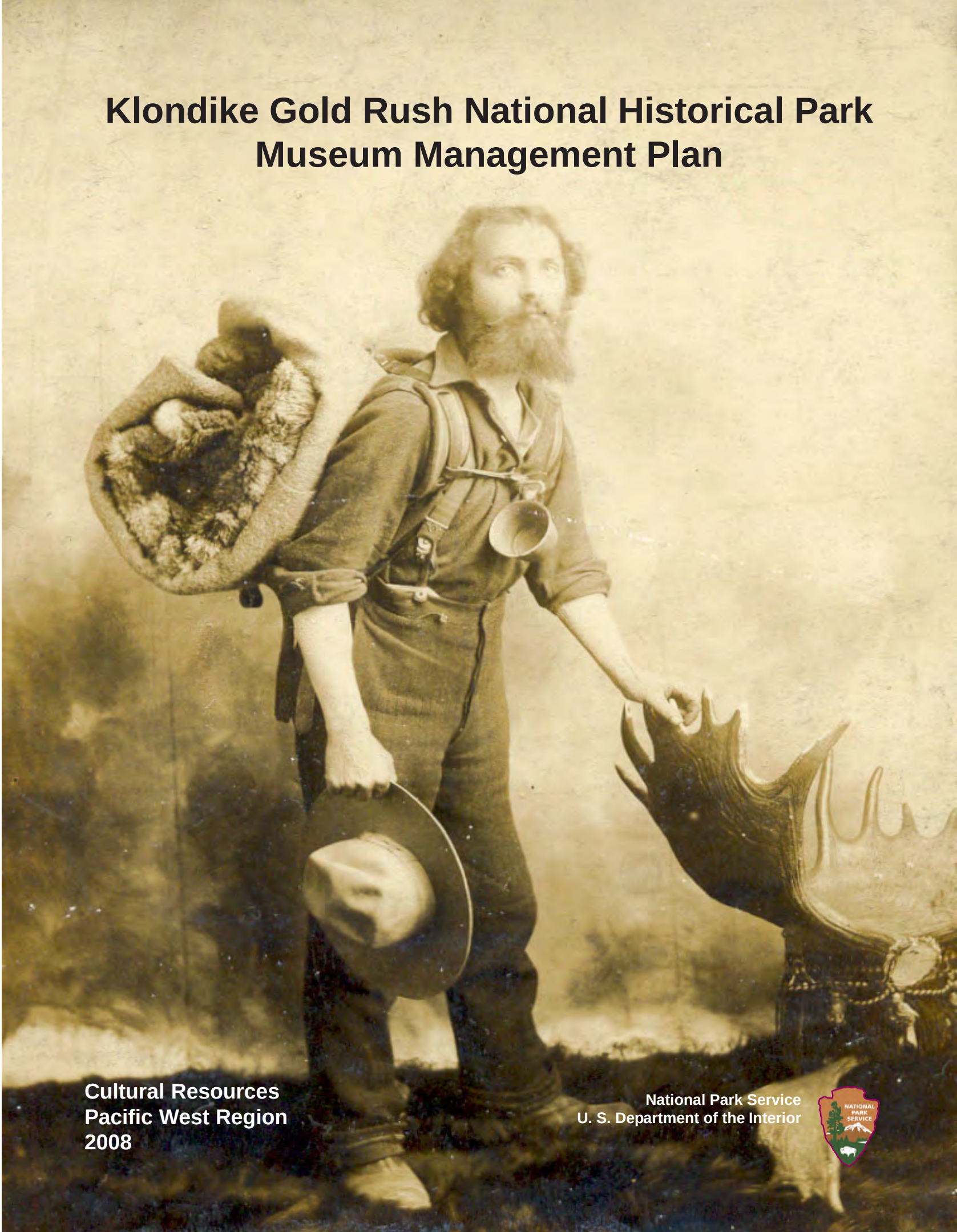
Klondike Gold Rush National Historical Park
Museum Management Plan



Cultural Resources
Pacific West Region
2008

National Park Service
U. S. Department of the Interior

To Pier 59
(modern site of Seattle Aquarium/Waterfront Park)
SS Portland arrives with gold from the Klondike, July 17, 1897
North
0
100 Meters
0 100
500 Feet
Madison
Marion
Western
Alaska Way
Columbia
2nd
3rd
Cherry
James
4th
5th
Jefferson
Terrace
Yesler Way
1st
Pioneer Square National Historic District Boundary
ELLIOTT BAY
Pier 52
Washington State Ferry to Bremerton and Bainbridge Island
PIONEER PLACE
Pioneer Building
(1892)
Smith Tower
(1914)
Merchants Cafe
(1889)
Metropole Building
(1895)
Schwabacher Building
(1890)
S Washington
OCCIDENTAL PARK
Grand Central Hotel
(1889)
WATERFALL GARDEN
2nd Ave Extended
4th Ave S
5th Ave S
Alaska Way
S Main
2nd Ave S
Visitor Center
Historic Cadillac Hotel
(1890)
S Jackson
Union Station
AMTRAK
King Street Station
1st Ave S
S King
SEATTLE FOOTBALL STADIUM
Gold Rush-era buildings
Other historic buildings

Klondike Gold Rush National Historical Park
Seattle Unit

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Department of the Interior
National Park Service
Pacific West Region
2008

Klondike Gold Rush National Historical Park
Seattle Unit

Museum Management Plan

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January 13, 2009
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January 20, 2009
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2/2/09
Date

Executive Summary

A Museum Management Plan (MMP) identifies the key collection management issues facing a park and presents a series of recommendations to address those issues. This MMP was written for the museum and archival collections at Klondike Gold Rush National Historical Park – Seattle Unit. It was developed by a team of experienced museum and archival collections management professionals working in cooperation with park management and staff. It offers guidance in refining the program and makes suggestions to improve the park's museum programs.

At the park's inception, its collections were mainly seen as props for visitor center exhibits. In the thirty years since then, the museum program has evolved into a more proactive one in which the goal is to expand research opportunities concerning the Klondike Gold Rush. The recent (July 2005) move of the park headquarters and visitor center increased the size of the exhibit space and provided an opportunity to develop the museum collection room. However, rehabilitation of an historic structure always involves challenges, and the space identified for collections has a number of issues that need to be addressed. The current room does not provide adequate space for collection storage, staff workspace, or researcher access, nor does it have appropriate environmental controls.

Recent acqisitions include jewelry made from Klondike gold and the Hilscher collection, an incredible cache of one man's experiences in the Klondike. This maturation of the museum program will require more professional management. Growth, however, has increased the workload.

Overall the park is in relatively good shape due to the work of Park Guide Keith Routley. However, his position is part time, he is a park guide, and museum management is a collateral-duty. Since the Pacific West Region requires that all museum management and projects be overseen by a

journeyman-level curator (GS-1015-11) or archivist (GS-1420-11), the park needs to work with Mount Rainier National Park, the closest park in the North Coast Cascades Network, for a curator-of-record agreement.

Key Recommendations

Several key recommendations will be listed here, while additional and more detailed recommendations will follow the discussion section of each issue of this plan.

- Identify location, make improvements, and move into new collection storage space while maintaining the current storage room for work and researcher space.
- Plan for the orderly movement of park records into the park archives and secure funding for the conservation and cataloging of these materials.
- Conduct a workload analysis for museum management to determine the level of staffing needed to maintain, preserve, and provide access to the collections. Once that and the park's business plan have been completed, submit funding requests for base increases for this program.
- Finalize the Curator-of-Record Agreement with Mount Rainier National Park.
- Provide better preservation of museum objects on exhibit by upgrading exhibit cases, object mounts, lighting, and other environmental controls.
- Identify possible cooperative partnerships within the park network and in the community with individuals and groups that hold common interests regarding the preservation and management of park resources.
- Following completion of the park's foundation plan, revise the Scope of Collection Statement.

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Introduction

Within the Pacific West Region, the Museum Management Plan (MMP) replaces the Collection Management Plan (CMP) referred to in National Park Service publications such as the *Outline for Planning Requirements*; *DO#28: Cultural Resource Management*; and the *NPS Museum Handbook*. Whereas the CMP process generally concentrated on the technical aspects of archival and museum operations, the MMP recognizes that specific directions for these technical aspects already exist in the *NPS Museum Handbook* series.

Klondike Gold Rush National Historical Park was established in 1976 as four park units. The Seattle Unit, located in the Pioneer Square Historic District, commemorates the origin of their journey for many of the stampeders who headed off to the Klondike region. Other units making up the international park include the Klondike Gold Rush Historical Park in Skagway, Alaska and two Canadian parks, Chilkoot Trail National Historic Site and Dawson Historical Complex National Historic Site. In 1996, the international significance of the Klondike Gold Rush was officially recognized by Canada and the United States with the creation of the Klondike Gold Rush International Historical Park. Although initially managed as one park, it soon became evident that the Alaska and Washington units needed to be managed separately, which they have been since the late 1970s. This plan is for the Seattle Unit (KLSE); the Skagway unit has a museum management plan which was written in 1998.

As noted in the administrative history and the History of Museum Collections section of this document, early collections were focused on development of the exhibits in the first visitor center. There was no goal to provide a broad collection of materials from the gold rush era for research. Since the move to its new location in the historic Cadillac Hotel, the park has been much more proactive about collecting materials that can enhance programming and provide for additional research into the era in Seattle. The exhibit space in the new visitor center is also substantially larger and

includes a generous amount of space for temporary exhibits. This has led to additional donations as well.

The current collection includes about 21,000 items (see Table 1), mostly archives. During this planning effort, additional archives (park records) were identified for inclusion in the park collection. This initial survey noted about 24 linear feet of material that could be added; however, with application of the retention schedule and disposition of non-permanent records, this number may be reduced. In any case, the collection is expected to continue growing.

Archeology	Ethnology	History	Archives	Biology	Paleontology	Geology	Total
0	0	759	20,224	1	581	1	20,985

Table 1 Museum collections as of October 1, 2007 from the 2007 Collections Management Report

KLSE is a very small park. The park visitor center and headquarters are located in the historic Cadillac Hotel which was rehabilitated and reconstructed after the 2001 earthquake when much of the front corner of the building collapsed. The building is owned by Historic Seattle and leased to the National Park Service which owns the land under it. In addition to park functions, the building houses the regional library, other regional offices, and the offices of Discover Your Northwest, a cooperative association for the NPS and other land management agencies in the Pacific Northwest.

