Grant-Kohrs Ranch
National Historic Site
Museum Management Planning Team

September 2009

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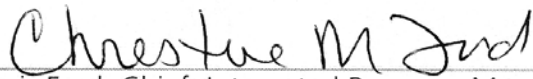Grant-Kohrs Ranch National Historic Site
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Department of the Interior
National Park Service
Intermountain Region

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Museum Management Plan

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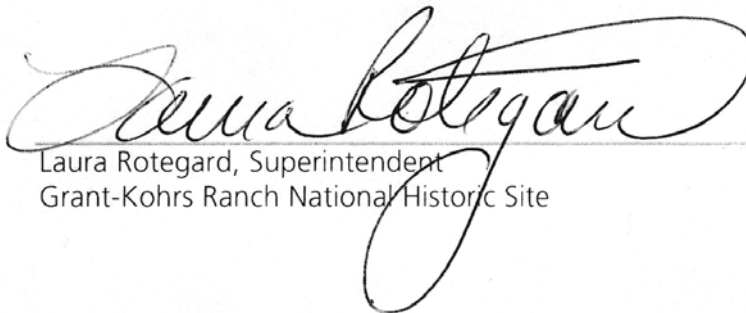
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Executive Summary

The *Museum Management Plan* for Grant-Kohrs Ranch National Historic Site (GRKO) outlines a series of issues identified by park staff concerning the management and use of the combined park archives, library, and museum collections, and recommends corresponding actions to address these issues. The park currently holds approximately 222,000 items in the museum collection and archives. The documentary and three-dimensional resources have enjoyed dedicated and consistent care since the park's earliest days as evidenced by the high degree of documentation and the general condition of the objects. The recommendations from a previous *Collection Management Plan* (1991) have been completed, and an enviable museum storage facility has been built.

While much good work has been done, the park staff recognizes that as an integral part of this National Landmark, the museum program can play yet a more significant role in supporting park missions and can provide valuable services to both staff and the public. The complexities of exhibiting and storing historic materials within equally historic structures, along with the existence of many larger ranching implements, create preservation challenges not yet fully mitigated.

The park also wants its museum management program to supplement parkwide efforts to gain prominence as the "nation's ranch" through outreach, networking and partneri ng" In order to expand museum program activities to match the collection's national significance, strategies are needed to provide sufficient funding and staffing through creative efficiencies.

Key Recommendations

This *Museum Management Plan* (MMP) offers key the following program recommendations; more detailed action recommendations follow each issue section.

- Fully implement the preservation efforts outlined in the park's current *Preventive Maintenance Plan, Blacksmith Use Plan*, and *Integrated Pest Management Plan;* and ensure that the schedule of cyclic tasks provide sufficient preventative conservation care for all museum objects. The FY10 *Collection Condition Survey* undoubtedly will recommend additional actions that should be implemented as soon as possible.

- Develop a comprehensive *Records Management Plan* that includes paper and electronic documents. Institute records management training and establish the logical and scheduled movement of records and materials to the park archives.

- Expand current efforts to improve information management tools and procedures that promote access to the collections by staff, researchers, and the public.

- Foster partnerships with other organizations to develop projects and funding that support the documentation, preservation, awareness, and use of GRKO collections to further overall park goals.

- Use these same partnerships and networks, as well as traditional NPS sources, to augment the additional .76 FTE needed to implement this MMP. Innovative use of volunteers, interns, and project funding can relieve permanent staff of lower-level tasks. The combination of Operations Formulation System (OFS) requests, shared staff with neighboring parks, and continued refinement of workload can assist in meeting professional level staffing.

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Acronyms Used in this Document

The National Park Service, as other agencies, commonly uses acronyms to represent programs and offices. While all acronyms used in this document have been described before being used, they also are presented here as a quick reference.

Checklist	Automated Checklist for Preservation and Protection of Museum Collections
ANCS(+)	Automated National Catalog System (Plus)
BICA	Bighorn Canyon National Recreation Area
BIHO	Big Hole National Battlefield

CCS	Collection Condition Survey
CESU	Cooperative Ecosystem Study Unit
CIP	Comprehensive Interpretive Plan
CMP	Collections Management Plan
CSP	Collection Storage Plan
EOP	Emergency Operations Plan
FMSS	Facility Management Software System
FRC	National Archives and Records Administration, Federal Records Center
FTE	Full-time Equivalent
GKRF	Grant-Kohrs Ranch Foundation
GRKO	Grant-Kohrs Ranch National Historic Site
HFC	Harpers Ferry Center
HFR	Historic Furnishings Report
IMR	Intermountain Region
IPM	Integrated Pest Management
MAM	Montana Association of Museums
MMP	Museum Management Plan
NPF	National Park Foundation
NPS	National Park Service
NUCMC	National Union Catalog of Manuscript Collections
OFS	Operations Formulation System
PMDS	Performance Management Data System
PMIS	Project Management Information System
RH	Relative Humidity
SOCS	Scope of Collection Statement
SOP	Standard Operating Procedure
SOW	Scope of Work
T-Barn	Thoroughbred Barn
VIP	Volunteer-In-Parks
WACC	Western Archeological and Conservation Center
WASO	Washington Office of the National Park Service

Introduction

The *Museum Management Plan* (MMP) replaces and fulfills the requirements of a *Collection Management Plan* (CMP) referred to in National Park Service (NPS) publications, *Outline for Planning Requirements, Director's Order #28: Cultural Resources Management,* and the *NPS Museum Handbook,* Part I.

The CMP process generally has concentrated on technical aspects of museum operations, including full review of accession files, cataloging status, and guideline adherence. The MMP recognizes that specific and technical directions for archives and collections management exist within the *NPS Museum Handbook* series and minimizes duplication of that information. Where necessary, material found in the *NPS Museum Handbook* or *Conserve-O-Gram* series will be referenced in the text, and, where required, technical recommendations not covered will appear as appendices to this plan.

This planning tool, developed in the Pacific West Region, also appreciates that a park's archive, library, and museum collection may be organized, linked, and used in many different ways—just as parks enjoy unique resources and face distinct logistical challenges. The MMP places museum management within the overall context of the specific park's operations, focusing on how collections can reach their greatest potential in support of that park's goals. This plan makes broad and incremental recommendations to develop the museum program, addressing identified park needs over the next five to seven years.

Prior to the site visit, the MMP team surveyed park personnel to collect baseline data concerning archival and museum collections, the library, and related services. This information allowed the team to make a quick evaluation of many operational issues. The survey also provided insights into how a well-designed museum management program might address the needs of the park staff. The results of this survey are presented in Appendix A.

The park staff and MMP team worked together to develop the issue statements contained in this plan. The resulting topics meet the specific needs

of Grant-Kohrs Ranch National Historic Site (GRKO) as discussed during those meetings, and thus do not necessarily represent a complete range of collection management concerns.

Public Law 92-406 established Grant-Kohrs Ranch National Historic Site on August 25, 1972, "to provide an understanding of the frontier cattle era of the Nation's history, to preserve the Grant-Kohrs Ranch, and to interpret the nationally significant values thereof for the benefit and inspiration of present and future generations." The legislative record clearly shows that the site-specific artifacts and historic records contributed to the site's national significance and helped impel establishment of the park. Since its inception, the park has given consistent and careful attention to its museum object collections.

This current planning effort stands on the shoulders of a full complement of museum plans, carefully executed by staff. Museum staff completed a *Scope of Collections Statement* (SOCS) by 1979 that has been reviewed and updated with unusual frequency. A 1991 CMP has been implemented fully. The museum program operates under a full series of housekeeping, pest control, security, and emergency operations plans, along with a series of superintendent's orders that set park museum collection policies. The park has even grappled with issues such as the interpretive use of collections and the need for specific de-accessioning criteria.

This plan was completed as a team effort after numerous discussions with park staff; however, the ensuing discussion in the MMP is the primary responsibility of individual team members. The authors by issue are:

History of Collections Management, Chris Ford
Issue A – Collections Preservation, Brynn Bender
Issue B – Records/Archives Management and Access, Lynn Mitchell
Issue C – Partnerships and Networking, Susan Buchel and Chris Ford
Issue D – Staffing and Program Planning, Susan Buchel

The MMP Team wishes to thank the staff of Grant-Kohrs Ranch for the courtesy, consideration, and cooperation extended during this planning

effort. The participation of nearly all staff during the "issues" meeting is indicative of this support. We particularly appreciate the subsequent insights and reviews by Superintendent Laura Rotegard, Administrative Officer Anita Dore, Administrative Support Assistant Karen Shoemaker, Chief of Interpretation David Wyrick, and Park Rangers Julie Croglio and Lyndel Meikle. Museum Technician Peggy Gow tirelessly answered questions and produced data to illuminate discussion topics. Chief of Integrated Resources Chris Ford not only served as host curator but authored a section of this plan and co-wrote another. The time, effort, and involvement by these dedicated individuals, hopefully, made the plan's outcome more relevant—but certainly made the team's job much easier and more enjoyable.

History of
Collection Management

Museum collections at GRKO are remarkable in their connection to the site, their representation of daily ranch life through time, and their good condition. These collections, recognized early on by family members and the NPS as unusually significant to the understanding and enjoyment of this site, have benefitted from high levels of financial support and professional care through the years.

Most of the collection, an estimated ninety percent, is original to the ranch or the Grant-Kohrs families. The Victorian ranch home and the 1930s bunkhouse are brought to life with the items that actually were used here—not a period piece or replica. The original artifacts bring an intangible magic to this site that visitors openly appreciate and enjoy.

In total and through individual pieces, this collection also represents the evolution of this ranch: as a location along a primary travel route for several Indian tribes, as the home and trading post of John Grant, as the residence and headquarters of Conrad Kohrs' cattle empire, as the business grandson Conrad Warren advanced into the modern era of ranching, and finally, as the site the NPS selected to save and interpret the nation's history of ranching. Objects and archival items are not only representative of the various time periods, but also of all areas of daily life at the ranch. The collection holds a diversity of objects: from Grant's cradle scythe to Warren's tractor-drawn hay binder, Augusta Kohrs' china to Nellie Warren's silver,; Conrad Kohrs' 1863 butcher shop records to Conrad Warren's 1958 Hereford Dispersion Sale Catalog, a prehistoric hammer stone to Kohrs' branding iron, Conrad Warren's pocket-size bird book to a complete herbarium collected on site, the first *Grant-Kohrs Ranch Feasibility Study* to the current *General Management Plan*. The museum collection currently contains 221,514 items, including 28,779 objects and 192,835 archives.

The collection is also in very good condition, thanks to early care by family members and continued preservation efforts of the NPS. Household and personal items, such as the ranch house furnishings, are in particularly good condition. Artifacts located for the majority of their life in barns and sheds, however, do show the effects of an extreme environment.

At this time, collection management is at a preventive maintenance level. Items in the Museum Storage Facility have benefitted from an ideal environment since the completion of this structure in 2002. Museum records and documentation are largely in good order. Most museum plans and policies are in place, up to date, and being followed. With this, museum staff stands ready to find new and creative ways to use the museum and archives to promote understanding of the American West's ranching history.

Early Years

Nellie Warren, wife of Conrad Warren and granddaughter-in-law of Conrad and Augusta Kohrs, may be considered the site's first curator. She married Con Warren in 1934, giving her many years to visit with Augusta Kohrs about the grand furnishings in the ranch house before the matriarch's death in 1945. Nellie and Conrad then lived briefly in the old Victorian house, but soon moved back to their own modest home. They covered the fine original furnishings with sheets, treating only the occasional special guest to a peek at the treasures hidden beneath.

During a 1959 national historic theme study of the cattle industry's role in westward expansion, the NPS identified the ranch as one of just six sites having sufficient integrity and significance to be designated a National Historic Landmark.

This national recognition very likely triggered Nellie Warren's thoughts and actions toward turning the site into a museum. She had as role models their acquaintances, Charlie and Sue Bovey, who had preserved and opened the historic town of Virginia City to the public —where Conrad Kohrs had owned a butcher shop so many years before. Nellie's son later said,

> At the point where this [ranch] began to move in the direction of being a national historic resource; that was all her vision. . . She just pumped and prodded and hassled [Conrad Warren]. . . . "this is what has to happen. No, they can't just have the buildings, they have to have the artifacts because without the artifacts the buildings are nothing." . . . She was the one that stayed up until two o'clock in the morning sifting through photographs and sifting through old documents and making sure that you got all the right information, that it was accurate, that it was documented, and it was correct. And it was a monumental effort for her to do that. And to go through the old house and make sure, well, now this is where this chair sat, and this is where this was. (GRKO 15599, Series I, Tape 22, p. 23)

Conrad Warren later added, "If it hadn't been for her, we wouldn't be standing here right now."

Ranchers to Rangers: An Administrative History of the Grant-Kohrs Ranch, by Douglas McChristian (1997), describes in detail how this site came to be a unit of the NPS. This study clearly shows that the collection of site-specific artifacts and historic records, along with the landscape and buildings, contributes to the national significance of the site and helps to justify its preservation.

The eventual willingness of the Warrens to donate the extensive artifact collection propelled final acquisition of the approximately 200-acre site on November 13, 1970, by the National Park Foundation (NPF), which held it until congressional affairs could be settled and the site officially established by President Nixon on August 25, 1972 (the pen he used to sign the enabling legislation is in the museum collection). Along with sale of the ranch to the NPF came the first donation of material to the site (eventually accession GRKO-00002).

After a prolonged illness, Nellie died in 1979. Conrad kept ranching until 1983 when he thought the NPS had agreed to purchase the remaining home ranch. He sold the cows and held an equipment auction. However, Congress took until 1988 to appropriate money and add approximately 1,300 acres to the site. Conrad retained a life estate at his residential complex for himself,

his horse, and his dog. In 1993, Conrad, a tired man, died at home at the age of eighty-three.

Conrad and Nellie Warren's efforts are critical to the integrity of this site, and embody the nation's growing awareness of, and respect for, historic preservation. The story of the Warrens' preservation efforts and participation in the larger national conservation movement is so significant that it has been identified as one of the site's five interpretive themes.

NPS Administration

Under the park's first superintendent, Peter Peterson, building stabilization rightfully took priority, including such basics as replacement roofs and windows. The first major effort in 1975 to gain basic artifact accountability by cataloging collections by contract was a dismal failure.

Superintendent Tom Vaughn, with his cultural resources background, arrived in the park in 1977. This same year, Randi Bry began a fifteen-year effort to set the high museum care standard that exists to this day. In 1979 Superintendent Vaughn placed Bry and the museum program directly under his supervision. This rather unique management arrangement served collection management well by keeping it at the forefront of park operations.

In 1979, Regional Curator Ed Jahns wrote the site's first Scope of Collections Statement (SOCS). The composition of the collection today and many of the current collecting policies are based on this document. Among its important points:

- Collecting from the entire span of history, not just the frontier cattle era mentioned in the enabling legislation, was established as important and appropriate.
- All objects found within the park were to be accessioned into the park collection and then cataloged if historians believed they were important to the site's mission. While this process appeared logical, later NPS policy complicated it. Once accessioned, ownership was

established, requiring de-accessioning procedures to remove what later were seen as superfluous pieces from the collection…

- Samples of architectural fabric and features were to be acquired as crews completed preservation work on the site's many historic structures. This would result in a complete collection of ranch architectural features and fabric.
- Archives were not to be accepted and were to be referred to the National Archives or other institutions. Curatorial and other staff realized the collection already contained archival material that was recognized as a valuable resource. In order to retain these materials, curators treated them as individual objects.
- Original ranch equipment was considered museum objects and not used. Reproductions or equipment from off-site were to be obtained if needed for use in living history programs.

In 1980 management added another permanent position to the program with the hiring of Museum Aide Judy Hitzeman. The Bry and Hitzeman team brought collection care to the highest standard possible with the resources at hand. They worked diligently in all areas of collection management—administrative duties, museum housekeeping, accessioning and cataloging, conservation, and research. They found funding to complete cataloging projects and purchase museum storage cabinets. They used the services of the Harper's Ferry Center (HFC) Conservation Lab; its truck came by annually to pick up artifacts (at no expense to the park) and returned those that had been treated the previous year. The staff set up primary museum storage in the ranch house basement and second floor, along with curatorial work areas. They inventoried and accessioned objects found in barns and sheds, while upgrading storage in these outlying areas as much as possible, despite dealing with dirt floors and, often, less than four walls.

In 1980 the site's third superintendent, Jimmy Taylor, arrived with experience in western parks. He is most recognized for rebuilding relationships with Conrad Warren that eventually led to the 1988 land acquisition and resulting collections.

Once again, the museum program benefited from a Superintendent that supported collection management efforts. Perhaps Curator Bry's biggest challenge during her tenure came in 1983, when installation of fire, security, and temperature control systems in the ranch house necessitated removal of all artifacts to off-site storage. A year of planning, six months of moving into temporary storage in Deer Lodge, and a year of moving back to the ranch with only one minor incident of artifact damage earned Bry an award. When the curator returned collections to museum cabinets, they generally were arranged by function—all the women's things together, all the china together, all the tools together. Sadly for the museum program, Hitzeman moved on that year. A number of talented Museum Technicians followed and eventually assumed significant museum positions throughout the service. This trend stopped with the hiring of Chris Ford and Peggy Gow in 1990, both still on staff today.

