are basic requirements and responsibilities for managing the paleontological program
- Current hours and full-time equivalent positions (currently being expended)
- Additional hours and full-time equivalent needed to meet all basic requirements
- Necessary support costs to administer museum program beyond salary requirements. Funds would cover contracting for specialized services, transportation, supplies, and material.

Appendix B includes a suggested workload analysis spreadsheet that has been used for museum planning at other NPS museums. Data in the spreadsheet should be used to support development of the core operations and inform the budget cost projections for the parks. It also provides the foundation for developing other museum planning.

When the workload analysis has been completed, an annual work plan that addresses the core work elements, the annual reports required, and the parks' strategic plans should be developed. At the end of the fiscal year, a report should be prepared for management that outlines what elements of the annual museum work plan have been completed, what have not, and why.

The HAFO curator currently manages an active paleontology program for the park as well as collections management for all four parks. This year the park curator manages a HAFO staff of one term GS-1016-07, three temporary museum techs, and one VIP. The term museum technician is preparing and cataloging paleontology specimens; the remainder of the staff is in the field monitoring paleontological sites or identifying specimens collected. This is a tremendous workload and it seems likely that the workload analysis will indicate that additional staffing is needed.

Not only does HAFO appear to need a permanent, base-funded fossil preparator (GS-1016-07), but also a collections manager to assist the curator in managing the four park collections, including accountability, IPM, environmental monitoring, museum collections preventive maintenance, and so on, at the GS-1016-07/09 level. An operating increase request, "Establish Curatorial Services for Southern Idaho Park Complex" (OFS 7184B), is in the queue, but has been moved to an unknown year. The request is for $120,000 and 1 FTE. This project would provide professional curatorial services and support for all four southern Idaho Parks. This funding would likely support these two proposed positions. If necessary, one or both of the positions could be established as subject-to-furlough to allow for the use of project funding to pay for some portion of the positions.

The position description for the HAFO curator is the National Park Service Benchmark Position Description GS-1015-11. This position description is very general and provides no specific guidance on the work for the four parks and the network. It would be a good idea at some point to revise the position description to the specific work that the position entails.

Funding

The fund sources available for the museum collection are Cultural Cyclic Maintenance (CCM), Museum Collections Protection and Preservation Program (MCPPP), Backlog Catalog Program (BACCAT), Cultural

Resource Preservation Program Base (CRPP-BASE). As part of the latter program, about $100,000 is set aside for cataloging museum collections (CRPP-MCBC). In addition, deficiencies identified in the Automated Checklist Program (ACP) can be eliminated with funds from MCPPP.

Finally, projects that provide for preventive conservation or by performing suitable treatments on objects themselves can be funded through CCM.

The Checklist for Preservation and Protection of Museum Collections (ACP) is an important document from several different viewpoints.

- It establishes the standards under which park museum collections are to be maintained and against which a park evaluates itself.
- It documents the preservation of the park museum collections at a particular point in time.
- It determines the funding needed to bring a museum collection to standard.

It is critical that the parks continue to update these documents on an annual basis. MCPPP funding is based on the data received from the parks' ACP. Therefore, a carefully completed and updated ACP is necessary for adequately estimating the needs of the parks. Servicewide funding for this program is divided by a formula based on total needs for each of the seven NPS regions. Projects requested under MCPPP that are not listed in the parks' ACP will not be funded, no matter how great the need.

The Backlog Cataloging Program and CRPP-MCBC fund distribution is based on the Collections Management Report, so it is critical that this report accurately reflects the total museum collection—especially with regard to uncataloged backlog. The distribution of backlog cataloging funds is based on the backlog reported on the Collection Management Report. As noted above for MCPPP, cataloging funds will only be distributed to those parks that show an uncataloged backlog on the most recent Collections Management Report.

The BACCAT program for FY 2008 includes projects for HAFO (98738C) and FY 2009 for HAFO (102630A) and CRMO (131040A). A BACCAT request for CIRO is proposed to be moved to CRPP Base – Museum Collections Backlog Cataloging. Additional project statements for MIIN need to be added to PMIS.

Other sources of funding are available for the museum collection. The Save America's Treasures program provides grants for the preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. This program requires a dollar-for-dollar non-federal match for all projects. The non-federal match can be cash or donated services and does not have to be "in the bank" at the beginning of the grant. The parks' cooperating associations could provide assistance in securing the non-federal match. The National Park Foundation can also provide similar assistance.

Another new source of funding is the National Park Service's Centennial Challenge program. This program also requires a 50% non-federal match. The National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and other granting agencies and institutions might also provide funding for museum projects. The NPS cannot receive grants directly from NEA and NEH. It can, however, be a full partner with the cooperating associations to develop other programs that would further the preservation, protection, and use of the parks' collections.

Planning

With the exception of CIRO, all parks have existing General Management Plans (the CRMO is a joint management plan with the BLM) which address museum collections. CIRO has begun by completing the Foundation Document which does include museum collections as fundamental resources.

Only CRMO (2007) and HAFO (1998) have a Long-Range Interpretive Plan. In the CRMO plan there is no mention of museum collections nor was the curator-of-record involved as a member of the team. The HAFO

plan seems to be quite comprehensive in using museum collections in exhibits and programs. But it does not seem to have been implemented, probably because the new museum and research center has not been built.

Appropriate use of museum collections for exhibit and educational programming is addressed in Issue E; however, when these plans are underway it is important to have museum management involved.

As discussed earlier in this plan, the parks need to provide a number of planning documents for the protection and preservation of their museum collections. Many of these can be funded through the MCPPP program described above, although some do not qualify.

- **Scope of Collection Statement (SOCS):** No fund source is available for this document. It is generally completed by park staff in concert with the curator. However, if funding can be found for salary and travel, support from a staff curator in the regional office to prepare the document is possible. The regional curator can assist in this. All parks currently have approved SOCS. CIRO's was revised and approved in 2004. CRMO's and HAFO's SOCS are relatively old and need revision into current formats. Finally, MIIN has an interim SOCS that needs to be revised now that the General Management Plan has been completed and approved. When the legislation is passed to include the Bainbridge Island site, the SOCS will need to be updated again. All SOCS need to be reviewed and revised, if necessary, based upon the guidance provided in Issues A, B, C, and Appendix D.
- **Collection Condition Survey (CCS):** This is ACP deficiency H6 and funding for the survey qualifies for MCPPP; conservation treatment can be funded out of CRPP-BASE and CCM. A project request is in for a CCS for CRMO (PMIS 18066) which is currently not in the prioritized program. The earliest it could be considered is FY 2010. There are no requests for the other three parks.
- **Museum Collections Emergency Operations Plan (MCEOP)**: This plan should be part of the parks' EOP, for its absence is ACP deficiency E8 and qualifies for MCPPP funding. HAFO and MIIN had an EOP completed in 2005. The other parks have not requested MCEOPs and since no collections are to be located at CIRO at this time, it does not seem necessary. However, CRMO does need an MCEOP and should request one for FY 2010.