With a staff of six and a FY 2008 base budget of less than $500,000, the park has very little staff or funding available to manage all its programs. The curatorial collateral-duties at the park were conducted by a part-time (.5 FTE) Park Guide (GS-0090-05), a position which is now vacant. Currently, the duties are overseen by a GS-9 park ranger, with a GS-5 park guide and part-time museum tech doing the work. The Pacific West Region has a policy requiring the oversight of museum programs and projects by a journeyman-level curator (GS-1015-11) or archivist (GS-1420-11). The park has begun discussion with Mount Rainier National Park for assistance from their curator. The agreement should be completed and approved by both superintendents.

Within that budget the park has maintained a separate account (which came in the form of a base increase for purchasing ANCS+ and then reduced when that purchase was centralized) of $2,000 for the museum program (9580-CZC). Although modest, these funds can be used to purchase supplies for managing museum collections. In addition, the park has several museum projects funded this fiscal year which provide additional support for the museum program. In FY 2009, it is expected that MCPPP funding will be provided to complete the park's museum Integrated Pest Management Plan (104798D for $10,000). This project will conclude a multiyear program to complete all baseline plans: Museum Management Plan, Museum Preventive Maintenance Plan, Museum Collection Emergency Operations Plan, and Collection Condition Surveys (paper and objects). The objects survey also made recommendations for assessment of textiles, particularly those on exhibit.

The Proposed Action for the 1996 General Management Plan (GMP), Cultural Resource Protection and Management under Seattle Alternative C (p 2.39) says "A small center for Klondike Gold Rush research would be established at Klondike Seattle." The park is well on its way to establishing such an entity with recent acquisitions. However, additional growth of the collection creates increased workload. The GMP goes on to say "The park historian/curator would also be expected to work on a variety of cultural resource preservation initiatives and to serve as a liaison between the park and other public and private entities within the historic preservation community." Both managing the park collection and working with communities are critically important to this park, but currently no professional curator/historian is on staff to assist the superintendent in this role. An analysis of the current workload as well as those tasks not being adequately addressed should be undertaken to support Operations Formulation System (OFS) requests for base increases and Project Management Information System (PMIS) requests for project funding.

With these baseline documents in place, except for the Scope of Collection Statement (SOCS), the park is well-positioned to support the foundation plan the park expects to begin in late summer 2008. This will be followed by an operations review or business plan which will further ground the

budgetary needs of the park. In the meantime, however, the park can begin to document the museum needs with an interim five-year programming and budget plan. Although the current SOCS is inadequate and fairly old, it might be a good idea to wait for the completion of the foundation plan. The foundation document will provide a good place to determine where the park is going and how the museum collection fits into that vision.

The park staff and the MMP team worked together over the course of the site visit to develop the issue statements contained in this plan. Topics addressed meet the specific needs of Klondike Gold Rush National Historical Park as discussed during those meetings, and thus do not necessarily represent a complete range of collections management concerns. Elements of this plan are developmental in nature. The recommendations are intended to guide the park through the process of refining and expanding the existing museum management program that supports all aspects of park operations, while at the same time providing guidelines for the growth and development of the museum management program. This plan is designed to assist the staff in continuing this process for the next five to seven years.

Members of the MMP team were selected for their ability to address specific needs and concerns of the park. Primary information gathering and the initial draft were developed over a ten-day period in July 2008.

The team wishes to thank Superintendent Karen Beppler-Dorn and the staff of Klondike Gold Rush National Historical Park for the courtesy, consideration, and cooperation extended during this planning effort. Their time, efforts, and involvement greatly facilitated the work, and are very much appreciated. These individuals obviously are dedicated and committed to the preservation of park resources, and it is a pleasure to work with such professionals.

History of Museum Collections

The KLSE museum collection was started in September,1976 with the acquisition and cataloging of two knockdown canvas boats that were hauled down from a cache at the top of the Chilkoot Pass. This first step in the collection development was taken by Regional Interpretive Chief Rocky Richardson well before a park site was established, so the items were stored at the Regional Office at the Fourth and Pike Building in Seattle. Other items were acquired by the first KLSE employees, Mike Gurling and Kathy Maurich, in 1977 and 1978 and presumably stored at the Regional Office.

The date the collection was moved to the 117 S. Main Street location is unknown, but the building was officially occupied on September 1, 1978. The KLSE Visitor Center officially opened to the public June 2, 1979 and those exhibits included artifacts from the museum collection. At the end of 1979 the museum collection contained approximately 60 objects. The storage, a GSA storage cabinet, was initially behind the auditorium stage and was described as primitive and haphazard. Suggestions from Regional Curator Kent Bush in 1981 resulted in acquisition of museum cabinetry in 1982. At this time the collection was moved to the interpreter's work room on the mezzanine level of the visitor's center. The entire collection was stored in a double-wide and two standard storage cabinets kept locked at all times because the room was accessible to all staff.

In 1987 the park expanded into the basement of the building and the collection was moved there in 1988— the first dedicated collection storage space. The collection remained in this location until 1998, when there was a significant flood in the basement. The collection was not directly affected by the water, but as a precaution it was moved back to the mezzanine level, in the superintendent's old office. The adjacent office served as a collection workroom and supply storage. The collection returned to basement storage in the summer of 2005 with the move to the present location in the old Cadillac Hotel building at 319 2nd Ave. South.

The current location is sandwiched between the general storage room and the mechanical room on the west wall in the lower level of the building.

For most of the park's existence the collection has served primarily as a source of exhibit and interpretive materials. Knowledge of the collection outside the park has been negligible and research requests have been minimal. The majority of the items in the collection have been classified as history objects. Archival materials were acquired as references for exhibit design and content, but have been treated either as library materials or as history objects. Until the move to the present location, administrative records of archival significance were not separated from the central files and archived.

Klondike has had some outstanding acquisitions. One of the first was the daily journal kept by shipbuilder Robert Moran while he personally saw to the delivery of 12 identical steamboats to the mouth of the Yukon River in 1898. The park also borrowed a bronze statue of a stampeder, "The Sourdough," by Alonzo Lewis. It had been on loan from the still-active fraternal group, the Alaska Yukon Pioneers, but it was donated to the park in 2006. Other standouts include a sleeping bag prototype and its 1898 patent certificate, a set of gold scales used by George Washington Carmack, a wooden grub box used in Klondike and gold nugget jewelry from the Klondike. The park's archival collection has had significant additions in the last few years with a large collection donated by the Alaska Yukon Pioneers, a collection of receipts belonging to stampeder C.C. Burns, and most recently, the large Hilscher collection.

Klondike has never had a curator assigned exclusively to that position; management of the collection has always been as a collateral-duty assigned to interpretive staff. Unfortunately, periods of neglect have resulted. Ann Gillespie was assigned care of the collection from 2002 to 2004 and wrote in a report that:

> …little work had been done with this collection since about 1990…the rangers who have worked with the collection as a collateral-duty have had less training in working with collections and more collateral duties in addition to the collection. Thus, each successive collateral-duty curator has

> [been] less knowledgeable in how to work with the collection and has had less time to do the work.

The 1990s saw little support for collection development from the superintendent, Willie Russell, for guidelines in the park SOP from 1991 read:

> We have no more storage space and do not anticipate acquiring anymore until sometime in 1995. Until that time, we cannot, in keeping with our Scope of Collections [sic] Policy, accept any more objects…

And a form letter sent to people inquiring about donating to the collection from that time period read:

> We are not able to accept any new artifacts into our collection until further notice. We **can** accept reproductions or donations of items that are not of historic value.

Support for collection development changed dramatically in 2003 with the appointment of Debbie Conway as superintendent and the move to the old Cadillac Hotel building and creation of new exhibits. A conservative estimate indicates that the collection has since doubled in size with acquisitions of important archival materials described above. The collection development effort has continued under the present Superintendent, Karen Beppler-Dorn, who approved the acquisition of the outstanding Hilscher collection.

The museum collection planning documents reflect changes in support for the KLSE museum collection. In the park's early years Audrey Mesford and Mike Gurling prepared the first Scope of Collection Statement, approved in 1980. A Resource Management Plan was written and finalized in 1981. In 1984 the Collection Management Plan was developed by staff from Mount Rainier National Park, the Pacific Northwest Regional Office, and Washington headquarters; it was approved in 1985. The last work in the 20th century on a collection management document was by Regional Curator Kent Bush in 1991.

Support for the KLSE museum collection in the 21st century has grown considerably, not only from the two newest superintendents, but at the

Pacific West Region level from Regional Curator Diane Nicholson. The park has received funding for the creation of a Museum Preservation and Maintenance Plan in 2007 and this was developed by Staff Curator Steve Floray, Mount Rainier Curator Brooke Childrey, and Park Guide Keith Routley. Funding was also provided that same year to have a Collection Condition Survey done by paper conservator Alice Bear, and objects conservator Sheila Payaqui. In 2008 the park has received funding to have a Museum Management Plan and Emergency Operations Plan written, and for Backlog Archives Cataloging. The park anticipates funding in 2009 for further collection management planning.

Figure 1 Exterior of the KLSE building in Pioneer Square, Seattle

Museum Management 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 possible from their collections.

This section provides the following background information about museum collections:

- The purpose of museum collections
- How museum collections represent park resources
- Determining where to locate museum collections
- Establishing access, use, and management policies for collections
- Professionalism in collections management
- Determining the content of museum collections

Purpose of Museum Collections within National Parks

Museum collections always contain objects and specimens, and most parks administer their own archives and operate their own libraries. These functions are necessary to support the work of the organization as a whole. These resources—archives, collections, and libraries—often are accessible to the staff, researchers, and public, but on a controlled basis.

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 park efforts to preserve and protect those resources.

- **Physical preservation and protection of resources** – Park collections should help preserve and protect park resources, not only by keeping the specimens and collections documenting the resources, but also by preserving the 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 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, publications, and interpretive programs are traditional means of supplying public information, but new technology has led to other communication methods, including electronic access through web sites and online databases.

