Southeast Utah Group

National Park Service
U.S. Department of the Interior

Arches National Park
Canyonlands National Park
Hoverweep National Monument
Natural Bridges National Monument

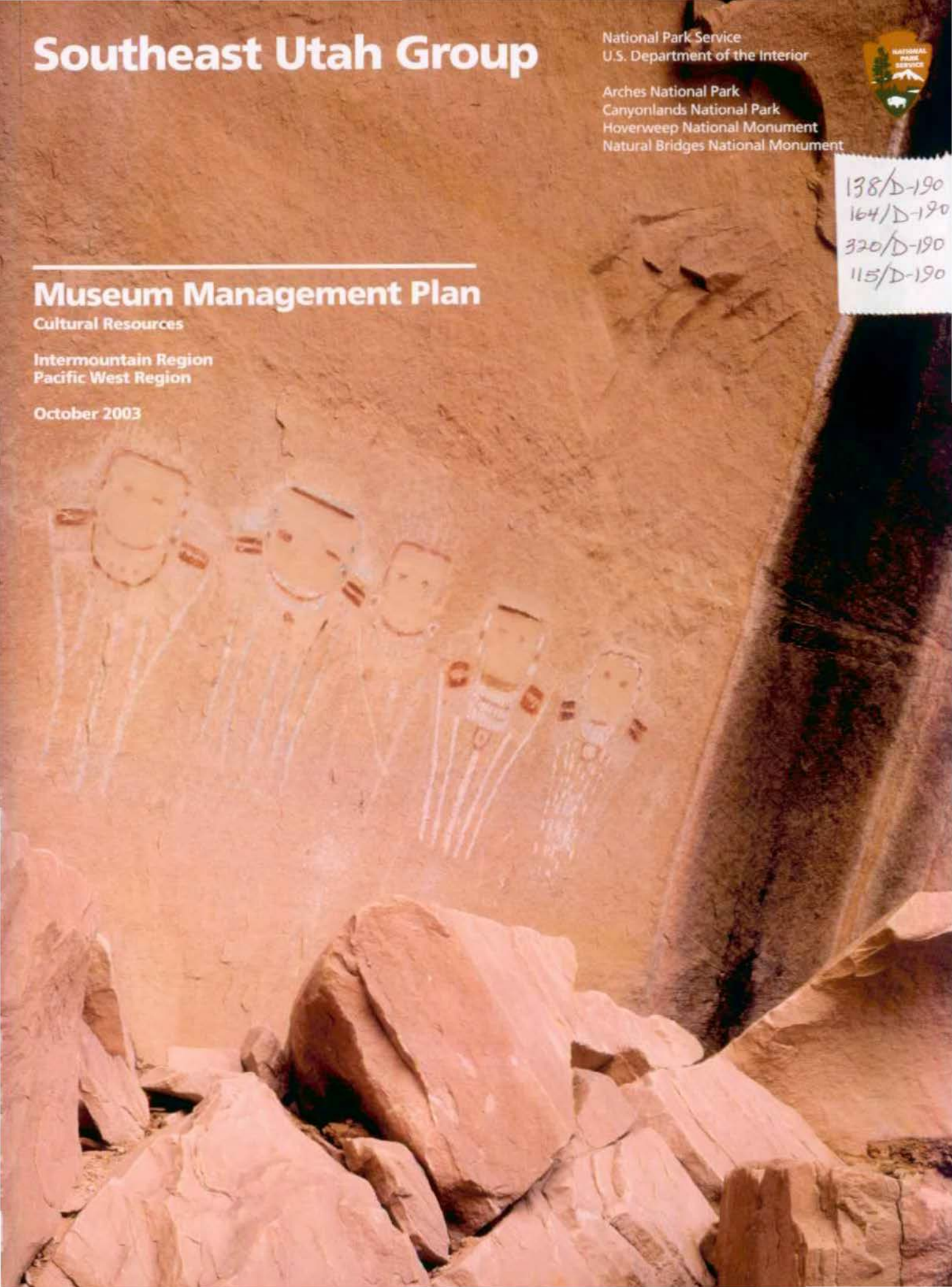
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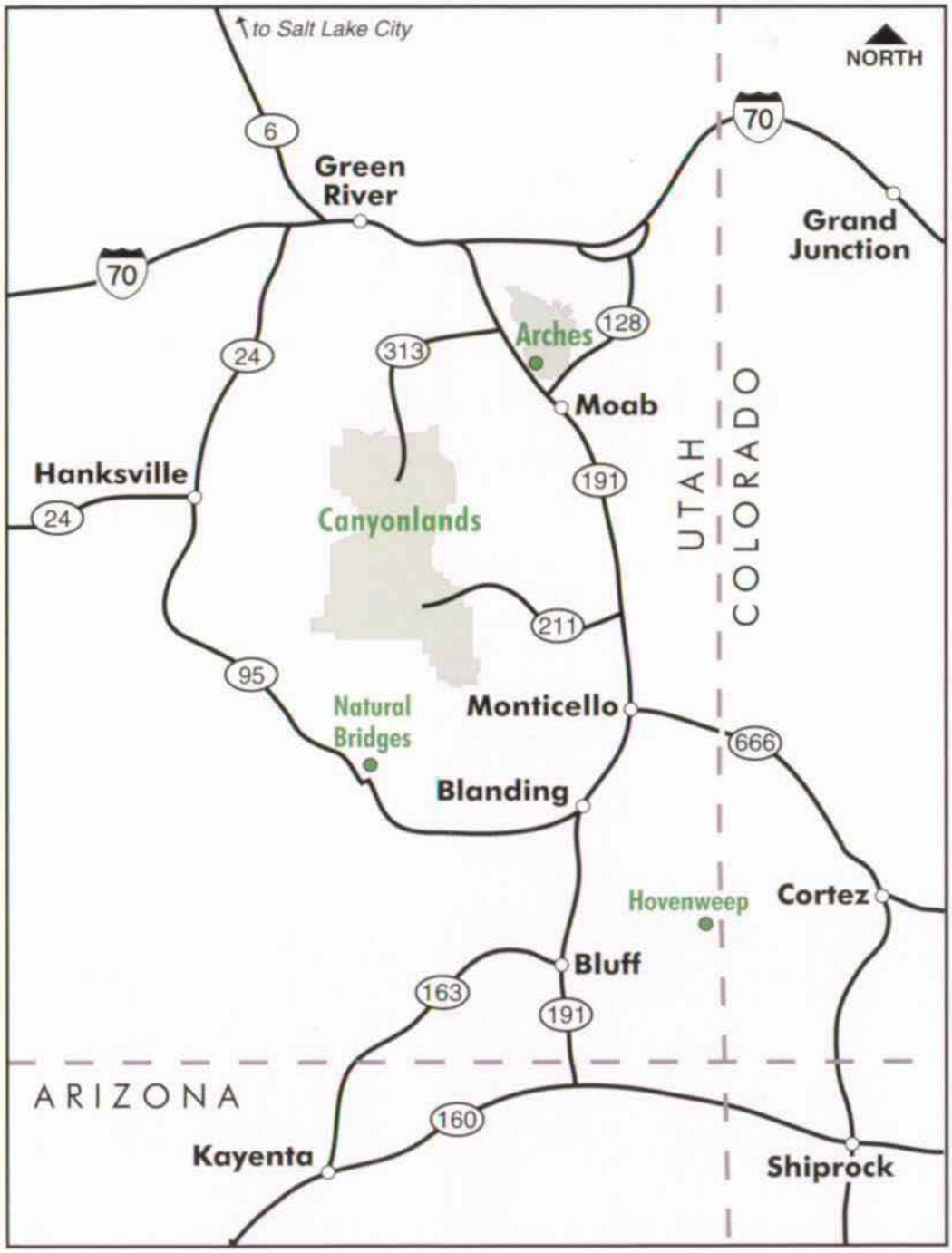
Museum Management Plan

Cultural Resources

Intermountain Region
Pacific West Region

October 2003




to Salt Lake City
NORTH
6
70
Green River
Grand Junction
70
Arches
128
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24
Moab
Hanksville
191
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Canyonlands
UTAH
COLORADO
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Blanding
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Shiprock

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Department of the Interior
National Park Service
Intermountain Region • Pacific West Region

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Executive Summary

The museum collections for the Southeast Utah Group come from four independent park units: Arches National Park (established as a monument in 1929 and as a national park in 1971), Canyonlands National Park (1964), Hovenweep National Monument (1923), and Natural Bridges National Monument (1908). The Southeast Utah Group is an informal, rather than an officially designated, unit of the National Park Service.

The Southeast Utah Group Museum Management Plan identifies and describes a series of management issues facing the combined group collections and presents recommendations to address these issues. A team of museum management professionals developed this plan in full cooperation with members of the park staff responsible for park archives, museum collections, and library resources. This collaboration followed a survey of the park staff to determine current information and program support needs.

The Group currently manages a known total of 584,494 individual items of cultural and natural significance that form the combined archives and museum collections. There are an additional estimated 94,000 items in undocumented archives presently held in the Group offices and unknown amounts of material held in the individual parks. The Group-wide library holdings are estimated at 5,000 individual items in both Interpretation and Resource Management Divisions. Park collections are expected to grow at a fairly rapid rate over the next decade due to the Servicewide Inventory and Monitoring Program. Cultural collections will also continue to grow as sites are added to the park inventory with associated inventory, documentation, and compliance actions required.

There will be a critical shortage of work and storage space during this time of projected growth. The current work/storage/study space requires renovation and reorganization to support the proper organization, documentation, preservation, and utilization of the existing collections. This situation will only worsen as more material is added.

At present, neither the collections themselves nor the information about them is easily available for use by the staff. As a result, primary park resources are not contributing their full potential to park and group operations. The survey of park staff indicates a high level of need for well-organized and documented resources, as well as support for the actions necessary to accomplish this objective.

The management of the combined group archives and museum collections of over half a million individual items is currently assigned to a half-time GS-1015/11 museum curator. The work load has resulted in some administrative and documentation concerns that could be addressed by additional staff time.

This museum management plan offers recommendations that will help the Group move forward in a proactive and responsible manner.

Key Recommendations

There are several proactive steps the park should consider for improving the museum management program:

- Develop and implement the philosophy and protocols necessary to direct the growth of the combined park archives, museum collections, and library resources in a manner that will provide the best and most accessible information for staff and public.

- Renovate the existing work/storage/study area to provide the necessary facilities for organization, documentation, and preservation, and to make these resources available for use by both staff and public.

- Provide adequate staffing resources to manage group archives, museum collections, and library resources according to professional standards.

- Develop and implement information and image management systems necessary to utilize park archives, museum collections, and library resources in direct support of park and Group programs.

These are the key recommendations of the museum management planning team. Each major section and most of the appendices in this plan contain detailed recommendations and actions the park may wish to consider for improving existing programs and creating new program initiatives.

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List of Abbreviations

AHC	Anasazi Heritage Center
ANCS+	Automated National Catalog Program
ARCH	Arches National Park
BLM	Bureau of Land Management
CANY	Canyonlands National Park
CNHA	Canyonlands Natural History Association
CMP	Collections Management Plan
GSA	General Services Administration
FWS	Fish and Wildlife Service
HOVE	Hovenweep National Monument
I&M	Inventory and Management Program
ISKY	Island in the Sky District of Canyonlands National Park
NABR	Natural Bridges National Monument
MCPPP	Museum Collections Protection & Preservation Program
MEVE	Mesa Verde National Park
MMP	Museum Management Plan
MWAC	Midwest Archeological Center
NCPN	Northern Colorado Plateau Network
NEED	Needles District of Canyonlands National Park
NRBib	Natural Resources Bibliography
PISP	Pipe Spring National Monument
RMP	Resource Management Plan
SEUG	Southeast Utah Group
USGS BRD	United States Geological Service, Biological Resources Division
WACC	Western Archeological and Conservation Center

Introduction

The Museum Management Plan (MMP) replaces the Collections Management Plan (CMP) referred to in the National Park Service publications, *Outline for Planning Requirements,* the *Cultural Resource Management Guidelines,* and the *NPS Museum Handbook, Part I.*

The CMP process generally followed an operations evaluation format, concentrating on the technical aspects of museum operations, including a full review of accession files, status of cataloging, adherence to guidelines, and making very specific recommendations for corrections and improvements. As a new approach to museum management planning, the MMP seeks to evaluate all aspects of museum-related programs within a park, and makes broad recommendations to guide development of park-specific programs that address the park's identified needs.

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

At the Southeast Utah Group, the MMP was requested to assist the Group in redeveloping a viable and multifaceted program that supports Group operations and individual park programs. Many elements of this particular plan are developmental in nature and are designed to guide the Group through the initial steps in creating a workable system that supports all aspects of Group and park operations.

To help with this process, the MMP team surveyed the staff in all four parks to collect baseline data concerning archival, library, and museum collections, and various related services needed by the staff. The survey data allowed the team to make a quick evaluation of numerous factors affecting museum operations, and also provided valuable insights about how a well-designed museum management program might address the needs of park staff. The compiled results of the survey, along with explanatory notes, are contained in Appendix A of this plan.

The benefits and outcomes of a well-organized and administered archival and museum collections management program are often not completely understood by parks. For this reason, the potentials inherent in a well-developed program are often overlooked and undersupported. Stated in the most basic terms: *the museum management program should be designed to collect and preserve park-specific data, and to make that information available to park staff and the public in the most efficient manner possible.*

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

This MMP was developed over a 12-day period from April 1 through April 12, 2002. The team became familiar with park resources and operations, then developed, organized, and recorded the central issues and the necessary supporting information in the plan. An out-briefing was conducted with the park staff on April 12, 2002.

This plan is the result of team and park collaboration, discussion, and consensus regarding all issues and recommendations. The plan includes individual contributions from Liz Bauer, Mary Benterou, Kent Bush, Lynn Mitchell, Brigid Sullivan, and Vicki Webster. The appendices were gathered from a body of suggested methodologies and reference materials generated by various NPS curators for other planning documents.