- **Integrated Pest Management (IPM) Plan:** This should be part of the parks' IPM plan; its absence is ACP deficiency H8 and qualifies for MCPPP funding. A multi-park project for an IPM is in the MCPPP program for FY2009.
- **Museum Preventive Maintenance Plan** (called a Housekeeping Plan in the ACP): The lack of this plan is ACP deficiency H9 and qualifies for MCPPP funding. A multi-park project for this plan is in the MCPPP program for FY2008.

Possible Intern and Student Assistance

A number of graduate programs may provide interns to do professional-level museum project work under the direction of museum professionals. At website that lists accredited program by geography is: http://www.gradschools.com/programs/museum_studies.html

Two graduate programs that national parks in the PWR have used are in the San Francisco Bay Area: John F. Kennedy University and San Francisco State University. The University of Washington in Seattle also has a museum graduate program. The University of Nevada at Las Vegas has a public history program which is developing internships that might also provide students for museum support work. The Western Washington State University has an archives management program as does the California State University, San Jose.

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. In addition, the Cooperative Ecosystem Studies Unit (CESU) through the University of California has been successfully used with the San Francisco State University museum program to provide museum studies graduate students to complete projects for parks in the San Francisco Bay Area and Yosemite. These students, and those from the program at the University of Washington, could perhaps be used for projects at the parks.

The American Institute for Conservation has a list of conservation programs. This is available at http://aic.stanford.edu/education/becoming/. Funding for stipends from project funds, the cooperating association, or NPS Volunteers-in-Parks would also provide an excellent opportunity for students to work with an interesting museum collection and learn about the NPS museum program, while the museum program benefits from trained people.

If the parks could find housing, there is relatively inexpensive assistance available for the museum collections by taking advantage of these programs or VIPs.

Recommendations

- Revise SOCS for CRMO, HAFO, and MIIN according to guidance in this plan; if, after review of Issues A, B, C, and Appendix D, CIRO's SOCS needs revision, then it should be revised as well.
- Complete the workload analysis of needs for the four parks to assist in establishing staffing and funding needs.
- Provide additional funding to support the curator-of-record in spending more time at the other parks in order to complete the work necessary to maintain the collections, complete reports, and ensure that the data in the ANCS+ database is correct.
- Based on the workload analysis and appropriate museum staff grade levels, a new OFS programming form (budget increase request) for at least a collections manager (GS-1016-07/09) to support the parks should be considered.
- Continue and expand working within the network to provide needed assistance for maintaining, preserving, and providing access to the parks' collections.
- Complete an annual work plan for the museum management program to be included in the parks' annual work plan. At the end of the fiscal year, complete an accomplishment report that indicates what has and has not been completed.
- Create PMIS statements to meet the needs of the museum programs for the parks based on this MMP to support a five-year museum program.

- Identify other funding sources (such as Save America's Treasures and cooperating associations) from which funds can be requested to accomplish the goals of the programs.
- Establish an internship program and contact graduate programs for candidates to assist in accomplishing the goals of the parks' museum management program.
- Use this plan to inform future planning for the parks.



Figure 9 Craters of the Moon lodge buildings (circa 1930s) which were removed during the Mission 66 era

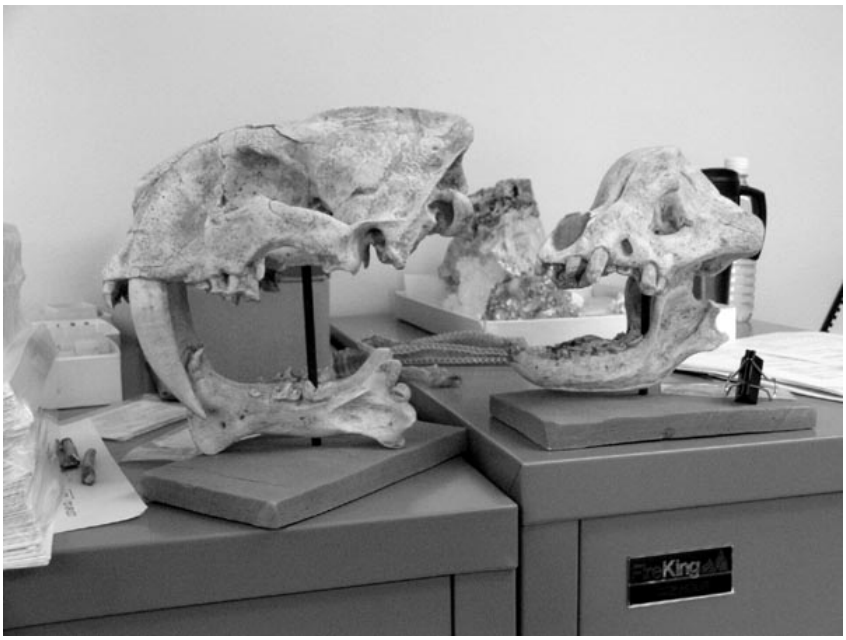


Figure 10 Fossil casts used for specimen identification in collections work area, HAFO

Issue E—
Collection Management Facilities

Issue Statement

Development of a collections management and research facility is crucial to support conservation, preservation, and use of museum collections.

Background

Congress authorized Hagerman Fossil Beds National Monument on November 18, 1988 (Public Law 100-696). This authorizing legislation defines "continuing paleontological research" under Sec. 306, which reads:

> In order to provide for continuing paleontological research, the Secretary shall incorporate in the general management plan provision for the orderly and regulated use of and research in the monument by qualified scientists, scientific groups, and students under the jurisdiction of such qualified individuals and groups.