How Collections Represent Park Resources

A park's museum, library, 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 archaeological activities; specimens, objects, and documentation resulting from cultural and natural resource management projects; paint samples and building fragments from restoration of historic structures.
- The park museum archives should contain files, manuscripts, maps, building plans, and photos that document the history of the area and park development, and the management of park resources. Individual collections within the archives should serve to 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.

- The park library should contain both published literature and less formal reports and documents relative to park resources and their management. Examples might include: general literature concerning local history, flora, and fauna; specialized scientific studies relative to biota and historical and archaeological resources found in the park; circulating copies of all park-specific planning documents; and trade, craft, and professional journals, reflecting the need for park staff to remain current in their field.

Determining where to Locate Park Collections

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

Centrally located collections are often the most effective since this promotes efficient use of space (particularly in terms of combining preparation and work areas). However, it may also be efficient operationally to split the collections among potential users (for example, the herbarium and insect collection going to separate branches 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 types of services that are desired by staff from the collections manager. Some examples might 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 may be obtained from the lead curator.

The park may wish to consider the use of focus group exercises or set up a museum program advisory group 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 it will function to serve park-wide goals. Access and use policies should be defined and implemented. Responsibilities for development, documentation, and management of the resources 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.

Professionalism

The management of archival, museum, and library collections requires the application of three different management philosophies and technological approaches. These disciplines each have two components: technical and professional. It is possible to be proficient in either one of these components without being fully functional in the other.

The primary difference between the technical and philosophical lies not only in understanding how to apply the technology, but in being able to determine when, why, and which technologies need to be applied in any given situation. This distinction and ability can be called "professionalism," and, like connoisseurship, it can be an elusive, difficult thing to define— probably because most practitioners of the curatorial craft possess varying degrees of facility with both the technological and philosophical aspects of the work.

Professionalism does need to be practiced and exercised to develop properly. It is better fostered by mentoring, particularly in the early stages, for professionalism is difficult to develop in isolation— it takes fairly intimate association with a range of others of the craft, so that the

developing professional personality has a healthy range of philosophy, opinion, and action to model. Professionalism needs to be maintained in much the same manner.

The management of park archives was added to the park curator's portfolio in the mid-1980s. Increasingly, park curators also manage the individual park's library program and, in some cases, records management program. However, the NPS also has archivist positions, a related but specialized profession that provides more guidance and management of park museum archives either at their home parks or through agreement with other parks with such a need. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions within the Service, and particularly within the parks. These factors are not likely to improve in the foreseeable future, so park management must ensure that each position is filled with the best-qualified candidate available.

The professional series and journeyman level for the position of park curator is GS-1015-11 and for the archivist is GS-1420-11. The GS-1016 (museum) or GS-1421 (archives) series is the technician or specialist series, which is not expected to operate independently from professional oversight. A GS-1015-11 or GS-1420-11 is required by qualification standards, service, and regional policy to independently manage a museum program, and administer museum program funds. Parks that do not have this position on staff need to provide this level of oversight through the use of a Curator-of-Record Agreement.

Prospective candidates for professional positions should be selected for a combination of factors including academic study, work experience and subsequent training, membership and activity in professional associations, and remaining current with the professional body of literature. Selection would best be done by a review committee of established professional NPS curators.

Figure 2 Museum exhibit area

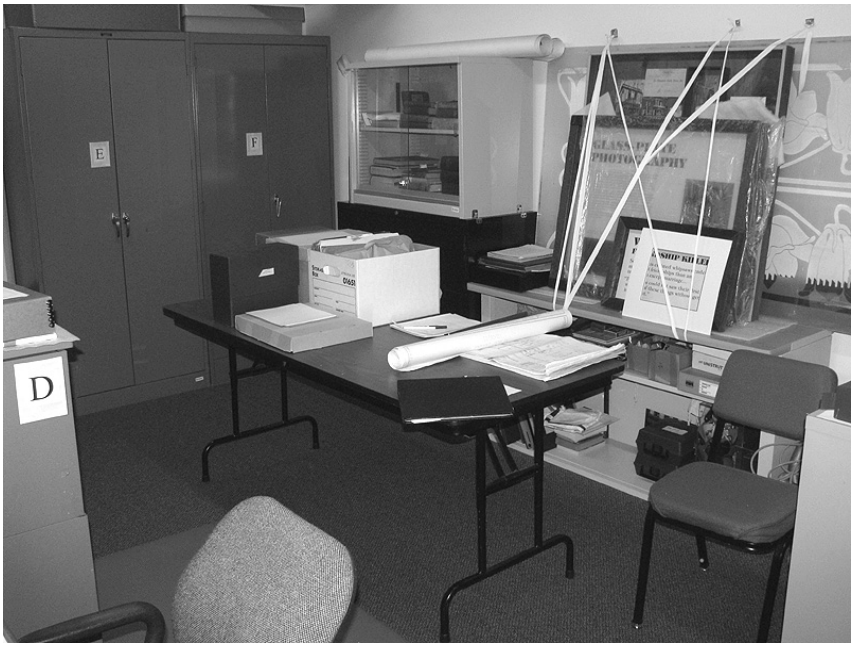

Figure 3 Collection storage area

Issue A — Museum Facilities

Issue Statement

Museum facility enhancements and minor exhibit upgrades are essential to ensure improved preservation, growth, and use of the park's museum collection.

Background

The park's museum facilities are housed on two floors of the visitor center in the historic Cadillac Hotel, circa 1889. The structure is owned by the Historic Seattle Preservation and Development Authority. The organization is a tax-exempt, non-profit charitable corporation and important park partner. Three floors are leased to the National Park Service through 2024. Although an historic structure, the entire building was rehabilitated prior to NPS occupancy and boasts a completely modern interior and total seismic retrofit. The museum facilities consist of a permanent exhibition housed on the first floor and basement level and a collection storage room also housed in the basement.

As this plan's Issue B on museum exhibits notes, the park's extensive permanent exhibition, which presents the story of Seattle and the Gold Rush on two floors, is a remarkable achievement. The exhibits are comprehensive and highly interesting, as well as extremely popular with the visiting public, as the MMP Team observed. The park's extensive permanent exhibition presents the story of Seattle and the Gold Rush on two floors (see Issue B) and is a remarkable achievement.

Although the existing museum storage and workspace facilities are extremely limited and are not sufficient for the park's museum program, the collateral-duty curator has nonetheless ensured that collections management and preservation is a top priority. As a result, the park has made extremely effective use of its small, cramped museum storage and

work area. The collections room, though crowded and undersized, is nonetheless well-organized, neat, and clean. As noted throughout this document, the park's high standards for collections care and protection are much in evidence. Therefore, the following discussion offers but a limited number of minor facility and exhibit upgrades to enhance the park's already extensive museum program.

Discussion

Museum Storage Room

The current museum storage room is inadequate to meet the preservation and protection needs of the park's collection. The small size of the room (229 SF) cannot accommodate the proper number of museum storage cabinets to house the collection. Of even greater import, the room's basement location, situated along the western-most perimeter wall, inhibits the maintenance of a proper museum environment. The exterior wall is merely gypsum wallboard over brick, without any type of insulation to moderate the infiltration of subsurface moisture into the room. This results in extreme fluctuations of relative humidity. Variability of 10% Rh within a twenty-four hour period is quite common, as are fluctuations of 30% Rh or more within a week's time (all of which have been documented by the ACR datalogger located in the room).

Fortunately, there is a practical solution to this environmental dilemma. Directly adjacent to the collection storage room is a larger interior conference room, the Prospector Room. At 295 SF, the Prospector Room provides an additional 29% of floor space over the current storage room, an amount more than sufficient to house the museum collection and still accommodate anticipated growth. Current museum workspace for cataloging and preservation activities is insufficient and researcher workspace is nonexistent. These could all be adequately accommodated within the current storage room if the collection were relocated to the Prospector Room.

Relocation of the museum collection to the Prospector Room would be extremely beneficial to the park. Adequate space for storage, preservation,

access, and use of collections would be assured and at least five deficiencies identified on the park's Museum Checklist would be eliminated. Obviously, using the Prospector Room for museum storage would eliminate the park's small conference room. However, any possible impact would likely be negligible for a number of reasons: the Prospector Room is used irregularly; the larger Pioneer Room (classroom and conference room) is located next-door; and other, more popular, conference locations are also located in the building, such as the regional library on the third floor.

Use of the Prospector Room for museum storage would require a limited expenditure of funding, primarily related to the installation of a dedicated HVAC unit. The current unit serves both conference rooms and is engineered, based on the size of the two rooms, for human comfort rather than for collections. One additional minor expense would entail moving the door to the back of the room and sealing the current door. Future access would be from the hallway serving the current museum storage room and adjacent park storage. This would greatly increase security as well as facilitate access to and from collections and museum work space. At the time of the MMP Team site visit, the building HVAC contractor is developing a price quote for a number of alternatives regarding a dedicated HVAC system for the Prospector Room. Any costs related to rehabilitation of this space for museum use would qualify for Museum Collection Preservation and Protection (MCPPP) special project funds.

Additional cabinetry for storage of collections as well as seismic stabilization of all cabinetry is also needed. The park uses three standard 2-door GSA-style utility cabinets for archives and objects and four standard NPS museum cabinets. The three utility cabinets should be replaced with four 2-drawer wardrobe-style museum storage cabinets to provide an appropriate and secure storage environment. An additional 2-drawer wardrobe-style museum storage cabinet also should be procured for temporary storage of new acquisitions, isolating them for pest management purposes. This cabinet would be located in the museum workroom once the museum collection is relocated to the Prospector Room. Expenditures for new cabinetry and seismic stabilization also

qualify for MCPPP special project funds; these projects would correct at least four deficiencies on the park's Museum Checklist.