The park made great progress in collection management during Superintendent Taylor's eight-year tenure due to his support, the support of national and regional museum programs, and Bry's guidance and hard work. In 1981, the first annual inventory of 3,100 objects helped ensure formal accountability of collections. In the early 1980s the park acquired regional funding for cataloging collections, enabling Bry to hire five seasonal museum aides to reduce the backlog. Staff designated various historic structures around the ranch as collections storage areas and worked to improve conditions in these areas as much as possible. Objects continued to rotate to the HFC Conservation Lab for treatment and furniture conservators conducted on-site treatment of many ranch house exhibit items.

Thanks to grooming by Regional Historical Architect Rodd Wheaton, Florence (Robert) Warren Hershey donated many Kohrs family pieces. Jack Peters, a 1930s employee of Conrad Warren, also donated one of the best ranch hand collections. The Midwest Archeological Center returned all artifacts and associated collections that had been acquired since the mid-1970s.

For a short period of time, Curator Bry also acquired items for the collection that were not specific to the site but filled an exhibit need, fit the time period,

or filled a gap in the collection. For example, a nearby mine shack full of original everyday materials, dating from the same time period as the ranch's sparsely furnished bunkhouse, was going to be bulldozed. Bry used the opportunity to collect as much of the material as she wanted; thus the park acquired hundreds of items, although only a few were exhibited. Women's undergarments, sewing items, and magazines, also not original to the site, were accepted but have never gone on exhibit.

Superintendent Taylor upgraded the lead collection management position to a GS-9 Museum Curator as one of his last actions. As the ranch expanded from roughly 200 acres to 1,500 acres in 1988, Superintendent Eddie Lopez followed Taylor.

Superintendent Lopez's maintenance and facility management experience fit the need to manage all these new properties. For the first time in a decade, museum collections were not at the top of the park's priorities. Lopez upgraded the Museum Technician position from a GS-4 to GS-5. The staff inventoried collections that arrived with the new properties and accessioned most of the objects. In 1989 a significant dermestid infestation in the ranch house led to a site-wide *Integrated Pest Management Plan*, extensive pest monitoring, and increased intensive housekeeping. The staff focused on efforts to control the massive number of cluster flies entering the house each fall which provided a food source for the dermestid larva. Bry also examined each and every accession record to identify and partially correct documentation deficiencies.

From 1988 until 1994, GRKO provided administrative support to Big Hole National Battlefield (BIHO), including museum management. The curator dedicated one to two days per pay period to BIHO's collection management.

With an expanded land base, the park needed and completed a *General Management Plan* in 1990 which again recognized the significance of the collection through all time periods. The plan called for a shared office facility with the Forest Service to include a collection storage area—but only after completion of a visitor center. This same year, a CMP provided logical and

comprehensive guidance, not outdated until the construction of a new storage facility in 2002.

In 1992, Bry transferred to another agency, leaving a legacy of artifact care and accountability that remain the mark of excellence today.

Bob Chenoweth arrived from USS Arizona National Memorial to fill the vacant Museum Curator position. Here only two-and-a-half years, Chenoweth nevertheless brought a new perspective to museum management. He would ask museum staff why things were being done as they were, and often the answer was "because we always have done it this way." His tenure offered an opportunity to examine and rethink collection management.

During Bob Chenoweth's tenure Conrad Warren passed away. Chenoweth supervised the documentation of Warren's home with professional black-and-white photography; had its contents appraised to facilitate purchase from the heirs; and attended the estate sale to buy important Kohrs- and Warren-era collections. Warren's children generously donated his extensive archive collection of business and personal records and photographs.

Under the direction of Rocky Mountain Regional Curator Matt Wilson, a *Collection Storage Plan* (CSP) was completed, followed by schematic design of a shared Forest Service and NPS office to include museum storage. This concept immediately changed with the arrival of the park's next superintendent.

Superintendent Tony Schetzsle arrived in 1994 with an extensive background as a law enforcement ranger. When Chenoweth transferred in 1995, Schetzsle selected Chris Ford as curator after a six-month tenure as acting curator. Though Peggy Gow, the other half of the museum technician job-share team, increased her time to sixty-four hours a pay period, the collection's permanent staffing lost two days per pay period.

The curatorial and maintenance staff moved into the Conrad Warren house, and consolidated archives there for the first time. Soon after, Western Archeological and Conservation Center (WACC) Archivist Lynn Mitchell conducted a ten-day archives survey. She identified resource and visitor

management records and brought them into the museum collection. She set in motion procedures to process, catalog, and prepare finding aids for the archival collections, finally making these important primary resources more accessible.

In 1995, in one of the most significant acts affecting collections in the history of this site, Superintendent Tony Schetzsle deviated from the *General Management Plan* by making construction of a dedicated collection storage facility the site's first Line Item Construction priority over a new visitor center. The park had schematic drawings and Class C estimates produced to reflect the needs identified in the CSP. Final construction plans were completed, the Development Advisory Board and Department of the Interior gave the building a final blessing, and the park obtained 20% Fee Demonstration funds for construction. In October 2000, the park received congressional approval for the project. The contractor broke ground in 2001 and completed the building in 2002.

During the period between planning and completing the Museum Storage Facility, the museum curator and technician built on the collection management practices that had been so well established. They revised the SOCS and established a Curatorial Advisory Committee to review accessions. The museum curator successfully obtained project funds to complete much backlog cataloging, obtain conservation treatments, and correct many museum storage and exhibit deficiencies. The park developed several museum plans and policies during this period, including the *Preventative Maintenance Manual*, *Emergency Operations Plan* (EOP), and a *Museum Integrated Pest Management* (IPM) *Plan*.

Beginning in 1995, the museum curator began taking on broader cultural resource duties such as Section 106 compliance, oversight of a large National Register and National Landmark nomination update, coordination of historic structure reports and cultural landscape inventories, and responsibility for archeological investigations. This began a trend wherein museum staff assumed additional responsibilities as their skills and workloads allowed. The museum technician assisted visitor services, became involved in safety programs, and assumed data management of the new Facility Management

Software System (FMSS). Both positions provide service outside the park by serving on state archive and museum boards, assisting small museums, and working on regional projects such as collection management plans and the IMR Museum Collections Facilities Strategy. This trend of collateral duties and broadened responsibilities continues today.

In 2000, the site's fifth superintendent, Darlene Koontz, arrived from a leadership training program. While she oversaw the actual construction of the Museum Storage Facility, she revised the park's organization by subsuming collections management under the Chief of Interpretation and Cultural Resources. The curator no longer reported to the superintendent or sat at the management decision table.

The move of collections into the new storage facility took three full years to complete. Project funds received during this time also helped with additional conservation projects. The park installed new interior storm windows in the ranch house that block ultraviolet rays and easily detach for cleaning and fly removal. The curator developed a comprehensive de-accessioning plan with assistance from a multidisciplinary group, but the plan has yet to be implemented. Based on the Resource Careers Initiative, the curator position upgraded to a GS-11 in January 2003.

In 2004, Superintendent Laura Rotegard arrived — a landscape architect with a longstanding desire to work at Grant-Kohrs Ranch. She provided the curator with several development opportunities. During this time, the WASO Museum Management Program funded a virtual exhibit focused on GRKO collections that came on-line in 2005.

In 2007, based on the park-wide Core Operations Analysis and the *Grant-Kohrs Ranch Business Plan* required by region, the natural and cultural resource programs combined under the lead of the former museum curator. While Ford continues to provide professional museum management oversight, the museum technician now assumes all GS-5 and GS-7 duties. A custodial position is to perform all GS-2 and GS-3 museum housekeeping duties. Shortly after this major organizational change, the park received a series of project funds through Centennial Challenge Flexible Base funding

— a MMP, a Collection Condition Survey (CCS), and a project to correct fifty museum preservation deficiencies.

Now the Museum Storage Facility is complete, and the park is reaping the benefits of years of dedicated work by museum staff. Plans and policies are in good order, museum documentation is in great shape, and collection care is given. Park staff realizes that museum collection management stands on the brink of a new era. One question remains—how can these collections be managed to provide for better public understanding and enjoyment? With this purpose, GRKO seeks a broader, forward-thinking strategy—beginning with this *Museum Management Plan.*

Issue A — Collections Preservation

Issue Statement

Further development and implementation of a proactive preservation program will minimize significant threats to the stability of park collections.

Background

The park is to be commended for the tremendous progress already made toward collections preservation. Implementation plans have been created for the *Integrated Pest Management Plan*, *Museum Collection Emergency Operations Plan*, *Museum Security Survey*, *Museum Fire Protection Survey*, *Collection Storage Plan*, *Blacksmith Shop Use and Preservation Plan*, and *Preventative Maintenance* (Housekeeping) *Plan*. Monitoring programs are underway for IPM, light, temperature, and relative humidity. However, issues within each plan's implementation strategy require further exploration and troubleshooting. Many recommendations from previous surveys have not been executed. Implementing a proactive preservation program will correct issues with pest control, housekeeping, security, and environmental monitoring/control. The park also has struggled with the challenges of large artifact exhibit and storage.

Storage conditions in the historic outbuildings are causing degradation to the collections. The park envisions these collections in better condition but has not been able to take the next step. No strategies are in place to measure damage and loss or to remove affected items to suitable conditions.

The Checklist for the Museum Collections Preservation and Protection Program (Checklist) was first completed in 1986. This first Checklist did not reflect actual conditions, but later checklists reflected a truer picture of deficiencies. The Checklist also later became tied to the Performance Management Data System (PMDS), with the number of standards met used as the performance measure. Checklists now are updated annually. The park has current projects entered in the Project Management Information System (PMIS) to correct Checklist deficiencies and improve preservation of the museum collection.

Exhibits

Portions of the museum collection are exhibited in five historic structures: the Kohrs Ranch House, Bunkhouse, Blacksmith Shop, Icehouse/Tack Room, and Thoroughbred Barn (T-Barn). The exhibits form a complex historic-house museum based on approved *Historic Furnishing Reports* (HFR); exhibit development is currently a minor part of collection management duties but may play a larger role in the future.

The Kohrs Ranch House is the only heated historic building. The staff maintains dehumidifiers in humid months. Protective barriers (Mylar™, felt, map board) lie under nearly every object on exhibit. Light levels are controlled through the use of shades, shutters, ultraviolet filters, and low wattage bulbs. Strict policies bar food and live plants to limit pest infestation. Top-heavy and breakable items are weighted with sandbags to prevent tipping in an earthquake. Museum housekeeping methods are used. Visitors never are left unattended in the house. Photography and videotaping by visitors are prohibited due to security issues. Small items are kept out of reach from visitors to prevent theft.

Visitors are unattended when viewing exhibits in the Bunkhouse, Blacksmith Shop, Icehouse/Tack Room, and T-Barn. The Blacksmith Shop and T-Barn exhibits use a railing or rope to keep visitors away from the collections while the Bunkhouse and Icehouse/Tack Room use acrylic barriers.

Large objects, primarily consisting of historic horse-drawn vehicles, are exhibited in the T-Barn, a large elongated, enclosed, one-story wood structure with no heating or cooling. Objects in the T-Barn are subjected to extreme fluctuations in relative humidity (RH) and temperature paralleling the outside environment. Data logger charts from 1999 show high temperature (over 81°F) and RH (over 65%) during the summer months. RH levels over 60% encourage mold growth and above 65% foster iron corrosion. Many objects in the T-barn have had extensive conservation or restoration treatments. These treatments are at risk of failing or needing to be redone when collections are stored in uncontrolled environmental conditions. The Dougherty wagon already has been damaged by clothes moths and pack rats, which eat the historic fabrics. Staff has placed dust covers on many horizontal surfaces on the T-Barn vehicles.

The previous curator broached adaptive reuse of the T-Barn to meet museum standards. Due to the high expense, rehabilitation was not pursued, but the option remains possible.

Collections exhibited in the Bunkhouse, Blacksmith Shop, and Icehouse/Tack Room also are exposed to outside environmental conditions. Staff created a *Blacksmith Shop Use Plan* in 1995. The plan intended to find a balance between interpretive consumptive use and museum preservation, as well as establish standard operating procedures (SOPs) to achieve other goals. This plan set out a punch list of tasks to be completed in two years, but the plan has not been reevaluated as anticipated and new issues have not been documented. Objects have been stolen from the Blacksmith Shop before and after the plan.

Storage

Object collections are stored in three structures, the Cow/L-Shaped Barn, the Red Barn, and the Museum Storage Facility. The CSP completed in 1992 did not cover items on exhibit. The plan recommended that all the collections stored in the Ranch House and Warren House should be housed in a new collection storage building, the loft of the Red Barn should receive a Bally Building, and a few large pieces of agricultural equipment should get wood-

frame and Tyvek™-covered enclosures in the L-Shaped Barn. The Museum Storage Facility was created for the items in storage in the two historic houses. The park has not obtained a Bally Building or constructed the enclosures recommended for larger artifacts. The agricultural equipment stored in the open-air L-Shaped Barn remains exposed to outdoor environmental conditions as well as contact from animals. Most of this equipment has bird and rodent droppings on the wood and metal. These droppings have created permanent stains on the wood. Storage in these conditions will result in continued metal corrosion, wood and rubber deformation, paint loss, and wood deterioration.

Some collections are still stored in the Red Barn, a two-story wood and metal-sided building with no environmental control. Items are located on the ground level in one stall designated for curatorial objects, in the feed room, and in the loft.

The Museum Storage Facility, constructed in 2002, contains rails for mobile compact storage in each of the three storage rooms. One room is filled nearly to capacity with mobile units and two thus far are only partially equipped. Museum staff offices, a lab, and the park library area complement the three large storage rooms. The Museum Storage Facility has been the single largest preventive maintenance action taken by the park. Controlled environment (temperature, humidity, light, dust, pests, security, and fire detection and suppression) are now available to all but the macro-artifacts that remain in outbuildings. The 2007 version of the housekeeping plan includes procedures and policies for this new building and its contents.

A comprehensive CCS has not been performed for the object collections, although one is funded for FY09. The CCS will report on the condition status of individual or groups of like items in the park's museum object collection and recommend conservation treatment where necessary. The CCS will review the monitoring of environmental conditions, pests, and light and provide technical recommendations.

Museum Pests

Museum pest monitoring and control is a recognized time-consuming and challenging task at Grant-Kohrs. The *IPM Plan* is an extremely thorough and valuable resource that also provides a history of museum IPM at the park. A Montana State University entomologist updated the plan in 2004 and it has been reviewed by the IMR IPM Coordinator. Control policies and methods include exploring exclusion techniques in the brick addition of the Kohrs Ranch House, cleaning more frequently between the acrylic panes and original windows, and maintaining cooler temperatures. The park has attempted only windowsill cleaning. Cultural resources staff is aware of the current PMIS funding request by maintenance to improve the windows on the ranch house. If that project is funded, the curator will work with the facility manager to develop exclusion methods to reduce the cluster fly problem. During fly season (roughly September – December) the windowsills on the second floor and those easily accessible on the first floor (that do not require moving furniture or objects) are cleaned at least monthly between the acrylic and the window. The plan also calls for eliminating harborage of animals underneath the Bunkhouse.

Records for 2006 document high levels of pest activity in the summer months, including insect infestation issues in the Kohrs Ranch House and the T-Barn. The museum staff is well aware of when the insects come into the buildings and the materials to which they are attracted. However, the next important steps of troubleshooting, reducing pest attractants, and eradication, are lacking. For example, larder beetles are found in the monitoring traps in the Ranch House kitchen. The larder beetle is a dermestid seen on animal carcasses and may be attracted to something in the stove pipes. A thorough cleaning of the stove pipes may reveal the attractant.

Preventive Maintenance

In 1999, the curator turned the *Housekeeping Plan* into a *Preventative Maintenance Manual* that includes all the routine preventive maintenance work done by all divisions. This document covers environmental monitoring of light levels, temperature and RH ranges, IPM, and air pollution, as well as security, fire safety, and fire detection and suppression systems. Schedules for

both environmental monitoring and routine preventive maintenance tasks are included. A schedule and proper technique for each routine cleaning task are given. The staff is meeting the established schedule of routine tasks and performs annual cleaning.

The *Manual* contains the annual housekeeping checklist. Complete housekeeping occurs once a year in the Kohrs Ranch House, Bunkhouse, Blacksmith Shop, Icehouse/Tack Room, T-Barn, and Museum Storage Facility. The park has added a maintenance position to complete lower-level tasks and assist with housekeeping. The *Manual* states that a thorough housekeeping should be conducted twice a year, but current staffing only allows for one-time cleaning.

During the September site visit, dead insects were noted under the carpet along the wall near the front door and in some windowsills of the Ranch House. This suggests that the routine housekeeping schedule may not be aggressive enough. The floors in the storage facility were dirty along doorways to storage rooms and along high traffic paths.

Though the HVAC system in the Kohrs Ranch House currently does not support control of RH, temperature and RH readings from the hygrothermograph charts are used to make adjustments where possible, such as turning on dehumidifiers in the basement of Kohrs Ranch House in the summer or running a dehumidifier in the Warren Office in the bunkhouse. The charts are changed monthly and have alerted the staff to a furnace shut off in the ranch house during the winter. All monitoring records are retained permanently.

Data logger charts from 2007 for the Museum Storage Facility were reviewed. Rooms 108, 109, and 110 have fluctuations in RH that appear to be due to the air exchange. Data from the loggers will provide the curator with knowledge of possible system malfunction. The curator should be aware of the RH set points for the humidification system.