In 1995, a Research Center and Museum Site Plan was prepared that provided the design and location considerations for the facility. Almost concurrently, the Hagerman Fossil Beds General Management Plan (GMP) was prepared. Both documents identified the need for a research center and museum to fulfill this legislated mandate. To achieve this goal, the GMP's final statement of "Desired Future Conditions" states in part:

> …The research center and museum built on the selected site would have facilities, staff and budget for research and education programs that would completely meet the monument's legislative mandates. NPS staff paleontologist(s) would conduct and supervise the paleontological research program and the paleontological resource management program as well. Sufficient additional NPS professional

> staff would be provided to permit specialized functions that would help to facilitate and coordinate efforts to carry out these programs by NPS researchers and other professionals…

The Hagerman Fossil Beds Museum Management Plan (MMP) was prepared in 2000. The MMP discussed in depth the desirability of a research and collections management facility to meet the identified needs of HAFO's paleontological program and made recommendations to accomplish this goal. The MMP was not fully implemented because the HAFO staff received the responsibility of developing the Minidoka Internment National Monument which was created by Presidential Proclamation on January 17, 2001, as the 385th unit of the National Park Service. The HAFO collection management facility was identified as the repository for all historical objects, photographs, and documents pertaining to MIIN. The HAFO paleontologist was assigned as curator of the HAFO and MIIN museum collections.

HAFO entered into a Memorandum of Understanding (MOU) in 2003 with City of Rocks National Reserve to "…provide necessary and required accountability, storage and treatment of CIRO's cultural and scientific museum specimens at the most cost effective rate and in the most effective manner…". This MOU amplified the need for HAFO to develop an interim collection storage facility until the research center could be brought online.

Also in 2003, HAFO entered into a Memorandum of Agreement with Craters of the Moon for the HAFO curator to be the curator-of-record for CRMO. The CRMO collections would remain at CRMO and the HAFO curator would commute between the two parks to provide curatorial support and recordkeeping. At CRMO the recent visitor center upgrade included a museum collection storage room. This is excellent space and should meet the collection storage needs at CRMO for 20 years or more with installation of additional storage cabinets and rearrangement of space.

To address the on-site curatorial needs and to begin to address the HAFO research center requirement, a modular building was purchased to provide additional curatorial workspace, library, and archives storage areas,

curatorial storage, and maintenance division offices. This addition freed some space in the farmhouse for paleontological processing and collections storage.

A 20-year-old, super-insulated, modular Bally building was moved in 2006 from John Day Fossil Beds National Monument to HAFO for possible use as additional curatorial storage space. However, the building's seals between the panels leaked and several repair attempts have not rectified the problem. The building is inappropriate for the storage of museum collections because of its age and condition.

Discussion

Adequate facilities for museum collections, including storage, work areas, research areas, and offices are critical for the professional management of these resources and their security and preservation. A common understanding of the role and function of museum collections within the National Park Service and, more specifically within individual parks, is necessary.

By definition, museums always contain collections of specimens and objects. Most museums also administer their own archives and operate their own libraries since these functions are necessary to support the work of the organization as a whole. Public use of all of these resources—collections, archives, and library—is not unusual and is generally encouraged and supported by the museum. At Hagerman Fossil Beds Research Center, the authorizing legislation also mandates this type of use.

One of the objectives of a museum management program is to facilitate user access to information. At a single location in the park, the user should be able to view specimens in the museum collection, find data concerning those specimens in the archives, read published literature on the subject in the library, and access any available electronic information by computer.

Simply having sufficient storage space for these resources satisfies only part of the overall museum management mandate. Dedicated rooms for the preparation, study, and preservation of specimens and for research in the archives and library are required. Additional areas should also be set aside

for the administrative tasks related to these collections and for other specialized needs. Some of these spaces, such as general administrative storage areas, rest rooms, and meeting and conference facilities may be shared with other park or public functions.

The study, storage, and work areas are also best placed adjacent to public spaces, such as exhibits, conference rooms, and administrative offices. Opportunities for the public to view specimen preparation and preservation laboratory space have been extremely popular at sites such as Dinosaur National Monument and Fort Vancouver National Historic Site. This was specifically mentioned in the Hagerman Fossil Beds planning documents cited above. Since the reports preparation, John Day Fossil Beds National Monument has also added a very well-received public viewing area in their specimen preparation and preservation laboratory.

In developing a collection storage facility many factors must be considered. For example:

- Rate of growth of museum collections to be housed in the space;
- Allocation of space for the library and archival collections;
- Allocation of space for objects and specimens to be stored;
- Amount of preservation workspace needed to properly prepare the documents, objects, and specimens for storage and to meet their preservation treatment needs;
- Amount of space needed to accession and catalog the objects and specimens;
- Amount of space needed for supplies and equipment; and
- Amount of administrative space for offices and public access for research.

Progress has been slow in developing the HAFO Research Center, primarily because of the addition of MIIN to the park's workload. However, the site for the new facility has been obtained by NPS, and temporary museum collections and paleontological collection facilities have been developed.

With the addition of MIIN and CIRO museum collections storage requirements and the increased volume of archival documents, these collections appear to exceed the proposed size of the repository in the research center. So when the center's plans are being reviewed, consideration should be given to increasing the size of the collection management areas.

The collections at HAFO are stored in the HAFO/MIIN/CIRO collections storage room and registrar/archives room of the collections support office; in the collection storage room and basement in the paleontological collections facility; and in the barn. These interim spaces are inadequate to meet current collection management needs. Curatorial estimates are that the storage space will be filled to capacity within two years at a modest growth rate. Given the ongoing development of MIIN and the unknown growth potential of archives and museum collections, available space could be filled sooner.

Another unknown factor affecting the planning for collection storage space is the number of archeological collections held in universities that may be returned to federal custody. Also, the ongoing natural resource management inventories at CIRO, HAFO, MIIN, and possibly CRMO have the potential for adding a significant number of specimens to the collection. Issue Statements A, B, and C in this plan discuss the potential needs of these various collections.

A new Bally building, if placed inside an existing building, provides adequate temporary storage space for museum collections. However, by design their useable lifespan is estimated to be 15 to 20 years. The Bally building moved from John Day Fossil Beds is over 20 years old and was moved twice before its relocation to HAFO. In fact, when first delivered to Olympic National Park, it sat exposed to the elements for two years before being transferred to John Day Fossil Beds. There it was not used for museum collection storage, but was instead used as a mold-making workshop for paleontological specimens. This process introduced several different chemicals into the facility and may have advanced the deterioration of the building's seals and accelerated the deterioration and decomposition of the insulation in the wall panels. Therefore, the building

is not suitable for use as temporary museum storage space. This concern is compounded by the current water leaks in and around the building's panel seams. Leaks in close proximity to museum collection items would accelerate their deterioration. The Bally building may be well suited for the storage of non-perishables and maintenance supplies and other equipment that can withstand environmental changes.