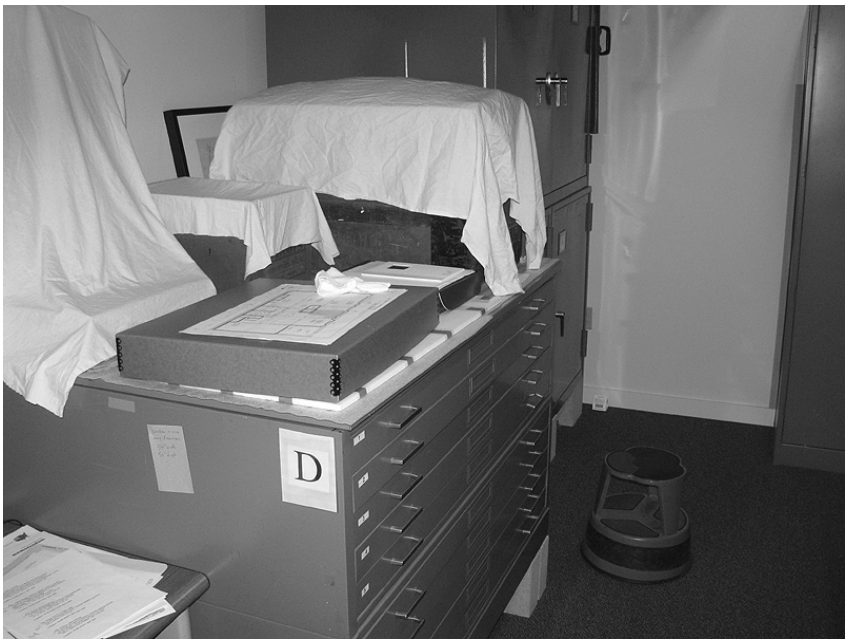

Figure 4 Museum storage cabinet

Museum Facility Management

The management of the museum program at Klondike National Historical Park – Seattle falls under the Division of Interpretation. Sole responsibility for managing the museum program resided with one part-time GS-5 Park Guide. The park guide position was filled to provide personal interpretive services at the Visitor Center front desk. His core duties were visitor services, not the museum. Project time was taken up with curatorial duties instead of interpretive duties. Under this arrangement, both the museum collection and the interpretive operation suffered. Throughout the incumbent's tenure at the park, an impressive amount of work was accomplished. Subsequent to the initial visit of the planning team, he moved to another park and the position remains vacant. However, to ensure the continued growth and success of the park's museum program, it is critical to increase the amount of time devoted to museum management activities. Such duties include:

- Implement and carry out daily, weekly, monthly, quarterly, and annual museum housekeeping duties.

- Conduct weekly environmental monitoring of temperature and humidity levels in all museum areas.
- Institute and carry out weekly Integrated Pest Monitoring (IPM) in all museum areas.
- Implement a quarterly light (visible and UV) monitoring program for all museum areas.
- Accession, catalog, research, photograph, and otherwise document museum collections.
- Respond to researcher requests (in-park and outside researchers) and assist and supervise researchers accessing collections.
- Carry out the various annual museum reporting requirements: Annual Inventory of Museum Property, Museum Checklist, Collections Management Report, and the Annual Catalog Card Submittal.
- Prepare accession, loan, and deaccession paperwork.
- Research, develop, install, and maintain temporary museum exhibits.

The park's museum program would benefit greatly from the continued assistance of interns from the Museum Studies Department at the University of Washington as well as park VIPs recruited specifically to assist with museum management responsibilities. Both volunteers and interns would be trained by the collateral-duty curator to help carry out various projects and duties that cannot currently be completed because of lack of time, such as housekeeping, pest management, environmental monitoring, and cataloging. Likewise, other park staff members with similar interests and skills would prove valuable in moving the program forward.

In the intermediate term, the park, in cooperation with Mount Rainer National Park (MORA), is encouraged to develop a MCPPP funding request to hire a term museum technician who would work jointly at both parks. A museum technician would benefit KLSE tremendously by enabling the park to bring accessions and cataloging up-to-date, continue to stabilize and rehouse the collection as needed, and fully implement the museum housekeeping program.

A museum workload analysis should be performed in order to determine the complete workload for the management of the museum program. This analysis should be completed by the collateral-duty curator. The analysis should be broken down by the following areas:

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

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

Needed Minor Exhibit Upgrades

The park's permanent museum exhibits, installed in 2005 to both NPS and visitor acclaim, provide a wonderful window into the world of Seattle during its status as primary embarkation point for the Klondike Gold Rush of the late 1890s. However, as Issue B notes, the lack of a conservator or curator on the exhibit design team resulted in several preservation-related issues that need to be addressed to ensure the long-term stability of the exhibited objects. The primary concern is excessive levels of light, both visible light (measured in lux) and ultraviolet light (UV) measured in microwatts per lumen.

The Museum Preventive Maintenance Plan (also called Housekeeping Plan) notes that light levels in many areas of the exhibition are extremely excessive, to the great detriment of the collection on exhibit. The park is encouraged to work with a conservator (either NPS or contract) and a light designer (staff at the Denver Service Center and Whitman Mission

National Historical Site [WHMI] have lighting experience) to develop corrective actions that will provide appropriate light levels for visitors and, more importantly, be within accepted museum preservation standards. Possible strategies include: reducing bulbs and/or wattages; using different types of lights; installing exterior awnings that reduce natural light from the windows yet are historically appropriate for the exterior; window shades; removing lights from exhibit case interiors; repositioning lights; and possible case retrofits, if needed.

Figure 5 KLSE storefront windows showing sun streaming into building

At the same time, increased environmental monitoring of the collection is needed. It is important to develop an annual record of both visible and UV light levels. For one year, such readings should be taken on at least a monthly basis to establish a baseline. These data will be vital for developing a corrective action plan. Such records are also highly useful for conservators to reference when conducting future preservation treatments. Temperature and humidity monitoring, already initiated through the use of ACR dataloggers, should be expanded as well. The park is encouraged to request MCPPP funds to purchase an additional four dataloggers through the GSA contract. These would enable the park to monitor the environments within additional cases as well as the overall environment of the first floor and the basement galleries.

The MMP Team noticed that heat levels appear to be excessive in exhibit cases in which a “Stampeder Station” touch-screen interactive exhibit has been installed. Apparently these touch-screens are not networked to a single computer server; each relies on an individual CPU beneath each exhibit case. The park is encouraged to network the “Stampeder Stations” to a server located upstairs, to eliminate this excessive heat adversely impacting the artifacts on exhibit.

For additional information regarding suggested exhibit refinements to ensure increased preservation and protection of collections, see Issue B.

Areaway

The areaway is located underneath the sidewalk adjacent to the Cadillac Hotel’s front and side entrances. This areaway, located on the same level as the basement of the visitor center, is the location of the original sidewalks. Prior to the city’s project to raise the street levels around 1900, the basement was actually the first floor of the Cadillac Hotel. The basement walls are brick like the rest of the building; however, the former first floor (now basement) windows have been enclosed simply with wallboard, which does very little to inhibit moisture infiltration into the building.

The areaway runs along only two sides of the building and each end is sealed. The single access point to the areaway is through a door located in the park’s general storage room (southwest corner of the basement). A set of stairs from the Jackson Street sidewalk descends into the areaway but the stairs are secured by a steel grate, thoroughly bolted in place from below. As a result, access via the stairs is not possible, although the size of the grate’s openings do not inhibit pests, rodents, or trash (especially cigarette butts) from entering the areaway from the sidewalk above. A smaller-sized mesh screen should be mounted directly below the grate to eliminate this problem.

The park’s 2006 Integrated Pest Management Survey noted several likely entry points for pests. They included the wall board, which is only a minor deterrent to mice and insects; the deteriorating bricks, which have generated numerous cracks and holes through which insects can enter; and

the unscreened and unsealed open grate, vents, and pipes. In addition to numerous entry points, the areaway also contains potential attractants. As noted above, the staircase that leads down into the areaway from the sidewalk is often littered with trash and cigarette butts from pedestrians. In the past, the areaway has been used to store supplies and equipment, creating an attractant as well as numerous hiding spaces for pests.

Keeping the areaway and the adjacent basement free of pests by sealing off all possible entry points minimizes a potentially detrimental infestation into the museum collection. The areaway should continue to be monitored for mice. Insect traps should be placed around the door leading to the areaway to determine what, if any, insects might be entering the facility. The storage room itself should be organized in such a way that items are located off the floor and clutter is reduced as much as possible to eliminate any food sources for pests. Since mice can easily chew through the wallboard to gain access into the building, traps can be placed around the wallboard to monitor and deter them.

As noted in the Museum Preventive Maintenance Plan, the areaway should be thoroughly cleaned out. All supplies, paint, equipment, and other materials should be removed. Items not needed by the park should be properly disposed of. In the future, the areaway should not be used as a storage location.

Implementing the Housekeeping Plan will minimize the buildup of pest attractants. As noted earlier, installing a mesh screen below the grate leading to the stairs should also minimize the potential for trash generated by pedestrians on the street from finding its way into the areaway. The combination of litter and improperly extinguished cigarette butts is a potential fire hazard as well as a pest attractant.

In the long-term, the park is encouraged to work with the regional historical architect to pursue funding to level and grade the floors of the areaway, as well as possibly install a gravel floor to help keep the dirt floor in place but still allow moisture to seep into the soil.

Finally, the areaway should be security checked during opening and closing procedures to minimize the risks from vandalism or fire.

Recommendations

Short-term Recommendations

- Work with the regional structural fire management officer to schedule and conduct a Fire Protection Condition Assessment (FPCA). As the FPCAs are carried out under Servicewide contract, unexpended FY2008 MCPPP funds can be obligated to perform this work. The park is encouraged to contact the regional structural fire management officer as soon as possible to schedule this work.
- Buy a portable dehumidifier for current storage room. The curator-of-record (MORA curator) has purchased several such items recently and can assist.
- Purchase a keybox for storage of keys to museum storage cabinets.
- Perform a work load analysis.
- Continue to use University of Washington museum interns.
- Add checking the areaway for security purposes to the park's opening and closing procedures to minimize the risks from vandalism or fire.

Intermediate Recommendations

- In cooperation with MORA, develop a MCPPP funding request to hire a term museum technician who would work jointly at both parks. The museum technician will benefit KLSE tremendously by enabling the park to bring accessions and cataloging up-to-date, continue to stabilize and rehouse the collection as needed, and fully implement the museum housekeeping program.
- Thoroughly clean out the areaway. All supplies, paint, equipment, and other materials should be removed. Items not needed by the park should be properly disposed of. In the future, the areaway should not be used as a storage location.

Long-term Recommendations

- Relocate museum collections storage from the present location to the Prospector Room (small conference room). Use the current storage room for museum work and research space.