The MMP team wishes to thank the Southeast Utah Group staff, and Vicki Webster in particular, for the courtesy, consideration and cooperation extended during this planning effort. Their time, effort and involvement have been very much appreciated, and have served to make the team's job much easier. It is apparent that these individuals are dedicated and committed to the preservation of the park resources, and the interpretation of those resources to the public. It is a pleasure to work with such professionals.

History of Collection Management

A considerable amount of collecting has occurred in the parks of the Southeast Utah Group (SEUG) over the years. The first recorded accession for Natural Bridges National Monument (NABR) is dated October 1, 1967. It was in that year that NABR began to acquire objects for exhibit and first began its museum collection. Meanwhile, Arches National Park (ARCH) had accumulated a fair amount of material, much of which was collected outside the park. Even newly established Canyonlands National Park (CANY) had a staff with a penchant for picking up "neat stuff" found in the backcountry. As the amount of both casual and deliberate collecting grew, so did the need for collections management.

As the SEUG collections have developed and grown during the past 12 years, considerable progress has been made in documenting them.

Management and Staffing

Park records indicate little about what, if anything, was done with museum objects prior to the mid-1960s. At that time, each park managed its own collection separately. It is not clear when the collections of ARCH, CANY, and NABR were gathered together under management by a single office, but it is likely this happened in 1987 when responsibility for the collections moved from interpreters in the parks to the single archeologist who served the entire Southeast Utah Group from headquarters in Moab, Utah. He was assisted in curatorial duties by a seasonal interpreter stationed at ARCH. The three parks' museum records have always been maintained separately from each other.

The Hovenweep National Monument (HOVE) collections were managed as a part of the Mesa Verde National Park (MEVE) collection until 1986. At that time, HOVE objects were deaccessioned from the MEVE collection to the monument collection, still housed and managed by MEVE. Management of the HOVE collection was transferred to the Southeast Utah Group museum curator in 2001, three years after management responsibility for other HOVE functions had transferred from MEVE to the SEUG.

In fiscal year (FY) 1990, the first employee dedicated to full-time curatorial work was hired for the Southeast Utah Group. Kate Hogue, a rock art conservationist, became the GS-7 seasonal curator that year and provided the first professional management of the collections until her departure in March 1993. In May 1992, using backlog cataloging funds, two half-time seasonal archival technicians were hired to begin compiling archives for the three parks. By spring of 1993, one of them had moved away, leaving one seasonal, half-time archival technician with all the collection management responsibilities for the three parks. Catalog backlog monies continued to fund this half-time seasonal position throughout FY 1995.

In FY 1996, no funding was available in the SEUG for the position. However, Pipe Spring National Monument (PISP) had obtained funding for processing their archives. PISP paid the salary of the SEUG half-time archives technician, who processed the PISP archives at SEUG headquarters and performed minimal accountability tasks for the SEUG parks as time allowed. In FY 1997, SEUG received base funding for a half-time museum curator, based on the Group's commitment to make that position permanent. The conversion to permanent status occurred in May 1997, and the former seasonal archives technician remains in that position today as a permanent, part-time museum curator. The position has been upgraded to a GS-11, according to the requirements of the Resource Careers initiative.

Facilities

Objects belonging to the three original SEUG parks were scattered. Some were in offices at ARCH, NABR, and the various CANY districts, while some were in a warehouse owned by the U.S. Forest Service. As early as 1982, there was reference in the files to establishing a dedicated storage facility at ARCH. The facility (consisting of a single room in a Mission 66, three-bedroom house being adapted for office space), was occupied during the late 1980s. It had dedicated climate control and a security alarm. At first, it held only ARCH materials, but CANY and NABR objects were moved into this facility in the early 1990s. The room was, however, too small to house the growing collection.

In October 1994, the Southeast Utah Group Headquarters occupied a new building south of Moab. This privately owned building, leased to the National Park Service through the General Services Administration (GSA), was to have been built to NPS specifications. It included a museum collections storage room, which was supposed to meet NPS standards. Upon occupancy, staff immediately realized and reported that none of the specifications had been met. However, because the building is privately owned and managed by GSA, the NPS has had little recourse to resolve these problems.

Storage conditions for the HOVE collection were well below standard while it was housed at MEVE. A major improvement was made when funding from the Museum Collections Protection and Preservation Program (MCPPP) was used to move the archeological and archival collections to the Bureau of Land Management's (BLM) curatorial facility at the Anasazi Heritage Center in Dolores, Colorado. (Biological and geological specimens were moved to SEUG headquarters at the same time.) This move coincided with the assumption of responsibility for the collection by SEUG staff.

Curatorial Projects

Several curatorial projects conducted over the years have affected the current condition of these collections and their records. In the 1970s and 1980s, when only collateral duty interpreters worked with the collections, regional curators made several visits to the area, each time leaving a list of recommendations. These included:

- Cataloging the objects on display at the Needles District cowboy camps.
- Not cataloging the objects on display at the Needles District cowboy camps.
- Deaccessioning all the herbarium specimens for use by the interpreters.
- Re-accessioning and cataloging all the herbarium specimens as a scientific resource.
- Destroying old accessions records when a new book was used.
- Attempting to resurrect old accessions records.

It is clear that direction for museum collections management at the Southeast Utah Group was confusing, and that confusion is reflected in the current state of museum records.

Accessions

In 1990, the museum curator began the process of reviewing every accession and attempting to acquire or create documentation for each one. During the mid-1990s, this project was completed; every accession is now documented to the extent possible.

Cataloging

Since the Group has the services of a museum curator rather than collateral duty staff to focus on the collections, the SEUG parks have been able to bring catalog records up to NPS standards. In 1990, the museum curator computerized catalog records, using ANCS and ancillary dBase III databases. When ANCS+ was issued, all SEUG records were converted. Many inaccurately cataloged items have been corrected. There is currently very little cataloging backlog, with the exception of large natural history collections to be cataloged by their individual collectors. One enormous cataloging project involved archeological collections stored at the Midwest Archeological Center (MWAC). Although tens of thousands of catalog numbers were issued to MWAC in the early 1990s, no catalog records were received from them. In 1997, the collections were moved to the Western Archeological and Conservation Center (WACC), where the staff completed the cataloging for these materials in 2001.

Natural History Researchers

During the early 1990s, collecting permits were issued by staff at the regional office and at SEUG headquarters without any involvement of the SEUG curator. As a result, neither objects nor related records for those research projects were cataloged into the collections. A loan review project in the mid-1990s sought to resolve that situation. Every researcher was located, and a determination made about whether collections were being curated. When curated collections were located, the specimens were cataloged. Efforts to prevent recurrence of this situation continue; as mentioned in the "Archives" section that follows, few reports have been added to the collection.

Herbarium

In the early 1990s, a project to catalog all herbarium specimens was undertaken. A considerable amount of work was accomplished. Unfortunately, many of the records need to be corrected. Currently, a professional botanist is reviewing the entire herbarium collection for all four parks and is making corrections to plant identifications. There remains a workload to correct the catalog records.

Archives

In the early 1990s, two half-time, self-trained seasonal archives technicians established an archives program for the SEUG parks. Administrative archives were compiled, photograph collections were archived, and special collections (such as the Documentation of Geologic Features and Wolfe Ranch Historic District collections for ARCH, the Concessions Specialist's Records for CANY, and the Photovoltaic Energy System Collection for NABR) were preserved. In 1993, all nitrate negatives were identified, cataloged, duplicated, and stored at WACC.

At this point, the archives are in good condition, but their future is uncertain. The storage area is filling up. Few resource management records have been archived, and there is uncertainty about how to proceed programmatically to archive that type of record. As central filing procedures in the parks' administrative offices have deteriorated, the future of administrative archiving is also in doubt.

Research Projects

Various archeological surveys have added significantly to the cultural collections in each of the parks. ARCH, NABR, and HOVE have had systematic archeological surveys, while most of the archeological work at CANY has been for ruins stabilization or for clearance prior to construction. The ARCH and NABR archeological materials are stored primarily at the SEUG headquarters, with some objects at WACC. HOVE archeological materials and associated archives are all stored at the Bureau of Land Management's Anasazi Heritage Center. Most CANY archeological material is stored at WACC. In addition, stabilization work at the Wolfe Cabin in ARCH has added some material to the ARCH collection. A 1994 contract for ceramic analysis allowed staff to add more detailed descriptive data to many records for archeological objects stored at SEUG.

Most research affecting collections has focused on natural resources. The Quaternary studies project, conducted by Northern Arizona University (NAU) in Flagstaff, has generated large collections housed there. NAU staff has also collected aquatic invertebrates. Botanists at San Juan College in Farmington, New Mexico, and at Brigham Young University in Provo, Utah have collected significant numbers of herbarium specimens. The paleontological survey of ARCH, begun in 2000, has resulted in some collected specimens and will probably result in more. (The Utah State Paleontologist recently expressed his opinion that a sauropod located during the survey is a type specimen; he has a strong interest in excavating it.)

The Upper Colorado River Endangered Fish Recovery Program, being carried out jointly by the U.S. Fish and Wildlife Service, the Bureau of Reclamation and other organizations, has generated the collection of at least 300,000 larval fish specimens from CANY curated at the Larval Fish Laboratory in Fort Collins, Colorado. Because NPS collections managers had no knowledge in advance of these collecting permits, project coordinators were not advised of their legal obligation to catalog NPS specimens into the National Catalog. This has, therefore, developed into an enormous backlog and, as far as we can determine, it continues to develop. CANY, in conjunction with Dinosaur National Monument, has submitted a Project Management Information System (PMIS) proposal for funding this cataloging project.

Currently, projects impacting collections consist of a vegetation survey of HOVE, a survey of aquatic invertebrates for all SEUG parks, the work of the Inventory and Monitoring program, and increasing entomological collections by the park biologist as well as outside researchers.

Deaccessions

The most significant deaccession from the ARCH collection happened in 1994 when some 434 archeological objects (known as the "Williams Collection") collected prior to the 1960s in the Moab area (though not necessarily inside ARCH), were deaccessioned to the local county museum, the Dan O'Laurie Canyon Country Museum. In addition, a 1991 review of natural specimens resulted in the culling of all infested specimens from the ARCH and CANY collections.

The Ancestral Pueblo Farming Project at Hovenweep National Monument

The cultural collections at Hovenweep National Monument present unique challenges that result directly from their history.

Many of the archeological collections from HOVE originated from a series of field schools conducted by San Jose State University between 1974 and 1977. The project director was Professor Joseph Winter, a botanist at the university. The objective of the project was to examine the Ancestral Pueblo farming patterns at HOVE and adjacent areas through surface survey, site testing, and environmental studies. Field school work included flora and faunal studies, water control studies, experimental gardens, and archeological surveys.

Extensive surface surveys were conducted during the summers of 1974 and 1975. During the first summer, the survey concentrated on five sites within HOVE and four within Bureau of Land Management (BLM) units. In 1975, 59 survey units in a variety of locations, such as the site shown in Figure 1, were investigated. These units were located at canyon heads near major ruin clusters, and it is now apparent that little distinction in land ownership was made at the time. It has since been determined that sites involved were on land owned by the National Park Service, the BLM, the Navajo Nation, and private individuals.

Thirty archeological sites on Cajon Mesa were tested and environmental studies continued during the 1976 field season. In the fall of 1976, Professor Winter announced that he would be leaving San Jose State University for a position in Texas. There was interest in continuing the project at San Jose, and 11 sites were tested during the 1977 field season. By the fall, however, serious differences of opinion had developed concerning the completion of the 1977 report and the future of the project. As a result, the final report for 1977 was not completed on schedule. Early in the summer of 1978, it was discovered that all archeological field and lab records from 1977, many maps and all photographs from all four field seasons held at San Jose State University were missing. A report for the 1977 field season was completed in 1984 using reconstructed data.



Figure 1. Cutthroat Castle, Hovenweep National Monument.

The collections generated by this project were housed with other material from HOVE at the Mesa Verde National Park Research Center, where they were cataloged into the Mesa Verde collections. This error was corrected in 1986 when the HOVE material was deaccessioned from the general Mesa Verde collections and reprocessed correctly as HOVE collections. Still managed by Mesa Verde, the objects were cataloged with HOVE numbers during the early 1990s. Management of the collections was transferred to the Southeast Utah Group in 2001.

In February 2001, an Interagency Agreement for curatorial services was signed between the National Park Service, SEUG, HOVE, BLM, and the Anasazi Heritage Center (AHC). Per this agreement, all HOVE archeological collections were to be stored, maintained, and preserved at the AHC.

Since receiving the HOVE collections, the AHC has been examining the ownership of the material collected during the Hovenweep archeological project. Noting that the collections were not only from HOVE, but also from BLM, Navajo Nation, and private lands, the AHC began the process of identifying the location from which objects were collected in order to determine ownership. This work is beyond the scope of the Interagency Agreement and is being funded by the AHC. The center's stated objective is to request that the National Park Service transfer ownership and control of the materials not collected from park lands back to the BLM and the Navajo Nation when the project is completed. The intent, however, is to manage the collections as a unit.

The AHC has also expressed interest in the botanical specimens from BLM land collected during this project. These specimens have been incorporated into the herbarium that is part of the combined collections of the Southeast Utah Group. At present, it is not known where the faunal specimens collected by the field school are located.

It is the opinion of the MMP team that all elements of this particular collection should remain together and be housed at the same repository. The MMP team suggests that the Group consider transferring Service ownership of the specimens collected from outside monument boundaries during the field school, to the BLM for permanent repose at the AHC. Information concerning the specimens will remain in the Group's ANCS+ catalog so that data about the specimens can be accessed by the staff.

Additional material from HOVE is located at other facilities:

- In April 1996, a Cooperative Agreement between the Intermountain Region and the Museum of Northern Arizona indicated that there are collections from HOVE at that institution. The Southeast Utah Group does not know the extent of those collections at this time.