The park has a total of twelve data loggers. Only three loggers are currently in use, and they are downloaded every six months. The Climate Notebook™

software is currently not in use. This software greatly facilitates the understanding of the monitoring data. By including the Preservation Calculator that identifies the rate of decay for organic objects. The park has reduced collection of environmental data in most of the historic structures,

Figure 1. *Preservation Maintenance in Kohrs Ranch House.*

believing that they have a good baseline of data. Park staff also believes that no viable solutions exist for improvement of the environmental conditions in the uncontrolled historic structures.

Security

A Museum Security Assessment was completed in 2007, but recommendations have not been addressed. Issues regarding the security systems include service problems with the monitoring company, frequent nuisance alarms, inappropriate security hardware and components, and system designs and placement. Currently the security monitoring system is disabled in the Blacksmith Shop and T-Barn due to frequent nuisance alarms. These exhibit areas are unstaffed except during events. The Blacksmith Shop has only a rope barrier to keep the public away from collections and the T-Barn only has a railing.

The park is involved in extensive planning for a park-wide integrated fire and security upgrade. Systematic design has been completed. Phase I design and installation of upgraded systems will begin in the T-Barn and the Blacksmith Shop.

Conservation History

HFC completed most of the collection's conservation work from at least the late 1970s through 1991. A moving van made an annual journey to parks, returned material conserved and picked up a few more items to take back to HFC. Primarily, the staff sent exhibited objects for treatment. Probably hundreds of objects received treatment in this fashion. Since then, very little conservation work has been done.

Some on-site conservation is completed by staff. Randi Bry and Judy Hitzeman traveled to HFC for a week to learn basic conservation techniques. Their conservation work is documented in the Curatorial Log, volume I, from initiation in 1978 until 1980 when Hitzeman suggested they complete documentation on a form to be filed with the catalog record (Curatorial Log, vol. I, p. 168). A few textiles were washed and some leather was treated in the early years. Leather treatment stopped after an on-site visit by HFC leather

Conservator Toby Raphael. The most conservation work done by staff was the cleaning and waxing of furniture, begun at least by 1980 and continuing through 1986. Staff worked to reframe and archivally mat a great many framed pieces on exhibit in the early 1980s. In 1984, after consulting textile conservators, staff attempted to wash the historic carpets before re-installing them in the house. Staff halted the project after some carpets shrank.

Preservation Treatment Reports are completed and maintained, at least starting with Randi Bry. Around 1985, staff compiled a master list of work and filed documentation in the corresponding catalog or accession file.

A few major conservation projects have been completed. In 1979, Frizzel Coach and Wheel Work of Oklahoma City stabilized eight of the horse-drawn vehicles with $20,000 from Regional Curator Ed Jahns. In June 1985, HFC furniture Conservators Ron Sheetz and Al Levitan spent a week on-site to treat furniture difficult to send to HFC. In 1997, $15,000 in special funds allowed staff to microfilm the Warren Papers, conserve and reframe the chromolithographs, reformat home movies to video, copy all nitrate negatives in the collection, and clean and mount the Grant to Kohrs deed and Conrad Kohrs' pommel bags.

The site has never had a comprehensive CCS. Carl Patterson, Rocky Mountain Conservation Center, completed a partial survey in 1985. The 1991 *Collection Management Plan* and 1994 *Collection Storage Plan* also contain some conservation recommendations. George Briggs, a vehicle conservator, made a one-day site visit to look at vehicles, and offered simple preventive maintenance suggestions in 1995. Archivist Lynn Mitchell offered storage improvement suggestions for archival material during her 1995 visit. In 1997, Rita Kaunekas, a textile conservator under contract to the Montana Historical Society, visited the site for one day and provided some recommendations for the care of textiles and archives. Recreation Fee Demonstration Project funds allowed for the conservation of two railroad cars, a grain binder, and the horse stocks. In 2004, John Kjelland conserved the Jenkins Stacker, located on the west side of the ranch since the 1930s or 1940s.

Discussion

Large Object Exhibits and Storage

Developing strategies to meet museum standards for large objects on exhibit in the T-Barn and in storage in the L-Shaped Barn is a crucial need. Identifying the objects that are most vulnerable in their current exhibit and storage location will assist in planning for possible alternative exhibit and storage locations. The planned CCS will address the preservation needs for these objects.

After the CCS is completed the park should perform a comprehensive evaluation of each large object on exhibit and in outdoor storage. The evaluation should incorporate four main points: 1) the individual large object preservation needs gathered from the CCS, 2) the exhibit needs and needs of the public, 3) the storage needs, and 4) an evaluation of alternative locations for both exhibit and storage. The CCS will determine the items that are vulnerable to the current environmental conditions and will recommend that these items be placed in a more suitable alternative location. The CCS also will provide museum standards to help define suitable locations. Exhibit and public needs should identify items that should remain on exhibit for the public enjoyment and ones that can be removed from exhibit. The evaluation of potential alternative locations could include many options: rehabilitation of the T-Barn, rehabilitation of the Red Barn, expansion of the Museum Storage Facility, and new construction.

An addendum to the *Collections Storage Plan* (CSP) should be developed to incorporate the evaluation for large objects from the T-Barn and L-Shape Barn that are planned for storage. An addendum can be prepared to solve specific storage problems, guide the renovation of an existing space into collection storage, or influence the design of a new facility.

The 1992 CSP suggests enclosures within the L-Shaped Barn to keep items protected from animals and loose debris. This short-term solution does not address the need to store museum collections in proper conditions. However, it could be adapted to allow for transportability when a storage or

exhibit area is designated after the comprehensive evaluation of large objects. Enclosures will require regular upkeep due to the extreme weather conditions.

The Red Barn is an obvious choice for storage due to the large interior space it provides on the upper floor. However, moving collections into the upper floor would be difficult logistically, time consuming, and expensive. The fire detection in the top level is not effective currently, due to the low placement of the detectors. The environmental fluctuations in temperature are presumed to be outside the range recommended for museum objects based on the institutional knowledge of the staff. The ground level of the Red Barn is currently a multi-use facility for maintenance, resources, interpretation, and collections storage.

The *Blacksmith Shop Use Plan* should be reevaluated with cooperation from the interpretive staff and ways identified to protect or isolate cataloged items. This includes the items that fall under consumptive use. A curatorial review should take place to determine if the consumptive-use items are appropriate to the structure and if their use compromises their integrity over the long-term. The curator should evaluate what has worked in the original plan, update the punch list, and detail the work that has been accomplished.

While further evaluation may be required, it appears to the team that the forge and wooden bench should be treated as structural elements, much like a fireplace or kitchen cupboard. Their preservation should follow historic preservation guidelines. For instance, if use of the forge creates the need to replace the lining periodically, that action should be recorded in the permanent building file. If heavy tools are laid out on the wooden bench for an interpretive program, a scrap of leather could serve as a barrier to preserve the wood surface while maintaining an historic appearance to the public.

The line shaft and equipment it powers are not structural, and therefore should be cataloged into the museum collection. Running this equipment to manufacture or manipulate materials probably should be considered a consumptive use, since strain would be put on the belts and motors. The interpretive staff wishes to at least start the line shaft to show how it powers

the equipment. If a thoughtful determination has been made that interpretive use of the equipment is necessary (following the considerations found in the *NPS Museum Handbook, Part III*, Chapter 1, pages 51–52), the *Blacksmith Shop Use Plan* should specify how it can be operated, and by whom. For example, the plan might state that the line shaft can be started, but only to demonstrate how it works (which would serve to keep belts and moving parts free), not to work with the tools. Users must be trained and the equipment should be monitored for signs of wear on a predetermined schedule.

Consideration of other items in the shop should follow this line of reasoning. First, staff considers whether the original item is structural or a museum object, and then follows the appropriate NPS policies. Then, at least for the museum objects, determine with interpretation whether the item *needs* to be used in order to educate the public, using the *Handbook* criteria. If it does, then either a substitute reproduction should be located, or ways found (such as the examples above) to mitigate or slow the wear that constitutes consumptive use. Any museum object knowingly used in a consumptive manner should have the approval of the regional director, with the approval filed in the object's catalog folder. The "Request to Use Museum Objects" checklist, found in the *NPS Museum Handbook, Part III*, Chapter 1 page 54, can assist the park in its assessment and be forwarded for regional approval.

Preservation Treatment Plan and Maintenance Schedule

The CCS to be conducted in FY09 will provide condition data and treatment recommendations for individual objects and groups of items. A preservation treatment plan should then be developed to provide a framework for implementing an ongoing program for conservation treatment of collections. This will result in a prioritized list of preservation goals using analysis of collection condition data, conservation treatment needs, storage problems, environmental requirements, curatorial assessment of significance and priority, and recommendations found in park planning documents.

As treatments are being completed, the curator will need to create a long-term approach for maintaining the objects in the form of an implementation strategy and preservation maintenance schedule. This is an important

curatorial step toward actively keeping up with the preservation needs of the museum collection. Conservators should provide long-term maintenance recommendations in the after-treatment report for each item. An implementation strategy and complementary preservation maintenance schedule also should address such issues as:

- how long an object should remain in exhibit
- how many duplicates exist for the objects on exhibit
- rotation of objects to lengthen their life
- how often items should be rolled or polished (housekeeping)
- use of varying themes in the exhibit spaces to reduce the number of objects on exhibit
- the effect of long-term exhibition of objects
- what objects could be replaced in the exhibit by reproductions.

The curator should seek assistance from the IMR Museum Services Program in the development of these plans.

Integrated Pest Management

The park manages an active insect monitoring program as part of the *IPM Plan*. Because of this well-planned program, the park is alerted quickly to insect infestations. However, significant incidents such as clothes moth infestations and cluster fly and animal intrusion still occur. The *IPM Plan* identifies pests, describes monitoring techniques, and documents monitoring and treatment activities. The current museum staff has reviewed NPS policy to understand how IPM works and their responsibilities when using chemical treatments. However, the curator needs to implement control methods recommended in the *IPM Plan* to carry out an effective program. The museum staff can implement nonchemical management by modifying the housekeeping program. Correlating the environmental data with pest activity also will help the park understand pest infestations. This would require looking at the data logger printouts with the pest monitoring results and determining which environments certain pests prefer.

Cultural resources staff should be involved in the upcoming maintenance project to improve the windows on the Ranch House to ensure the best level of pest exclusion possible. At that point an exclusion method should be explored to reduce the cluster fly problem. In the Ranch House the curator should explore the possibility of using reproductions or removing items that attract and can be damaged by clothes moths. This may include the remaining original wool carpets.

Housekeeping

With the major IPM challenges at the park, a curatorial revision of the housekeeping schedules and techniques within the *Museum Preventative Maintenance Manual* is necessary. This revision will play an important role in reducing pest infestations and subsequent damage to or even loss of collections. A revision should include expanding the scope and increasing the frequency of routine cleaning, especially during known cluster fly infestation periods. Routine cleaning techniques should be reexamined to include cleaning areas where dead insects accumulate such as in windowsills, along walls, and in doorways. The park should find a way to conduct a thorough cleaning of all historic structures housing museum collections two times per year instead of once. This would require the addition of about 0.25 full-time equivalents (FTE) of staff time. This is the best way to prevent damage to and loss of collections from dust, insects, and rodents.

Environmental Monitoring

High temperatures and relative humidity accelerate chemical aging of materials. Fluctuations in RH, and to a lesser extent temperature, can result in mechanical damage to organic materials. Where long-term fluctuations over the course of weeks or months may be tolerated without damage, shorter-term fluctuations can result in mechanical failure. Extremes in RH also cause damage, particularly on the high end, which promotes mold growth and increases the likelihood of insect infestation. Low RH can cause embrittlement and shrinkage of organic materials and failure of restrained elements and adhesives.

Environmental monitoring data optimally is reviewed on a monthly basis. This is the only way to keep up to date on what may be affecting the collections. The curator should develop forms to summarize the monitoring data and use this information to investigate problems in the heating or HVAC systems. The CCS should provide assistance in the creation of the form. Data should include the highs and lows of both temperature and humidity for each space, including the optimum range and any deviations from that range. The Climate Notebook™ software will aid interpretation of the environmental data. Any deviations documented with this data will show possible problems in the HVAC systems and help communicate to park management how those deviations may affect the collections. This documentation is especially relevant for the two facilities with HVAC systems, the Kohrs Ranch House and the Museum Storage Facility. The park needs to purchase an additional three loggers to provide comprehensive monitoring where collections are stored or exhibited. The CCS will establish optimum RH and temperature levels to update the information in the *Preventative Maintenance Manual*.

The RH fluctuations in the Museum Storage Facility are thought to be caused by the outside air exchange. The park should investigate the possibility of reducing the outside air exchange in the three storage rooms within the storage facility. The situation is complicated by the fact that people with different environmental needs work on a daily basis in areas that share air handling systems with the middle storage room. The park needs to prioritize repair or upgrading of the Kohrs Ranch House HVAC system's humidification component.

Security

The park should follow through with previous recommendations in the fire protection and security survey of 2007 and incorporate recommendations into the Checklist to enable project funding. Short-term recommendations include contacting the current alarm contractor to diagnose the causes of the nuisance alarms, investigating the use of another service to provide monitoring to the park's fire and security systems, and installing a Knox-Box© at the front entrance. The box will house keys for fire department and police entry in an after-hours emergency.

Recommendations

- Conduct a comprehensive evaluation of large objects to address the preservation issues for objects exhibited and stored in uncontrolled environments. Use the CCS results in identification of items in the T-Barn most vulnerable to environmental factors and prioritize improvement in conditions for each object that need to occur to improve long-term preservation. Evaluate alternatives to achieve these changes. Investigate the possibility of including exhibit space for more vulnerable large objects into future plans for a new visitor center.

- Create an addendum to the *Collections Storage Plan* to address storage needs following the large object evaluation.

- After the CCS, develop a treatment plan and preservation maintenance schedule for all objects: those that have received prior treatment, those that receive new treatment, those on exhibit, and those identified as vulnerable during the CCS. Seek assistance from the IMR Museum Services Program to help develop these preservation plans and devise an implementation strategy. Staffing costs and options will be addressed during development of the implementation strategy.

- Implement control methods recommended in the *IPM Plan*. Control methods include exploring exclusion techniques in the brick addition of the Kohrs Ranch House, eliminating harborage of animals underneath the Bunkhouse, cleaning more frequently between the acrylic and windows in the Kohrs Ranch House, and keeping the ranch house at cooler temperatures. Work with the maintenance staff to improve the windows on the Kohrs Ranch House.

- Revise the housekeeping schedules and techniques in the *Museum Preventative Maintenance Manual* to address issues identified in the CCS and closely examine staff and cost projections. Reevaluate and add to the routine cleaning techniques especially to address areas where dead insects accumulate. Conduct thorough cleaning of all historic structures that contain museum collections twice a year.

- Devise strategies for implementing recommendations made in a variety of existing plans to the benefit of the museum collections.

- Begin using all the new data loggers and download data monthly. Begin using the Climate Notebook™ software to interpret the environmental data. Produce a summary of the data for the museum curator to evaluate monthly.

- Repair or upgrade the humidification component of the HVAC system in the Kohrs Ranch House., and investigate strategies to reduce the RH fluctuation in the Museum Storage Facility.

- Follow through with previous recommendations in the fire protection and security survey of 2007.

- Investigate the removal of the original wool carpeting and replacement with synthetic reproductions in the Kohrs Ranch House.

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Issue B — Records/Archives Management and Access

Issue Statement

The successful management of records, archives, and library resources will strengthen research, promote accessibility, and support park operations.

Background

During the early years at Grant-Kohrs Ranch, due to NPS policy at the time, archival materials in the collection were treated as documentary artifacts. As stated in the 1979 SOCS, written by Regional Curator Ed Jahns, "archives are not to be accepted and [will be] referred to the National Archives or other institutions." This NPS policy has changed drastically during the ensuing years. Archives management is now an accepted museum practice that includes a high level of control and accountability over these valuable information resources.

From the beginning of the park to the mid-1990s, the park accessioned and cataloged archival material, which often had been acquired within larger gifts to the park or left on site by the family. Staff cataloged archival materials individually as time allowed and housed them according to their unique storage needs.

Early staff placed many original historic photographs into park research and history files. In 1984, during a reorganization of the files, the chief of interpretation provided these original images to the park curator. Museum staff accessioned them into the collection and, as time allowed, cataloged them individually.

Grandson Conrad Warren donated the most significant archive collection, referred to as "The Ranch Records" of Conrad Kohrs, soon after the NPS

purchased about 1,300 acres adjacent to the site in 1988. Superintendent Eddie Lopez, per former NPS policy, requested concurrence from the Rocky Mountain Regional Director to accept this archival material. Regional Director Lorraine Mintzmeyer readily concurred but went on to explain that this policy had changed and regional approval to acquire archival material was no longer necessary. Once again, each of these items were cataloged individually as documentary artifacts—ledgers, daybooks, letters, etc.

The historical archival collections and park records of GRKO have become key components of the park's museum program, due in part to professional recognition of their value as park resources. The 1993 updated SOCS recognizes that, "Archives are given credit as archives, no longer needing to disguise them as 'Documentary Artifacts.'"