- Work with the regional historical architect to pursue funding to level and grade the floors of the areaway, as well as possibly install a gravel floor to help keep the dirt floor in place but still allow moisture to seep into the soil.
- Buy four additional dataloggers for increased monitoring of exhibit areas (rooms) and cases. At least one datalogger is needed per floor of exhibit space and two should be housed inside cases.
- Replace the three GSA light-duty utility cabinets used in museum storage with four full-size two-door museum cabinets (wardrobe-style) to ensure proper storage of collections.
- Purchase one full-size two-door museum cabinet (wardrobe-style) for incoming items (to be located in workroom) and used for isolation/pest control.
- Install seismic upgrades/bracing for all museum shelving and cabinetry.
- Purchase sanitary bases/risers for NPS standard museum cabinets to replace temporary-use cinder blocks.
- Purchase a 4-drawer UL-350/1 hour insulated fire-resistant filing cabinet to replace 2-drawer filing cabinet (only one drawer is fire-resistant).
- Develop an OFS request to fund a full-time GS-1015-7/9/11 Curator/Historian position. This individual would work solely on museum management issues, historic research, and outreach activities. Once the museum program is brought up-to-date though the combined efforts of the collateral-duty curator and the term museum technician, an individual spending 50% of his/her time on museum management activities should be sufficient.
- Insulate and seal all entry points, such as pipes and vents, into the building from the areaway. Windows in the areaway also should be insulated and sealed as well as cracks and holes in the brick walls.

Figure 6 Museum exhibit area

Figure 7 Museum exhibit area

Issue B — Museum Exhibits

Issue Statement

Exhibits designed with a multidisciplinary approach can provide the visitor with a quality experience and at the same time preserve the displayed collection.

Background

The exhibits at Klondike Gold Rush - Seattle Unit are located in a restored 19th century brick building, the Cadillac Hotel, in the Historic Pioneer Square District of Seattle. The permanent exhibits were designed in 2003 by Hadley exhibits, fabricated and installed in 2005, and opened to the public in 2006. The temporary exhibits were designed and installed by KLSE collateral-duty Curator Keith Routley in 2006. The exhibits combine interactive displays and artifacts and are located on two levels.

The upper level exhibits are located at street level and are surrounded by large glass storefront type windows. The lower level exhibits are located below street level and are backed by an areaway. Seattle contains a series of passageways and basements that were ground level at the city's origin in the mid-1800s but fell into disuse after the streets were elevated. The areaway behind the lower level exhibits is one of these passageways.

The purpose of this issue is to focus on the preservation issues affecting the artifacts on exhibit instead of whether or not the exhibits accurately interpret the park's themes. The National Park Service's curatorial mission is three-fold: to collect objects which illustrate the natural and cultural resources of a park; to preserve the objects and their associated records according to NPS museum standards; and to provide access to the objects through research, interpretive programs, and exhibits. Although the mission appears to contradict itself, it is possible to provide access to

museum objects through exhibits and preserve them at the same time if a multidisciplinary approach is used when planning exhibitions.

Discussion

The KLSE gold rush exhibition depicts the impact the gold rush had on Seattle, from merchants stockpiling supplies. to children's books and toys that traveled from Seattle to Klondike and back. The interactive screens at every exhibit enable young and old to follow a stampeder on his or her quest for gold. The merging of artifacts with props brings the exhibit to life, making it interesting to both the visiting public and school groups.

This discussion will focus on the preservation issues affecting the artifacts on display. These include exhibit design, equal treatment for all artifacts, mounting techniques, exhibit security, infrastructure, environmental monitoring, natural and artificial light levels, relative humidity and temperature, and dust.

Exhibit Design

Objects on exhibit are more vulnerable to damage and deterioration than objects in storage. The preservation needs, including protection from fire, theft, and agents of deterioration such as light, dust, and fluctuations in temperature and relative humidity, must be taken into consideration when planning all exhibits, temporary and permanent. Exhibits are difficult to plan properly and must be done using a multidisciplinary approach. The exhibit planning team should include professional-grade interpreters, exhibit designers, curators, archivists, fabricators, and conservators from the inception of the exhibit idea through its installation. This will ensure that the visitors receive a quality experience and that the preservation needs of the displayed objects are met.

Although the exhibits at KLSE are well designed, a multidisciplinary approach was not used when planning either the permanent or temporary exhibits, which has resulted in objects being mounted using inappropriate techniques; objects subjected to extremely high levels of light and damaging fluctuations in temperature and relative humidity; and less than ideal security for all of the objects on display.

Equal Treatment for all Artifacts

The exhibits at KLSE include original artifacts (stampeder's journal), period pieces (books published in the 1890s), reproductions (seed booklet), and new items/props which were purposefully made or purchased to look like period pieces (stampeder's coat).

While it is acceptable to display all of these types of objects within the same exhibition, it is imperative that the items are all treated as original artifacts when on display. The appearance of an object on exhibit is a direct reflection on the level of care that a park takes with its museum collections and can encourage or discourage potential donations.

Each object should be mounted as if it were an artifact regardless of whether or not it is original to the collection, since the visiting public cannot tell the difference between an artifact, a period piece, or a reproduction.

NPS regulations require all objects placed on exhibit to be accessioned and cataloged into the park's museum collection, regardless of whether or not it meets the scope of collection statement for the park. This includes historic period pieces and reproductions and any other items that may have been collected specifically for the exhibit; the catalog serves to accurately document the status of these materials. The KLSE SOCS should be updated to reflect NPS regulation.

All period pieces and reproductions on exhibit should be accessioned and cataloged into Klondike's museum collection. When the exhibition ends, the period pieces and reproductions may be deaccessioned from the park's museum collection. One of the description lines in ANCS+ could include a remark such as: "period piece purchased from the Chicken Barn Antique Store and accessioned for the stampeder's exhibition. This item will be deaccessioned and placed on the NPS clearing house list when the exhibition ends." Reproduction items should have the same remark on the ANCS+ record except they are not required to be placed on the NPS clearing house list for deaccessioning. Props should be tracked in a separate database and numbered, using a trinomial system, in a distinctly

different pattern from ANCS+ in order to prevent them from ending up in the museum collection in the future.

Mounting Techniques

The mounting techniques employed in the permanent exhibits varied according to whether or not the object was original to the gold rush or a period piece, reproduction, or prop. Most of the original artifacts were mounted using NPS museum standards although it was difficult during the site visit to determine if an inert barrier was placed between the mounting material and the artifact. The park should verify that an inert barrier, such as Mylar, was placed between all of the objects on exhibit and the mounting device supporting the object.

Some original artifacts were mounted using their original hardware (ribbons in the Fraternal Organization case; Seattle Ladies of Golden North banner in the temporary exhibit). This places added stress on the object. A textile conservator should determine how to properly display these items. Period pieces, reproductions, and props were bolted to the exhibit without concern for their preservation because they were all considered props. As stated above, NPS policy is to treat all objects on display, regardless of whether they are original to the site or period pieces used to enhance the visitor experience, as if they are original artifacts to the site; they should therefore be mounted to NPS museum standards.

Exhibit Security

Many of the mounting techniques were used because of concerns for security of the objects. KLSE is located in the Historic Pioneer Square District of Seattle. This area is plagued by the same metropolitan issues as other large cities including homelessness and crime. Some of the mounting techniques were instituted to prevent the theft of objects from the exhibit.

Security at KLSE can be improved without the need to bolt the objects to the exhibit. Adding regularly scheduled security-oriented roving duties to the list of tasks the museum staff (interpretation and curatorial) perform can be considered. The primary purpose of the roving would be to check

for object damage, exhibit tampering, and to deter potential thefts. As no direct line of sight to the exhibits from the information desk is possible, the superintendent's idea of installing surveillance cameras in the exhibit could also be considered. Valuable objects in the collection should not be placed on exhibit until the proper level of security to protect them can be instituted. The regional curator and security specialists can help determine the best security method(s) for the level of security the site warrants.

On a similar note, perhaps the tools should be removed from the tool box at the bottom of the stairs leading to the lower level exhibits. Although the tool box is closed and pulled close to the railing in an effort to prevent visitors from opening it, tampering with it is easy. The Interpretive staff is far too busy to notice or hear someone tampering with it. The tools inside pose a danger to inquisitive children and are potential weapons for unscrupulous individuals.

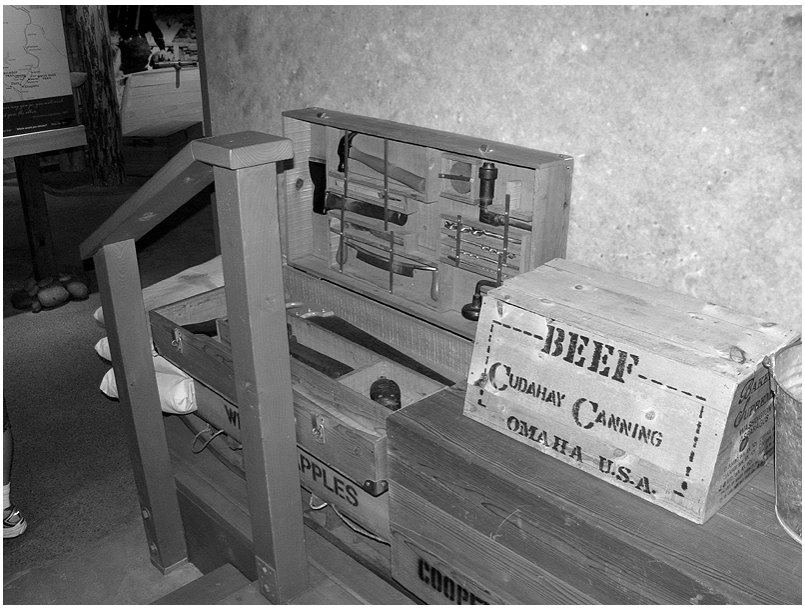

Figure 8 Toolbox on display

Infrastructure

Protection and preservation of objects on exhibit are difficult to balance with the needs of visitors and staff, especially when the exhibits are located in a multipurpose facility. The Cadillac Hotel serves as the administrative offices for KLSE as well as the museum, educational

classrooms, collection storage, and staff offices for the park's cooperator and NPS regional office. This makes it difficult to balance the environmental needs of the museum collection both in storage and on display. The museum collection at KLSE is the park's primary resource, so it is important to place the preservation needs of the collection before the needs or comforts of the staff and visitors.