- The Western Archeological Conservation Center holds archives including reports, photographs, negatives, and general materials related to ruins stabilization at HOVE.

- Mesa Verde National Park holds nitrate negatives, historic and stabilization photographs.

- The Museum of Natural History in New York City has material from HOVE.

Regarding the collections located at other facilities, the MMP team recommends that the Group curator continue to pursue their documentation.

Issue A — Organization and Use of Park Collections

Issue Statement

Defining and articulating the role and function of museum-related activities will promote development, preservation, use, and appreciation of park resources.

Background

The museum collections for the Southeast Utah Group (SEUG) come from four independent park units: Arches National Park (established as a monument in 1929 and as a national park in 1971), Canyonlands National Park (1964), Hovenweep National Monument (1923), and Natural Bridges National Monument (1908). All four areas share similar geography, resources, and management concerns, including a general lack of funding and staff required to manage the park units.

The Southeast Utah Group is an informal, rather than an officially designated, unit of the National Park Service. As such, SEUG does not have a separate organization code for identification and funding. In the recent past, Hovenweep National Monument (HOVE) has been supervised by the superintendent of Mesa Verde National Park (MEVE), which is outside the Group. Currently, the superintendent of Canyonlands National Park (CANY) also supervises Arches National Park (ARCH) and Natural Bridges National Monument (NABR), and

assumes other lead responsibilities for the Group. For example, increases to the ONPS base funds for CANY have supported creation and staffing of the Group offices in Moab, Utah. The current Group office building was occupied in 1994, and provides a variety of technical and professional services to Group parks.

Former NPS scientists who now work for the Biological Resources Division (BRD) of the USGS continue to occupy the same building and provide some scientific services to the Group. Specimens collected from client parks by BRD as part of the Service Inventory and Monitoring Program, along with related archival material, will become a major contributor to collections growth over the next few years.

Consolidation of management of the museum collections for ARCH, CANY, and NABR started in 1987. The BLM Anasazi Heritage Center in Dolores, Colorado currently administers the majority of the HOVE archeological and archival collections, while the geological and biological collections are administered at the Group facility. The history of the administration of the HOVE archeological material is unique, and described in detail in the section, "The Ancestral Pueblo Farming Project at Hovenweep National Monument" earlier in this plan. The first permanent status curator was hired for the Group in 1997, and this position continues as a half-time position.

Discussion

Museum, library, and archival collections in parks all provide slightly different views of the aggregate park resources.

- Museum collections should contain three-dimensional objects and natural history specimens that are representative of the resources within the park boundaries. Examples of museum collections include artifacts from archeological compliance activities, specimens and resulting reports from resource management projects, and paint samples and building fragments from restoration of historic structures.

- The archives should contain files, manuscripts, maps, building plans, and photos that document the history of 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 might include copies of field journals and maps created while collecting botanical specimens; photographs and spectrographic analysis of paint samples recovered during pictograph stabilization; maps and "as built" drawings made during utility installation; and property, land and water use agreements and permit information that document past acquisition and use of park lands and resources.

- The library should contain both published literature and copies of the more informal reports and documents relative to the park resources and their management. Examples might include general literature concerning local history, flora and fauna; specialized scientific studies relative to biota and archeological 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.

These three types of collections should be considered as individual data sets containing different types of information, but all on the same topic — the park resources.

When developing the Group and park-specific philosophy of what the individual collections should acquire and make available for use, it is necessary to get input from each administrative unit (division, branch) of each park in the Group. Each administrative unit will have a different view of the kinds of things the collections need to contain and how they

should be made available for use. For example, maintenance may need utility maps available at points of use. Resource management may need access to the herbarium to fit flex-time schedules, and administration may need land and water file information on compact disc available for use at a desktop computer. It is possible to fill all these types of needs, but only if the collections are created, organized, and maintained with these uses in mind.

Currently, the collections — both cultural and natural — are stored by the park. For the cultural collections, this organization has resulted in wasted museum storage cabinet drawer space and inappropriate mingling of materials (for example, fragile archeological organic specimens are in the same drawers as lithic materials). This organization also makes it difficult for users to access material for comparative purposes, and creates space and preservation concerns for the park curator.

The existing park resource management and administrative records consist of at least 142,000 individual items, for which there is no repository-level finding aid. While the administrative records are accessioned and organized, and have finding aids, the archival records are not all organized and accessioned. Searches for required information are often laborious and frustrating. Similarly, there is no group-wide catalog of the Resource Management Library holdings and, thus, no single place a user can go to determine whether the park owns a specific book or reference. In general, the lack of knowledge about materials in the collections, as well as lack of office/work space to work with the items, curtails their use.

This limited development and use of the collections is well documented on the employee survey (see Appendix A).

- 21% of respondents said they did not know what types of collections were available for use, and 18 % said they did not know where the collections were located.

- 36% said they would like a listing of what was in the collections, and 43% said they would like to have a finding aid to the collections.

The survey results presented here provide starting points for evaluating the need for a joint archive/library/museum collections program, as well as objectives for what such a program should accomplish. The challenge is to create an operational outline that defines what the collections will consist of, who will provide the necessary operational services, and what products will be available to current and potential users. This exercise cannot be accomplished by a single individual or by a single administrative unit within the Group. A series of meetings of senior members from each park division and/or branch in an atmosphere that promotes the frank and honest exchange of information and ideas will be required.

Establishing a Joint Collections Program

Identifying Current Collections and Future Growth

The first step should be to identify the collections of material and information that each administrative unit is currently holding, and what collections they expect to create in the future. At this time, the Group should also be gathering basic information concerning other data sets that exist in the geographical area (for example, the collections of the local historical museum, and the county library). Other institutions and associated staff should be considered as potential partners and sources of expertise and assistance in developing and managing the Group collections. There may be areas where close cooperation is desirable, and there may be areas where the Group may wish to defer to specialty collections already in existence.

Revising Access, Use, and Management Policies

The third step should be to revise the access, use, and management policies for the collections as a whole. These serve to define who has access to the collections (both staff and public), what types of use are possible and the conditions imposed, and how the collections are to be managed. Examples of these types of policies may be found in the appendices to this plan. It is emphasized that these are generic procedures suggested for consideration; the Group may wish to adapt these to fit Group or park-specific needs. It is also at this point that the desired outcomes should be defined — what services are expected from the collections. Some examples might include production of overlays for buried utilities, production of CDs containing past and present concession contracts, liberal access to botanical specimens for comparative studies, and interlibrary loan services.

These focus group exercises should result in several park-specific documents, including a role and function statement for the combined collections that clearly conveys who is responsible for the development of this joint resource and how it will function to serve group-wide goals. Access and use policies should be defined and implemented, and responsibilities for development, documentation, and management of this resource should be stated in a formal position description and in performance standards. It is only by fully defining these objectives on paper that they will be accomplished in fact.

A Word about Funding

Funding has always been difficult for the administration of archives, museum collections, and libraries. The key to funding the management of these interdisciplinary resources is to spread the responsibility among the projects that are creating the collections and the administrative units that use the end products. Requirements to do this already exist in Service policy, in the form of Special Directives and Director's Orders. The Group and park superintendents have the authority to compel compliance with these policies, while the curator does not.

Recommendations

- Revise and update the Scope of Collection Statement to include Hovenweep National Monument collections and formalize the role and function of museum collections.

- Promote use of collections as a resource for all park staff, using opportunities such as training, meetings, and electronic announcement of new acquisitions.

- Contact other institutions holding archives, libraries and museum collections in the general area to determine possibilities for cooperative partnerships regarding common resources.

- Require that all administrative units within the Group support these joint collections through line-item funding from projects that create collections and records as required by Service guidelines and policies.

- Create a focus group of senior staff representing all four administrative units to define what the collections should contain, how they would be managed and accessed most efficiently, and what products should be produced upon request.

Issue B — Collections Preservation

Issue Statement

Implementing proactive preventive and remedial conservation strategies for collections in storage, on exhibit, and in the field will promote long-term preservation of cultural and natural resources for research and use.

Background

With the exception of a few objects treated by the Division of Conservation at Harpers Ferry Center and exhibited in the Needles District Visitor Center, the museums at Canyonlands National Park (CANY), Arches National Park (ARCH), and Natural Bridges National Monument (NABR) have no documented conservation history. Their museums contain primarily accessioned surface finds or material resulting from small-scale collecting. The fairly small in-house collection of historical and archeological objects and natural science collections of botanical, entomological, geological and paleontological specimens are now stored in a dedicated room in the Southeast Utah Group (SEUG) Headquarters Building in Moab, Utah. A smaller adjoining room houses documents and photographic media. Most of the larger archeological collections and supporting documentation from systematic professional archeological excavations are stored at the Western Archeological and Conservation Center (WACC) in Tucson, Arizona. Other archival collections are also housed at WACC and elsewhere as described in Issue D.

Exhibits in the visitor centers at ARCH, CANY, and NABR display very few museum objects; those that have been selected for interpretation are fairly robust inert materials such as lithics, ceramics, glass and stable metal objects, which were treated in the 1990s by Harpers Ferry Center Division of Conservation. The exhibits in the various visitor centers date from Mission 66 era (ARCH) to Bicentennial era and later Harpers Ferry Design Center template plans with modular cases of the 1980s and 1990s (NABR and CANY Needles District). Interpretation consists primarily of didactic text panels, taxidermic mounts, and small dioramas in the older exhibits; synthetic and freeze-dried natural history specimens; and objects of modern cultural material to represent visitor recreational use of parks, such as hiking shoes, canteens, and hats.

Cultural material is also present in outlying cowboy camps in the Needles District. These on-site collections consist primarily of tinned iron kitchen implements and cans, historic commercial product containers, leather horse tack and vernacular wood furniture. Some objects have been accessioned and photographed, and are inventoried yearly by the park curator. The curator reports that gradual material loss of these unprotected objects is apparent in annual visual inspections.

Discussion

Collections in Storage

The small collections storage room is well organized and impeccably maintained by the curator. However, the quality of the storage space is constrained by inadequate storage furniture, which consists primarily of old Lane specimen cabinets and open shelving that is frequently not a good match for the space and support needs of individual objects.

Motion can be a problem for large and small breakable or fragile objects. This is particularly true when a tray is heavily loaded or pulls out roughly, promoting impact damage as objects shift and bounce. Motion can be a problem for large and small, breakable or fragile objects, particularly when a pull-out tray is heavily loaded or pulls out roughly. This can cause objects to shift and bounce, promoting impact damage. Several large, ceramic ollas in the collection now stored in pull-out drawers are very fragile, as evidenced by indigenous repairs to body wall cracks with yucca fiber and pitch and the presence of blind or incomplete cracks. Providing adequate physical support to these objects is critical to avoid further damage and material loss. Stationary shelving cabinets are a better choice for their storage.



Figure 2. Large ceramic pot is stored in a pullout drawer and housed in nonarchival material.

Long objects, such as digging sticks, need to be placed in a doublewide cabinet rather than a standard drawer where they consume more space than necessary (see Figure 3). A new storage system, one that allows for more logical storage of objects according to space needs and allows for modest collection growth, should be researched and purchased in order to maximize use of existing space and permit modest collection growth. A professionally prepared Collections Storage Plan provides analysis of space and cabinetry needs for specific materials represented in the collections, anticipates growth, and estimates cost for purchase and installation. Costs for contracting Collections Storage Plans and the purchase of storage equipment, including climate control systems, can be funded through the MCPP one-year program.



Figure 3. Long objects take up space in drawers while basketry has inadequate support.

Before a Collections Storage Plan is implemented, reduction of material through deaccessioning now housed in the storage area should be considered. Horse tack donated to the park is housed on open shelving in the center of the room. The space configuration needs of storing harness and tack are substantial, and there is inadequate space to do it correctly. The park should consider the value of these objects in light of the park's mission; if the items are not significant, perhaps they could be lent or transferred to a local historical society whose collecting mission embraces material of this type.

Paleobiological Specimens

A more serious physical problem is the presence of radioactive fossilized material in the storage room. Naturally occurring radioactive uranium and thorium are present at various levels in most fossils and in certain rocks and minerals as well. The radioactivity is generally at a low level and does not create a health hazard out in the open. However, when radioactive specimens are contained together in an enclosed space such as a museum cabinet, the resulting elevated radon concentration can require mitigation measures.

In 2000, Curator Vicki Webster arranged for radon testing in the storage room by Radon Environmental Monitoring (ESG) in Illinois and the Department of Environmental Quality, Division of Radiation Control, in Salt Lake City. Monitoring badges were placed in two locations: in the general storage room on open shelving with dinosaur bones, and inside the ARCH C museum cabinet with paleontological fossils. Measurements taken were of the proximal, not ambient, air.

The findings show radiation at 4.4 picocuries per liter (pCi/l) in the general storage room and 29.4 pCi/l in the museum cabinet. Although the EPA recommends radon mitigation when levels are above 4.0 pCi/l, this assumes consistent exposure to a certain dosage rate. The storage room where the testing took place is not an office area. Because staff enter the storage room infrequently, they receive only occasional and limited

exposure, which presents no significant health threat. Radon easily dilutes to inert gas with large volumes of air, and even occasions of shared air through open doors, return plenums, and exfiltration are not considered to be a problem.

There is a potential problem, however, with the enclosed cabinet's interior radioactivity level of 29.4 pCi/l. When consulted about the risk of exposure from opening the cabinet, experts from the Utah State Division of Radiation Control stated there is no real health threat if the exposure is brief and infrequent.

Because radon is so easily diluted, storage areas should be well ventilated and the number of specimens stored in a single area should be minimized. Storage in a steel cabinet is not encouraged because of concentration and because storage in steel may actually generate additional x-rays due to the attenuation of particles by the steel shield itself (see *Storage of Natural History Collections: a Preventive Approach*, SPNHC, 1995, pp 240-241.).