Unauthorized collecting and acceptance of collections by non-curatorial staff show that collecting protocols need to be put into place. Potential collection materials are being accepted by staff members at HAFO and CIRO without the benefit of curatorial advice or records of donor information. A determination of whether or not the offered items are within the respective park's Scope of Collection Statements should be made by the park curator according to NPS policy and regulations.

The HAFO park library collections are located in several areas; both Interpretation and Research offices maintain libraries. While this division of library materials appears to be functional, the park would benefit from having all the library materials cataloged in a park central catalog to provide a larger research and reference base for staff.

Health and safety issues in the farmhouse are caused by the out-gassing of radon gas by the paleontological specimens in storage. Radon comes from the natural (radioactive) breakdown of uranium in soil, rock, and water. Radon is a cancer causing, colorless, chemically unreactive inert gas; it is the densest gas known. The gas and its highly radioactive metallic daughter products emit alpha and beta particles and gamma rays. Though not installed for this purpose, the dust collection unit in the preparation area of the paleontology collection facility effectively mitigates radon levels in that building. Radon levels now fall below the NIOSH mitigation level of 4.0 pico-curies/liter.

Special consideration must be given to the storage of the paleontological specimens to ensure adequate ventilation is provided for both the specimen cases and the collection storage area in which they are placed. Additionally, the dust generated by removal of sediments and encrustations surrounding the specimens during preparation can also pose

a health hazard. Adequate ventilation must be provided in the fossil preparation area. Consideration must be given in designing the collection storage facility to provide for these special ventilation system needs.

The collections support office building is currently used for several different incompatible activities. A lunch room/break area is located in one end of the building. Maintenance offices are adjacent to the lunch room. The presence of foodstuffs is not conducive to sound museum management as they encourage insect and rodent activity. Having non-museum offices in the building also compromises the security and accountability of the museum collections. Curatorial workspace, library, archive, and museum collections storage areas are too small to be efficiently organized. This building lacks sufficient space and facility for collections processing, and for access and study of the collections, particularly by the public.

Recommendations

- Revise and update program and budget documents for the research facility and revise collection management space allocations.
- Reallocate space in collections support office building to remove incompatible uses and to provide the work, storage, and study areas necessary to house the park archives, library, and museum collections, and to make these resources more accessible to park staff and accredited public users.
- Revise Scope of Collection Statements for all parks. and archives
- Develop and implement protocols with HAFO staff on MIIN object and archives acquisition.
- Develop protocols with CIRO staff on object and archives acquisition policies and practices.
- Develop and implement protocols necessary to direct growth of the archival and museum collections and to provide the information resources needed and easy access to the collections.
- Implement recommendations made in the Hagerman Fossil Beds Museum Management Plan (2000) regarding the development of a research and collections management facility.

- Catalog the HAFO periodical collections into the park's central library catalog.



Figure 11 Visitor viewing a large projectile lava "bomb" at Craters of the Moon



Figure 12 View of living conditions at Hunt Camp. National Archives image

Issue F—
Park Exhibits and Programs

Issue Statement

Park exhibits and associated educational programs would be improved through the use of applicable National Park Service Standards along with recognized professional expertise and techniques.

Background

Three of the four parks involved in this plan (CIRO, HAFO, MIIN) were authorized after 1988. The remaining park (CRMO) was authorized in 1924, and it demonstrates the mature features that one associates with established park areas. The other three parks in this group are very much in the formative stages of developing the infrastructure, exhibits, and programs required for successful interaction and presentation of park-specific messages and information to the visiting public.

This formative stage is reflected in both the infrastructure and the content of the exhibits at the three more recent parks. In all cases the exhibits are contained in buildings not primarily designed for use as visitor centers or museums, thus requiring the staff to deal with architectural elements and physical conditions not conducive to good exhibit practices. Of these three parks, HAFO has received the most professional input concerning exhibits, this from a series of planning concepts done for the research center which remains un-funded. However, the existing exhibits in all three parks have lacked adequate funding, adequate professional exhibit planning with proper review, and adequate professional exhibit installation.

Discussion

The exhibits at CRMO were planned and renovated according to Service Standards as part of the recent visitor center renovation. The planning and installation of these exhibits are adequate for the needs of museum property on exhibit. The following discussion concerns the status of exhibit planning, design, and installation for exhibits specific to CIRO, HAFO, and MIIN.

The concept of “museums” and “exhibits” within the National Park Service differ from most of those in the greater museum professional community. Within the National Park Service, the exhibits are most commonly designed, implemented, and interpreted to the public by Interpretation, often exclusive of involvement, review, and comment by the subject matter specialists that assemble and care for many of the materials being exhibited. This is directly opposite the private sector museum operation, where exhibits and associated programs are most often designed and installed by the subject matter experts, often with the involvement of the educational and program staff. The lack of involvement by subject matter specialists in park exhibits is often apparent in the lack of information critical to the understanding of primary park resources, and the efforts of the park staff to preserve and protect them.

Exhibits are difficult to properly plan, design, and install. The planning aspect requires a team of specialists in the areas of design and illustration, in the subject areas being exhibited, writers/editors for label and brochure copy, and those specializing in public education. There should always be a curator and a preservation specialist or conservator involved to advocate for the needs of the objects or specimens going into an exhibit. Actual exhibit construction requires skilled cabinet makers, glazers, electricians, lighting specialists, mount builders, and illustrators. Even small exhibits require a team effort representing these basic skills.

All the senior members of the MMP team have exhibit planning and installation experience, and all have concerns with the exhibits observed at, or being planned for, CIRO, HAFO, and MIIN. Rather than list and expand upon those concerns, however, it was agreed among the team to

concentrate on the implementation of existing guidelines and the establishment of park-level protocols as they relate to exhibit development. Through proper planning and use of these existing guidelines, the team believes its primary concerns will be addressed.

Over the years, the National Park Service has developed a series of guidelines to assist park staff with the proper planning and implementation of park requirements. The primary guidelines for programs and exhibits are *Director's Order #6 : Interpretation and Education Guidelines*, *Director's Order #28: Cultural Resources Management Guideline,* and the *NPS Museum Handbook,* Part III: Use of Museum Collections. Guidance for the planning and development of programs and exhibits come from the former, and guidance for the use of archives and collections in programs and exhibits come from the latter two. Park staff actively working in these areas should be familiar with both documents and follow the standards they define.