During the MMP site visit many agents of deterioration were observed at work in the KLSE exhibition, including extremely high levels of natural and artificial light and damaging fluctuations in relative humidity. The Cadillac Hotel, which houses the park's museum, is a 19th century brick building which was rehabilitated after the Nisqually earthquake of 2001 destroyed much of it. After rehabilitation, it was leased to the National Park Service to serve as the headquarters and museum for the Seattle Unit of Klondike Gold Rush National Historical Park.

Unfortunately, the rehabilitation was not complete. During the site visit, the MMP team viewed the areaway which is located directly behind the museum collection's storage room and the lower level exhibits. It had been a passageway in the 1800s before the streets of Seattle were elevated and is no longer used.

The lack of a finished wall between the areaway and the museum collection storage room and the exhibits is of particular concern. Only 3/4 inch particle board separates the areaway from the exhibits and museum storage. Many holes for pipes between the areaway and the exhibits provide access to pests. Rodents were a concern when the park first moved into the building, but have since been exterminated by Orkin, a pest control service, which continues to monitors the areaway for rodents. The park should institute a pest monitoring program to determine what, if anything is traveling between the areaway and the park exhibits. The park is slated for an Integrated Pest Management Plan in FY2009. It should also seek the assistance of the regional architect to improve the wall structure between the hotel and the areaway. A finished wall, insulated and with all pipe holes sealed, should be installed the entire length of the areaway to protect both the exhibits and museum collection storage. Finishing this wall will vastly improve the environmental conditions in the

museum, including helping to regulate the temperature and relative humidity.

Environmental Monitoring

The MMP team learned during the site visit that the park was starting a monitoring program to record the temperature and relative humidity inside the exhibit cases. Two exhibit cases were being monitored at the time of the MMP team site visit. The park is advised to apply for MCPPP funds to purchase additional dataloggers to expand the monitoring program to include the primary exhibit areas, areaways, all of the exhibit cases, and collection storage. The monitoring program should include recording levels of visible and ultra violet light inside exhibit cases and in the exhibit areas; recording temperature and relative humidity levels in the exhibit areas and inside the sealed and the unsealed cases; and monitoring for pest infestations. This program should continue for at least one consecutive year to cover all seasonal variations. Recording any unusual weather patterns on the charts will assist with explaining anomalies on the graphs. Monitoring data should be retained in the museum files.

Natural Light Levels

KLSE has done an excellent job of displaying some light sensitive items by placing them inside drawers which the visitor must pull open in order to see the item. This exposes the document to a limited amount of light over an extended period of time.

During the site visit, light level readings as well as temperature and relative humidity levels were taken. Although the exhibit cases in the permanent exhibit areas were designed with UV protective bonnets, the light levels for visible light were extremely high with readings of 2810 lux and 368 lumens in the permanent exhibits. In the temporary exhibit area, UV filtering film was installed on the large glass windows, but the light levels in this room were also very high with readings of 1037 lux and 260 lumens. The exhibit cases in this room do not have UV filtering properties. Many of the objects on exhibit in both the permanent exhibits and the temporary exhibits are light sensitive. NPS policy is to lower visible light levels to no higher than 30 foot candles or 300 lux and ultraviolet light

levels to no higher than 75 microwatts per lumen. For light sensitive objects such as photographs and documents, visible light levels should be no higher than 5 foot candles or 50 lux and no ultraviolet, if possible. Using good quality light sources and ultraviolet filtering materials are critical to reducing damage from light. NPS museum standards recommend placing copies of original documents and photographs on exhibit rather than the original item when light levels cannot be properly controlled. Ultraviolet light *and* visible light filters, as well as light reducing blinds and/or awnings on all windows on the first floor could be installed. Consultation with a conservator can determine the best approach for lowering the natural light levels.

In the meantime, a plan to rotate light sensitive objects on and off exhibit could be considered, or use copies of historic images and documents rather than the originals. Also, the length of time a temporary exhibit is displayed could be reduced. The current one has been up since the summer of 2006, an extremely long period of time for a temporary exhibit (most are up only for a season), particularly when it contains primarily light sensitive objects.

Artificial Light Levels

The objects at KLSE are subjected to more than high natural light levels; they are also exposed to high light levels from the track lighting system inside the exhibit areas. The system uses 70 watt flood lights which are trained directly onto the objects. Although the cans have filters and the collateral-duty curator has tried to reduce the track levels by removing bulbs and cans and repositioning them so that they don't directly fall on objects, the light levels are still too high. More cans could be removed from the track or perhaps remove the track lighting system from the upper level (main) exhibits. Perhaps the tracks might be turned on only during the winter months when it is darker outside, as these exhibits already receive more than the recommended light levels just from the natural light streaming through the large storefront windows.

Light-sensitive objects should not remain on exhibit until they have reached their maximum yearly exposure or dose. This is based on the

National Trust Manual of Housekeeping and not on NPS policy. The NPS museum manuals and *Conserve-o-grams* can be referred to when determining appropriate exhibit lighting levels.

An NPS conservator should *always* be consulted prior to exhibiting light sensitive objects. Alice Bear and Sheila Payaqui's advice in their objects and paper condition surveys (2007-2008) should be followed; both advised limiting the length of time light sensitive objects were placed on display. Light levels inside the Fraternal Organization exhibit and the Nordstrom exhibit need to be monitored and the objects removed if preservation needs warrant. Light levels outside the cases were within acceptable light levels for sensitive objects, but they appeared to be much higher inside the cases despite the use of fiber optics to light them. The MMP team was unable to record the light levels inside these cases during the site visit. Finally, bringing in a team of experts to work on the light level issues should be considered. The team should include an NPS professional-grade curator, NPS conservator, and a lighting expert familiar with NPS museum standards.

Relative Humidity and Temperature

Relative humidity (Rh) levels were within acceptable guidelines for outside the exhibit cases during the site visit. Dataloggers downloaded from the two exhibit cases that had been monitored over the past 10 days showed unacceptable fluctuations in both Rh and temperature. Rh in both cases went from approximately 41% to 60% between July 2 and July 10th. Acceptable Rh levels for exhibited objects is 45-50% with a variance of +- 3% in a 24 hour period and +- 5% over a 30 day period.

Temperatures inside the exhibit cases fluctuated between 69 degrees and 74.2 degrees and was consistent with temperature fluctuations recorded during the site visit outside of the exhibit cases. Acceptable levels for temperature in exhibit areas are 65 to 68 degrees. It was noted that, with the exception of the collection storage room, thermostats were set at 71 and 72 degrees. Again, the primary resource of this park is its museum collection. Temperature levels inside the exhibit areas should be set to

preserve the collection while on display and not for the comfort of staff or the visiting public.

During the site visit, temperature levels, although not documented through an official monitoring program, were well above recommended guidelines inside the exhibit cases. Investigation by the collateral-duty curator revealed that the computer system used to run the touch screen panels (3 at each exhibit case) was installed inside the base of the exhibit case with no ventilation. So heat builds up underneath the artifacts, a very detrimental situation for the artifacts inside the cases. This should be rectified as soon as possible. In the interim, vents should be installed in each of the cases and in the long term perhaps the touch screens can be networked so that the computer equipment does not need to be inside the cases.

Dust

Finally, dust accumulation was noted on many of the objects on display. Dust is abrasive and an attractant to many kinds of pests which thrive on eating museum objects. The housekeeping recommendations in the Preservation Maintenance Plan should be followed as soon as is practical.

Brick dust was also noted on the baseboards in the lower exhibits by the sleeping bag exhibit and behind the panning-for-gold demonstration area. This should be monitored to ensure that the dust is not accumulating, a possible indication of a structural problem. If accumulation is increasing, Regional Historic Architect Lauren Hoffman should be consulted. The park should also place pest monitoring traps in this area as the wall and the floor are separated from each other, providing an excellent source of entry into the exhibits.

Recommendations

- Use a multidisciplinary approach to exhibit design for all exhibit planning in the future, including temporary exhibits. Ensure that professional-grade curators and conservators are a part of this planning effort from the beginning.
- Reduce the length of time that temporary exhibits are installed. Consult with a conservator prior to installing exhibits in this room to

ensure the preservation needs of the objects going on display will be met.

- Use copies of archival documents and photographs in exhibitions rather than originals unless light levels can be controlled to protect the objects.
- Expand on the environmental monitoring program and include recording temperature, relative humidity, and visible and UV light levels for one complete year, inside the general exhibit areas and inside exhibit cases. Be sure to record this information from inside the different kinds of cases on exhibit to ensure accurate data. Include monitoring for pests as part of the program.
- Purchase museum quality exhibit cases for the temporary exhibits including the sleeping bag exhibit. The cases should be sealed; have a UV protective barrier; and have a drawer for installing desiccants, such as silica gel, if needed. The sleeping bag, because it cannot be spread completely out, will require a desiccant chamber to prevent microorganisms from growing in the folds. See the recommendations in the Condition Survey by Sheila Payaqui.
- Remove the plastic shoes from the Nordstrom exhibit case as noted in the recommendations in the Condition Survey by Sheila Payaqui.
- Monitor the brick dust levels on the lower level exhibit walls. If accumulation is increasing consult with the Regional Historic Architect.
- Submit a PMIS statement for the purchase of additional dataloggers. Purchase enough loggers to implement environmental monitoring program effectively for both the exhibits and the museum collections storage room.
- Submit a PMIS statement, in conjunction with the MORA curator, for MCPPP funds to hire a term museum technician to assist with bringing the environmental monitoring program online and with accessioning and cataloging the collections.
- Work with the Regional Historic Architect to finish the areaway wall behind the lower level exhibits and fill in the pipe holes.
- Continue to monitor the pipes that traverse the exhibits for leaks and immediately repair any problems. Contact Regional and Network museum staff for support when objects or exhibits are damaged.