Chances are high, if not predictable, that removing radioactive specimens from the enclosed cabinet and placing them on open shelving will lower the high concentration without elevating ambient radioactivity to hazardous levels. The MMP team conservator discussed the hazard level and radon mitigation strategy with John Hultquist, Radon Coordinator of the Division of Radiation Control, Department of Environmental Quality (State of Utah), during the site visit on April 8, 2002. Dr. Hultquist recommended that the collections be removed and placed in open storage, and that the ambient rather than proximal air be monitored for radon levels. An air monitoring sample similar to that done in 2000 can be collected and submitted to the Division for analysis to determine if an air quality problem is present in the collections storage room for limited and infrequent exposure.

An alternative storage location for the paleobiological collection is the University of Utah, which is already equipped to house mildly radioactive paleontological material. An excavation of a sauropod at ARCH is anticipated in the near future, and the excavated material may be stored at the University of Utah under a cooperative agreement. Because of known problems with the air handling system at the SEUG headquarters in Moab, this is certainly an attractive alternative to storing fossilized material at SEUG.

Climate Control in Storage

SEUG staff submitted specifications for climate control, including temperature, relative humidity, and air quality to the General Services Administration (GSA) in the early design stages of the Headquarters Building. Unfortunately, those specifications were disregarded and there was no effective NPS oversight of the evolving design process or punch-list walk-through at building completion. As designed and installed, the climate control system is incapable of maintaining the specified performance characteristics.

Since NPS occupancy of the SEUG headquarters building in 1994, climate control problems in the museum space have been prevalent, and infractions of contract requirements have been documented. To date, GSA and the building owners have not been responsive in meeting their obligations to correct these deficiencies.

Datalogger measurements of interior climate show conditions outside the specified setpoints of 35% relative humidity (RH) and 65° F in the collection storage room and adjacent archives room. This year, RH has slipped as low as a desiccating 8% and 9% in winter months. Apparently, the humidification system has never functioned as planned and may have been installed incorrectly. Moreover, hard water conditions cause the humidification system to clog with mineralized scale. Fortunately, conditions of high humidity do not appear to be a problem. Even in July, the highest RH recorded was 67% in the collection storage room and 59%

in the archives room, which is arguably below the mold germination threshold. Temperature is fairly consistently 64° F+ or -3° F in the collections storage room and within acceptable ranges between 64° F and 75° F in the archives room over the course of a year.

The archival material, including photographs and negatives stored in the archives room adjacent to the curator's office and the albumin, cyanotype and silver gelatin prints in the storage room, comprise the most climate-sensitive material in storage at SEUG Headquarters.

With the exception of the apparently salt-encrusted ceramics recently recovered from Horse Canyon in the Needles District, the ceramic and lithic archeological collections are virtually climate-insensitive. From their visual appearance, the salts are probably insoluble salts from alkaline soil matrix; but more damaging soluble salts such as chlorides, phosphates and nitrates may be present. The hydration cycle of soluble salts in the presence of fluctuating RH is destructive to porous materials such as ceramics and stone; it causes spalling and exfoliation of the more compact surface firing skin on ceramics. These objects should be visually monitored for signs of salt formation, which appears as a spreading veil of haze over the surface in conditions of fluctuating RH.

Objects made of organic plant and animal fiber, which are normally climate-sensitive because of hygroscopic dimensional response to changing RH, no longer have that capacity when embrittled and desiccated. This is the case with the archeological organic objects and fragments in the storage room. At this point, physical impact, pressure, and abrasion are far more destructive to their fragile structure than fluctuating RH. These objects should have no external weight on them and should be fully supported. Elements of several desiccated baskets and sandals have been crushed beneath their own weight due to gravity stress forces and collapsed molecular structure.

Untreated archeological metal is a well-known "canary" for climate instability in collections. However, metal objects in the storage room are corroded but generally stable because, for most of the year, the RH is 35% and below; this deters ongoing corrosion processes.

Possible Climate Solutions

The climate control system may be beyond salvage for providing acceptable museum-quality climate control. One problem is that it appears to share air ventilation with the rest of the building through air returns. This suspicion is not easily verified, because the as-built plan drawings were discarded five years after the building was constructed. Visual inspection above the acoustical ceiling panels indicates a slump block firewall between the storage room and the adjacent heavy equipment vehicle shop and between the storage room and the adjacent BRD laboratory. Sheet rock panels separate the archive room from the storage room and the archive room from the curator's office. Regardless of sheet rock versus firewall construction of walls above the dropped ceiling, air ducts seem to be commonly shared.

Removing the nonload-bearing wall between the archival storage and general storage areas may alleviate several climate and space-related problems observed and recorded in the archives and storage rooms. In reviewing a year's worth of monitoring data compiled by the curator, conditions in the storage room are more humid (but below the mold threshold) than in the archives room. By combining the rooms and their air volume, the RH percentage of the combined room may be higher than that of the isolated archive room, which would benefit the paper-based collection. In return, greater air volume will further dilute radon emissions from the paleontological material if the park decides to keep them on-site. Archival storage packaging in paper envelopes and folders helps to buffer the archival object against drifts in RH and excursions into low RH; and compact storage will provide superior moisture buffering of paper-based materials by its denseness in its compact formation.

A long-term, but more expensive solution, would be the installation of a dedicated stand-alone climate control system (such as the Leibert Challenger 3000 climate control, heat-pump system) to serve both archives and collections. This system is designed primarily for computer rooms and provides full-service heating, cooling, dehumidification (chilled water reheat) and humidification (infrared). Installation requires architectural barrier isolation of walls and fenestration to the roof for makeup air. Because the building is not owned by the NPS, installation of a dedicated system to alleviate the problems inherent in the existing system may be problematic. But regardless of the decision to upgrade the present mechanical system to one that meets museum preservation standards for paper-based material, removal of the wall between the two storage rooms and refitting the combined room with appropriate compact storage and specialty cabinets will improve long-term preservation of the collections.

Cowboy Camp Objects

Policy decisions need to be made to clarify the status of the cultural materials in the remote areas. Documentation of these decisions will then determine what should be done on the part of the museum management program concerning registration and preservation efforts.

In terms of integrity, uniqueness, and site association, the chair at Cave Springs (Sy's chair), the chuck box, and table have an *associative value*. The tin cans, lard pails, product containers and horse tack do not (see Figure 4). The latter are ephemeral objects that, in their current condition, serve no useful purpose in documenting the activities at these camps. They have deteriorated to the extent that their appearance is embarrassing to the park programs, and disposal of these items should be considered.

If it is decided to accession and catalog the chair, chuck box and table, then these items enter the realm of "museum collections," and will require some form of mitigation treatment. Typically this would consist of

removal to an area more conducive to the long-term preservation required by museum collections (collections storage). If this option were selected, reproductions could be made and placed back in the camp and used much like a stage prop.

Another option would be to leave the originals in place with out bringing them into the museum system, but documenting them by photograph and measured drawing. This would give the park the option of duplication when the items deteriorate to the point of having to be replaced.

The final decision needs to be made by the park management team. If these items are to be considered "museum items," they need to be removed from their present environment. If they are not to be considered as "museum items," they need to be removed from the museum accession and catalog, and the museum program should assume no responsibility for their preservation and care. Continuation of the present system will eventually lead to the loss of the items in any event.



Figure 4. Some of the objects at this remote Cowboy Camp have been accessioned into the museum collection.

Recommendations

- Write a PMIS project statement for environmental control upgrade. Update supporting statement in the park RMP.

- Work with the WACC conservator to write a proposal for a rehousing project for fragile ceramics and baskets using Conservation Program summer interns. Storage rehousing projects are fundable through MCPPP.

- Evaluate benefits and risks of removing the wall between the archives and collection storage room to improve climate for both collections, and reorganize objects in efficient storage strategies to permit for moderate growth.

- Pursue lending problematic radioactive paleontological material to Dinosaur National Monument or the University of Utah as comparative collections.

- Explore alternatives for off-site storage of horse tack to free space in the collections storage room.

Issue C — Archives and Information Management

Issue Statement

Consolidating, preserving, and providing access to information resources in the park library, archives, and museum records will facilitate management of all park resources.

This issue statement explores the need at the Southeast Utah Group (SEUG) to create access to information in library, archival, and collection materials while maintaining professional standards for their management. Within units of the National Park Service, these resources provide the framework for unique institutional memory and corporate knowledge. Park libraries contain published materials relating to local resources. Collections of cultural artifacts and natural history specimens provide three-dimensional records and baseline data for understanding and monitoring park resources. Archives reflect details about these collections and represent the corporate body of original or unique documents relating to park management activities.

Background

The Museum, Archives, and Library Collections Survey (see Appendix A), completed by 28 permanent staff members from SEUG, revealed that park personnel use the historic archives (49%), photograph collections (46%), and administrative records (36%) more than any other collections in the park. The survey also indicated that the staff desires a finding aid for the collections to facilitate access and enhance the research potential of the materials. Additionally, 25% of park staff desires remote computer access to the collections and archives.



Figure 5. Existing archival storage is nearly full but holds only a small portion of potential archival collections for the Group.

The archival collections listed on the individual park's Collection Management Report (CMR) for Arches National Park (ARCH), Canyonlands National Park (CANY), Hovenweep National Monument (HOVE), and Natural Bridges National Monument (NABR), include relatively small amounts of backlog cataloging yet to be completed.

However, these figures do not take into account the large volume of resource management records at SEUG Headquarters in Moab, Utah, as well as potential administrative archives also located there. Resource management records and associated field records have numerous material and type formats. The records include the following:

- Site forms
- Field notes
- Drawings
- Maps
- Photographic slides, prints and negatives
- Oral histories
- Artifact inventories
- Tapes and diskettes
- Manuscripts and reports

There are also additional archives at other parks and facilities, such as Mesa Verde National Park (MEVE) and the Western Archeological and Conservation Center (WACC) in Tucson, Arizona, that may be copied and included as part of individual park collections (in particular, for CANY and HOVE). This would add dimension to the material at SEUG.

Discussion

In order to develop and foster the use of archival information sources, completion of a group-wide archival survey or assessment is necessary. Professional archival assessments facilitate records management and the care of archival collections. The survey represents the initial step in establishing control over the park's records. It is also a management tool that the park can use to secure funding and implement needed policies and guidelines. The assessment process provides the opportunity to appraise collections and verify them against the park's *Scope of Collections*

Statement before they are accessioned into the museum collection. In addition, the survey can gather information about the actual quantity of existing materials and provide significant data that facilitates planning for both staffing and funding needs. This would be particularly important given the administrative arrangement of SEUG.

This section discusses key program areas including Resources Management (Cultural and Natural), Natural Resources Bibliography (NRBib), and Records Management, and also reviews the current status of the park satellite libraries.

Resources Management

Significant quantities of permanent records and resource management documentation, located in the divisions of Cultural and Natural Resources, have not been evaluated for inclusion in the Group archives.

Several upcoming projects and the implementation of a new program called "Vanishing Treasures" will generate a substantial amount of new documentation. An administrative history will be prepared exclusively for CANY. This project, expected to begin early in FY 2003 will generate substantial documentation, such as oral histories, research notes, manuscript material, etc. The history will focus on the issues of the park — the individuals and groups who supported or opposed establishment of CANY, the expansion of park boundaries, and research themes (such as Native American issues, early explorations, etc.). Decisions need to be made about how this collection will be organized and incorporated into the park archives.

The Cultural Resource Division has a viable oral history component in place and has made significant improvements to ensure the quality and implementation of a formal program. The park staff has been working closely with the Arches National Park Interpretive Division and the local branch of the State Historic Commission to organize a series of oral histories that would include those individuals who established the park, former park rangers, and the local community; and topics such as ranching, mining, river history, etc. The SEUG recently organized (in conjunction with the Canyonlands Natural History Association) an "Oral and Video History Workshop." As formal policies and guidelines are established for this park program, it is essential that there is coordination with the park archivist to ensure projects (and materials generated) are properly included in the park archives.

As mentioned earlier, Vanishing Treasures is another new program established within the Cultural Resources Division. This monitoring project, dealing with ruins stabilization and archeological sites, is anticipated to generate large quantities of documentation, including photographic images (slides, negatives, prints), maps and drawings, site data, and reports. One of the park archeologist's concerns is how to assemble and organize complete project files from the onset to guarantee that this permanent resource management documentation is consistently and routinely transferred to the park archives. (Refer to Appendix B for guidelines on accessioning and organizing resource management records.) In addition to the Vanishing Treasures program, there will be an extensive archeological project completed at Hovenweep. This multiyear project is also expected to generate large amounts of documentation and, as with similar resource management projects, the curator needs to be involved.

There are no formal policies or procedures in place to ensure that permanent project information is consistently transferred and accessioned into park archives. For example, the group curator is informed of an approved permit only when an investigator(s) intends to collect specimens. The curator needs to be aware of all proposed permits so that relevant data from any project can be included in the park archives. To ensure that this happens, the park needs to modify the permit process so that an accession number is assigned each time a permit is granted. In addition, the park should update its permit policy to require researchers to provide copies of all original photographs, field notes, and final report to the archivist. For more information on the permit process, refer to Issue D and Appendix H.

There are four file cabinets located in the hallway near the office of the park biologist. The majority of the materials are nonactive files and/or project documentation that need to be appraised for inclusion in park archives. Project-related material includes *The Bighorn Sheep Study*, *The Bald Eagle Observation Study*, and others. These materials were reviewed with the administrative support assistant for the Resources Management Division. There are approximately 23 linear feet or 39,880 items to be added to the CMR.

In the park biologist's office there are two file cabinets containing a variety of natural resource data that has been directly linked to the NRBib project, as well as an aggregate of reports and manuscripts that have been removed from the Resource Management Library. The materials in these cabinets have been entered into NRBib and labeled with a bibliographic reference number (for example, NRBib 94929 CANY-0184). This number has no formal association with museum records or collections. There is confusion about how these citations relate to the National Park Service's Museum Program (including resource management) as well as *Director's Order #19, Records Management.* There are obvious gaps in ongoing information management activities in the park. Communication among the various information management programs needs to be coordinated.