During the on-site visit, the MMP team was able to locate very few documents relative to the planning of exhibits in these three parks (see the bibliography for a complete listing). The HAFO Long-Range Interpretive Plan is dated 1998. All the exhibits-related planning documents for HAFO are specific to the currently unfunded research center, and date from the mid-1990s. While these contain excellent background information that could be used in the creation of interim exhibits at the current visitor center, as a group these plans are out of date and would require considerable revision to be fully useable for HAFO. Long-Range Interpretive Plans or Exhibit Plans did not appear to be done for either CIRO or MIIN.

NPS Standards require that each park complete and maintain a Long-Range Interpretive Plan (LRIP) that outlines park-specific resources and develops interpretive themes for the planning of programs and exhibits. This provides the supporting information and planning for the individual public programs, interpretative trails, waysides, and exhibits. To be inclusive, the LRIP requires assistance and input from all the park operational divisions to ensure the proper inclusion of correct information,

and to incorporate the necessary maintenance and upkeep of the resulting infrastructure. Planning like this can not be done in a vacuum.

An Exhibit Plan is required wherever the LRIP calls for archives, objects, or specimens to be used on exhibit. According to NPS regulations, all archives, objects, or specimens placed on exhibit are to be accessioned and catalogued into the park museum collections. This includes reproductions and items that may have been collected specifically for the exhibit, as the catalogue serves to accurately document the status of these materials. The Exhibit Plan should include consultation with subject matter specialists as well as archivists, curators, and conservators to assure that proper objects and/or specimens are selected for use, and to ensure that the materials will be exhibited in a manner that will not be detrimental to object security and preservation. Exhibit Plans should also contain a section on maintenance that lists all the products used (paint types and colors, lamp types, label production information, case gasket and filter information, and so on) and suggests a maintenance schedule for the various elements of the exhibit.

A Historic Furnishing Report is required by NPS regulations prior to the introduction of historic furnishings into any historic structure. A good Furnishing Plan is the result of cooperative efforts among historians, interpreters, curators, and conservators. A properly researched and written Furnishing Plan will ensure that the scene set before the visiting public is as accurate as possible, and that the security and preservation of the items used have been considered and potential threats have been mitigated.

The lack of required interpretive and exhibit plans prior to the installation of current exhibits has led to some unacceptable situations in current exhibitions. The following discussion will consider three specific topics:

- Object/specimen acquisition protocols
- Appropriate use of objects/specimens in exhibits
- Object/specimen security, maintenance, and preservation

Object/Specimen Acquisition Protocols

All materials on exhibit are either park property or are loan materials accountable through the museum property management system. The National Park Service requires that all objects or specimens on exhibit be catalogued into the park collections. The individual park Scope of Collection Statement strictly controls all materials entering the park collections, and the only way materials may enter the collections is through the curator-of-record for the park collections, as approved by the park superintendent. Thus, the only materials that should be on exhibit are those that have been entered into the park collections. These are accountable park property, and are subject to the overall NPS property regulations as well as the more specific NPS museum property requirements. NPS regulations state that all objects and specimens on exhibit are the responsibility of the park curator-of-record, and it follows that the curator must be involved in the exhibit planning, design, and installation process.

Appropriate Use of Objects/Specimens on Exhibit

National Park Service regulations, policies, and guidelines require that a park prepare a LRIP and an Exhibit Plan prior to construction and installation of park exhibits. The preparation, review, and acceptance of these planning documents ensure as far as possible that the material being presented to the public is factual and complete, and that the objects and specimens used in the exhibit are appropriate, in the proper context, and supportive of the approved plans. Properly followed, these guidelines prevent the entrance of inappropriate materials into the park collections, and prevent the presentation of specious information to the public. For these reasons, subject matter experts and the park curator need to be involved in the planning effort.

Object Security, Maintenance, and Preservation

As mentioned above, *Director's Order #6, Director's Order #28,* and the *NPS Museum Handbook,* Part III, all require that objects and specimens on exhibit be documented through cataloging, protected from fire, theft, vandalism, and physical deterioration, and be provided with planned routine maintenance and conservation as necessary for preservation. These

requirements are filled by completion of proper interpretive and exhibit plans; approved fire, security, and preventative maintenance plans—along with regular exercise of those plans; and proper documentation through cataloging and property management. Again, review by the park curator plus specialists in fire, security, and object preservation is needed.

Recommendations

- Review *Director's Order #6, Director's Order #28* and the *NPS Museum Handbook*, Part III, for relevant standards and guidelines governing exhibit planning, design, and installation.
- Draft a LRIP for each park to include the necessary and required statements covering the development of park exhibits.
- Develop PMIS statements to cover the planning, design, and installation costs.
- Schedule the necessary exhibit planning and design exercises with Service specialists or contract with non-Service regional sources.
- Survey the visiting public to determine prevailing needs for park-specific information which then may be used in the development of all interpretive programs, including exhibits.
- Involve all affected park staff plus additional subject matter specialists in the exhibit design process.

Appendix A—
Survey Results

This appendix details the results of a survey relating to the archives and collections management program at four parks in southern Idaho (CIRO, CRMO, HAFO and MIIN). The survey was conducted in advance of this Museum Management Plan in an effort to identify and quantify park staff needs relating to the existing park archives, museum collections, and library programs.

Survey Objectives

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

- Percentage of staff using the park archives, museum, and library
- Percentage of staff using non-park information resources
- Primary areas (categories) of information use, and the reasons for use
- Suggestions for improvement of archives, museum, and library collections services

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 survey target was the temporary and permanent staff of the four parks. The survey was disseminated to a total of 34 staff under a cover memorandum from the superintendent, requesting that the survey be completed and returned to the curator-of-record. A total of 23 responses were received, representing a 67% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so this response should be considered excellent. Responses were also well distributed across park work units, and by employment type—factors which add to the presumed validity of 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 statistically valid responses, and those responses that are generated are often difficult to quantify. Most of the written responses in this survey were anecdotal in nature, and tended to reinforce or support information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (67%) was more than sufficient to be considered statistically valid, there is a high level of confidence in considering the results as representative of the survey population as a whole. Percentages have been rounded up 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.

Length of Service

	total	average
Years of service	246	11
Years at current park	179	8
Years in current position	112	5

Distribution by administrative unit

Administration	7
Interpretation	3
Maintenance	2
Ranger	3
Resource Management	7

Employment Status

Temporary/Seasonal	5
Permanent	16

Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is necessary for the results of the survey as a whole to be considered statistically valid. Within the survey, the same requirement for response to each section or question was arbitrarily set. Naturally this significance increases with the number of responses to each 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.