- 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.
- Consult with a textile conservator about proper mounting techniques for the banner and ribbons on display in both the permanent and temporary exhibits.
- Catalog all objects including period pieces and reproductions into the museum collection.
- Create a tracking system for, and physically mark, all props to ensure that they do not end up in the museum collection.
- Replace all objects that were damaged by the use of inappropriate mounting techniques. Consult a conservator and a professional-grade curator prior to mounting the new objects.
- Work with an NPS conservator and a lighting specialist familiar with NPS museum standards to solve the high light levels issue.
- Consider instituting a security roving program to ensure exhibits and objects are not being damaged or tampered with and to deter theft.
- Consider installing a surveillance system that can be monitored at the information desk.
- Network the touch screen panels to reduce the heat build up inside the exhibit cases.
- Follow the guidance in the condition surveys to have the residue inside the medicine bottles and assaying cups scientifically analyzed.
- Remove the tools stored in the tool box at the bottom of the stairs leading to the lower level exhibits.
- Update the Scope of Collection Statement to reflect the NPS policy of accessioning and cataloging all objects on exhibit.
- Consult with security experts and an NPS conservator to determine the best methods to properly secure the exhibits from theft.
- Request funding for an Integrated Pest Management Plan.

Issue C — Park Archives and Information Management

Issue Statement:

Increased management and control over park documentation and information will promote education, outreach, and use.

Background

This issue explores the need to gain intellectual control over the park archives and information systems; obtain larger work and storage space; create professional standards for management; and identify steps required to preserve archival materials and then make them accessible to public and park researchers.

Archival records provide the framework for institutional memory. Park libraries contain published secondary-source materials, whereas archives contain primary source records related to park resources. Park records are documents, images, databases, maps, and informational resources that are created and used in park operations and administration. Park archives are derived from park records as well as non-park documents or images that meet the criteria for permanent retention as outlined in the current *DO#19: Records Management and Records Disposition Schedule*.

Archives contain data regarding museum collections, park lands, historic structures, history, natural and cultural resources, and operations. These records are permanent because they embody the legacy of management and heritage that exists nowhere else. Proper control of records management is essential, for a percentage of these active records will eventually become park archives. Accessibility and retrieval requires ongoing management from the moment records are created.

Klondike Gold Rush National Historic Park (KLSE) was created on June 30, 1976. KLSE had a previous Collection Management Plan (CMP) completed in 1985. As the field of archives was not well known at that time, no mention was made in that CMP. Based on the 2007 Collection Management Report (CMR), KLSE archives collection consists of 20,224 items with a backlog of 12.5LF (20,000 items). The total research use for the 2007 fiscal year consisted of seven requests from within the park and one from the public. This is an exceedingly low amount and suggests that either not all of the requests are being documented or more effort needs to be made to publicize the collections.

In 2007, the park contracted with Alice Bear Conservation to complete a paper collection condition survey of archive materials at the park. The park will need to create and submit a grant or PMIS project to receive funding to implement the conservator's recommendations. Possible funding options include a Cultural Cyclic Maintenance PMIS project or Save America's Treasures grant (which requires non-federal matching funding). The conservator's estimated cost was $70,000, which is a bit low and does not include materials in the newly acquired Hilscher steamer trunk. A conservative estimate for the entire project, including the paper and photos in the trunk is $135,000.

The KLSE archives program is challenged by a space shortage. The current arrangement combines museum storage, museum processing space, storage of supplies, exhibit prep space, pre-accessioned materials storage, and research reference space into one small room. The park will need to plan for additional room for museum processing and dedicated reference work space.

The park's administrative officer has kept all of the inactive park records in well-organized and labeled filing cabinets. As part of this MMP, the team archivist surveyed all of the inactive records at the park and identified temporary records to be shredded as well as potential archival materials, which have been sequestered into museum collection storage. It is not known whether the park has stored early park records at the Federal Records Center in Sand Point National Archives and Records Administration (NARA). The park should check with NARA to see if any

KLSE records are held there, and if so, determine what value these records have to the park. Resource management records are to be retained in the park archives.

Some of the archives that were already accessioned and cataloged were erroneously listed in ANCS+ as historic objects instead of archival collections. This can be resolved by changing their classification to archive in the cultural resource catalog classification field.

Discussion

A full survey of all park records was conducted as well as a review of archival materials located within the museum collection storage, which included both cataloged and uncataloged collections. Accession files were also reviewed.

The park archives are comprised predominantly of resource management records, which are official records needed for ongoing management of resources at the park. This is typical of NPS archive collections. The park also has a few manuscript collections, which are personal papers donated from non-NPS sources. There are also some fragmented collections, which would best be described as ephemera. With a sizeable amount of ephemera (such as pamphlets, clippings, items without provenance, ribbons) the park should create a distinct collection of these materials.

As a result of the survey, all park archive materials have been identified, appraised and organized into collections by the MMP team archivist. The next step will be to process the collections to better preserve them, and then catalog the materials to make them accessible. As part of archival cataloging work, a finding aid will need to be created for each collection. For the collections to be fully accessed and managed, and as part of all future cataloging work, the archival collections need to be cataloged to at least the folder level, and in certain instances the item level, in the archives module of ANCS+. The use of park-supervised student interns to help with archival projects is recommended.

The park's dedicated museum collection storage space is inadequate to house all the archive collections within the park without major modifications. There are approximately 24 linear feet of archival records in storage or in active use at the park, of which 18 LF are stored in the museum collection storage.

The park needs additional room for museum and archive processing and dedicated reference work space. Ideally, these locations should be kept delineated so that materials being processed are protected from access by researchers (i.e., touching, spilling, theft). The current arrangement combines museum office workspace, museum processing space and research reference space into one small room. The conference room near collections storage is used when additional space is needed. A preferable option would be to alter the conference room into a dedicated museum storage space. Owing to the large reference space in the library, it would be ideal to make use of the library for research use, especially since there is often library staff that can help watch patrons.

Park staff and the MMP team discussed the possibility of offsite storage for the KLSE museum and archive collections. The Museum of History and Industry (MOHAI) was one option. The MOHAI is currently undergoing a move to a new facility and in the process of deaccessioning a large portion of their collections. The other potential institution discussed was the Burke Museum at the University of Washington (UW). Both MOHAI and UW have better environmental conditions and more dedicated staff, but it is unknown if they have available space, if they would charge for storage, or if they would be interested in such an arrangement. As the KLSE museum collections are not that large, it is preferable that the collection remain at the park, and that a larger space be made available onsite, such as the conference room.

The park has placed large responsibilities on its park guide, with emphasis on managing the archives, museum collections, and library, in addition to providing interpretive visitor services. A single position, especially at the technician level, will continue to be challenged to successfully manage the entire KLSE museum program and other responsibilities. A more effective staffing solution would be the creation of an OFS base-funded position

such as a 0170 Historian and 1015 Curator at the GS-7/9/11 level. This position would be responsible for the management, record-keeping, preservation, exhibit, research, reference, outreach, and interpretation of the park's museum archive collection.

The archives is in very good condition. Only a few preservation concerns need to be addressed. Rolled plans, photos, and drawings will need to be relaxed by a conservator. Any files or documents within archival document boxes that are falling over or slouching will need to have buffered spacers placed into the boxes to prevent this curvature. A few of the boxes are overfilled with documents. Some of the newspapers have had pages encapsulated. While this is a good intention to try to preserve these materials, the newspaper pages are highly acidic and the encapsulation creates a micro-climate accelerating the deterioration. As newspapers have inherent vice and are unstable, a more appropriate solution would be to reformat the newspapers onto archival bond paper. There are pages of slick, white, facsimile paper in at least one of the accession folders that need to be reformatted onto acid-free bond paper.

Figure 9 Trunk with printed and rolled archival materials

The museum needs to attract more research use. Three strategies can help with this endeavor. The first is to increase the scope to include a larger geographic location, which includes San Francisco, greater Washington

State, Alaska, and British Columbia, Canada. Based on the wording in the park's enabling legislation, this increase in scope would be appropriate.

The next step is to actively pursue museum and archive donations, such as letters, photos, drawings, journals, and accoutrements from private donors. The final step is for KLSE staff to research their own collections and publicize the holdings. After the Hilscher trunk documentation has been conserved, KLSE staff should review the materials to better understand the contents. It is not enough to read the materials; a report needs to be written to disseminate this knowledge. Time should also be spent researching the provenance and history of objects and other archival documentation. In addition, it would be useful for the park to research the relevant holdings of other institutions.

Once these three processes have been completed the park should investigate publishing some of the archival holdings (transcribing a diary, journal, or letter); producing a guide to the holdings of the museum archives (the park's completed finding aids with a narrative description of the collections); and creating an addendum to the park's administrative history. The park will need to contact the regional historian, currently David Louter, and discuss possible funding options, such as CRPP Base.

There are drawings, plans, and maps located in the superintendent's office, library, park storage area, and museum collection storage. Plans and drawings which have not yet been sent to the Technical Information Center (TIC) in Denver need to be sent so that they can be microfilmed and digitized. When sending the plans to TIC, the park should include a receipt for property and instruct TIC to return the hardcopies to the park once completed. KLSE will need to add all of the returned plans to the museum collection archives upon their return.

A filing cabinet of vertical files is located in the office of a park guide. While the bulk of the documentation is secondary reference materials, some primary source archival materials are interspersed. The archival materials need to be culled from the vertical files and placed in the park archives. A student or volunteer should be able to conduct this work. There was apparently a guide, or organized structure for the reference file

but neither were apparent during the brief survey done during the MMP site work.

The documentation on the park's VIP and "Trails and Rails" program is located in the office of one of the park rangers. While these files are currently active, once the records become inactive the VIP quarterly and annual statistics, program SOPs, and handbooks need to be added to the park's archives. Also in the office is a filing cabinet which contains HRS and cultural resource files in the bottom right cabinet drawer. These files are archival. On top of the filing cabinet is a small metal box with index cards entitled "Stampeders file" which contains the names of people affiliated in some way with the Klondike gold rush. While not necessarily archival, it would be good to safeguard this documentation and keep it with the park's reference collection. There are also slides located in a corner of the shelf above the desk. The park needs to determine if these pertain to the site or if they are duplicates of masters already in the archives. If any of the slides are relevant to the park and have long term value, they should be added to the slide collection in the park archives.