A clarification of roles and responsibilities should be formalized to increase accuracy and accountability for group-wide resources and to minimize duplication of effort. This need is addressed in "Issue A, Organization and Use of Park Collections."

Records Management

Interviews with administrative staff provided substantial information on the current records management program at SEUG. The park has had a stagnant records program and has been without an administrative officer for over six years. The mail and files clerk has been on staff for approximately two years and is responsible for the majority of files management. Both staff members would like to see a more formal program direction, along with training and possibly temporary staff to assist with records management projects.

The mail and files clerk is concerned about the planning documents and files, specifically what pieces of information belong with project files, especially since planning is often done in stages. Another concern is that incoming correspondence, often sent from the regional office, is coming in without file codes. This requires the administrative staff to assign a file code that may be incorrect or arbitrary. Another complexity is the administrative umbrella of SEUG and how that affects the four other park units. Other concerns include the return of checked-out files, and the lack of correspondence procedures being followed. The workload associated with this administrative function is staggering; there is an obvious need for a full-time records manager who can assist not only with administrative records but who can provide records management support to other programs or divisions such as resource management and maintenance.

Administrative staff and the park curator would like to participate in future archival projects that involve working with official records and resource management records. Implementing a new records management program, tailored to park needs, would potentially eliminate many of the incorrect filing practices and disorganization of park information throughout all divisions and programs. Further, it would strengthen the necessary relationship between museum collections and the records management program to ensure that permanent park records are systematically identified, transferred, and accessioned into the park archives.

Park Libraries

Within SEUG there are several satellite libraries. These include the Interpretive Library located at ARCH, and the Resource Management Library located at SEUG Headquarters. There are also satellite interpretive libraries located at HOVE, at CANY (Island in the Sky District, the Needles District, and Maze District), and at NABR. All of the interpretive libraries are well organized.

At ARCH, a part-time staff member funded by the Canyonlands Natural History Association maintains the library operation. There is a written library policy in place, including circulation, reference, and acquisition. In an effort to provide access to staff members, an "interlibrary loan" system with the other Group interpretive libraries is encouraged. Books from any of the SEUG libraries may be requested through the librarian.

There is an ongoing effort to bring all libraries online in the near future. The libraries at ARCH and the Needles District have established vertical files that are well organized and maintained by subject or author. The park archivist has been working closely with appropriate interpretive staff to identify materials (or copies) that should be included in the park archives. For example, at the Needles District there is one copy of *Canyonlands National Park, Arches National Park, and Natural Bridges National Monument: Historic Resource Study*. A copy of this study should be in the archives with any associated photographs, etc.

Unlike the interpretive libraries, the Resource Management Library does not have the same amount of management support. The Resource Management Library contains some of the most important publications and reports on the group resources, but it is not being maintained with any degree of consistency. Responsibility for the library has been assigned to the Resources Management Division. Enforcing proper procedures, such as materials sign-out, will be a difficult task. Both Cultural and Natural Resource staff members have expressed concern about staff arbitrarily taking large numbers of reports to their respective offices; most of the material is not formally checked out, making it virtually impossible to track or implement a circulation policy. There are no written policies in place, especially for circulation or acquisition. This important resource needs a staff person(s) who can devote time to managing it. One-of-a-kind reports should be copied and the original reports put into archives.

In the survey that was completed by park staff (Appendix A), a number of responses indicated the need to develop a professional and technical library (including maintenance trades and crafts information) in addition to the more traditional interpretive libraries generally seen in parks. Management should be aware of this need for current, professional, and technical information for the staff.

Recommendations

- Amend the park's Collection Management Report (CMR) to reflect the additional 94,000 archival items to be included as part of the museum collections. With the CMR update submitted to the Washington office, the park will be eligible to apply for backlog cataloging funds for 2004.

- Submit PMIS proposal for completion of a group-wide archival survey. This assessment will help identify additional records and documents, assess additional space considerations, and assist in future planning and prioritizing for archival projects.

- Obtain records management training for Administrative and Resource Management staff. This is available from the National Archives and Records Administration (www.nara.gov) and from the Association of Records Managers and Administrators at various locations across the country on a regular basis.

- Prepare container lists and finding aids for the collections that will assist in providing information access to staff and researchers.

- Plan and develop a program to duplicate information, such as scanning or microfilming, that will provide access to park information.

- Administratively incorporate the Resource Management Library holdings into the Group/Interpretive Library to provide access and accountability while retaining physical storage at SEUG headquarters.

- Establish a task force to deal with the consolidation of information and management of park databases and programs such as NRBib, I&M, etc.

- Work with the WACC archivist to develop a repository-level finding aid for the Group's archival holdings.

Issue D — Collections Documentation

Issue Statement

Implementation of formal procedures for acquiring and documenting museum and archives collections will improve accountability and facilitate research.

Background

The challenge of following standardized procedures for acquiring and documenting collections at Southeast Utah Group has been exacerbated by several factors. Each of the four units was established at a different time, and each has a unique legislative mandate and a diverse administrative history. Staff duty locations can be as far as 130 miles distant from SEUG Headquarters. Understandably, development and implementation of the curatorial program has also been divergent.

In 1997, the curator began tracking collecting and research permits and materials on loan. This effort was necessary to increase accountability and gather missing information needed to meet departmental and NPS museum collections policy, guidelines, and standards. Although these efforts have been admirable, the return for the effort has been less than satisfactory.

At present, the collections of the four SEUG units consist of 584,494 items; 96,626 of these (16%) are uncataloged (CMR, 2001). There are no SEUG records for an unknown amount of both approved and illicit collecting known to have taken place over the past century. This represents a large volume of missing information.

Museum collection items and information provide the basis for sound management decisions and proficient natural and cultural resources management. Consistent, complete documentation of collections is a critical step in the collections process.

Discussion

Citations for the NPS regulatory, policy, and guidance documents involving museum collections accountability can be found in the *NPS Museum Handbook, Part I,* Appendix A. Despite the efforts of the SEUG curator, certain staff and researchers do not adhere to museum management requirements. This is one of several challenges facing the museum and archives program with respect to documentation and to the care of natural science collections in particular.

The Resource Management Plans (RMP) for each of the four units recognize these challenges. The RMP for Canyonlands National Park (CANY) delineates two clear objectives for the museum program: one, to locate off-site collections and second, to update all accessions and loan files while maintaining accountability for ongoing natural resource collections.

Locating Off-site Collections

For various reasons, collecting has taken place without the requisite reporting to the parks. The curator has already taken key steps in locating collections stored at off-site repositories by reviewing collecting permits and communicating on a regular basis with the permit coordinator. These actions now provide a solid basis for broadening the search.

Locating off-site collections is also one of the objectives of the NPS Natural Resource Challenge Inventory and Monitoring (I&M) Program. At some point in the near future, the I&M Program will contact large institutions such as the Smithsonian, American Museum of Natural History, and major academic institutions to determine whether they house collections from NPS lands. This request will be made on behalf of all NPS units. When the Northern Colorado Plateau Network (NCPN) receives applicable information, it should be shared with the SEUG curator.

Working with subject matter experts such as SEUG and USGS Biological Resource Division (BRD) biologists, geologists, and archeologists, a list of institutions to contact regarding possible NPS collections can be compiled. Comparing this list to the information already obtained by the I&M program's data mining may identify a few more institutions that need to be contacted. A letter of inquiry signed by the SEUG superintendent requesting a check for possible NPS collections may bring surprising results.

Summary of Actions Needed

- Continue working to improve communication between the curator and other Resource Management staff.
- Compile a list of institutions possibly housing SEUG collections, coordinating closely with subject matter experts and NCPN.
- Send inquiries to institutions not yet contacted by the NPS.

Loan Tracking

The vast majority of SEUG museum collections are on outgoing loan. The Collections Management Report (CMR) for 2001 indicates that over two-thirds (69%) of the SEUG collection, or 401,913 items, are housed at off-site institutions. Tracking these loans (which involve all four park units) is a complicated and time-consuming task.

RMPs, written for each of the four sites, indicate surveys are anticipated in archeology, paleontology, biology, and geology. Additionally, the I&M projects are expected to add to collections. Because of limitations involving space, equipment, and staffing, many of these collections are likely to be housed at off-site repositories, thus adding to the already substantial loan-tracking workload.

Numerous partnerships have already been formed as a result of the curator's efforts to track items on loan. Partners include local and state museums, federal agencies (USGS BRD, BLM, and FWS), and numerous academic institutions, primarily located in Utah, Arizona, New Mexico, and Colorado. These partners may also be called upon to assist in locating other off-site repositories as discussed earlier.

The Automated National Catalog System (ANCS+) provides a mechanism to print the necessary forms for loans, and expedites loan tracking when only one park is involved. The program was not designed for ease of tracking loans involving multiple parks, and hence is agonizing to use. Prior to the upgrade of ANCS+, the SEUG curator had designed a spreadsheet to track loans. An Excel workbook containing worksheets specifically tailored to meet the needs of the curator would enhance her ability to track loans. The spreadsheets can be designed to summarize data, for ease of entry into the required annual reports.

Within the Excel workbook, one can create a number of worksheets and link the information on these worksheets. The first worksheet might contain the loan number, park, number of items in the loan, and researcher's name. The second worksheet could contain the loan number and tracking information such as loan date, signature date, and expiration date. Another worksheet could be researcher information with fields for institution, address, telephone number, and e-mail address. An individual worksheet could be dedicated to each park, containing the accession and cataloging information for the items on loan. ANCS+ could still be used to print forms by inputting a minimum amount of information.

One worksheet could be created to track research permits and IARs in order to address some of the concerns outlined in the next section. This particular sheet could be updated as infrequently as once or twice a year, since collecting activities tend to be seasonal in nature. Ideally, the curator would obtain the information directly from the online permitting program.

Summary of Actions Needed

- Ensure that newly acquired materials represent the best investment for the units' limited space and staff.
- When updating the SOCS, consider devising an acquisition plan that would define specific objectives for each type of collection.
- Work with the Crater Lake National Park (CRLA) curator to design Excel workbook specifically to meet SEUG needs.

Research and Collecting Permits

The museum collections-related challenges involving research and collecting permits, as stated in the 1997 SEUG *Scope of Collections Statement* (SOCS), still apply today:

> *Natural objects collected under permit by researchers planning to curate specimens in off-site repositories pose specific problems for SEUG collection management. In the past, there has been very little coordination between the person issuing collecting permits and the collection manager, resulting in gaps in record-keeping and a loss of access to park resources. Although this situation has improved recently, there remain problems with the whole system of handling researchers' collections...*

With continued research and collection, tracking off-site collections and maintaining loan agreements is a workload that is expected to grow in the immediate future...The growth of this problem [lack of museum documentation associated with research permitting] needs to be curtailed through proper and detailed communication with researchers at the time of permit issuance.

SEUG research permits are issued using the NPS Internet-based automated permitting system. The SEUG biologist is responsible for approving and issuing permits for the SEUG parks, while the NCPN coordinator issues permits involving research done for the I&M Program. Curatorial involvement in this process is essential. Providing the curator with access to the online system, including the capability to query and generate reports, will ensure that the curator can obtain information needed to meet museum requirements.

Regardless of whether collecting takes place, the curator should assign an accession number to each permit prior to approval. For multipark projects, accession numbers should be separately assigned for each unit involved. The accession number(s) can then be included in the permit along with standard guidelines for meeting museum collections requirements. Cross-referencing the permit number with the accession number provides a means of tracking information and establishes a permanent record of all research performed in the Group.

Implementation of procedures such as those described in Appendix H of this plan may provide further compliance with collections requirements. However, even when all the proper steps are taken in issuing a permit, it still can be difficult to obtain required elements (such as copies of field notes or a species list) from the researcher for the museum collections. The SEUG biologist has established a policy of nonrenewal in subsequent years if the researcher does not meet permitting conditions. The hope is this will encourage future researchers to comply with NPS requirements.

Researchers may be encouraged to comply with requirements if they see increased visibility of the museum and archives collections. Possible approaches may include posting information/images of museum holdings on a Web page or printing and distributing collections finding aids. If researchers recognize the value of reporting to the curator, they will be less likely to overlook the museum requirements. It may be useful to open a dialogue, asking for their input on how to better serve their needs while still meeting NPS requirements.

Direct involvement of the SEUG curator with the NCPN committee or coordinator is vital to ensuring that curatorial concerns are addressed network-wide. With the impending linkage of the ANCS+ database with other databases such as NPSpecies, this becomes even more important.

Summary of Actions Needed

- Explore creative ways to encourage compliance with permitting conditions.
- SEUG curator should continue working closely with NCPN data manager.
- Request SEUG curator's address be added to the NCPN e-mail list.

Staffing

The SEUG curator must routinely deal with researchers and information requests; search for off-site collections; perform accessioning/cataloging, storage collection, and exhibit housekeeping duties; respond to regional and national reports; track loans and research permits; maintain objects on display in outlying areas; and visit institutions with items on loan. This may have been a half-time job in 1994, but it is no longer the case. In 1996, NABR's Resource Management Plan recognized a rise in research and corresponding collecting and recommended a permanent, professional curator to handle the increased need. The collection has grown and will continue to grow. In 2002, the SEUG needs a full-time journeyman curator.

Recommendations

- Develop and implement a plan for locating undocumented off-site collections.

- Establish a memorandum of agreement with any appropriate off-site repositories to eliminate the need for at least some of the frequent loan renewals.

- Implement procedures to assure compliance with curatorial requirements for all SEUG- and NCPN-issued research permits.

- Produce images and information about collections materials for individual park and Group Web pages as appropriate.

Appendix A — Survey Results

This appendix details the results of a survey relating to the archives and collections management program at Southeast Utah Group. The survey was conducted in March 2002 in an effort to identify and quantify staff needs relating to the collective archives, museum collections, and library assets of the Group.