Frequency of collections use by park staff responding (22 responses):

- 82% used the library an average of 38 times each in the last year.
- 68% used the museum collections/archives an average of 37 times in the last year.
- 48% used non-service archival, library, or museum resources in the last year an average of 14 times.

The rates of use and the average times per year use claimed by this survey is higher than the same rates and averages documented for other parks where this survey has been done. It is obvious from the response that the majority of the park staff considers the library and archives/museum collections to be important to the completion of their jobs. It is equally obvious that the archives, library, and museum collections are for the most part providing the types of services the staff need and expect from these resources.

In addition, over 48% of the staff is also using non-service archival, library, and museum collections in pursuit of information necessary to do their jobs.

A total of 15 respondents (68% of the total response universe) indicated they used the archives and museum collections. Respondents were allowed to pick as many types of collections as they had used. The top 10 types of collections indicated as being used by this group are as follows:

- 87% - Photographs and images
- 40% - Paleontological fossils and traces

- 40% - Geological rocks, minerals, samples
- 33% - Natural resource records/maps/images/reports
- 33% - Park administrative records
- 27% - Park cultural resource records
- 27% - Mammals and birds
- 27% - Reptiles, amphibians, fishes
- 27% - Insects and invertebrates
- 27% - Herbarium/plant

The same 15 respondents as above (of all respondents reporting collections use) indicated the following as the primary reasons for using the collections. Again, the respondents were allowed to select as many of the reasons for use as applied to their circumstances. The top eight responses are as follows:

- 80% - Explore needs for new information
- 73% - Address internal NPS information needs
- 60% - Address non-NPS information needs
- 60% - Develop interpretive programs
- 60% - Identification and comparison of specimens
- 60% - Personal learning
- 47% - Develop exhibits
- 40% - Develop publications
- 40% - Resource management research
- 27% - Information for planning/compliance

These results document that the primary resources being used are the archival collections, a growing trend within the NPS. There is a high degree of secondary use of the paleontological and natural collections (to be expected given the reasons these parks were authorized). The primary reasons cited for this use are an interesting mixture, including both advocacy and vocational motivations. It is not common to find this high a use of park libraries and collections for personal learning.

Section II for the survey considered reasons staff may not use the resources, and/or suggestions for improvement in the way these resources are managed and made available for use. All 23 park staff respondents' answers were considered; they were allowed to pick as many statements as they felt applied. The top ten responses were as follows:

- 74% - Provide listing and finding aids of what is in the museum collection
- 57% - Improve electronic access to collection data and object information
- 43% - Provide improved collections work area
- 39% - Provide on-line or remote access to archives/collections
- 39% - Provide remote computer access to archives/collections
- 35% - Expand collection to contain specimens/information that I need
- 34% - Provide data access and computer work station
- 30% - Combine collections with supporting archives and/or library
- 30% - Provide additional professional staff to organize/work on collections
- 26% - Reorganize collections to make them more accessible

The responses to this section make the needs and desires for improvement in collections management fairly obvious. First is the need on the part of park staff for detailed information as to what is in the collections; this could be solved by improving the electronic access to catalog data. Second are needs for expanded collections work and use space, and a fairly high perceived need (35%) for expanded collections to support park operations.

General Conclusions

A number of factors stand out on the survey results when compared to surveys recently completed in other parks:

- This survey elicited a high response rate (67%) compared to other parks.
- This survey indicates a much higher rate of use by individuals (81% for the library, 68% for the archives/museum collections) than found in other surveys.

- This survey indicates a much higher rate of return visits (38 average for libraries, 40 average for archives and collections) than present in other surveys.
- A high percentage of individuals are using the photographs and images (87%) and the paleontological/geological collections (40%); the mammals/birds/reptiles/insects/herbarium (27%) are receiving higher than normal usage.
- A higher than average percentage of individuals (60%%) state they are using the collections for personal learning.
- Response rates to statements regarding improvements needed are lower, and spread more evenly among the statements, than is normal for most park surveys.

The responses indicate that in general, library and archival/museum collections are well integrated into park operations, with a lot of use and support on the part of the staff. The majority of the park staff is comfortable using the park collections, and use them often. There is an expected high use of photographs/archives, and a high use of natural science collections when compared with the survey results from other parks. There is also an above average (48%) use of non-service libraries, archives, and collections and a high rate for that use (average of 14 times per year per individual).

The above responses indicate a mature program that has figured out the primary needs of the user population, and is making good efforts to meet those needs. This is indicated by the rate of use and the high rate of return use by the staff. The high rate of use of natural and paleontological collections is reflective of the primary park themes, and are a further indication that the park collections have become primary sources for this information among staff.

Healthy program development is further indicated by the comparatively low rate of improvements suggested. Those improvements that are most aggressively suggested include refinements in making information available to the park users, along with perceived needs for more collections and more space.

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 program to better manage these unique and park-specific resources.

Appendix B—
Suggested Workload Analysis

This appendix provides an example of a system for analyzing the museum management program work elements. Completion of this chart will document total staffing needs.

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—Records Management

The value of a well-organized park resource management archives cannot be underestimated or understated. It serves as a source of cultural, natural, interpretive, and planning research and data, reflecting past management decisions and serving as basis for current and future management decisions. Thorough recording of past resource projects prevents needless repetition of studies, as has been common in NPS in the past. Retaining past park management documents also serves as legal protection for park staff when issues arise that hinge on past park actions. Many issues critical to a park are revisited over time, so the history of the park's actions is vital to understanding the present and future forces on the park. Much has changed in the world of records management in the past twenty years, not the least of which are two actions by the National Park Service that has led to every NPS employee being responsible for managing his or her own information, and required by law to do it correctly and consistently:

1. Elimination of almost all clerical-level employees who formerly held responsibility for files management within the Service.

2. The installation of computers on nearly every desk across the Service.

The concept of resource management records has been broadened in *Director's Order#19* from definitions in *NPS-19 Records Management Retention Schedule* that classified only associated project records as permanent, such as archeological field notes and natural history project data. Currently, the National Park Service Records Advisory Council (RAC) has suspended disposition of certain official records that may be important for parks to retain on-site. The new, broadened concept classifies as permanent a wide array of documents previously considered temporary (such as construction reports) because the subject of the document is a park resource or substantially impacts a park resource. Thus

previously all contracts were considered temporary, whereas the broadened definition of resource management records considers contracts on cultural resources (e.g., a historic building on the National Register of Historic Places) permanent.