In September 1995, IMR Archivist Lynn Marie Mitchell completed the first archival on-site visit. The primary purpose of her visit was to work with the museum technician to verify the inventory of the *Conrad K. Warren Personal Papers Collection,* donated by his heirs after his death in 1993, for future processing and cataloging. Gow served as the project archivist for processing and arranging this collection, which remains one of the park's most important research collections.

During this visit, Mitchell completed a preliminary park-wide archives survey, including review of each program's or division's records. She also provided suggestions for acquisition and arrangement of administrative records (park central files) and set priorities for initial archival work, such as completing the the *Conrad Kohrs Collection* cataloging before beginning the later *Conrad K. Warren Personal Papers* and developing a *Records Management Plan* that would include electronic records. She drafted procedures to begin organizing park records into key record groups by park program or division. She supervised a transfer of permanent park records, primarily from central files, to the museum collection, marking the first large accession of park-generated archival materials as one unique accession. Also during this visit, staff assembled oral histories and their transcripts, accessioned, and cataloged them.

Mitchell returned to the park in February 1996 to evaluate progress on processing and arranging the *Conrad K. Warren Personal Papers* and set up future archival projects that could be completed in phases, including the Kohrs-era documents; oral history materials; administrative records; maintenance records and materials; and a project to microfilm historical materials from the *Conrad K. Warren Personal Papers*. She reviewed policies and procedures for processing the park's archival collections and recommended their implementation. Archival work would continue as staff time and funding permitted.

Mitchell traveled to GRKO again in February 1999 to help staff develop a plan for assembling and caring for current and future permanent park records. She reviewed work completed on historic archives and found substantial accomplishments, including the processing of the *Conrad K. Warren Papers*. Gow's inventory for the collection was exceptional and would later serve as the basis for the finding aid. Gow and Mitchell also finalized the appropriate series and arrangement of the *Warren Papers*.

Subsequent archival accomplishments included complete cataloging and proper rehousing of the *Kohrs Papers* and the historic photograph collection. These efforts increased access to the documents and images, as well as the information they contain, and substantially improved collections care. Oral histories, videos, documentation of informal conversations, and other historical documentation were now assembled and organized, with finding aids.

The park received backlog cataloging funds to catalog archival material. Three seasonal archives technicians—none with NPS backgrounds and all with different approaches—processed and cataloged the park resource records. The result was satisfactory in a few of the record groups, but not in others. These technicians did not process the building preservation files well, so the files remain as a draft catalog record.

Staff also processed the central files collection, and although its catalog record was submitted to the National Catalog, issues remain. Material in the collection that is not related to park resources should be identified and sent

to a National Archive Federal Records Center (FRC). Materials located in central files still need to be reviewed every five years, with permanent park records transferred to park archives and remaining official records sent to an FRC. Files to be retained permanently include resource management, lands, and facility development records. Staff has not followed this planned strategy, and no additional materials have been appraised or transferred to the park archives from central files.

In an effort to encourage implementation of a viable records management program at GRKO, the museum technician completed a draft *Records Management Plan: Grant-Kohrs Ranch NHS* in 2005. Since that time, the GIS technician has worked with the Inventory and Monitoring network data manager to develop a *Data Management Plan*. Park museum staff, the GIS technician, and the data manager are evaluating the possibilities of merging the *Records Management Plan* with the *Data Management Plan* since the goal of both plans is preservation of and access to records.

Additional archival accomplishments include completion of finding aids for the two core archival collections at GRKO, the *Conrad K. Kohrs Collection* and the *Conrad K. Warren Personal Papers*. Gow submitted these finding aids to the National Union Catalog of Manuscript Collections (NUCMC), a well-known research site/access tool for scholars that provides broader access to these valuable historic collections. Approximately twenty-five additional finding aids have been prepared for smaller cataloged collections and currently are posted on the park's "P" drive.

The superintendent forwarded the *Museum, Archives & Library Collections Survey* (Appendix A) to fourteen staff members. Eleven staff completed the survey, a 78.5% response rate. Park staff clearly values maintaining park museum collections and archives with a 100% positive response to that question. When asked what parts of the park collections/archives they use, 33% said they used the historic archives; 56% used resource management records (building files, natural resources studies, etc.); 89% used the photo collections; and 33% used the historic object collection. Of those surveyed, only 11% used administrative records. When asked, "What could the library, collection and archives do to be more useful to you?" the largest response

(18%) wanted professional staff to assist with access. Finally, responses to the survey indicated that 82% believe the park archives should contain copies of all studies and reports done about the park; 91% felt that the park collections and archives serve as the "institutional memory" of the park; and 55% responded that park collections and archives should be more available for park staff use.

Discussion

Records Management

Although records management has been a concern of superintendents, resource managers, and other park staff since the 1990s, GRKO still lacks a viable records management program. As a result, information is being lost or is inaccessible to others. A strong commitment by current management and park staff is needed to revitalize the records management program and ensure accountability, preservation, access, and use of the voluminous records the park has legal responsibility to manage. Currently, management action on formal records management in the park is stagnant, and very few permanent and legal records are making their way into the central files.

The legal mandate for records management in the NPS is covered under *Director's Order #19* (DO-19) which sets standards for all records management activities and requirements servicewide. The intent is to capture the intellectual record or history of a park and document its day-to-day operations. An effective and viable records management program should include a signature plan, a file management plan, a current policy for the disposition or retention of both temporary and permanent records, and designation of a staff member(s) responsible for consistently and routinely managing park files with authority to enforce park-specific policies. Such a program must include park-wide activities and pertain to textual, visual, *and* electronic records.

Staff members completing records management activities should be using the most current version of the *DO-19 Records Management Guidelines* including Appendix B (Records Disposition Schedule) and the recently updated

Records Management Handbook. These references are available online at http://inside.nps.gov within the policies section. The park needs to use both the Appendix and the *Handbook* when updating the current records management policies for GRKO to ensure that resource management records are identified as permanent records and that only these records are transferred to the park archives.

The park, particularly administrative staff, would benefit greatly from having an experienced NPS records manager and archivist provide a park-specific records management training course at the park to address the many information management concerns that face the park today. The training should be mandatory for some and available to all staff members, supplementing the brief on-line training currently required by the Washington Office. This training also would provide an important opportunity for current and newly hired staff to increase their awareness of the legal record-keeping requirements for all NPS personnel. A park-wide training should be the catalyst for developing and implementing a *Records Management Plan* for the park to help eliminate the current fragmentation of information.

Records management responsibilities at GRKO currently reside with Administrative Support Assistant Karen Shoemaker. When Shoemaker arrived at the park she inherited a nonfunctioning records management system and an outdated set of policies and procedures. She also has had no formal training in records management. In order for the park to have a well-defined records program, the individual responsible for its oversight needs to have current professional training and the authority to implement park policies.

Current park records are not being incorporated into the park's central file system, so the files contain very little material. Files routed to staff frequently are lost or misplaced, and files that are removed from central files are not returned, but incorporated into various program or division files. Paper files are dispersed and are not maintained according to proper NPS records management policy. Very few staff currently follows the NPS electronic records policy for printing and filing information. Given the current

situation, park management and key staff will need to decide whether to embrace a centralized or decentralized file system for park records. See Appendix B for guidelines in making this decision.

Project files documenting an undertaking, an incident, or a decision are not being created or retained in many cases, resulting in a loss of the historical record for the project. Project and case files usually contain a variety of document and record types, which individually may not contain much information but, taken together, tell the story of the project or case. Staff should refer to the project checklists in *DO-28* and *DO-77* and "Archiving Resource Management Field Records," Appendix C, to determine what constitutes a permanent project record. These guidelines help individuals identify and organize permanent records and offer a straightforward approach to maintaining their records throughout the duration of a given project. Maintaining complete and intact project files is critical to the historical record of GRKO.

Another key GRKO records management issue is the vast amount of electronic records generated and maintained by individual staff members on their computers. Additionally, many GRKO programs, particularly the Maintenance and Natural Resources Program, are creating digital records and completing reports in a number of electronic record keeping systems. No instructions currently require staff to print and file records consistently, or manage and care for these information resources. This results in a large gap of records in the park archives. Developing specific labeling conventions for electronic records is also critical to identify permanent records for long-term preservation and access.

A park-wide electronic records analysis of personal computers and servers would determine the extent of the problem and the volume of records subject to records disposition authorities. The survey team should include a NPS archivist, a records manager, and regional IT support. This effort should use the *General Records Schedule for Electronic Records,* GRS-20, as well as *DO-19* for guidance. This review would encourage staff to organize electronic records and stimulate development of GRKO-specific metadata conventions. Careful planning and execution of this project will result in the identification

of previously unknown and unavailable desk files especially from former employees; a timetable to print, organize, and appropriately file identified records, and the opportunity to develop a park-wide "technical library" for copies of frequently requested materials and all park planning and compliance documents. (See additional information in the following Access section.) Success will require participation of all management and staff.

The electronic procedures and protocols could be incorporated into the park *Records Management Plan*. Efforts to identify overlap with the park's *Data Management Plan* and link the two efforts will pay long-term dividends. This would be a timely effort as the NPS transitions to a new e-mail system, which will impact the preservation of electronic records.

In order to propel the park toward an effective records management program and capture the intellectual and historical record of GRKO, completion of a formal park *Records Management Plan* is essential. The current draft is a notable effort that can be an effective starting point. The draft already addresses many necessary and key components, including a discussion of electronic records. Completing this plan also will help the park determine whether to reinstitute the traditional "central files" or adopt a decentralized system. The park should involve the museum technician in plan development as she has provided long-term continuity between the park's archive collections and the records management program at GRKO.

Archives Survey

In order to cultivate and expand use of the park's archival collections, including historical documents, photographs, and especially resource management records, completion of a park-wide archives survey should be a priority. Professional archives surveys facilitate records management and the care and preservation of archival collections. Surveys also provide an opportunity to appraise collections in the context of the park's SOCS before they are accessioned, ensuring that only permanent resource management records are being added to the park's museum collection. Finally, the survey would gather information about the actual quantity of existing material and

provide essential data for managers to make informed decisions about the resources they are mandated to manage.

Archives

Considerable professional work has been accomplished regarding the park's two large historical archive collections and smaller groups of park-generated resource management records. Additional efforts are needed to improve accountability with other collections, add permanent records to the park's archives, and provide access to both textual and visual information resources.

The park depends on an active and viable records management program to identify permanent records and systematically transfer them to the park's archives. The largest component of any park's archives should be the day-to-day records generated and received by all park staff. During the 1990s, park management embraced the concept that every five years, materials contained in the central files would be appraised and permanent records would be transferred to the park archives. Temporary records would be disposed of properly in accordance with *DO-19* procedures. Because park records have not been appraised and transferred in over a decade, the archives lack the critical records that become the memory of the park, limiting the information needed by all park managers and staff to do their work.

Management of permanent park records by the museum staff is critical, as access to and preservation of these materials only can be guaranteed if they are formally located within the park archives. The park has a dedicated collection and archival storage space with adequate room for growth. Accountability is diminished when records are managed improperly by individual staff members and permanent records cease to be incorporated into the park archives.

Previous cataloging efforts have resulted in the establishment of approximately nineteen individual archival record groups, a majority of which are cataloged with finding aids. Some early cataloging projects failed to follow the developed procedures, particularly the building records from the maintenance division (Record Group 4) and the Central Files Records

(Record Group 10). Because the building records are crucial to GRKO preservation efforts, staff should reprocess this collection to facilitate the systematic accretion of project information and to create a complete building file for each historic structure. A separate series should incorporate completed projects that do not pertain to a specific historic structure or building to facilitate accretion of future projects. The maintenance division should move the original materials from this collection to the secure archives storage area in exchange for the duplicate records.

The large collection of *Central Files Records* also should be reprocessed to include only permanent, park-specific materials organized by series (as defined in *DO-19*). Temporary record series (such as fiscal, personnel, and purchasing), duplicates, and non-park information should be removed. Reprocessing will facilitate gradual accretions of park-generated records in the permanent history, lands, natural resource, and fire files. The catalog record will need to be revised to report the accurate extent of this material.

Record Group 15—Curatorial, contains copies of annual reporting documents such as collection management reports, the annual checklist, annual collections inventory, etc. While these documents are important to keep, they do not require formal accessioning and cataloging. They are maintained more appropriately as permanent curatorial working files.

Oral history materials appear in two record groups, RGN 3 and RGN 5, which could be consolidated to accommodate the addition of new materials in separate series. The *Oral History Collection* is one of the most important within the park's archives, yet is not utilized to its full research potential, partly because staff does not navigate easily through several layers of computer folders on the park's shared drive to locate the finding aids. Additionally, plans need to be developed to convert obsolete media types to current standards. This should include all cassette and VHS formats. Conversion to CD-Rom and DVD also would encourage use of the oral history collection for research purposes.

Expanding or redefining existing record groups may improve efficiency and eliminate perceived obstacles that currently impede park staff from turning

over project records. For example, the *Resource Management* record group could be revamped to incorporate the large amount of park-generated resource management records.

Appendix C, "Archiving Resource Management Field Records," provides information to create a permanent park accession record and helps museum staff develop unique project histories and describe the types of records comprising each project. Unfortunately, museum staff currently is unaware of many project records being generated by other park divisions, so they cannot help secure their preservation. A "Project Review Log," similar to the one for compliance projects maintained by the administrative support assistant, could be used in conjunction with project checklists to increase awareness of projects and the success rate for capturing project records for the archives.

Photographic Collection

An archive's photographic collection is usually the most used and favored information resource. The park's photographic collection, referred to as *Photographs* (Record Group 13) needs rearrangement and resolution of inconsistent historic photograph album cataloging. These images derive from many sources and include both nineteenth- and twentieth-century formats, all merged as a single collection. One of the obstacles to using this collection effectively is the lack of an index or finding aid. The organization of photographs is further complicated because many of the images exist in hard copy as well as digital format.

This project deserves the highest priority, since it would improve access and use of the park archives by park staff and outside researchers. Staff reiterated the need for improved access to the park's historical photographs in the pre-visit survey and during the initial MMP team meeting. A well-written scope of work (SOW) should be prepared before reorganizing any materials from the collection. The SOW should include a proposed arrangement of the photographic items, taking into account a viable and efficient indexing system. A proposed series-level arrangement may include the following:

1. Kohrs Family
2. Warren Family

3. Ranching
4. Landscapes
5. Special Events
6. Eminent Figures
7. Historic Structures/Buildings
8. Visitor Use
9. Park Staff

Any series development should include all format types, such as negatives and slides as well as photographs and digital files. As the SOW is developed, parameters such as organizing by size or format should be avoided. Creating a lexicon of standardized park names and individuals associated with the ranch or with the historical materials comprising the personal papers collections may be worthwhile. This will facilitate additional cataloging efforts by improving the descriptive information for each image.

This approach would reunite images by their original accession/provenience and provide context for the items. Duplicate items, including numerous copy prints, would be removed from the collection, reducing the volume. Duplicates could become a "research collection" available to staff and researchers for browsing. They should be placed in Mylar™ enclosures in three-ring binder boxes. Similar binders of photocopies are currently in the library, but actual photographs are preferred for research. Staff and researchers then can complete their preliminary research, greatly reducing the professional staff time needed to provide assistance.

This photographic project also would be an opportunity to complete additional preservation activities, if necessary, and allow museum staff to prepare film-based materials for cold storage, per the WASO "Cold Storage Initiative." Efforts should be made to identify those materials that have the potential to be accessed frequently. These items would be candidates for digitization, while infrequently used materials could go directly into cold storage.

Finally, if this project could be completed in the next one or two years, it would dovetail with GRKO PMIS project 39077, "Scan, Create Finding Aid, and Post to Park Website 3,000 Historic Photographs Original to the Site."

This project statement, last updated in December 2007, easily could be modified to include new information and protocols to assist with photograph management, particularly the historic nineteenth-century items, and greatly enhance their access.

Museum staff organized the interpretive slide collection in 2008, numbering slides sequentially. They removed duplicates and upgraded storage. They used *DO-19* file codes to identify subjects and created an item-level inventory in Excel™. Scanning of some slides should be considered to improve accessibility for park staff. Curatorial staff should consider cataloging this collection and including it as a series of the *Interpretive Division* (Record Group 9). Placing these materials in cold storage per the WASO initiative is recommended.

Given the scope of the current archives program, as well as the anticipated growth of the archives collection, reclassification of at least one museum position to the archives series (Archivist, GS-1420 or Archives Technician, GS-1421) would ensure the effective management of the park's archival collections. A specified archives position would lend credibility to the program and ensure the professional management and care needed for the archives. This staff member also would serve as the gatekeeper for the appropriate acquisition and continued growth of the park archives, helping to ensure that permanent resource management records are being added properly to the collections. This position also would facilitate the access and use of all park archival resources. The museum technician already has been serving as de facto archival technician.

Access and Use

The *Museum, Archives and Library Collections Survey* and the staff meeting establishing the goals of the *Museum Management Plan* revealed the importance of improving access to the park museum collections, archives, and photographic material. The following discussion presents viable options for creating enhanced access tools for information resources and their management.

The park can embrace many opportunities for improving access to its many rich historical resources, building on existing finding aids. No single solution will meet the access needs of all park staff, outside researchers, or other institutions. Writing a comprehensive *GRKO Archives Access and Use Plan*, including descriptions of NPS and library websites to be used, how and when materials should be duplicated to enhance access, and development of a park-specific electronic "technical library" would have far-reaching results for the park. The proposed *GRKO Archives Access and Use Plan* also should prescribe distribution of information on a formal basis, such as to *NPS Focus* and other websites.