Primary Objectives

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

- Percentage of the staff using the Group collections and library versus the percentage using nonpark resources.
- Primary areas (categories) of information use, and the reasons for use of specific collections.
- Primary reasons staff *do not* use park information resources, and what is needed to promote information resource availability and use.
- General impressions on the part of the staff concerning the value and use of park archives and museum collections.

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

The survey was distributed via e-mail to the combined 121-member staff by superintendent's memorandum. A total of 28 individuals responded (a 23% response). This level of response is adequate (at least a 12% response from the survey universe is required for statistical validity). It is also noted that only permanent staff responded, suggesting that temporary staff did not receive the survey for some reason. If this in fact occurred, then the percentage of response is larger, and thus more valid, than presently assumed.

Survey Methodology

Two types of questions were used in the survey to collect different kinds of information:

- **Checklist Questions** designed to determine what types of services the respondents were using and what type of services they need
- **Evaluative Questions** designed to determine the respondents' attitudes toward the collection management programs offered

Respondents were also given two opportunities to add comments: One was included in the "services used" and the other in the "services needed" sections. Write-in responses are generally not used in surveys of this type because they often fail to elicit a statistically valid response and are difficult to quantify. This proved to be the case in this particular survey where most of the written responses were anecdotal in nature, and tended to reinforce information already recorded by the respondents in the checklist sections. They have been included with the results because they serve to illustrate some informational trends.

Since the response to the survey was almost twice the percentage necessary for statistical validity (even considering the possibility that the temporary employees did not receive the survey and were unable to respond) the results are considered to be representative of the entire population. Responses of less than 10% to any specific question are not considered statistically valid, and generally will not be commented upon. All responses, however, are tallied on the attached survey form. Percentage values have been rounded up when 0.5% or greater.

Survey Section 1

These first questions will help us determine use patterns for museum, archives, and library collections. For the purpose of this survey, a "visit" to the collections also includes verbal, telephone and e-mail requests for information that would require the collections manager to find and communicate that information to you. (There were 28 responses to this section.)

1. Do you use the park library? No (**10**) Yes (**18**) 64% respondent use
   If yes, about how many times in the past year? 173 total, 9.6 average per user

2. Do you use the park collections/archives? No (**10**)Yes (**18**) 64% respondent use
   If yes, about how many times in the past year? 316 total, 17.5% average per user

3. Do you use non-NPS collections or archives? No (**21**) Yes (**7**) 25% respondent use
   If yes, about how many times in the past year? 47 total, 6.7% average per user

4. What parts of the collections/archives do you use (check as many as apply):

   ❒ Historic Archives **(12) 49%**
   ❒ Photo Collections **(13) 46%**
   ❒ Archeological Collection **(5) 18%**
   ❒ Herbarium **(6) 21%**
   ❒ Insect Collection **(2) 7%**
   ❒ Mammal Collection **(0)**
   ❒ Resource Management Records (such as building files, natural resources studies, archeological excavation reports) **(7) 25%**
   ❒ Administrative Records **(10) 36%**
   ❒ Historic Collection **(4) 14%**
   ❒ Ethnological Collection **(1) 4%**
   ❒ Paleontological Collection **(2) 7%**
   ❒ Geological Collection **(2) 7%**
   ❒ Bird Collection **(0)**

5. What are the primary reasons you use the collections? (Check as many as apply.)

   ❒ Administrative Research **(9) 32%**
   ❒ Develop Summer Programs **(3) 11%**
   ❒ Maintenance/Repair Info **(3) 11%**
   ❒ Publication **(1) 4%**
   ❒ Exhibit/Programs **(1) 4%**
   ❒ Project Research **(13) 46%**
   ❒ Comparative Studies **(4) 14%**
   ❒ Historic Structure Info **(2) 7%**
   ❒ Information for Visitors **(7) 25%**
   ❒ Environmental Impact/Remediation Research **(2) 7%**
   ❒ Other (please list): (**5**) **18%**

   Park planning and litigation, personal interest (2), archaeological forms and photos LCS information

Survey Section II

We realize that there might be many different reasons park staff members do not make use of the museum, archives, or library collections in their work; and that it may well be possible to fix some of the situations if we know what to look for. Your open and honest response to this question would be appreciated.

(There were 28 responses to this section.)

6. **What are the primary reasons you do not use the collections? (Check as many as apply.**

- ❒ Don't know where the collections/archives are located **(5) 18%**
- ❒ Don't know what types of collections are available **(6) 21%**
- ❒ Don't know how to find the collections I need **(4) 14%**
- ❒ Don't know who can get me into the collections **(1) 4%**
- ❒ There is no place to look at/study the collections/archives **(2) 7%**
- ❒ There are no supporting archives (reports, maps, photos) **(0)**
- ❒ The collections don't have the items I need **(1) 4%**
- ❒ The collections are not relevant to my job **(8) 29%**
- ❒ There is no place to work **(3) 11%**
- ❒ The collections are not physically accessible **(3)**
- ❒ The collections are not electronically accessible **(0)**
- ❒ There is no supporting library **(1)**
- ❒ There is no computer printer **(0)**
- ❒ Collections are not organized **(0)**
- ❒ Not open on a regular schedule **(1)**
- ❒ There is no one to help me find things **(0)**
- ❒ Collections are too far away from where I work **(2)** Distance about 75 miles
- ❒ There is no wet laboratory **(0)**
- ❒ There is no dry laboratory **(0)**
- ❒ There is no preparation area **(0)**
- ❒ There is no study area **(0)**
- ❒ There is no copy machine **(0)**
- ❒ There is no one to let me in **(0)**
- ❒ The staff is not friendly **(0)**
- ❒ The staff is not helpful **(0)**

Other (please list): **frustration at not having access when needed due to half time staff – not open long enough hours – don't have enough time in my work day to make use of these resources**

Survey Section III

There is always room for improvement. We are looking for some general trends and areas that may require innovation and shifts in the way museum, archives, and library collections are managed. Again, your open and honest response to this question would be appreciated. (There were 28 responses to this section.)

7. What could the collections/archives do to be more useful to you? (Check as many as apply.)

- ❑ Move collections/archives to a more central location **(1)** 4%
  Suggestions: (none)
- ❑ Open collections/archives different or longer days and hours **(1) 4%**
  Suggestions: (none)
- ❑ Provide a listing of what is in the collections **(10) 36%**
- ❑ Provide a finding aid to the collections **(12) 43%**
- ❑ Combine museum collections with archives **(2) 7%**
- ❑ Combine museum collections with library **(3) 11%**
- ❑ Provide a work area **(2)**
  ❒ Wet lab **2** ❒ Dry lab **1** ❒ Other: provide secure study cases
- ❑ Provide a computer hookup **(1)**
  ❒ Printer ❒ Copy machine ❒ Other:
- ❑ Provide online services to support research **(4) 14%**
- ❑ Provide professional staff to organize and work on collections **(1) 4%**
- ❑ Organize existing collections **(0)**
- ❑ Organize existing collections in a different manner **(0)**
- ❑ Provide professional staff to assist with access to collections **(0)**
- ❑ Provide remote computer access to collections/archives **(7) 25%**
- ❑ Provide the type of collections I need **0**
  Suggestions:

Other (please list): Health and safety problem: Mold in humidifier part of the climate control system - Library most useful for Interp, Collections most useful for RM. - Park needs to provide funds for a "technical library" with building codes, trades & crafts information, and so on. - More Space! - Promote existence of collections for all park staff use. - Provide electronic listing of library and collections - Build space at NABR for NABR collections.

Survey Section IV

We are interested in your general and overall impressions regarding the value and use of museum, archives, and library collections within the NPS. (There were 28 responses to this section.)

8. Please indicate the intensity of your opinion by circling one letter for each statement below.

A = Agree **U** = Uncertain **D** = Disagree

Statement	A	U	D
Museum collections and archives should be used to document park resources.	**24**	**3**	**1**
Park collections and archives are of no value to me in the completion of my job.	**2**	**3**	**23**
Park archives, collections and libraries need professional management and care.	**27**	**1**	**0**
Park collections and archives should be consulted prior to beginning resource management projects.	**2**	**3**	**23**
Park collections and archives should be more available for park staff use.	**27**	**1**	**0**
Park museum collections and archives are primary resources for the park.	**14**	**14**	**0**
The best use for park collections is reference and research.	**14**	**11**	**3**
Park collections would be more useable if combined with the archives and library.	**8**	**17**	**3**
There is not enough emphasis on natural materials in park collections.	**0**	**23**	**5**
Parks should not be expending staff, time and funding on museum collections.	**1**	**5**	**22**
Park archives should contain copies of all studies and reports done about the park.	**19**	**5**	**4**
There is not enough emphasis on cultural material in park collections.	**2**	**19**	**7**
There is no value in parks maintaining park museum collections or archives.	**0**	**1**	**27**
Park collections and archives serve as the "institutional memory" of the park.	**23**	**4**	**1**
Park visitor centers should exhibit more material from the park collections.	**12**	**16**	**0**
Funds spent on museum collections and archives would be better spent on preservation of other park resources.	**0**	**12**	**16**

Survey Section V

In order to assure a well-represented response from a cross section of park staff, we would appreciate a minimum amount of demographic information. (There were 28 responses to this section.)

Number of years in the NPS **355 years total, 12.6 average**

Number of years at current park **139 years total, 4.9 average**

Number of park units you have served in **127 parks total, 4.5 average**

Current position (optional)
Administration = 7
Interpretation = 3
Maintenance = 4
Ranger = 6
Resource Management = 7
Other (please list): 0

Number of years in current position **123 years total, 4.3 average**

Are you currently:
❒ Permanent staff **28**
❒ Term/Seasonal/Temporary staff **0**

Please estimate the time you spent responding to this survey:
total 303 minutes total, 10.8 average

(Southeast Utah Group, March 2002)

Appendix B — Park Records Management

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

NPS Programs for Records Management

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

Library Management Program

Although there is no funded Library Management Program in the National Park Service, archival material (records, reports, photographs, maps, drawings) may often be found in a park's library. Responsibility for library operations in the parks is often delegated to Interpretation, but Cultural Resources or Natural Resources is sometimes involved. What programmatic guidance for library activities that currently exists may be

found in *Director's Order #16, Interpretation Guidelines, Director's Order - 28, Cultural Resource Guidelines*, and *NPS-77, Natural Resource Guidelines.* Separate programmatic guidance, *Director's Order #84, Library Guidelines*, is scheduled to be developed. Most parks use PROCITE to manage their library resources, while most Support Offices and Centers use PROCITE for inventory and VOYAGER to search and locate resources in other libraries. While most park libraries concentrate on published works (white literature), they often contain unpublished (gray literature) studies, plans, and reports that are park-specific and are limited in number. These latter resources are more "archival" in nature, yet there is no permanent record of their existence and location.

Inventory and Monitoring (I&M) Program

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

Museum Management Program

Within the NPS, the Museum Management Program has the designated program lead to gather archival resources and provide the necessary preservation, documentation, and information retrieval services to the parks. Programmatic direction for these activities may be found in the following: *Director's Order #28, Cultural Resource Management*; *Director's Order #19, Records Management Guidelines*; and the *NPS Museum Handbook*. The documentation and information retrieval method is the

Automated National Catalog System (ANCS+). Unlike the PROCITE and NRBib programs mentioned earlier, ANCS+ is a permanent system that can be tied to specialized data recovery systems like NPSpecies. ANCS+ is the designated archival system for the Service.

The NPS philosophy and model of records management is being rethought in light of best practices and technological advancements that affect how information is gathered, preserved, and retrieved. NPS-19 and its attendant Records Disposition Schedule have been revised, and *Director's Order #19* was approved on January 17, 2001. A new file code system is on the horizon, designed to reflect current business practices in a more intuitive system. The retention/disposition instructions are under revision and are expected to be issued with *Director's Order #19*.

Under the new methodology in *Director's Order #19*, a record's primary importance is determined by the actual information it holds instead of its form; that is, whether it is a signed original or a copy. This philosophy distinguishes records as "permanent" and "temporary." Permanent records have continuing value to resource management, while temporary records have a limited use life in the operations of a park or support office. Copies are to be considered just copies and not addressed. There is also discussion of "permanently active" records — those materials needed for the long-term, ongoing management of park resources for the NPS to fulfill its agency mandate. The criteria for permanent and temporary take into account the office of creation — a permanent record for one office (such as a regional office) may be temporary for a park because it is a distributed copy for general reference only. Temporary records are to be retained as long as indicated by the revised Records Retention Schedule. After an allotted retention time, temporary records may be disposed of by parks or retained if still needed.

Many of the disposition timeframes outlined in NPS-19 will be retained in the new *Director's Order #19* retention schedule. This applies in particular to fiscal, routine administrative, law enforcement, forms covered under the National Archives and Records Administration (NARA) *General*

Records Schedule 20, and other daily operational materials. Permanent records may also be retained as long as actively needed for use and reference. Under the new *Director's Order #19*, permanent records are to include land acquisition records, park planning documents, documents pertaining to cultural and resource management decisions and projects, and documents pertaining to the history of the administration and interpretation of a park.

The concept of resource management records has been broadened in Director's Order #19, and the new, broadened concept classifies as permanent a wide array of documents (such as construction reports) previously considered temporary because the subject of the document is a park resource or substantially impacts a park resource. Thus, where all contracts were previously considered temporary, the broadened definition of resource management records considers contracts on cultural resources (such as a historic building on the National Register of Historic Places) permanent. Many of these types of records may also be considered "permanently active" if this category is approved in the new records retention schedule.

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

Parks can now arrange for storage at an off-site commercial repository, or retain their own records on-site. In both cases, professional archival parameters of preservation and access set by NARA must be met. These archival parameters include security, fire protection, appropriate storage techniques, climate-controlled environment, and widely disseminated collection finding aids. Parks may now elect to provide care and storage of

their own records as long as the current NARA criteria are being met. The Museum Management Program is currently the only NPS program meeting the NARA standards.