Under the new National Archives and Records Administration (NARA) protocol, parks will have three avenues to choose among 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. Under the new proposal, parks may still send inactive records to a National Archives and Records Administration Federal Records Center (NARA FRC) for public access and storage following the current procedure, but now a fee will be charged according to the Office of Management and Budget ($3.28 per cubic foot as of Oct. 2000). This charge is currently being paid by WASO 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. 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 will not be reflected in *DO#28 Cultural Resources Management Guidelines* and the *NPS Museum Handbook*, Part II, Appendix D, "Museum Archives and Manuscript Collections," until these documents are revised.

Records managers recommend parks establish comprehensive, stand-alone "project files" for resource management, major special events, park infrastructure and research projects, and that these project files not be assigned NPS file codes. These files should contain copies of finalized contract documents including substantive change orders and specifications, DI-1s, "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 in question. Thus, staff are assured that a full set of documents covering an entire project are gathered, in order of creation and project evolution, 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. These project files, upon completion of the project, should then be retired to the park's museum archives for long-term reference.

The 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.

The *NPS Museum Handbook,* Part II, Appendix D, "Museum Archives and Manuscript Collections," governing the creation and management of park archives and manuscript collections, does not reflect this paradigm shift. It reflects the guidelines of the former *NPS-19,* and states that non-official records, or only associated project records are eligible to be retained by a park for its museum collection archives. The terms official, sub-official, and non-official, while currently used in some NPS guidance documents, are subjective terms and their use is now discouraged. The new paradigm is also not reflected in *DO#28, Cultural Resources Management Guidelines.* Both Appendix D and *DO#28* will be revised to reflect the changes in NARA policy and NPS records management upon their finalization.

Records management training is available to NPS employees, although often from other federal agencies, and a National Park Service Records Management Handbook is currently available on the NPS web site, "InsideNPS" http://inside.nps.gov . The staff management should contact the PWR training officer for further assistance in locating appropriate training opportunities for park staff. A park records management officer should contact the NPS Servicewide records officer for all the reference

material needed to perform record management activities. Parks should establish a records review policy. The designated park records manager should establish a records disposition board, involving all park divisions and sites, to review all records before formal disposition by the records officer. This will afford the opportunity for the park to ensure the retention of important documents for park resource management, as well as the history of interpretation of the park's resources. This includes research projects conducted on park lands (archeological) or historical projects pertaining to the park's mission. This board would also establish, through the input of a network archivist or curator, an SOP delineating the proper transfer of permanent material to the museum archives. 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.

Appendix D—SOCS Archives Section Suggestions

The Scope of Collection Statement (SOCS) guides a park in the acquisition of those museum objects and archives that contribute directly to the mission of the park as well as those additional objects and archival material that the Service is legally mandated to preserve. In particular, SOCS are needed that clarify and simplify the scope of archives, delineate NPS archives from non-NPS archives, and provide analysis on appraisal and value.

The following paragraphs contain suggested direction and language for a SOCS which would greatly increase the comprehension and treatment of archives collections, especially for collateral duty and non-museum related readers.

Suggested SOCS direction and language

For collections management purposes, including ANCS+ cataloging, archives are identified and managed as a cultural collection type. Intellectually, however, archives are separate and distinct from the other cultural collection disciplines. Archival materials are acquired primarily for the value of the information they contain, not for their value as unique, rare, or exceptional samples of material culture. Identifying, classifying, and describing archival collections separately further distinguishes between documentary materials acquired as archives (those acquired primarily for the value of the information they contain) and documentary materials acquired as history, or material culture, collections (those acquired primarily for their value as artifacts or for exhibition). For this reason, archival collections are described as an independent collection type.

NPS archives include mandated and other NPS-generated collections that document the park's activities, actions, rights and accountability relating to management of the park's resources.

Non-NPS archives include collections from non-NPS sources acquired by donation, exchange, purchase, and so on that document the park's resources and/or relate to the park's interpretive themes.

In addition to NPS and organizational archives, personal papers, and manuscript collections, archives include associated records. Associated records are documentary materials containing information about the provenance, content, and significance of accessioned natural, cultural, and archival collections. Associated records are equivalent to accession records in many cases; they document the origin and ownership of collections. Moreover, they are federal records that NARA has permitted the NPS to retain indefinitely. Whether few in number or voluminous, associated records must be kept with the objects and/or collections they document. Depending on volume and archival value, they may be included in an accession folder or arranged, housed, described, and managed as an archival component of a natural or cultural collection.

Appraisal of associated records is markedly different from appraisal of NPS and organizational archives, personal papers, and manuscript collections. Where NPS and organizational archives, personal papers, and manuscript collections are appraised according to standard archival appraisal criteria—administrative, evidential, fiscal, informational, intrinsic, and legal values—the value (or significance) of associated records is assessed using the appraisal criteria established for the collection type they are associated with: biology, geology, paleontology, archeology, ethnography, or history. For example, associated records documenting the origin, nature, extent, relationships, and significance of archeological artifacts are evaluated for significance by archeological appraisal (or significance) criteria, not archival criteria.

Appendix E—Research Center Components and Planning Needs

The concept of creating a research center at Hagerman Fossil Beds National Monument is defined in the authorizing legislation for the park. Defining and supplying the needs for a successful research center was started with the initial park planning, and supported by the first Museum Management Plan done for the park in 2000. That same year Minidoka Internment National Monument was created by executive order and placed under the HAFO superintendent and staff for development. This additional work load without any appreciable increase in staff or budget redirected resources and staff time that was already stretched thin. As a result, the need for the research center required by the authorizing legislation remains to be filled.

Many of the components required for research center operations are in place. The park has a well developed, expanding collection of the fossil resource supported by a good basic subject matter library and supporting archives, administered by a competent paleontologist/curator. Most of these components have grown and developed over the past several years and have become regionally recognized as resources to be consulted and utilized in both academic and practical research.

Several key features required for successful implementation and operation of a research center operation are still missing. Chief among these are space and staffing, both of which are also impacted by the collections repository and curator-of-record responsibilities accepted by HAFO for the collections of the three neighboring parks. This has strained the already slender space and staffing resources to an unacceptable point for efficient operations. These concerns in the areas of staffing and space are addressed in Issue D and Issue E in this plan.

The museum management planning team is in full agreement with the concept of a research center at this park, and would like to encourage the staff to take the necessary steps to codify this approach in park planning and documentation. This action would elevate the issue of the research center with the appropriate park, network, and regional staff, the first step in program development.

The following defined basic documentation will establish the ideological parameters of the center, and provide some internal structure for its operation.