The park also should produce a "*Guide to Holdings*" for public distribution that describes what types of collections are cataloged; which collections have been duplicated (microfilm, digitized); a list of all park finding aids, indexes, and container lists; information on the park's library holdings, and the name and location of websites that contain park-specific information. This document also could be sent to historical institutions across Montana and out-of-state organizations with similar collections, to increase awareness of and promote access to the park's archival resources.

Resources also should be assembled for park staff. In addition to the "*Guide to Holdings,*" park staff also should be directed to the PowerPoint™ presentation prepared by Chris Ford, which provides an excellent orientation to park resources contained in the museum and archive collections. The park also should consider preparing finding aids. One park in the IMR has already written one, an internal document entitled "*Where To Go To Find What You Need,*" which has proved very successful.

NUCMC, one of the more prestigious on-line resources heavily used by historians and researchers, now includes finding aids for the park's two personal papers collections. This professional platform provides significant access to researchers looking for primary resource materials related to the frontier-era cattle industry and ranching. This website also may be an opportunity to publish other park finding aids and a copy of the park's *Administrative History*, which would complement the finding aids.

Digitization of the *Kohrs Family Personal Papers Collection* and the *Conrad Warren Papers* should be a priority for the park. The inexpensive conversion of the original microfilm to digital format would enhance access to the collection, preserve the original materials, and allow for a greater distribution of this historical information. Additionally, the digital copies also would decrease staff time currently required to retrieve the original materials and provide on-site supervision of researchers. This process (microfilm to .pdf) is *not* recommended for photographs because of the low resolution. The park staff would benefit from unencumbered access to these two premier archival collections to create additional interpretive presentations and future exhibits, while digitizing would aid collection preservation by minimizing the need to access original documents. Copies of the digital information could be available in the park library as well, and copies could be provided directly to the interpretive staff.

Library

The library at Grant-Kohrs Ranch currently is located in the Museum Storage Facility and is designed to allow park staff and researchers easy access to this important resource. The current scope of the library intends to support cultural and natural resource management, facility management, curation, and interpretation/education as each of these operations strives to fulfill the park's legislated mandate and *General Management Plan* objectives.

The library holdings currently include books, periodicals, a videotape and microfilm collection, a vertical file, oral history materials, and a collection of NPS standard reference material. Great strides have been made to professionalize this resource, including the preparation of a draft *Park Library Operating Policy,* and using volunteers to catalog materials into the Library of Congress system using Pro-Cite™ software. The Denver Service Center uploads these records into the NPS online library Voyager program. The *Park Library Operating Policy* needs to be finalized and posted on the public drive.

Figure 2. *GRKO Library serves as interpretive staff workspace as well as public research center.*

The use of Voyager provides a free, on-line catalog available to all NPS staff and the public, thus greatly increasing the research potential of this library. One of the drawbacks for GRKO staff is the program's inability to limit search results. Another impediment for non-NPS users is the inability to identify easily which park libraries are accessible from the Voyager Home Page. While the GRKO library is on-line, it may not be convenient for infrequent users of this library site. The park should continue using Voyager to catalog all of its library sources and develop specific user-friendly instructions that could be incorporated into the *GRKO Archives Access and Use Plan* and posted on the park's public drive.

The park should explore creation of an on-line technical library similar to the one at Bighorn Canyon National Recreation Area (BICA), which would be maintained on the park's public drive. The concept and design for a technical library originated out of the need for greater access to the myriad of park-planning documents and other single-copy information types such as maps,

drawings, reports, and photographic images. The technical library would be organized into folders that house scanned images or documents, arranged by division or program. Documents and photographs to be incorporated must be vetted carefully before being digitized. Staff would need to complete a form with suggestions on where to place (organize) the digitized file and the necessary metadata for proper identification and ease of access. This information tool would facilitate access to this valuable material and the preservation of single-copy documents in the archives. The database would have to be well-defined and controlled by a GRKO staff member, perhaps the park's webmaster.

A viable option for improved access to and use of the park's information resources would be the NPS Focus Digital Library and Research Station. While this effort definitely would promote access to and use of portions of the GRKO archival collections and other valuable information, NPS Focus would not alleviate *all* of the access needs for the park. The NPS Focus Project provides the technology infrastructure, guidance, and training for all NPS sites. Parks/programs can develop their own collections on the system independently by creating metadata records and then uploading images. Parks "own" the records in their collections. Sensitive information can be restricted to the NPS Intranet only and all images and records are archived permanently in a separate professional archiving system. If the park pursues this venue, it should be managed by one staff member, preferably the GRKO webmaster.

The NPS Focus library may be the preferred website to promote the information resources of the park. In discussions with the park webmaster, , ninety percent of visitors to the www.nps.gov website use and/or access the individual park sites for orientation purposes only., "Hardcore" researchers do not use this website. However, Croglio indicated that information, such as archival finding aids and indexes, could be added to the third level of the GRKO website under "History and Collections." A page devoted to archives could contain information about the various collections. This would provide infrequent users the opportunity to learn more about the archive holdings in addition to viewing the on-line web catalog for museum collections. They

could be referred to browser buttons for the link to NPS Focus for additional information.

Park staff has expressed an overwhelming desire for greater access to the museum collection, indicating an appreciation for the value of the collections. Several options should be considered. Installing a "read only" version of the Automated National Catalog System (ANCS+) on individual laptop or desktop computers would provide virtual access to staff and minimize requests to review the collections physically. Museum staff would provide user instructions to new staff. Another option continues scheduled tours of the physical collections, not only during new staff orientation, but at least once a year, if possible. These actions would foster an appreciation for the collections and underscore the need for preservation of all park museum collections and archives.

Recommendations

- Cultivate and implement a viable records management program that encompasses all park programs to promote the preservation and accessibility of permanently valuable park records and information. Formalize the records management responsibility currently assigned to the administrative support assistant.

- Review and complete the necessary updates to the draft *Records Management Plan*. Include administrative and resource management staff, as well as the museum technician, who has written the draft document, in the process. Provide instructions for printing and filing electronic records. Determine whether to embrace a centralized or decentralized filing system for park records.

- Train the park's record manager and park staff in records management. Secure the professional services of the records manager/archivist from Golden Gate National Recreation Area, who is the most highly recommended of park records managers. This mandatory training should

provide information for all park staff on current polices and proper practices for creating and managing park records.

- Complete a park-wide electronic records analysis of the electronic records currently located throughout the park to secure intellectual and physical control of permanent records. Involve an NPS archivist and/or records manager and obtain regional IT support for this effort.

- Complete a park-wide archives survey with the assistance of the IMR archivist. Include the administrative support assistant and museum technician to determine the true extent of permanent park records and assist with identifying the gaps of non-extant records.

- Reprocess several record groups noted in the archive discussion, giving priority to maintenance records and central files. Update the finding aids and correct the individual catalog records. Develop a written SOP to allow for systematic accretion of programmatic records. Consider expanding the record group designations to other park materials. Relocate original materials from the maintenance division to archives in exchange for duplicated copies.

- Develop SOPs to assist all park staff in creating and maintaining project files that eventually will be incorporated into the park archives. Utilize project checklists available in *DO-28* and *DO-77* to create a project review log to identify project records for incorporation into the park archives.

- With the assistance of the IMR archivist, prepare a SOW to begin reorganization of the historic photograph collections. Completion of this project would also enable the park to proceed with a large-scale digitization effort to promote the access and use of these valuable historical materials.

- Develop an *Archives Access and Use Plan*.

- Prepare written instructions for accessing and navigating directories on the public drive.

- Consider using the NPS Focus Library to promote the use of the park's information resources. Work with the park webmaster to develop a protocol to prioritize information to be added.

- Consider creating a technical library to help manage park records and information and to promote the use of park resources by all park staff. Seek the input from the GIS coordinator at BICA for design and implementation. This informational database would be maintained on the park's public drive for staff and volunteer use only and would not replace the NPS Focus Library.

- Finalize the *Park Library Operating Policy* and update as necessary. Continue to use volunteers to catalog all library resources. Post the library policy to the park's public drive.

- Digitize the remaining *Kohrs Collection* from original documents and *Kohrs and Warren Personal Paper Collections* from the original microfilm.

- Add the park's *Administrative History* and additional finding aids such as the *Oral History Collection* to the NUCMC.

- Install a "read only" version of ANCS+ on individual laptops, desktops, or the public drive to provide greater access to the museum collections for all staff and to foster an appreciation for the size and diversity of the park's collections.

Issue C —
Partnerships and Networking

Issue Statement

The museum staff will explore partnerships to understand and determine the collection's role in promoting the park and its nationally significant story of ranching.

Background

The site, features, and collections of GRKO combine to represent an aspect of American history with such significance that the ranch has been declared a National Landmark. Yet few visitors, educators, or scholars utilize its resources or the programs offered.

Despite this under use, past regional directorates have expressed the desire to see GRKO perceived as the "nation's ranch" and to have a presence whenever the national story of ranching is told. The staff also sees its potential for meeting that goal—not so much through collecting of objects and archives—but by partnering with others. Or as Superintendent Rotegard recently said, "not by collecting so much as connecting." Before it can take its place on the national stage, the park needs to gain the attention of its potential audiences.

The *Grant-Kohrs Ranch National Historic Site Business Plan* describes shortfalls in park visitation, budget, and staffing, and outlines specific strategies to increase visitation, effect efficiencies, and enhance revenue and staffing. Specifically, the park intends to "develop a strategic marketing plan" and "expand partnerships to meet park needs" as two of the many prescribed actions.

The park staff has directed this MMP team to explore ways the museum program of the "nation's ranch" can help further these two park strategies for

reaching a wider and more diverse audience and increasing the educational use of park resources. In order to recommend actions specific to the museum program, this plan will first explore the current overall park effort to partner, market, and network.

Strategic Marketing

The *Business Plan* sought to increase the park's 2004 visitation of about 20,000 by fifty percent by 2007, and recommended development of a strategic marketing plan. Despite marketing efforts, Grant-Kohrs Ranch only enjoyed 16,633 visitors in 2008, down five percent from 17,494 in 2007. The 2008 visitor count remained a full thirty-one percent less than its average (1979–2007) of 24,291 visitors, Table 1.
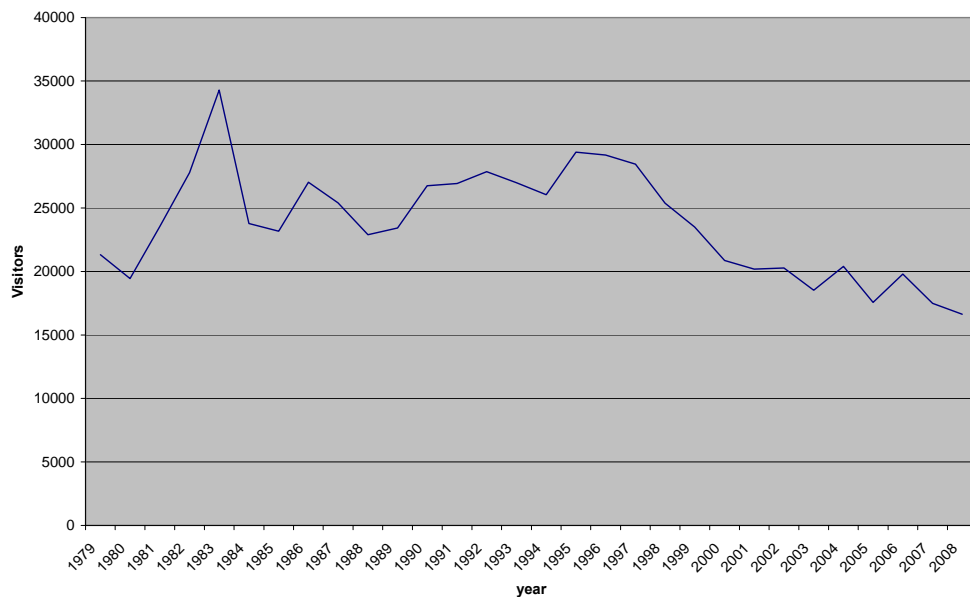
Table 1. *GRKO Visitation, 1979 - 2008*

This lower visitation occurred despite the establishment of a promotional committee in 2004 to keep Grant-Kohrs Ranch on the traveler's radar screen. The committee developed a three-pronged approach to boost visitation—add "curb appeal," increase visibility to visitors before they reach Deer Lodge, and enhance programming to entice visitation. After several initial steps, the committee disbanded until just recently.

The idea to enhance curb appeal comes from the realization that many potential visitors do not notice the main features of the ranch as they pass by, since the ranch house and most outbuildings are set back several hundred yards from the road. The staff staged farm implements around the main parking lot, gave the entrance sign more impact, and improved the appearance of the small visitor contact station to give the site more presence along the road frontage.

To ensure that potential visitors become aware of the site before passing Deer Lodge, the committee developed a rack card in 2005, using non-NPS funding. The park now distributes it to Montana entrance centers, local chambers of commerce, local resorts, state parks, and some museums. The rack card also is included on the "Butte rack route" maintained by Travel Montana's Gold West Country. Visitation following the first year of distribution increased 11%, but has returned to a general decline.

The committee also upgraded the standard brown recreational signs on Interstate 90 to highlight GRKO as a nationally significant attraction. The park received a waiver from the Montana Department of Transportation in 2008 to enhance the signs from both directions by prominently adding the NPS logo.

Park staff also has developed a table-top display. The National Folk Festival, an annual event that draws participants from across the country, switches venues every three years. The festival is being held in Butte from 2007 through 2009. GRKO is serving as a local host and the staff sets up the display, contacting thousands of potential visitors. The park staff also takes the display and wagons to the annual Big Sky Draft Horse Expo held in Deer Lodge. The ranch crew participates in the competition!

Since 2002, Park Ranger Lyndel Meikle has produced the quarterly *Ranch Roundup* newsletter and distributes it to all local businesses as another marketing tool. Its entertaining articles inform the community of park-wide activities, initiatives, and events, and help local businesses inform visitors about ranch activities. Meikle highlights the museum collection or museum program activities as part of each issue.

To implement the promotional committee's third strategy, the interpretive division has added new annual events to its traditional programming. The time-honored "Grant-Kohrs Ranch Days" in July and "Holiday Open House" in December are now complemented by an autumn "Pumpkin Sunday" (that drew about seven hundred visitors in one afternoon this fall), and a spring event that encourages folks to enjoy the out-of-doors. The park also sponsors a series of hands-on workshops each September in partnership with the Montana Academy of Living History, timing this week-long series to coincide with the Big Sky Draft Horse Expo. The museum staff uses these events to highlight an appropriate portion of the museum collection in some way—for example, decorating the ranch house with original Christmas items and old toys for the winter event. Historical photographs or photographs of museum objects often are used in handouts and event publicity.

The staff has also upgraded its educational program offerings. The interpretive division conducts a week-long teacher workshop once each year and arranges for teachers to receive credit through the University of Montana. The workshop typically includes a session on object-based teaching developed by the museum staff. Meikle worked with the Montana Historical Society as it developed a new fifth-grade social studies textbook on Montana history, now distributed throughout the state. The story of Grant-Kohrs Ranch is included, along with a series of historical and current photographs. Despite these important advances, and a newly reinforced curriculum connection developed by Education Coordinator Julie Croglio, the site remains under visited by school groups.

The park uses traditional press releases as another marketing tool. David Wyrick, Chief of Visitor Services, Interpretation, Law Enforcement, and Education, serves as the park's Public Affairs Officer. During 2007, the park issued twenty-one press releases. Thirteen releases announced special events or other visitor activities, two discussed safety or visitor behavior, five contained feature stories (such as longhorns being sent to Theodore Roosevelt National Monument), and one asked for public comment. Releases are mailed primarily to media, agencies, and organizations in Montana.

As the promotional committee reconvenes during the 2008/2009 winter, it will review these activities and determine if new efforts are needed. While the park does not have a current visitor survey to guide the committee's activities, two studies conducted in the late 1990s may provide food for thought.

A 1996 study by the Institute for Tourism and Recreation Research, University of Montana, found that about 960,000 vehicles passed Deer Lodge on the east-west interstate, I-90. The ranch also sits only forty miles from a major north-south route, I-15. The institute surveyed visitors in Deer Lodge as part of that study. Results, though now fifteen years old, may provide information, or at least clues, as the park increases its marketing efforts. First, 28% of those surveyed were from the state of Washington; all other states of origin represented less than 10% each. Second, 37% of those surveyed had entered Montana at I-90/Superior, and 15% had spent the previous night in Missoula (all other answers being less than 10%). 28% of those surveyed were retired.

The 1997 master's thesis by former Chief of Interpretation Matt Conners found that a majority of GRKO visitors are on their way between or to Yellowstone and Glacier National Parks. The trend seems likely enough to be one that continues today, and the park could take advantage of the ranch's midpoint location between these two classic destinations. Some of this information is referenced in the *Business Plan* and led to the recommendation to create a *Park Marketing Plan*. Without a NPS funding stream, this goal has remained unachieved.

Much like visitation, research use of the park's museum collection can indicate how well the site's significance is understood by the public and how effective outreach efforts have been.