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

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

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

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

Upon completion of the project, these files should then be retired to the park's museum archives for long-term reference.

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

Records management training is available to NPS employees, although often from other federal agencies. The superintendent (or designee) should contact the regional training officer for further assistance in locating appropriate training opportunities. The administrative officer should contact the NPS Servicewide Records Officer, Michael Grimes (202-208-4333) for all the reference material needed to perform record management activities.

The administrative officer should establish a records review policy. When reviewing all materials in the current park files for appropriate disposition, the administrator should involve the park resource management and maintenance staff and the superintendent. These staff members should form the nucleus of a records disposition board, to review all records before formal disposition by the administrative officer.

This will afford the opportunity for the park to ensure the retention of important documents, for park resource management, the history of interpretation of the park's resources and research projects conducted either on park lands (archeological) or historical resources pertaining to the park's mission. It will also ensure that ineligible records, such as personnel-related documents containing personal data protected under the Privacy Act, will not be incorporated into the park archives.

Appendix C — Archiving Resource Management Field Records

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

The history of incorporating archival materials in the park museum collection is documented in the annual park Collection Management Report. In addition, the *NPS Museum Handbook Part II*, Appendix D, notes the need for guidelines on managing archival material. This appendix, therefore, provides standard operating procedures for retaining reports about both cultural and natural scientific research conducted within and for the park.

Purpose of the Procedure

The parks' archives include many unique information resources that need professional organization to enable efficient use. On a daily basis, the resource management staff creates records that should be considered for inclusion in the park archives. The staff creates data sets, photographs, maps, and field notebooks that future generations will need in order to research the history of cultural and natural resource projects at the park. The park staff captures fire monitoring data, collects plants, studies air

quality, and researches a host of ethnographic and archeological topics. Preserving the institutional knowledge about these activities depends on the archival process. The organizing thread, then, should be the project itself.

The procedure provided here ensures that future materials can be processed and included in the collection in a systematic fashion. Staff may also use this procedure for materials already in their possession in preparation for the materials being accessioned or registered by the archivist under ANCS+, the park museum collection accountability system. Accessioning is the preliminary step in identifying collections that will later be cataloged and processed for archiving. Eventually, finding aids will be created to enable staff and researchers to easily access information in the collection archives.

Staff cooperation in carrying out these guidelines will greatly accelerate the rate at which materials are processed. The subject matter specialists who create the materials hold the most knowledge about the collections. The quality of the final product will depend upon the quality of staff involvement in the process of identifying the exact nature of archival materials.

Recommended Procedure

This section describes the key steps in processing resource management materials for the purpose of archiving, and provides an example of a completed archival survey. Additional information about the archival process can be found in the *NPS Museum Handbook Part II*, Appendix D. A copy of the handbook is available for review from the park archivist. An example of a park archival collection finding aid is also available upon request.

Checklist for Preparing Field Documentation

To prepare field documentation for archiving, follow these steps:

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

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

3. Materials must be arranged by material type; such as field notes, reports, maps, correspondence, photographs, etc. Each group of materials should be stored in individual folders or acceptable archival enclosures.

4. Resource Management staff is responsible for turning over all project documentation to the archivist upon completion of a project. In the interest of preserving institutional knowledge, leave collections in their original order. Original order means the organization system created by the originator of a document collection. ***Resist*** the urge to take important documents from these collections. If you need something for future use, copy it or request that the curator make a copy. After copying, replace the document or photo where you found it. MUCH INFORMATION ABOUT PAST PROJECTS HAS BEEN LOST BECAUSE COLLECTIONS HAVE BEEN PICKED APART. REMEMBER THESE MATERIALS WILL ALWAYS BE AVAILABLE. That's the whole point behind establishing an archive.

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

USE ONE COPY OF THE ATTACHED *PROJECT IDENTIFICATION SHEET* FOR EACH PROJECT.

ARCHIVING RESOURCE MANAGEMENT FIELD RECORDS
Project Identification Sheet

Accession Number: _____ (Assigned *Only* By Park Archivist)

Your name_____

Project Title_____

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

_____

_____

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

_____

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

_____

_____

_____

Scope of Project:
Is this collection part of an ongoing project to be updated annually? Yes ____ No____
Research goals or project purpose and published or in-house reports to which collection relates

_____

_____

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

_____

_____

Five Phases to Managing Archival Collections

This section describes the five phases set for in the *NPS Museum Handbook Part II.*

Phase 1 — Gain Preliminary Control Over the Park Records

Survey and describe collections; Identify official/non-official records; Appraise collections and check them against the Scope of Collection Statement (SOCS); Accession collections; Order supplies.

Phase 2 — Preserve the Park Collections

Conduct the Collection Condition Survey; Write treatment or reformatting recommendations; Contract to conserve or reformat; Rehouse; Prepare storage, work, and reading room spaces.

Phase 3 — Arrange and Describe the Park Collections

Arrange collections; Create folder lists; Edit and index folder lists; Update collection-level survey description; Produce finding aids; Catalog collections into the Automated National Catalog System (ANCS+).

Phase 4 — Refine the Archival Processing

Locate resources; Prepare processing plan and documentation strategy; Develop a guide to collections; Publicize collections.

Phase 5 — Provide Access to Park Collections

Review restrictions; Write access and usage policies; Provide reference service.

Sample Archival and Manuscript Collections Survey Form

This section provides a sample survey form taken from the *NPS Museum Handbook Part II*, Appendix D.

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

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

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

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

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

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

RESTRICTIONS (Check and Describe) Donor_____ Privacy/Publicity _____ Copyright_*X*_
Libel_____ No Release Forms_____ Archeological, Cave, or Well Site_____ Endangered Species Site_____ Sensitive_____ Classified_____ Fragile _____ Health Hazard_____ Other_____ *The donor, A. Thomas's son Marvin, did not donate all copyrights. The papers are unpublished. Some inventions are patented.*

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

EVALUATION (Check and Describe Status) Official Records __ Non-Official Records _*X*_
Fits Park SOCS _*X*_ Outside SOCS ___ (Rate Collection Value: 1=Low; 3=Average; 6=High)
Informational _*6*_ Artifactual _*6*_ Associational _*6*_ Evidential _*3*_ Administrative _*3*_ Monetary _*1*_

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

OTHER (Please Describe)

Appendix D — Planning and Programming

The effective development of programs, budget, and staff necessary to preserve resources and complete the park's mission requires an aggressive approach to long-range planning. If the necessary documentation of need followed by the requisite planning and programming of the required work does not occur, disorganization and inefficiency will govern task completion. It is important to maintain balance and perspective in planning and programming for resource preservation; otherwise, the resource will suffer.

The resources that make up SEUG park archives, museum collections, and library constitute documentary evidence of park resource management activities and the administrative decisions affecting them. From the perspective of this planning team, the Museum Management Program should serve four distinct functions within the parks:

- **Documentation.** Registration (documentation of what individual items are in the collections, where they came from, and who owns them) is a primary function of archives and collections management. Good registration methods are essential to the other functions of the museum program, and the timely documentation of collections should be sacrosanct above all other museum operations.

- **Preservation.** Archives and museum collections cannot exist for any meaningful length of time without the application of good preservation methods. Conservation is an extreme measure of preservation and should only be used when less aggressive methods of preservation have failed. The parks are fortunate to be in a temperate environment where the collections have limited exposure to agents of deterioration; nevertheless, preservation efforts should be applied in a systematic and regular manner.

- **Research.** The parks perform part of their research function during the course of collections documentation, as it is necessary to know something about materials in order to catalog them adequately. The park is also responsible for making the information contained in the collections available to all legitimate researchers. This relationship is symbiotic, as the collections also benefit from periodic information updates and additional materials from these sources.

- **Public Programs.** The parks are responsible for using their collections to provide public programs. Exhibits and publications are the traditional means of satisfying this requirement, but modern technology offers other ways to reach the public, including electronic access through Web sites and automated databases.

Staff members responsible for collections management have the primary responsibility to provide the necessary documentation, programming and planning required to make sound fiscal and staff decisions that result in efficient management of the resources. To achieve this goal, the staff must understand the interrelationships of the various reporting and planning documents, such as the Collections Management Report, the Checklist for the Preservation of Museum Collections, the Resource Management Plan, the Project Management Information System, and various other program-specific documents. By understanding these relationships, the staff can produce effective programming documents that will enable them to secure funding from available sources.

Relationships to specific umbrella programs, such as the NPS Strategic Plan and the Government Performance Results Act, should be cited where appropriate.

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

Collections management staff need to do cost analysis for both their current and projected activities as a means to establish credibility for the management of park archives and museum collections. Some very basic time and cost analysis questions might include:

- How many accessions have been processed each year for the last three years?
- Is the rate of new accessions entering the collections increasing or decreasing?
- Are we keeping up with basic registration, or is material going unprocessed?
- What is the average time/cost to process an accession?
- What is the average time/cost to catalog an object?
- What is the time/cost to provide storage/inventory per cubic foot of storage per year?
- What is the time/cost to provide Integrated Pest Management (IPM) and environmental monitoring per year?

- How many requests for research access to collections were received per year for the last three years, from both staff and public?
- What is the time/cost to comply with the "average" research request?
- Is the rate of requests for access increasing or decreasing?

After the staff collects, analyzes, and formats this type of data for presentation, park management will begin to recognize the direct costs associated with various facets of collections management and to determine whether essential work is being accomplished in a timely manner. With this data, park staff will be able to develop effective programs for integrated park needs. This data will also document where project or temporary staff may be necessary to accomplish backlogged work or to make the overall program more efficient.

Good documentation of the collections, including accessioning and cataloging, is essential to the organization and use of the information the collections contain. A park can eliminate a large part of the backlog in the documentation of collections by the addition of professional or technical personnel trained to perform this work to National Park Service standards.

In conclusion, a systematic approach to planning and programming for the management of the library, archives, and museum collections might contain the following steps:

- Develop a list of regularly scheduled activities (such as environmental monitoring, replacing/recording insect traps, and inventorying collections) and begin a time/cost documentation and analysis for each activity.
- Determine which activities (cited above) require professional attention and which are technical in nature.

- Prepare staffing and/or funding proposals for the necessary technical assistance required to provide adequate support for the library, archives, and museum collections.

- Revise the Resource Management Plan. Remove redundant and repetitive project statements as well as those that are no longer valid.

- Revise the Project Management Information Program. Combine similar projects and remove overlapping or repetitive project statements. Check the validity of amounts requested for all projects.

Appendix E — Archival and Museum Collection Access Policy

It is National Park Service policy that park-specific cultural and natural collections be available for educational and scholarly use. The NPS is also charged with managing the collections for optimum preservation. In order to minimize the potential impact on the collections and to ensure basic security and preservation, it is necessary to document, restrict, and monitor access to them.

The guidelines contained in this appendix provide a basis from which the park can create its own collection access policies that will ensure supervised management of park-specific resources.

Levels of Access to the Archives and Museum Collections

Providing differing levels of access to collections is a standard curatorial philosophy underlying the policies most major museums currently have in place. Based on the information provided in the Research Application, individuals will be provided access to collections information or material depending upon their needs and the amount of staff time available.

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

Conditions for Access

- A Research Application (included in this appendix) must be completed; it is used as a basis for determining the level of access necessary and to maintain a record of access for statistical purposes.

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

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

- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the Visitor Log.

- The Guidelines for the Use of Collections and Archives will be followed by all individuals with access to the collections.

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

- All photography of specimens and duplication of documents will take place on-site per the Guidelines for Photography of Museum Collections and Duplication of Historic Documents.

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

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

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

Access Policy Administration

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

Superintendent
Southeast Utah Group
2282 SW Resource Blvd.
Moab, UT 84532

Implementation of these policies and procedures has been delegated to the collections manager(s); however, the superintendent has the final authority to grant access to the archives and museum collections.

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

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

SOUTHEAST UTAH GROUP

Research Application for Museum Collections and Historic Documents

Name _____ Telephone Number (_____)_____

Institution/Organization _____

Address _____

Date you wish to visit _____

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

Have you previously conducted research in the park's museum collection? ❑ Yes ❑ No

Research topic and materials you wish to see _____

Indicate which activities you wish to do

❑ Consult catalog cards ❑ Consult archeological records

❑ View objects in storage ❑ Study objects in storage

❑ Draw objects ❑ Consult historic documents

❑ Other _____

Purpose of your research

❑ Book ❑ Article

❑ Lecture/conference paper ❑ Term paper

❑ Thesis ❑ Dissertation

❑ Exhibit ❑ Project

❑ Identify/compare with other material

❑ Other commercial use or distribution _____

❑ Other _____

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

Signature _____

Date _____

Please return to: Superintendent, Southeast Utah Group, 2282 SW Resource Blvd., Moab, UT, 84532

(reverse side: Research Application)

Park Service Use Only

Identification (provide at least one)

Institutional ID _____

Driver's License Number _____

Research Topic

_____

Location of Research (check one)

❑ Curatorial Office

❑ Storage

❑ Exhibit Area

❑ Others

SOUTHEAST UTAH GROUP

Museum Objects Reviewed by the Researcher

Park	atalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name _____

Title _____

Date _____

SOUTHEAST UTAH GROUP

Museum Collections and Archives Register

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

SOUTHEAST UTAH GROUP

Guidelines for the Use of Archival and Museum Collections

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

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

Copies of the Research Application and the full text of the Archival and Museum Collections Access Policies and Procedures are available to the public, upon request from:

Superintendent
Southeast Utah Group
2282 SW Resource Blvd.
Moab, UT 84532

Availability

The museum collections and archives are available to researchers by appointment only. Anyone wanted to view the collections should contact the museum curator to arrange access. For nonstaff users, a completed Research Application (attached) is required. Access will not normally be granted on weekends.