- Mission Statement succinctly states the overarching reasons and purpose for creating this research center.
- Program Goals define the products, outcomes, and benefits expected to result.
- Functions outline what work tasks, jobs, and activities will be required for each program goal.
- Roles of Primary Partners define the responsibilities of contributing partners; how joint needs will be identified and joint decisions will be made; define separate versus shared accountability; and any legal restrictions.
- Service to Clients identifies the expected clientele and expected needs of each; limitations on the number/type of clients; and what constitutes good service to each client group.
- Policies are necessary to make the center work, such as access to collections, duplication of center resources, intellectual property rights, handling and preservation concerns, repository agreements, and so on.
- Standard Operating Procedures define the methods and processes required to accomplish the necessary tasks and work, including opening and closing procedures, security, emergency operations, preventative maintenance, how tours of the areas are conducted, how incoming items are to be processed, and so on.

From this basic documentation, the park staff will be able to further identify operational components necessary to make the research center functional at different performance levels. The available resources in space, staff, and funding—or a combination of these—will limit the

performance level of the center at any given point in time. These limitations should then become the basis for planning documents and funding requests necessary to increase those resources. This documentation may include:

- A Strategic Plan to identify the current performance limitations and proscribe a methodology for bringing the planning and development of the center to the next level.
- An Assessment of Needs with Partner Organizations to provide an avenue for sharing the vision with other organizations that may be able to help with staff, expertise, joint funding requests, or by providing actual resources to accomplish joint objectives.
- OFS requests to identify NPS staffing needs and increased base needs specific to operation of the research center.
- PMIS requests to identify short term project and construction needs.

In formulating a successful strategy for the codification and development of a park research center, park staff should also realize that consolidation of resources, a holistic view, and a unified approach are necessary in these times of limited resources. However, the park staff should also remember that the creation of a research center is specifically called for by Congress in the authorizing legislation, and the creation of such a center is specifically supported by the regional and Service long-range museum collections facility plan. The supporting documentation mentioned above would significantly support these already compelling arguments for the funding of a research center.

Appendix F—Archeology and History Collection Acquisition Protocols

The future growth of collections at all park units in southern Idaho should be conducted with each park's mission in mind and be justified based on the Scope of Collection Statement. New items are generally incorporated into the park's collection through field collection related to research, inventory, and monitoring; donations from members in the community or region; and occasionally through purchase. All of these acquisition types require a base level of documentation that records the provenience, provenance, method of collecting, and justification for incorporating the material into the park's storage facility. Included here is a form useful to ensure that basic information is captured during the acquisition of objects. The form should be completed whenever a new item is accepted into the collection.

It is important to note that this form can be used by any member of the park staff but are intended for use when objects or assemblages are being accepted into the park's permanent collection. The intention of the person collecting or donating the items must be totally clear concerning where the objects should reside and how they are used. These intentions must fit within the legal framework for acquisition and the recommendations of the guiding documents.

Purchase: Purchasing items to bolster the research value of the existing permanent collection or for exhibit require similar considerations. Many objects that are sold were obtained illegally or unethically and the original provenience and provenance is not often documented, so park programs risk their ethical stance on preservation if they inadvertently support illegal activities. Guidelines to help ensure that purchases are appropriate follow:

- The curator or curator-of-record must be consulted prior to the purchase. This will guarantee an easy transition of the object into the collection.
- Careful consideration of the research and education value of the object is required to ensure the National Park Service does not support illegal activity or waste funds in purchasing inappropriate objects.
    i. The park's Scope of Collection Statement should be reviewed to determine if the purchase suits park research or education needs.
    ii. Any information on provenience, provenance, craftsmanship, or methods should be recorded during purchase.
- A justification for the purchase should be written as a memo to the accession file that explains the need and intended use of the item.
- When appropriate, the regional curator and other National Park Service staff with expertise pertaining to the purchase should be consulted for assistance with recording the significance of the purchase.
- Transferring the documentation of the purchase (DI-1, Receipts, and so on) to the accession file is required.
- The item should be cataloged in ANCS+. The information should include the intention of the purchase. For instance, items that were bought for exhibit should be noted as an education item.

Note: If a cooperating association purchases an object or an assemblage then wishes to give the materials to the National Park Service, the transaction should be treated as a donation.

Donation: Many park units receive donated materials from members of the community or from people with a link to the park. There are few instances when objects being gifted to the park are brought directly to the curator. Usually a more public staff person is approached with the offer. There are several forms available in the *NPS Museum Handbook,* Part II (Chapter 2b) that should be used when donations are given to the park. Copies of these forms should be made available to the superintendent and people staffing the visitor center. Instructions on how to complete the forms should be included in seasonal and other staff training.

Field Collection: This is a common form of acquisition. The formal studies or inventories generally record this information in field notebooks or forms. The casual collecting that is evident at all park units in southern Idaho, however, does not always have this information accompanying the item. **While the Scope of Collection Statement for these park units state that no unplanned field collection should take place**, park staff unfamiliar with this policy may pick up objects and bring them back to their office. There are other instances when staff, during road or trail construction, will come across specimens that were missed during a survey and will salvage the item. It is important to document as much of the data as possible so that the value of the object to the park research and education program is retained. Below is a form that captures the basic needed information.

<table>
<tr><td colspan="6">Field Collection Form (for collected material not associated with survey, inventory, or monitoring)</td></tr>
<tr><td colspan="2">Date:</td><td colspan="4">Collected By:
Address: Phone No.</td></tr>
<tr><td>UTM:</td><td>Zone:</td><td></td><td>Easting:</td><td>Northing:</td><td></td></tr>
<tr><td colspan="6">Location Description (Directions for relocating the site):</td></tr>
<tr><td colspan="6">Justification for Collecting:</td></tr>
<tr><td colspan="6">Description of Object:</td></tr>
<tr><td colspan="3">Were there other similar materials in the same area but not collected?</td><td>YES</td><td></td><td>NO</td></tr>
<tr><td colspan="3">Were photographs taken of the area?</td><td>YES</td><td></td><td>NO</td></tr>
<tr><td colspan="6">Signature of Collector:</td></tr>
<tr><td colspan="6">Signature of Park Staff Receiving the Material:</td></tr>
</table>

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Good museum management planning requires an understanding of the 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. To be effective, 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 lists the materials used in developing the Museum Management Plan for City of Rocks National Reserve, Craters of the Moon National Monument and Preserve, Hagerman Fossil Beds National Monument, and Minidoka Internment National Monument.

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