The museum collection has been identified as a primary resource of this National Landmark. The furnishing collections, ranch implement collections, and archival collections provide invaluable insights into a century-long ranching operation that gained national prominence. Yet, over the nearly forty years of the park's existence, only a handful of scholarly works have focused on the history of the Grant-Kohrs-Bielenberg-Warren operation.
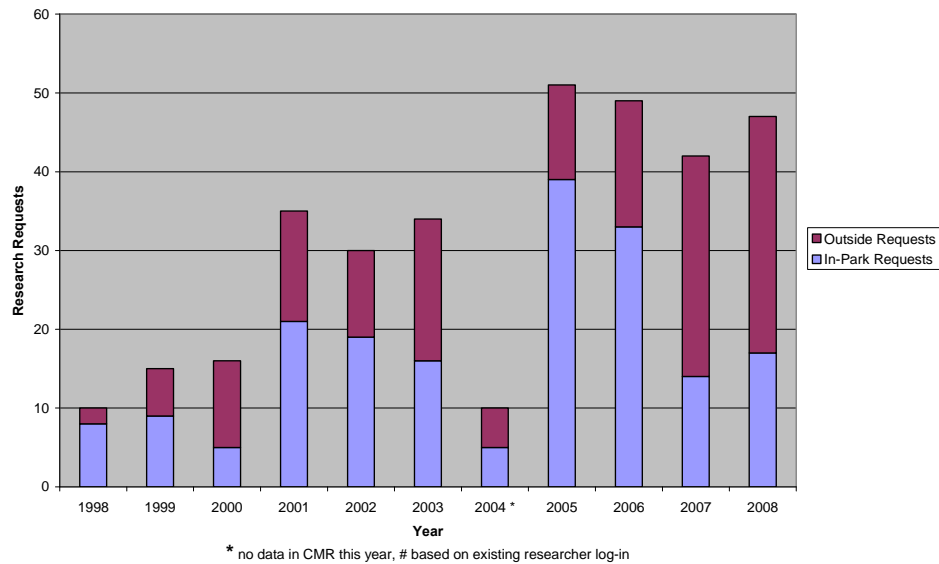
Table 2. *GRKO Museum Research Requests, 1998 - 2008*

Research use of the collections has increased over the years, (Table 2). Since 1998, the museum staff has serviced an average of twenty-nine research requests per year. Prior to completion of the Museum Storage Facility, requests averaged eighteen per year. Since 2004, research has increased to an average of forty-seven requests per year. Most are single-question requests for information about genealogy or confirmation of some historical fact.

Expanding Partnerships

One of the ranch's long-term partners, the Glacier Association, has been the park's cooperating association since 1984. While sales at the ranch outlet currently gross only about $10,000, the association consistently donates at least 10% back to the park and often supplements that amount with donations for specific events or activities.

The park has also been a member of the Montana Association of Museums (MAM) for many years. GRKO's museum curator has served on the MAM board and had been listed as a resource for other museums until her duties as Chief of Integrated Resource Management precluded this additional time commitment. The museum staff usually presents a preservation workshop at the annual MAM meeting, and the ranch is still included in MAM directories

and publications that enjoy state-wide distribution. Gow has been a member of the Montana State Historic Records Advisory Board since 2002 and has made contributions to their newsletter.

GRKO renewed its membership in the Montana Stock Growers Association in 2005. Conrad Kohrs belonged to this group, founded in 1883, in its earliest years, and later Con Warren was an active member. Both served as the association's president. Current membership, therefore, has both a utilitarian and historical value. The park will participate in the association's upcoming 125th anniversary, and intends to continue having a presence at its annual (and possibly semi-annual) meetings. The park's museum staff may present a workshop on caring for family historical collections at the next annual meeting.

The interpretive division successfully partnered with the National Parks Foundation to fund production of Junior Ranger booklets. The staff also supports the local National Audubon Society Christmas Bird Count on ranch lands. Again, the museum program has participated in these partnering ventures by providing illustrations of museum objects in the Junior Ranger materials and in the bird count site bulletin.

The park invested in partnering by facilitating establishment of the Grant-Kohrs Ranch Foundation (GKRF). Organized in 2007, the seven-member working board and six-member national advisory board have established short-term and long-range goals to provide financial assistance to the ranch.

The Foundation seeks to endow the park at $550,000, and hopes to raise fifty percent of funds needed for a long-anticipated visitor center. They also intend to fund smaller projects from the interest earned on the first $50,000 they raise. Their immediate focus is to boost recognition of their organization and its goals among potential donors. In late 2009, for example, the Foundation hopes to partner with the Montana Historical Society to host a tour of Helena residences with a Grant-Kohrs connection.

A unique and potentially important partnership became official in 2008. The managers of the Bar U Ranch, a Parks Canada historic site in Alberta, visited

GRKO a few years ago. The Canadian and U.S. sites share contemporaneous histories, preservation and interpretive goals, and national recognition. Both are cattle ranches with histories stretching back to the open range era. Both became commercially viable with prominence in their respective regions. George Lane, an owner of Bar U, had worked for a short time at Grant-Kohrs. The sites sit 350 miles apart.

Their designation as International Sister Parks in April 2008 has solidified their relationship. They have exchanged staff visits and intend to share natural resource information on grassland health, trade strategies for presenting authentic programming, and share preservation expertise. They are considering opportunities for joint marketing. The GKRF is considering the addition of a Bar U Ranch board member to the GKRF national advisory board. This unique relationship undoubtedly will be nurtured and expanded during the next few years.

Connections are being forged with organizations that share some aspect of ranching history. Superintendent Rotegard has fostered relations with the Western Folklife Center based at Elko, Nevada, and has looked into connections with the National Cattleman's Beef Association.

GRKO staff exchanges expertise with other IMR parks, other agencies, and outside organizations. As an example, law enforcement staff from Yellowstone is detailed to Grant-Kohrs during hunting season, while the ranch's museum staff has served on teams completing CMPs for other parks. The park works with federal, state, and local agencies in noxious weed control, and uses the services of the Montana Conservation Corps to maintain fences.

The ranch also works with a few local organizations on a regular basis to supplement the work force, such as using the Montana Conservation Corps to maintain fences, having a formal agreement with Powell County Sheriff's office for law enforcement response, and getting assistance from draft horse owners to harvest during Haying Days.

These are just a few examples of ongoing networking and partnering being conducted by GRKO staff. The following discussion describes museum program initiatives that could assist park-wide efforts to cultivate current connections and seek new partners, networks, and marketing activities to meet park goals.

Discussion

If museum management was not fully operational, concern about research use of the collections or museum program outreach would be premature. But GRKO has a well-managed collection, poised to now reach its potential as an educational and interpretive resource.

The museum staff has developed a project request to research other ranching collections and archives (see PMIS 95295 for $10,756, "Research Historic Ranching Collection to Enhance Partnerships and Visitor Understanding"). Hopefully, the discussion and recommendations in this chapter will guide staff efforts and provide ideas for implementing such a project.

The museum staff already knows of many local or state organizations and educational institutions with which partnerships could be formed. The staff already networks within the local and NPS museum field. Networking (as a forerunner to actual partnerships) could also be directed more broadly to include research-oriented associations and organizations that focus on the subject areas relevant to GRKO. The following organizations or associations are possibilities:

- Coalition for Western Women's History
- Northern Great Plains History Conference (next held in St. Cloud, MN Oct. 14–17, 2009, (encourages cross-border research)
- Western History Association (next conference in Denver)
- National Ranching Heritage Center, affiliated with Texas Tech University, Lubbock, Texas. Its mission is preserving and interpreting the history of ranching in North America. The Center has a museum and collections, a site that operates daily and hosts events, but it also looks to the wider view of ranching by sponsoring annual awards,

establishing a National Ranch Registry, and fostering research on ranching through the university. The Center's strategic plan, which should be viewed to find areas of common interest or actions GRKO might find relevant, is located at www.depts.ttu.edu/ranchhc/strategicplan.pdf.

- Rancher's Stewardship Alliance
- Autry National Center of the American West's Museum of the American West and their Institute for the Study of the American West
- National Cowboy and Western Heritage Museum
- The Rural and Agricultural Studies Section of the Western Social Science Association (next conference is April 15–18, 2009)

The museum staff already has undertaken a number of outreach activities as described in the background section. However, GRKO staff generally assists other parks, agencies, or museums by conducting training, serving on planning teams and committees, and providing technical expertise. This service has helped many smaller sites and organizations that lack professional staff and has generated good will, but it has taken time away from GRKO projects and has returned little, if any, site-based output or staffing efficiencies.

Workload data presented in Issue D suggests that outreach efforts by the museum staff—marketing, networking, partnering—need to be strategic. Any expenditure of time should be matched with a specific museum program or park-developed goal to be furthered. The heart of any outreach should now become, "What can we both do to achieve more than either could accomplish separately?"

Based on discussions with the museum staff, the MMP team offers the following as potential partnership and networking goals. The team suggests these be considered merely a starting point for further staff discussions before actually implementing any new outreach activities.

Goal I – Park archives are used effectively to highlight the significant history of Grant-Kohrs Ranch and to enhance the study of ranching as a social and economic force in North American history.

Goal II – The park's three-dimensional objects are used to the greatest extent possible to illuminate, entertain, and educate the general public, students, and park visitors.

Goal III – Efficiencies in staffing and funding, achieved through partnerships, allow the park to implement all actions needed to preserve and provide access to its museum collection more effectively.

Goal IV – The outreach actions of museum staff support park-wide efforts to reach full funding and staffing as expressed in the *Business Plan* and other strategic documents.

Goal I – Fully Used Park Archives

The discussion and recommendations for Issue B, "Records/ Archives Management and Access," will bring archive resources into the collection and provide for their access and use. The recommendations call for some actions that would also publicize finding aids and create immediate possibilities for increased research use of the park archives. The following ideas could be used to promote the archival collections and use them as a basis for networking once the initial Issue B recommendations have been fulfilled.

Issue B recommends that a link on the www.nps.gov/grko website brings users to a description of the park archives and user-friendly finding aids. The two largest collections have finding aids posted on the NUCMC, and Issue B recommends that all finding aids are posted there. Further outreach efforts could include looking into the cost/benefit of joining regional archival catalogs such as the Northwest Digital Archives (http://orbiscascade.org/index/nwda-membership) or the Montana Shared Catalog managed by Montana State Library to post GRKO finding aids or publications within other broad research databases.

Making all published materials related to Grant-Kohrs Ranch available to researchers would streamline research efforts and allow potential researchers to find aspects of the ranch's history or management that have not yet been evaluated.

- Ensure that the park library has a copy of all articles, theses, dissertations, or books that have used GRKO resources. Ensure that the park library has a full complement of current scholarly works on the topic of ranching in the Intermountain West.
- Create an annotated bibliography of GRKO materials. Ensure that this list is posted on the park's website and is available at appropriate libraries and archives in the area.

The historical photograph collection has perhaps the greatest potential for use by many publics—newspapers, magazines, as well as educational institutions and the park itself. Wide use of the park's photographs would market the site to serve park-wide efforts. Many GRKO photographs could be used to illustrate aspects of western ranching well beyond the boundary of the park.

- Develop an efficient and cost-effective process for users to acquire digital or photographic reproductions of historical photographs.
- Ensure that the photograph collection is well-organized and intellectually accessible with a searchable catalog.
- Scan photographs systematically (beginning with those most requested or with the most potential for use).
- Post low-resolution images, the catalog, and instructions for obtaining reproductions on the park's website.

Perhaps the most direct way the museum staff can encourage use of the park archives is to network with academic staff at colleges and universities that focus on western American history. These contacts could be used to:

- Forward lists of needed research topics to upper-level undergraduate or graduate students.
- Highlight use of GRKO materials as a comparative collection by researchers investigating histories of other ranches throughout the region.

Networking within academic associations or research-oriented institutes also could help highlight the research potential of Grant-Kohrs archives. The connections with these organizations might provide ways the museum staff could:

- Sponsor or co-sponsor a small conference. to provide a venue for scholarly papers related to nearby ranching history. Potential partners include University of Montana's Center for the Rocky Mountain West, Montana Historical Society, National Ranching Heritage Center, or Bar U Ranch. The Death Valley Conference is a great model.
- With assistance from the cooperating association or the GKRF, offer a small scholarship for someone preparing a paper based on the GRKO archives at either a conference sponsored by the park, the Montana Historical Society annual meeting, the Western Historical Association conference, the Northern Great Plains History Conference, or some other appropriate venue.

Goal II – Appropriately Used Objects

The executive director of the Glacier Association supports efforts to use Grant-Kohrs museum objects as the basis for enhanced sales offerings at the contact station or other sites' museum stores. Potential enhancements include:

- Use photographs of museum objects and historically furnished spaces of the ranch to update the inexpensive booklets on various aspects of the ranch operation once produced by the association. These booklets were once popular sales items, but are now out of print and need to be updated with more graphically appeal for a more professional appearance when reprinted.
- Offer as sales items replicas of objects found in the collection that depict life at the ranch. Harmonicas, spurs, or other small objects could include interpretive text that explains their connection to the story.
- Expand postcard offerings to include high-quality images of major museum pieces. Since several thousand postcards need to be printed at once, help the association find other outlets within the area that may buy cards wholesale.
- Reconsider creation of a series of needlework kits based on Augusta Kohrs patterns. These could be printed and packaged at relatively low

cost and could feature close-up photographs of the original objects and photographs showing the piece within a furnished room of the house.

- Consider creation of an inexpensive picture book based on the web catalog.

Consider development of a modest traveling exhibit using park collections and develop out-of-state venues for the exhibit that could spur subsequent visitation to the ranch. Partners for such an exhibit might be found in the Montana Historical Society, the Museum of the Rockies, or the Bar U Ranch if the theme were broadened to ranching in Montana/Alberta or the Intermountain West.

Goal III –Efficiencies Achieved Through Partnerships

The same partners or networks could yield opportunities to accomplish tasks for which the park has insufficient funding/staffing. By combining time and resources with a similar organization, or jointly applying for grants, Grant-Kohrs could offer its staff and resources in-kind for a project too large for the park to tackle alone. One such project could be the completion of a National Register theme study of twentieth-century ranching. The park has identified this study as an important step in gaining a full recognition of the Warren era, yet its development has implications across western North America. By networking with western state historic preservation offices, state historical societies, and other parks and historic sites, funding and expertise could be gathered in order to complete this study needed by many entities. The topic could serve as a dissertation for a PhD candidate, encouraged through networks created with western universities.

Museum staffing at Grant-Kohrs could be augmented by even limited exchanges with other parks to increase productivity. If one park had a project that needed more than one curatorial staff person (such as a move to a new facility), GRKO could offer the assistance of the museum technician in exchange for that park's curator's assistance with a ranch project. If the ranch had funding for travel, another park might be willing to detail a museum technician as a training assignment. The park could also expand into its

multi-park storage facility role, which would include supplemental funding from participating parks. GRKO, with its furnished structures, also presents a training opportunity that could serve to accomplish the annual housekeeping while providing experience to other NPS technicians that do not have furnishings within their home park collections.

While museum staff may cultivate ties with certain universities to promote research based on park collections, the staff may also seek ties with other universities that focus on museum studies in order to develop internship programs. The use of interns to supplement staffing is discussed more fully in Issue D. Most museum studies programs would see the GRKO museum as an excellent place for a student to gain professional experience.

Goal IV – Support park-wide efforts

The museum staff needs to ensure that the museum collection is fully represented whenever the park lists its significant resources. The park's recent *Business Plan*, for example, merely lists the 27,000 three-dimensional objects when describing the collection's volume, failing to mention the hundred linear feet of archives. Staff should cite the Collection Management Report object total (currently 221,514) when describing the collection. Clearly representing the extent of the collection will serve the rest of the park when resources and their significance are used to justify funding or support.

The 2003 *Comprehensive Interpretive Plan* (CIP) lists many research questions, the answers to which would assist interpretive programming. The museum program could forward this list to the educational contacts as part of its efforts to increase research use of the ranch's collections.

Any national exposure gained by museum staff networking with larger ranch-oriented organizations should assist park marketing efforts. Taking part, even in a minor way, in some nationally or regionally publicized exhibit or event would allow the park to take advantage of publicity it would never otherwise receive.

An actively used library, archives, and object collection would contribute to park visitation and possibly increase bookstore sales.

Completion of the much-needed twentieth-century ranching theme study for the National Register would give the more modern ranch resources more weight as contributing to the significance of GRKO. This additional set of nationally significant resources could position the site for additional funds or staff.

For the past few years the park has considered whether the museum's SOCS should be revised as part of its interest in being acknowledged as the "nation's ranch." Currently, the park acquires only materials that originated on site. During the CIP effort, the regional directorate brought forward the idea that the park could serve as a central curatorial facility for ranching material culture collections service-wide, envisioning GRKO as a "Culture of Ranching Center." As a designated multi-park repository under the IMR facility strategy, GRKO could manage collections from other parks without changing its own SOCS.

Others have suggested the park acquire the ranching records of non-NPS sites or entities to foster its image as a ranching center. In this case, the SOCS would need revision and approval to allow for acquisition of off-site materials. The park asked the MMP team to address this issue.

Several other institutions in Montana already house non-NPS ranch records. The Montana Historical Society, perhaps the best example, cares for easily thirty manuscript collections originating from ranching operations across the state. The archives of Montana State University and the University of Montana also house ranching records. For GRKO to begin collecting records with no direct connection to the history of the site only would bring the park into competition with organizations already capably providing care and access.