All materials must stay within the study areas provided within the collection management facility. The size and location of these areas may vary according to the time of year, requests from other researchers, and staff availability. The researcher may bring only those materials needed for research into the assigned study area. Smoking is not allowed in the building. Food and drink are not allowed in the study areas.

Registration

The Guest Register, used to record access to museum and archival collections, must be signed when the collections are used by staff or nonstaff members. Nonstaff researchers are required to complete a Research Application (attached). These forms will be retained indefinitely for statistical analysis and as a permanent record of collections use. A new application is required for each research project, and must be renewed each calendar year.

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

Use of Archival Records and Manuscripts

Where microfiche is NOT available, the archives user is responsible for the careful handling of all materials made available. Remove only one folder from a box at a time. Do not remove or alter the arrangement of materials in the folders. Maintaining the exact order of materials in a folder and folders within a box is of singular importance. If a mistake in arrangement is discovered, please bring it to the attention of museum staff. Do not rearrange material yourself.

Marks on documents may neither be added nor erased. Materials may not be leaned on, written on, traced, folded, or handled in any way that may damage them.

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

Duplication

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

Copyrights and Citations

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

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

"(object name and catalog #) in the collection of Southeast Utah Group. Photograph courtesy of the National Park Service."

Restrictions on Use

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

Responding to Off-Site Reference Inquiries

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

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

Guidelines for Handling Museum Collections

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

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

- Use caution in handling collections, and wear gloves when requested to do so.

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

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

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

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

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

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

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

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

Special Objects

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

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

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

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

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

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

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

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

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

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

I have read and understand the above policy.

Name _____

Date _____

SOUTHEAST UTAH GROUP

Guidelines for Photography of Collections and Duplication of Historic Documents

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

Duplicate Photographs of Museum Collections

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

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

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

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

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

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

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

Duplication of Historic Photographs and Documents

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

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

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

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

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

- Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.
- Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication.

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

SOUTHEAST UTAH GROUP

Request for Photographs of Items from the Museum Collections

Catalog #	Object Name	B&W/Color	Size	Finish

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

"(object name and catalog #) in the collection of Southeast Utah Group, Photograph courtesy of the National Park Service."

Signature _____

Date _____

Appendix F — Suggested Library Operating Policy

Introduction

Park libraries are an essential resource that assist staff in carrying out the park's mandate. This appendix contains guidelines and standards for developing and operating a park library, and ensuring stability, continuity, and efficiency in their operation. These policies are intended to guide and support decisions of the librarian and to inform park staff and other library users of the library's objectives. These policies will be reviewed and updated by park staff every two years and be approved by the superintendent, unless policy changes require action sooner.

Objective

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

Responsibility

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

Scope of Collection

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

Materials in the library will pertain to the following:

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

Selection Guidelines and Procedures

The Interpretation and Resource Management Divisions will use the following criteria in selecting materials for the library:

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

Periodicals

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

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

- Periodicals must occasionally or regularly publish popular articles, historic Operating Guidelines.

Operating Guidelines

Loan Privileges

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

At the discretion of the park library manager or chief, library privileges may be extended to the following:

- NPS employees from other areas
- Contractors conducting research in the park
- Researchers with valid research needs at all levels
- Other users who will benefit the park and not interfere with normal operations

Non-NPS library use will be restricted to on-site use. The superintendent may make exceptions. Use of the library by nonpark staff will be by appointment with the park library manager. Use will be supervised; users will check in and check out. The library will maintain a log of nonpark use.

Returned materials are to be placed in the "Return" box. The park library manager is responsible for reshelving and refiling materials. No other person should re-shelve books. Materials should be re-shelved at least on a biweekly basis.

Damage and Loss Policy

Borrowers will replace lost or seriously damaged materials and, if materials are not immediately available, reimburse the park with the cost of replacement. If materials are not replaced or compensated for within a period of 90 days, a bill of collection will be issued for the estimated market value of the materials.

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

Vertical File

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

Paperbacks

Paperbacks will be acquired for the following reasons:

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

Duplicates

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

Replacement

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

Gifts

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

- The park retains the right to keep, use, or dispose of them as deemed appropriate by the superintendent.
- The materials will be integrated into the regular collection.
- Park staff will give no appraisals for tax purposes. The park library manager may assist in the following ways.
- Suggest sources of such information, such as dealers' catalogs.
- Provide a receipt describing the donated items but not assigning a value to them.

Controlled Access Collection

A locked cabinet will be maintained in the library with rare and fragile materials. The basis for inclusion in this cabinet is as follows:

- The items are virtually irreplaceable.
- Monetary value of the items is over seventy-five ($75.00) dollars.
- The items have particular historic interest to the park.
- The items have reference value.
- The items have unusual attractiveness or interest.
- The items are in fragile or delicate condition.

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

Exhibited Materials

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

Interlibrary Loan

Interlibrary loans will be made only through the support office. Loans will be made of nonsensitive materials only, and the concurrence of the park library manager is required. The log of loaned materials will be kept.

Vertical File Policy

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

Photocopying

Photocopying of materials is permitted except in the following situations:

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

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

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

Adding New Publications

The [fill in name of system] is used at Southeast Utah Group. The following steps will be followed when new publications are added to the system (presumes that the park library has been/will be cataloged by the support office library):

1. The Administration Office will receive new books and attend to all invoice matters.
2. The new books will then go to the librarian.

3. The librarian will photocopy the title page and the reverse page, and forward the copy to the regional library. The library staff will catalog the book, add it to the card catalog, and prepare labels for the book.
4. The librarian will prepare an accession record for the book consisting of date received, cost, source of acquisition, and condition.
5. While books are being added to the catalog, they will be placed in the controlled access area; they can be used in the library only with the permission of the librarian.
6. The librarian will prepare a monthly memo for the park staff, listing the new additions and providing the title, author, and a short summary.
7. When cataloging is completed and labels arrive, the librarian will affix labels, pocket, and checkout card to the publication.
8. Books will then be shelved according to their number.
9. Every four months the librarian will update the park's computerized catalog with the most current copy from the regional library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

Excluded Publications

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

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

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

Inventories

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

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

Binding

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

Weeding

The removal of material from the collection judged to be of no use for research or documentary purposes will occur on a yearly basis. Weeding will take place in the month of _____, and librarians will use the same criteria used in the selection of new materials. Items considered for deaccession should exhibit the following characteristics:

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

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

Weeding Procedure

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

a) Regional library
b) Intermountain Region Units
c) Harpers Ferry
d) Department of the Interior Library
e) Library of Congress

Materials may be disposed of to other institutions at the discretion of the park library manager with the concurrence of the _____ [name of position].

The library will be weeded in _____[month].

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

Approved by:

Superintendent _____ Date _____

Team Leader _____ Date _____

Librarian _____ Date _____

Appendix G — Curatorial Responsibilities of Collectors

A collecting permit outlines the curatorial responsibilities of the collector (see General Conditions for Scientific Research and Collecting permit). **If you collect specimens that are to be permanently retained—regardless of where they are kept — those specimens must be accessioned and cataloged into the National Park Service's numbering system.**

Before Collection Begins

Call the (park name) curator, (name) at (phone number) to obtain an accession number for your collection. This number must appear on all reports, field records, and correspondence relating to your collection, and on the label of each specimen collected. **Specimens may not leave the park until they are accessioned.**

When Collecting is Complete

When you, the collector, are finished collecting, you need to do two things:

1. Obtain catalog numbers for the specimens to be retained permanently.
2. Catalog your collection following the instructions provided by the park curator.

Following are details about how to complete these tasks as well as information about what items need to be submitted for cataloging.

Obtain Catalog Numbers

Call the curator and obtain a block of catalog numbers for the specimens that will be permanently retained. When you call, have the following information ready:

- Your permit number.
- Dates collecting began and ended.
- Number of specimens collected (estimates are acceptable for large collections).
- The name of the institution in which the specimens will be curated, and the name and title of the individual who will be responsible for the specimens.

Catalog Your Collection

The curator's office will send you (or the individual responsible for cataloging your collection) the following:

- Cataloging instructions as well as blank and sample worksheets (as needed). If you intend to use an automated program to catalog the objects, please contact us before you begin entering the information. There may be ways to import your data directly into the NPS Automated National Catalog System (ANCS+).
- NPS specimen labels and instructions for their completion. You may also use your institution's own labels, so long as they are of archival quality (such as acid-free paper or Tyvek, imprinted with archivally stable ink).

All labels MUST contain (park name) accession and catalog numbers in permanent ink, in this format:

XXXX-1234 [for the accession number]

XXXX 99999 [for the catalog number]

NOTE THAT THE HYPHEN IS NECESSARY TO DISTINGUISH THE ACCESSION NUMBER FROM THE CATALOG NUMBER.

THE ACCESSION NUMBER MUST APPEAR ON ALL REPORTS, CORRESPONDENCE AND ORIGINAL FIELD RECORDS PERTAINING TO YOUR COLLECTION. CATALOG NUMBERS SHOULD BE CITED IN YOUR FINAL REPORT WHEN REFERENCING INDIVIDUAL SPECIMENS.

- An NPS Outgoing Loan Agreement form, to be signed by the individual responsible for the loan. (All specimens, as well as their derivatives and byproducts, remain the property of the United States). NPS policy requires that long-term loans be renewed every 10 years.

Materials / Items that Must be Submitted

You must submit the following for cataloging:

- Any specimens that are to be permanently retained, along with your labels and associated documentation, to the repository in which they are to be curated. SPECIMENS THAT ARE TO BE CONSUMED IN THE COURSE OF RESEARCH NEED NOT BE CATALOGED.

- Copies of all of your field records (notes, maps, recordings, etc.) to the Curator's office at the address below, within a year of the final date of collecting. Please copy notes, maps, and other written or printed matter onto acid-free paper. This requirement is a safeguard, in case original materials are accidentally destroyed or lost in the future. Original field records must be retained permanently in association with the collection.

Submission Required Within One Year of Collecting

Within a year of the final date of collecting, at least one of the following must be submitted to the curator:

- Completed NPS cataloging worksheets.

- A printout of your institution's catalog records, including fields showing park accession and catalog numbers.

- An electronic copy of catalog records created using your institution's software (ANCS+ can import data from a variety of types of software programs) and a printout of the corresponding records.

If you find that you will have trouble meeting this deadline, call or write the curator at the address below to make other arrangements.

PLEASE FEEL FREE TO CONTACT THE PARK CURATOR AT ANY TIME IN THIS PROCESS WITH ANY QUESTIONS THAT MAY ARISE. WE ARE HERE TO HELP YOU COMPLY WITH THE TERMS OF YOUR PERMIT AND MAKE COMPLIANCE AS EASY AS POSSIBLE, UNDER CURRENT REGULATIONS.

(name), Museum Curator

(park)

XXXXXXXX

XXXXXXXXXXX

Telephone: XXX-XXX-XXXX

Fax: XXX-XXX-XXXX

The curator's office is located at the (location within the park).

Bibliography

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

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

Park Reference List

Enabling Legislation

1908 Proclamation establishing Natural Bridges National Monument

1923 Proclamation establishing Hovenweep National Monument

1929 Proclamation establishing Arches National Monument

1939	Proclamation enlarging Arches National Monument
1964	Legislation establishing Canyonlands National Park
1971	Legislation revising Canyonlands National Park boundaries
1971	Legislation converting Arches National Monument to National Park status

Scope of Collections Statements

1986	Hovenweep Scope of Collections Statement
1997	Arches, Canyonlands and Natural Bridges Scope of Collections Statement

Checklist for Protection and Preservation of Museum Collections

2001	Southeast Utah Group Checklist for Preservation & Protection of Museum Collections

Collection Management Report

2001	Collection Management Report, Arches National Park
2001	Collection Management Report, Canyonlands National Park
2001	Collection Management Report, Hovenweep National Monument
2001	Collection Management Report, Natural Bridges National Monument

Statement for Management

1986	Arches National Park Statement for Management
1990	Natural Bridges National Monument Statement for Management
1992	Hovenweep National Monument Statement for Management
1993	Canyonlands National Park Statement for Management

General Management Planning

1978	Canyonlands National Park General Management Plan
1979	Hovenweep National Monument General Management Plan/Developmental Concept Plan (draft)
1986	Arches National Park General Management Plan/Developmental Concept Plan
1997	Natural Bridges National Monument General Management Plan/Developmental Concept Plan with Final Environmental Impact Statement

Resource Management Planning

1992	Canyonlands National Park Resource Management Plan
1996	Arches National Park Resource Management Plan
1996	Natural Bridges National Monument Resource Management Plan
1997	Hovenweep National Monument Resource Management Plan

Interpretive Planning

1993	Canyonlands National Park Statement for Interpretation
1999	Hovenweep National Monument Visitor Center Planning Document (excerpt)
2001	Arches National Park Long-Range Interpretive Plan

GPRA Goals

2001 - 2005	Strategic Plan for Arches National Park
2001 - 2005	Strategic Plan for Hovenweep National Monument
2001 - 2005	Strategic Plan for Natural Bridges National Monument
1997	Southeast Utah Group Museum Curator (GS-1015/11) Position Description
2001	Southeast Utah Group Organizational Charts

Suggested Reading List

The skills and craft necessary to perform adequate curatorial work have expanded exponentially over the past three decades. Fortunately, the literature in the field has also expanded to meet program needs. The current National Park Service publications, *Museum Handbook, Parts I-III*, the *Conserve O Gram* series, and *Tools of the Trade,* all provide basic guidelines. They inform the reader how to perform certain tasks such as accessioning and cataloging, but they do not teach the neophyte when and/or why these tasks should be done. The proper application of the methodology presented in these documents requires a degree of intellectual preparation and practical experience that cannot be provided in procedural manuals or a two-week training course.

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

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

Collection Management References

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

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

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Olkowski, William and Sheila Daar, Helga Olkowski. *Common-Sense Pest Control*. The Taunton Press. 1991. Very good reference for IPM.

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