The active park central files are located on the third floor in two horizontal filing cabinets. Both cabinets are kept locked and each drawer contains six linear feet (LF) of files. All of the folders have central file codes, although some folders do not have dates on the label. The cabinets contain three groups of central file codes separated by dates. There is a group from 2001-2008, 1999-2001, and 1993–1998. The last group, dating from the nineties, is inactive and should be appraised for disposition. In the short survey below "*" delineates potential archives materials.

Left side cabinet
Top drawer: time and attendance, nothing archival.

2nd drawer: 2001-2008. A=2LF*, C=0.5LF*, Building Permits=0.2LF*, D=0.5LF*, F=1.5LF*, largely regional correspondence. Drawer contains about 1.5LF of potential archives.

3rd drawer: 2005-2007. Mostly empty except "documents to be filed" GMP, etc. Drawer contains 0.5LF of potential archives.

4th drawer: 2001-2008. Majority of folders are empty. F =0.1LF, H=0.2LF*, K=0.3LF*, N=0.5LF*, P=1.5LF, S=1.2LF*, W=0.3LF*, largely regional correspondence. Drawer contains a total of 0.7LF of potential archives.

5th drawer has no archival materials – contains 3LF of blank forms and 1.5LF of Third Party Drafts (TPD), personnel and budget documentation.

Right side cabinet
Top drawer has supplies, no archives.

2nd drawer, folders are overfilled: 1999-2001. Reading file=0.3LF*, A=1.5LF*, C=0.1LF*, D=0.4LF*, F=2LF (*1/4), H=0.5LF*. Drawer contains a total of 1.5LF of potentially archive materials.

3rd drawer is half full: 1999-2001. K=0.5LF*, L=0.6LF*, N=0.6LF*, P=1.5LF, S=0.5LF (*1/2), W=0.5LF*, Y=0.5LF*. Drawer contains a total of 1.5LF of potential archives.

4th drawer is full: 1993-1998. A=2.0LF*, Reading file 0.5LF*, D=0.5LF*, F=2LF (*1/2). Drawer contains a total of 4LF of potential archives.

5th drawer is full: 1994-1998. F=1LF (*1/2), H=0.3LF*, K=0.5LF*, L=0.1LF*, N=0.3LF*, P=2LF, S=1LF (*1/2), W=0.3LF*, Y=0.1LF*. Drawer contains total of 2LF of potential archives.

Collection Storage

The archives within the collection storage room are in good condition and appropriately housed. Several archive boxes are located in a utility cabinet with poor seals. The park should replace the utility cabinet with a wardrobe cabinet. A couple of high priority conservation projects need to be undertaken. These include the Hilscher trunk donation and some of the diaries, books, and letters that have already been cataloged. The park will need to create and submit a CCM funding request or SAT grant. The park should submit a MCPPP or CCM PMIS project for shelving, supplies, and to upgrade housing. A CRPP PMIS project for research work resulting in a report should be submitted.

There are currently six distinct archive collections:

1) The Alaska Yukon Pioneers (AYP) Collection, 6LF;

2) Klondike Database, 5LF;
3) Photo Collection, 500 items;
4) Resource Management Records (central files), 3LF – soon to be 21LF;
5) The Hilscher steamer trunk, 4LF; and
6) Ephemera, 0.5LF.

The AYP Collection has a fair amount of documentation that is outside the park's scope and should be culled. The culled materials should be offered back to the society, or to another local institution before being discarded.

The slide collection contains masters and duplicates of old slide programs. Many of the slides are not relevant to KLSE and should be culled along with the duplicates. The newspapers that were encapsulated should be reformatted onto archival bond paper. In the accession file cabinet, the three-ring binder should be added to the park's resource management record collection. Some slick fax paper in at least one of the accession folders needs to be reformatted; the originals can then be culled.

The map file cabinets have rolled maps and a few galleys/proofs. The proofs can be culled if a hardcopy exists. The collection of photographic prints, photocopies, and negatives has an organizational system that is not intuitive and the negative numbers do not match the print numbers, so they are not easily cross-referenced. All of the photos have been photocopied and the copies are used for research. On the back of some of the photographs is documentation that is not on the copies, and vice versa. As the bulk of the photos are not park-specific and did not originate in the park, they are mostly of value as reference documentation. Combine the prints and photocopies and place the collection in the park's reference collection. However, the park paid to create the copy negatives, so it is advisable to accession the negatives into the archives. The rare books need to be accessioned into the archives.

A drawer entitled "Klondike Database" contains a database that is not accessible as it was created using outdated software. The park needs to appraise the collection, determine how it was organized, and migrate it, if needed, for accessibility. Owing to the size of the collection and the

amount of work that went into its creation, this should be pursued soon, before it becomes more expensive to reformat.

Records Management

In the last two decades, records management has become a crucial issue at most parks. While the administrative officer (AO) is ultimately responsible for official records at the park, there are no official "records managers" at parks, and these duties are largely collateral. Currently, the AO is responsible for the basic management of central files at KLSE. In order for the central files system to be effective, the creator of records must enter the correct central file code.

Incorrect coding can lead to erroneous dispositions of potentially critical records. Director's Order-19 (DO#19) has been superseded in the last year by a newer version that identifies "resource management records" which are to be archived at the park. This current version is available at the Inside NPS website: (http://inside.nps.gov/waso/waso.cfm?prg=835&lv=4).

While the central file system is still an effective tool for managing administrative records, recently NPS archivists and records managers have advised park divisions to begin implementing a "project checklist" approach to managing records. Instead of assigning central file codes to documents, the project checklist relies on the creators of project files to keep the project intact and label the files in such a way that they are clearly tied to an over-arching project. Managing records as projects is much more effective, and once inactive, these collections are easier to appraise and make accessible as they are accessioned into the park archives. This will become even more critical regarding electronic records management.

The park will need to develop a policy for managing and migrating analog items, digital files, and databases with accompanying metadata. Metadata is data that is used to describe the image, raster file, or database and it must be preserved. For digital images, metadata is the "who, what, when, where, and how" documentation, such as the photographer, subject, or date. Metadata is often lost or unusable when printed to hardcopy, so the

park needs to contemplate the management and organization of digital and electronic filing prior to creation (or soon thereafter).

The park will be truly effective in this endeavor only if it requires all park staff to receive necessary training and receives a commitment from park management to enforce already applicable records management policies and procedures. If these are not adhered to, the costs to retrieve obsolescent technology becomes astronomical and critical baseline data and institutional history will disappear.

The long-term objective for the park should focus less on having a designated records manager for the entire park, and more on having individual staff members responsible for their own records. To help achieve this goal, the park should have an all-employee records management training. One of the premiere records managers within the NPS, Susan Ewing Haley, is based at Golden Gate National Recreation Area (GOGA). It is advisable to have her lead the records management training, and consult with the park on records management issues.

SOPs and Protocols

A professional museum program relies on creating and implementing standard operating procedures (SOPs) and protocols. Examples include procedures for access and use, copyright and privacy restrictions, migration / reformatting procedures, and so on. In addition to Preservation Maintenance (Housekeeping) Plans, Integrated Pest Management Plans, and Emergency Operations Procedures, these guidelines are vital tools that provide a framework for everyday operations. However, these tools need to be kept current, and more importantly, need to be adhered to by the museum program.

Library

The KLSE library is combined with the regional office library; the regional office staffs the library with two FTE. The bulk of the collection pertains to the regional scope and not just the gold rush. KLSE has several rare books which are housed as archives in the museum collection storage but are dual-cataloged in the library Voyagers system and the museum

Automated National Catalog Systems (ANCS+). All of the KLSE rare books should be accessioned into the park archives because of their rarity and value.

The park also has a collection of microfilm in the library, which consists of old newspapers and fire maps. The library is running out of space and will unlikely be able to add compact shelving because of floor weight load. There is also an audio/visual collection which includes 16mm films, videos, and DVDs, although very little pertains to KLSE, as the holdings are directed more toward other parks in the Pacific West Region.

A fairly large reference area in the library can accommodate park archives and museum researchers. Libraries are also ideal locations for housing reference and vertical files. Having a central filing cabinet for reference material helps make it accessible to all staff. No funding is currently available for the park to acquire new books or periodicals. Increases to the holdings are added through contributions, typically from the Northwest Interpretive Association.

Recommendations

- Identify, accession, and move into collection storage for preservation and protection the archives throughout the park.
- Process and catalog the archive backlog. Produce finding aids to make the collections accessible to researchers.
- Create additional storage space to adequately house the museum collections and inactive park records.
- Create dedicated museum processing space and researcher reference space.
- Create a GS-7/9/11 historian/curator position to manage the park's museum and records program. Initially, this may be a four-year term position until base funding can be obtained.
- Implement a formal records and electronic records management program.
- Provide records management training for all staff.

- Delineate responsibility for managing active park records which include paper, electronic, and digital records.
- Expand the park's scope to include a greater geographic area such as San Francisco, greater Washington State, Alaska, and British Columbia, Canada.
- Review the Scope of Collection Statement and expand archival sections (as distinct components from history).
- Identify institutions and universities where relevant collections are located.
- Provide training for the collateral-duty curator with formal professional workshops, informal details, or detail opportunities at other parks.
- Develop and implement protocols and standard operating procedures for managing a professional museum and archive program.
- Research KLSE holdings to better understand provenance of the collections and the content of the holdings.
- Write and produce an updated history of the park and include it in the park's administrative history as an addendum.
- Conduct proactive outreach to acquire new donations, raise awareness of the park's holdings, and increase park research use.
- Submit a MCPPP or CCM PMIS project for shelving, and supplies, and upgrade housing if a larger storage space is acquired. Submit a CRPP PMIS project to conduct in-depth research of holdings.
- Appraise the "Klondike Database" and migrate or reformat the electronic discs so that the collection is accessible.

Figure 10 The wooden ship *Lucile* loaded with gold miners and supplies, 1898. Edward S. Curtis photograph.

Figure 11 Cadillac Hotel circa 1929.

Bibliography

Good museum management planning requires an understanding of the library, archives, and museum collection resources as they currently exist, background on how and why these resources were developed, and information on what is required to preserve the resources and make them available for use. 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.

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Appendix A—
Suggested Workload Analysis

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					

1897
GO TO THE
KLONDIKE
!
MAKE YOUR FORTUNE!
GOLD! GOLD!
GOLD! GOLD!
JOIN THE JOURNEY!