On the other hand, records with some direct connection to the Grant-Kohrs ranching operation, to the family or the employees of the ranch, even if not originating on site, could be added logically to the GRKO collection. Such records would help illuminate the breadth of the operation's influence, social connections, or economic networks. The team, therefore, recommends that

the SOCS be revised to allow for acquisition of such records should no other organization be better suited to do so.

Recommendations

- Tighten the connection between GRKO archives and the large Kohrs-Bielenberg collection held at the Montana Historical Society. Ensure that each institution has a copy of the other's finding aids. Evaluate the Montana Historical Society collection fully to understand how their materials complement the GRKO collection and produce a researcher's guide that describes the similarities, differences, and connections.

- More seriously collect scholarly works that have a connection to the GRKO story for the park library so they are available to park staff and incoming researchers.

- Ensure that researchers can find information about the GRKO library and archives on the park website, including finding aids, access and use policies, possibly an annotated bibliography, and lists of needed research topics the park has identified in the CIP.

- Explore ways to include GRKO archival collection finding aids on other broadly based online catalogs or lists after all have been entered into the NUCMC.

- Investigate interest by other organizations in having the twentieth-century theme study completed, and possibly take the lead in getting those organizations together to develop a strategy for completing this important work.

- Seriously consider having someone on the staff attend one or two scholarly conferences a year, targeting associations that focus on western history topics. Either have a booth or have someone present a short paper. If this is too aggressive, at least find ways to describe the research potential of the ranch collections in the newsletters of these associations and be listed in the directories of these groups.

- Establish contacts with specific departments of universities that focus on western history, agricultural history, history of rural economics, and museum studies. Once contacts are made, periodically send letters,

posters, internship opportunities, calls for papers, lists of research needs, or other reminders that GRKO has significant historical resources and professional-development opportunities.

- Explore the possibility of hosting or co-hosting a small history conference. Consider starting by gathering scholars who have already completed research with GRKO materials. Advertise it among all the associations and contacts that have been developed. Post digital copies of the "proceedings" on the park website.

- Explore the possibility of developing a traveling exhibit with another organization or museum. If the topic is of wide appeal, venues might be found throughout the Pacific West or Intermountain West. Such an exhibit would highlight the collections and may entice visitation to the site.

- Consider the possibility of specifically recruiting an intern or volunteer to assist with these marketing and networking efforts as well as other professional museum management tasks.

- Use the ranch and its collections as the focus of training to accomplish routine work while asserting the site as a regional leader within the museum program.

- Revise the SOCS to allow acquisition of records or manuscript collections of persons, organizations, or businesses directly involved with operations at Grant-Kohrs Ranch.

Issue D — Staffing and Programming

Issue Statement

The significance and integrity of the museum collections provided much of the justification for this ranch's designation as a national historic site and national landmark. The park must sustain appropriate staffing to meet the anticipated preservation challenges, collection access opportunities, and museum program leadership within the park and region.

Background

Current Staffing

Grant-Kohrs Ranch National Historic Site has sustained professional museum staffing since its earliest years. The museum collection's significance and its importance to this national landmark have never been questioned; instead they have been acknowledged from the start. Dedicated staff has worked diligently to preserve and document the three-dimensional collections and has made much headway in processing the archival collections. With a bit more effort, the park resource management and visitor services records will continue to merge into the museum's care.

For most of the site's history, the curatorial staff reported directly to the superintendent, a position that kept collections clearly in focus. Staff organization changed in 2000, bringing the collections under the supervision of the chief of interpretation and cultural resources. The museum curator had to work harder to keep collections in the forefront of park operations. A more recent organizational change split the interpretation and visitor services functions from cultural resource management. Cultural resources then

combined with natural resource management to form an integrated resources management program. This positioned the collections to again be given weight directly at the management table, but in competition with other resources for time and attention.

The park's "traditional" museum staffing has included a full-time museum curator, (GS-9 to GS-11) with a full-time museum technician (GS-4 to GS-7). Seasonal museum technicians or aides are hired when special project funding is available to complete backlog cataloging or implement preservation efforts. Supplemental staffing has ranged from a single person working during the summer to three technicians working nearly year-round. The park also has enjoyed volunteer assistance, as much as .25 FTE per year.

This traditional staffing model has changed gradually over the last five years. In retrospect, 2003 could be considered the last year that the professional museum staff focused their attention nearly exclusively on the collection. That year three museum aids (totaling about 0.7 FTE) and about 0.23 FTE of volunteer help assisted the program.

Collateral duties, details, and projects began to turn museum staff attention away from the park's museum collection in 2004. That year the museum technician became the manager of the FMSS, used by the entire staff to document activity. She has also served as the park's safety officer since 2006, and has provided museum outreach services averaging fifty-eight hours per year since 2004.

The museum curator spent forty percent of her time in 2004 performing work for other parks in the region and assisting local museums. Since that time she has been called upon to serve as the acting chief of interpretation for nine months, served a three-month cultural resource development detail, and has managed all aspects of non-museum cultural resource projects.

At the beginning of FY08, the museum curator assumed the position of integrated resource program manager, still providing professional oversight of the museum program. Ford had hoped that, in her role as division chief, resource management would be brought under a cultural lead. The 2005 Core

Operations Analysis had also required that the park seek ways to combine functions under the leanest staffing. Park management determined to vacate the museum curator position in order to provide division leadership as a way to effect such mandated efficiency. However, should Ford leave, it may be difficult for the park to refill the position with someone who also has the professional museum background required to fulfill the park's needs and responsibilities under the *Intermountain Region Museum Collection Facilities Strategy*.

During her first year in the new position, the resource chief was able to devote only 20% of her time to museum management. Most of this time involved planning for the MMPs and CCSs now being developed for BICA and GRKO, setting up task agreements with three Cooperative Ecosystem Study Units (CESUs) to perform other special projects funded in 2008, and reviewing the complex fire detection/suppression system being designed for park structures.

Since the integrated resource program was established, staff have used FMSS data to redistribute the museum work load between the museum curator, the museum technician, and the custodian. It appeared that if the curator delegated all GS-7-level duties listed in her position description to the technician, she could manage the remaining GS-9 to GS-11 level tasks as part of her new responsibilities. The technician would give over the lower-level duties to the custodian in exchange for the new GS-7 work load. The custodian's part-time position would be expanded to include most museum GS-2 and GS-3 duties (mostly housekeeping).

Staff Member	FY04 FTE	FY06 FTE	FY08 FTE
Museum Curator/ Chief of Resource Management	0.53	0.58	0.20
Museum Technician	0.58	0.54	0.61
Summer seasonal	0.20	0.20	0.20
Volunteer	0.28	0.01	0.01
Custodian	0	0	0.20
TOTALS	1.59 FTE	1.33 FTE	1.22 FTE

Table 3. *Staffing Levels, FY04 – FY08*

A comparison of staff time from 2004 to 2008 (Table3) shows that park-wide devotion to museum management tasks has decreased significantly, despite the reassignment of duties.

In addition to the simple fact that staff spent less time on the museum program, other issues developed. The custodian needed more experience and training in museum housekeeping methods than expected, requiring the museum technician to continue performing and monitoring that set of tasks, at least in the short term.

Teams of employees still need professional supervision, while cooperators and contractors require oversight. During 2008, the museum technician temporarily supervised a crew, but this took time away from her other duties and the chief's attention was still required to set up work schedules and coordinate efforts. This supervisory and oversight need will continue since the park has competed successfully for special project funding for the next several years.

FY09 should bring new opportunities to correct some initial problems and allow more time for museum management by professional staff. A natural resource specialist position, vacant for most of 2008, has been filled, allowing the resource chief more flexibility. The museum technician is no longer the park-wide FMSS manager. With additional training and more specific task

descriptions, the custodian will perform housekeeping at museum standard with less need for oversight.

Current Programming

The museum curator and park management have consistently and successfully submitted the widest set of proposals to obtain available NPS funding from all sources. The proposals represent a thoughtful, thorough, and strategic progression of actions that will serve the museum program through FY15. Little could be recommended in this plan to improve the process GRKO uses to obtain NPS funding.

One or two examples will illustrate their successful strategy. For FY09, the park is receiving funding from the 20% Federal Lands Recreation Enhancement Act (FLREA) program to design and implement a lighting plan for the furnished historic structures and to update lighting in the Icehouse/Tack Room. Meanwhile, the park also has 20% FLREA funding to design fire security systems for all structures and begin installing systems in the first tier. For FY10, the park tapped the CRPP-Base funding category, to obtain nearly $94,000 to improve all park museum records and $32,000 to process and preserve the park's oral history collection (amounts sufficient to consider hiring a term employee). The park could find ways to use this source more often.

Meanwhile Ford has created agreements with three CESUs to efficiently expend some of the special funding the park receives. Just as other parks have experienced, special funds are often dispersed late in a fiscal year, making it difficult to hire NPS staff and complete the project within the confines of that year. Agreements with CESUs set up task agreements and obligate the funds, allow projects to extend a year or more beyond the original fiscal year. These arrangements can also fill park staffing needs by giving college students opportunities to gain professional work experience or by allowing the park to secure professional-level assistance by nonstudent CESU employees.

Discussion

Museum collections at GRKO have enjoyed fairly consistent management, an enviable position compared to collections in many NPS units. But the staff will be the first to assert that much more remains to be done. A portion of the outstanding work requires a level of expertise no longer readily available since the conversion of the museum curator position to integrated resources management chief. Recommendations in this MMP and other museum plans require supplemental aid (custodial), technical, and professional level time. The detailed workload analysis in Appendix D shows the FTE used to develop the 2005 Core Operations Analysis versus the projected needs identified in this MMP. This analysis provides the basis for the following discussion.

Staffing – Work Remains

The completion of a well-designed collection storage facility and transfer of the collection into this new storage culminated a decade of upgrades to the GRKO museum program as called for in the 1991 *Collection Management Plan*. The staff also had written the *Housekeeping Plan*, *IPM Plan*, and the *Emergency Operations Plan* for the collections. Staff had worked with the interpretive division to find compromise in developing a *Blacksmith Shop Use Plan*. The curator had gathered a team to develop specific criteria for the collection's *De-accessioning Plan* that now serves as a servicewide template. Many of the actions called for in these plans have yet to be implemented, and some plans need updating. The time needed to oversee the important actions called for in these plans, or revise plans to meet current needs, will require professional-level expertise formerly provided by the full-time museum curator.

As one of a handful of museum professionals in the IMR, GRKO's museum curator had assisted the IMR Museum Services Program in significant ways over the past decade. She served on CMP teams for several parks and was a member of the IMR Museum Collections Facilities Strategy committee (a multi-year project). She had served on regional rating panels during servicewide comprehensive calls for funding requests and assisted in regional

ground-truthing of park Checklists. She assisted BICA as it developed its successful backlog cataloging proposal, and created the proposals that funded the BICA/GRKO MMPs and CCSs now underway.

The *Intermountain Region Museum Collection Facilities Strategy* relies heavily on the region's cadre of professional curators. According to this policy document, not only are "*parks with large museum and archives collections on-site in designated facilities…expected to support a resident full-performance curator*," but professional curators "*should be available to assist any park with curatorial management needs.*" While Ford and her expertise are still available to the museum program at GRKO, she cannot support the IMR museum program considering her new duties. The park made a valid trade-off during the Core Operations Analysis—park efficiency for regional program assistance.

Park management anticipated the shortfalls resulting from conversion of the museum curator position. The museum staff analyzed workloads, reviewed the many actions and functions they perform, and diligently kept records of time spent on each function. This effort resulted in the rearrangement of many anticipated functions as the conversion took place.

The organizational changes were implemented in FY08, an atypical year, which does not serve well to assess the rearrangement, identify functional gaps, and devise new strategies. The park should reevaluate the workload at the end of FY09 in order to make longer-term staffing decisions.

Issue A recommends that the housekeeping efforts at this historic site be doubled to the meet the semi-annual schedule described in the approved *Preventative Maintenance Plan*. This effort primarily would require additional custodial level support. The increased schedule is well supported by the need for additional pest control and compromised environmental conditions in the many outbuildings.

As described in Issue B, ongoing staffing still is required in the archives to create policy and procedures for bringing park records into the archives, to process new record groups, and to create finding aids. Issue B also describes

additional work needed to make the archival collections more accessible to staff and the public. Much of this work will be accomplished by the museum technician with increasing expertise in archives management. Emphasis in the archives may allow the technician less time to continue the more routine duties of environmental monitoring, pest monitoring, and housekeeping. As collections become more available intellectually, the technician also will assist the "hordes" of researchers taking advantage of the park's documentary resources, again taking time away from lower-graded duties which then would be transferred to the custodial level position.

The library, also under supervision of the museum program, needs attention to catalog materials into the NPS Voyager system and aggressively acquire more scholarly titles to make the library more relevant as an information source. Again, this task will fall primarily to the museum technician. Given these current focuses, it may be most appropriate to redescribe the technical position as an archives technician rather than a museum technician.

The GRKO museum program has obtained special project funding in 2008, to be expended in 2009, requiring an on-site CESU team. The park is also in line to receive major funding in 2010 to improve object records, improve access to the collection, and update the collection of oral histories. Professional staff will need to coordinate these large projects, integrate the significant level of NPS involvement, and evaluate project performance.

While the staff has eliminated many deficiencies once noted on the park's Checklist, several items remain. A project funded in 2008 will be completed by CESU employees in 2009 to correct fifty-five of the remaining deficiencies. The CCS, scheduled for FY10, undoubtedly will include a series of recommended actions that will require staff attention in the following years.

The park's Museum Storage Facility can, and according to the regional strategy, should be thought of as a multi-park repository. A commitment to professional staffing needs to be maintained in order to meet the responsibilities entailed in managing this facility to NPS standard.

Finally, the park staff wants Grant-Kohrs to be recognized as the "nation's ranch," and museum staff must have a role in that effort. Issue C lists recommendations that, if followed, will require professional-level skills to promote partnerships and cultivate networks. Volunteers or interns may be able to assist with some of the background work required in cultivating partnerships and networks, but professional staff needs to provide both the vision and the face-to-face interactions.

The identified expansions and redistributions of work, as described in Appendix D, result in the need to increase staffing at all three levels by approximately .25 FTE, for a total increase of .75 FTE in the museum program.

Staffing – Potential Solutions

The first long-term goal is to supplement the shortfall in professional-level museum expertise, created primarily by the conversion of the museum curator position, to support current projects and anticipated ongoing programs. When Ford retires within the next five years, the possibility of the park filling the chief position with a person with GS-11 museum skills is remote.

The park's next Core Operations Analysis could use the Workload Analysis of Appendix D to justify either reorganization within the park's existing structure or to warrant an added Operations Formulation System (OFS) request. As to what position series is best suited to the needs of the museum program, managers should consider both the volume of archival materials to be processed and made accessible and the type of other overall museum projects.

Since a new OFS request could take up to five years to fund, the park could look to a term position during the interim. A professional GS-11 level term or subject-to-furlough curator or archivist could be funded at least through FY10 by significant special projects from the Museum Collection Preservation and Protection Program, Cultural Resource Preservation Program, 20% Federal Lands Recreation Enhancement Act, and Centennial Initiative. Other parks in the region have short-term projects in line for the

next several years, but lack professional oversight. Their use of the GRKO professional could supplement funding. This term or subject-to-furlough position would work closely with Ford to transfer the vision and high standards for museum management set by GRKO before she retires.

Recently, BICA and LIBI have undergone similar Core Operations Analysis and determined the need for professional museum staffing. The potential exists for GRKO to share a professional position with at least one of these nearby sites. The MMP team provided the park a sample agreement for sharing the services of a museum professional.

Another option for acquiring permanent staffing is the NPS intake program, which seeks to diversify the service employee base by providing professional training and work experience. The funds for this program come from a separate nonpark-based account during the term of the training plan. The program brings on employees at the GS-5 level, and at the end of a two-year training program they are expected to be qualified for vacant positions at the GS-9 level in the series for which they have been trained. Both the GS-1015 (curator) and GS-1016 (technician) series would fit this program since the park still has a person with full journeyman-level experience to mentor the training. Given the relatively short window before Ford's retirement, the park may have sufficient justification to apply for this program.

The Student Career Employment Program works in a similar way, but requires park-based funding. A student following an appropriate degree track is hired and works at the park during the course of study. Upon receiving his or her degree, the student is career-eligible for 120 days.

Support is needed not only at the GS-9/11 level. If the museum technician's emphasis continues to move toward archival functions—both processing and access—more lower-level curatorial assistance will be needed to maintain the three-dimensional collection, conduct monitoring, and continue housekeeping tasks. Gow is also looking at a short window before retirement. The specific tasks and techniques needed to maintain a complex of furnished historic structures require careful transfer and transition.

A number of graduate museum management programs require students to perform internships that provide experience in museum project work. Since the park has highly regarded museum professionals on its staff and its collections provide broad challenges, the park should be a prime intern location. The American Association of Museums maintains a list of such accredited programs. In addition to traditional museum programs, other universities have programs that could provide students with appropriate backgrounds. The University of Nevada at Las Vegas and Washington State University, for example, have public history programs that include museum careers as a focus. Western Washington State University has an archives management program. The NPS also has a cooperative agreement with the National Council for Preservation Education that provides a clearinghouse for interns from appropriate college and university conservation programs. The American Institute for Conservation maintains a list of conservation programs.

Funding for stipends and housing from the Glacier Association, Grant-Kohrs Ranch Foundation, and NPS Volunteers-in-Parks would also provide an excellent incentive for students to work with a premier museum collection and learn about the NPS museum program, while the park museum program would benefit from trained people.

Given our economic times, many students need to find a salaried internship. Since the park already utilizes CESUs at the University of Colorado, University of Arizona, and Colorado State University, students may be able to apply for employment with a CESU while fulfilling internship requirements at their own university. A well-defined internship program, worked out with an interested university department, could become a stable source of assistance a semester at a time.

The museum staff could increase its use of the Volunteer-in-Parks program. Prior to 2004, volunteers contributed nearly 0.3 FTE annually to the museum program or library. During the past three years, decreased volunteer levels indicate that the focus of the staff has not included active recruitment. For 2009, however, the staff has learned that a retired couple, who had begun organizing the park library a few years ago, is interested in returning. The

hope is that during their period of service, they will also train a local volunteer to maintain the library.

The library is just one aspect of the museum operation that could benefit from consistent volunteer assistance. More specific recruitment is required to obtain volunteers with professional or technical skills. While the park does not have a full-time volunteer coordinator, the museum staff still could take steps to solidify the use of volunteers. The staff first could identify specific projects that could be completed by volunteers with appropriate training, determine which tasks are ongoing and which are one-time projects, decide the optimum number of volunteers for each project, and forecast the support required for each project. Based on this analysis, specific volunteer descriptions could be written and projects recruited.

Park housing is always an issue for recruiting volunteers or interns. The park already has worked with a local RV park to provide volunteer housing. But not every volunteer, and certainly not every student, has access to a travel trailer. The park could explore a similar arrangement with a local apartment complex, motel, or boarding house.

Once these questions are answered, the museum staff could compete for the special VIP funding available beyond the standard park base. The region's volunteer coordinator could assist staff in developing project requests with the highest potential for success.

Programming Ideas for the Already Enlightened

The park already has nearly all NPS tools and funding sources to enhance the museum program. Table 4 and the following discussion provide ideas for tapping additional sources for specific purposes.

Program	Availability	Amount	Typical Project
NPS -VIP	Annually	Low $1000 to $3000	Housing/Stipend for Intern/ VIP doing museum tasks, innovative project support.
GKRF	Within 2 to 3 years	Low $1000 to $2000	Criteria have not been developed, probably broad
Glacier Association	After sales increase with object-based items	Low $200 to $500	Education or Interpretation enhanced access to collections or similar project that meets association criteria
NPS – Challenge Cost Share	Usually annually	Mid to High $5000 to $30000	Partner submits. Preservation or visitor service. 20th C. theme study? Traveling exhibit?
National Park Foundation	Next deadlines September 2009, March and September 2010	Mid to $10000	Projects to strengthen local partnerships or turn new idea into a successful product
Humanities Montana	Several times annually	Low to Mid $1000 to $5000	Partner submits. Project that enhances public education and involvement. Involves humanities professional(s)
Montana Arts Council	Next deadline August 2010	Low to Mid $1000 to $5000	All-volunteer partner submits. Cultural and Aesthetic Project Grant category. Cowboy poetry? Traveling exhibit using art?

Table 4. *Potential Granting Organizations*

The VIP program may be the only internal NPS annual funding source not yet tapped fully by GRKO staff.

The Grant-Kohrs Ranch Foundation is not yet in a position to donate funds directly to the park. Within the next few years the Foundation will have achieved its goal of raising the first $50,000, and then plans to use interest from that amount to fund small projects. The museum program could consider small, yet creative, projects with the Foundation's support to

increase visibility of the collections and further park-wide marketing efforts. The Foundation is positioned, however, to serve as an umbrella group to apply for grants for which the park itself is ineligible. The right projects could provide support for the museum program while increasing visibility for the Foundation.

Similarly, if the museum staff works with interpreters and the Glacier Association to expand offerings at the sales outlet, gross sales could increase appreciably. While still a relatively small amount, the association's annual donation could increase to provide small-project funds. A good candidate for association funding would be the acquisition of more scholarly library titles to benefit both interpretive programming and research use. A small amount, given annually to this effort, could have an immediate and incremental affect.

The remaining programming ideas will become more relevant as the museum staff establishes or cultivates more extensive partnerships. Nearly all of the programs listed above require nonfederal applicants and assume federal participation in the role of partner. Combining in-kind services of park volunteers, small donations from the Grant-Kohrs Foundation or Glacier Association, and in-kind services and funds from a new partner could parlay into useful funding through one of these granting organizations.

The most direct granting connection to park projects, of course, is the NPS Challenge Cost Share program. A project that serves both preservation needs and visitor services for a National Historic Landmark site, submitted by a strong park partner, surely would rate well under that program. Similarly, the National Park Foundation, which GRKO has used in the past to produce the Junior Ranger booklet, could prove a valuable source for a museum project that meets its criteria.

The National Endowment for the Arts or the National Endowment for the Humanities could be a source for a larger project. Meanwhile, their Montana equivalents, The Montana Arts Council and Humanities Montana, offer assistance for some smaller project or fund a portion of a larger project involving academic partners or promoting arts and culture. GRKO's resources could not be used to provide the match, but certainly could be

enhanced by the project. A scholarly conference, a cowboy poetry workshop, or other event that highlights the park's museum collection could qualify if linked with a group of nonfederal partners.

As connections are fostered with some of the national ranching organizations, the museum staff may find that these organizations encourage programming, educational activities, or preservation efforts that fit the needs of the GRKO collections.

Recommendations

- Take workload analysis to the next step by evaluating the results of FY09 daily entries into FMSS. Further refine the roles and duties of permanent staff and define which specific tasks can be completed by staff in other divisions or by nonpermanent museum hires, student interns, or volunteers. This analysis would become the basis for strategic recruitment within each staffing source and should further relieve permanent staff of routine duties.

- Work with park management to review the park's Core Operations Analysis in light of recommendations in this plan as well as the unmet actions called for in other museum plans. This plan estimates that a conservative .75 FTE of work remains unstaffed. Use the review to support an OFS request and/or consider sharing staff with neighboring park units. Use funds from currently approved special projects to obtain additional professional staff an interim basis.

- Develop strong connections with at least one academic institution to institute an ongoing internship program. Working with the academic program, create specific internship goals, terms, and tasks that will meet both institution and park needs. Attempt to link the continuing intern program with small pockets of support, or use special project funds to hire an upper-level or graduate intern under the STEP program.

- As networks are established more firmly and partners are found, strategically plan joint projects that meet the outreach needs of all entities. Find potential granting organizations under which at least one of the partners can submit projects, or coordinate funding from several sources to develop separate portions of a multi-part project.

- Consider a term position to serve as an outreach coordinator. This position could serve as the volunteer coordinator, assist park partners in grant-writing, take on marketing tasks, become the park's public affairs officer (or assistant), and assist in the development of partner-park events or projects. While it might take some effort to assemble funds for such a position, the benefits might increase twofold.

Appendix A — Survey Results

This appendix details the results of a survey about the library, archives, and collections management program at Grant-Kohrs Ranch National Historic Site. The survey was conducted in advance of the *Museum Management Plan* in an effort to identify and quantify park staff needs related to the existing park archives, museum collections, and library programs.

Survey Objectives

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

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

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

Survey Methodology

The target universe of the survey was the temporary and permanent staff of Grant-Kohrs Ranch. The superintendent disseminated the questionnaire to a total of fourteen staff under a cover memorandum, requesting that the survey be completed and returned to the park resource management chief. Eleven responses were received, representing a 78.5% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid. Response rates are typically much lower, so the GRKO responses should be considered extremely reliable. Responses appear to be well distributed across park work units, a factor that adds to the presumed validity of the results. Most responses were received from permanent staff, as expected since most seasonal staff had already terminated at the end of the season.

Two types of questions were used in the survey to collect different kinds of information. Checklist questions are designed to determine what types of

services the respondents were using and what types of services they need. Evaluative questions are designed to determine the respondents' attitudes toward the collection management programs offered. Respondents also were given limited opportunities to add written comments. These are inserted in the summary where appropriate. Percentages have been rounded up to equal numbers when 0.5 or more, and rounded down when less than 0.5.

Demographics

Demographic information can assist with understanding motivation and needs of the respondents, in addition to documenting an adequate distribution of responses across administrative divisions and employment status. Information collected from this survey included length of service, distribution by administrative unit, and employment status.

Length of Service

	Total	Average
Years of Service	145	13
Years at GRKO	89	8
Years in current position	34	3

Distribution by Administrative Unit

Administration/Mgmt	2
Interpretation	2
Maintenance	3
Ranger	0
Resource Management	4
Other	0

Employment Status

Term/Temporary/Seasonal	2
Permanent	9

Survey Summaries

A response rate of only 12% is necessary for the results of the survey as a whole to be considered statistically valid. Within the survey an additional 12% response to any given section or question is necessary for the response to be considered significant. Naturally, this significance increases with the

number of responses to each section or question. For these reasons the results provided below are phrased in terms of percentages of the respondents to any given section or question.

Section I asked respondents to estimate their use of the collections during the past year. Eleven responses were given:

- 64% used the library an average of 2 times each in the last year.
- 55% used the archives an average of 7 times each in the last year.
- 27% used the museum collections an average of 3 times each in the last year.
- 27% used nonservice library, 10% used nonservice archives, and 18% used nonservice museum collections in the last year.

The use of collections claimed by this survey is higher than average compared to use rates reported on other park surveys, but the number of times GRKO collections were used per year is lower than average. The survey also indicates that staff relied on park collections rather than nonpark resources to provide for their information needs. Some of the responses to questions in the rest of the survey suggest ways the museum staff could encourage deeper mining of information the collections hold.

All responding staff indicated they used one or more parts of archives and museum collections. Respondents were allowed to pick as many types as they had used. Staff reported using five types of collections:
""89% - Photographs and images
""56% - Resource records/maps/images/reports
""33% - Historic archives/records
""33% - Historic collection
""11% - Park administrative records

The respondents indicated the following reasons for using the collections. Again, the respondents were allowed to select as many of the reasons for use as applied to their circumstances. All ten possible reasons received a response:
""56% - Maintenance/repair information
""56% - Project research

""43% - Exhibits/programs

""33% - Information for visitors

""33% - Historic structure information

""22% - Administrative research

""""% - Develop summer programs

""""% - Comparative studies

""""% - Management decisions

These results document that the primary resources being used are the historic photographs and resource management records, but with a relatively high secondary use of the historical archive and object collections. The relatively low use of administrative records points to the need to implement a strong records management program, as outlined in Issue B.

Section II of the survey considers reasons staff may *not* be making full use of park resources. Respondents were allowed to pick as many statements as they felt applied. Everyone (100%) knew where the library, archive, and object collections are located, but 18% were not sure what resources were to be found in the collections, and 27% did not find the materials they needed. Perhaps the most significant response is that 36% of the respondents felt the collections are not relevant to their job.

""18% - Do not know what types of archives/museum collections are available.
""""9% - Do not know how to find the archives or collections they need.
""27% - Indicate either the library or archives do not have the materials needed.
""36% - Feel the collections are not relevant to their job.

An apparent discrepancy exists between the large percentage of staff that reports using the collections and the 36% who feel the collections are not relevant to their jobs. Reasons are not identified easily.

Section III considered how the collections could be more useful to the staff. Again, all eleven respondents answered these items and picked as many

statements as they felt applied. Most had no suggestions on how the collections could be operated better:

""""9% - Provide listings and finding aids for the collections.
""18% - Provide professional staff to assist with access.
""The rest had no suggestions.

Section IV attempts to understand how the staff values the museum, archival, and library collections within the park and the NPS:

""73% agree	Museum collections and archives should be used to document park resources.
""82% disagree	Park collections and archives are of no value to me in the completion of my job.
""91% agree	Park archives, collections, and libraries need professional management and care.
""55% uncertain	Park collections and archives should be more available for park staff use.
""73% agree	Park museum collections and archives are primary resources for the park.
""36% uncertain	The best use for park collections is reference and research.
""64% uncertain	Park library, collections, and archives would be more usable if combined.
""82% uncertain	There is not enough emphasis on natural materials in park collections.
""73% disagree	Parks should not be expending staff time and funding on archives and museum collections.
""82% agree	Park archives should contain copies of all studies and reports done about the park.
""55% disagree	There is not enough emphasis on cultural material in park collections.
""100% disagree	There is no value in parks maintaining park museum collections or archives.
""91% agree	Park collections and archives serve as the institutional memory of the park (or *should*, as one person added).

""73% agree	Park visitor centers should exhibit more material from the park collections.
""68% disagree	Funds spent on museum collections and archives would be better spent on other park resources.

A response of "uncertain" by many staff to the above statements is somewhat unusual, and suggests some confusion as to what exact roles and functions the collections are filling at this park (see the more detailed "uncertain" responses for this section on the compiled survey form below). Recommendations related to marketing of the collections among staff (Issue C) and improving access tools (Issue B) should minimize this uncertainty.

General Conclusions

The large percentage of staff responding to this survey suggests that the collections are recognized as an important resource within the park. An apparent discrepancy exists between the high response rate and collection use compared to the uncertainty staff registered about how the collection actually relates to park operations and how the collections may be relevant to their jobs.

The museum program staff needs to consider how they can help other park staff become more familiar with the information to be obtained through collections. Finding aids may be available on the public area of the network, but does staff understand how to actually use the materials? Staff also indicated that library lacks sufficient depth to meet their needs, perhaps indicating a need for more assertive acquisition of current materials and scholarly works.

The compiled survey form follows.

SECTION I

1. I used the park library: **36%** = No, **64%** = Yes, **2** times this past year.

2. I used the park archives: **45%** = No, **55%** = Yes, **7** times this past year.

3. I used the park museum collections: **73%** = No, **27%** = Yes, **3** times this past year.

4. I used a non-NPS **27%** = library **10%** = archives **18%** = museum   this past year to meet my information needs in (subject/topic): **history, personal**.

What parts of the park collections/archives do you use (check as many as apply):
9 responses, so percentages are of those responding to this question

Historic Archive **33%**   Administrative Records **11%**
Photo Collections **89%**   Historic Collection **33%**
Archeological Collection   Ethnological Collection
Herbarium   Paleontological Collection
Insect Collection   Geological Collection
Mammal Collection   Bird Collection
Resource Management Records (such as building files, natural resources
studies, archeological excavations reports) **56%**

5. What are the primary reasons you use the park archives/collections (check as many as apply): **9 responded, so percentages are of those who responded.**

Administrative Research **22%**   Project Research **56%**
Develop Summer Programs **11%**   Comparative Studies **11%**
Maintenance/Repair Info **56%**   Historic Structure Information **33%**
Publication **11%**   Information for visitors **33%**
Exhibit/Programs **43%**
Other (please list): **management decisions 11%**

SECTION II

6. What are the primary reasons you **do not** use the collections (check as many as apply):
all 11 respondents answered this section

Don't know where the **0** = library, **0** = archives, **0** = collections are located

Don't know what types of **2** = library, **2** = archives **2** = collections are available

18% of respondents

Don't know how to find the **1** = books, **1** = archives, **1** = collections I need

9% of respondents

Don't know who can get me into **0** = library, **0** = archives, **0** = collections

There is no place to look at/study **0** = library, **0** = archives, **0** = collections

The **1** = library, **2** = archives, **0** = collections don't have the materials that I
need

The **0** = library, **0** = archives, **0** = collections are not physically accessible

The **1** = library, **1** = archives, **0** = collections are not electronically accessible

There is no **0** = wet laboratory **0** = dry laboratory **0** = preparation area **0** = study area

There is no **0** = computer access **0** = printer **0** = copy machine

There is a need for a branch **0** =library **0** = archives **0** = collections

The collections are not relevant to my job   answered = **4** (**36%)**

SECTION III

7. What could the library, collection, and archives do to be more useful to you (check as many as apply):

Move the **0** = library, **0** = archives, **0** = collections to a more central location

Open branch **0** = library, **0** = archives, **0** = collections at (locations):

Open **0** = library, **0** = archives, **0** = collections different or longer days and hours

Provide a finding aid or listing of what is in the **1** = library, **1** = archives, **1** = collections
(9% recommend this strategy)

Combine museum collections with **0** = archives   **0** = library

Provide a **0** = work area   **0** = wet lab   **0** = dry lab (other suggestions):

Provide **0** = computer access **0** = printer **0** = copy machine (other suggestions):

Provide professional staff to **2** = assist with access **(18%)**, **0** = organize and work on collections

Organize 0 = existing collections 1 = in a different manner (9%) (suggestions):

photos are impossible to find – need to separate Warren from Kohrs photos

Other (please list):

train staff what is there, how to use it

would like more items displayed from museum

SECTION IV

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

A = Agree	**U** = Uncertain	**D** = Disagree	
A =8 **73%**	U=3 27%	D	Museum collections and archives should be used to document park resources.
A	U=4	**D=7**	Park collections and archives are of no value to me in

	36%	**64%**	the completion of my job.
A=9 **82%**	U=2 18%	D	Park archives, collections, and libraries need professional management and care.
A=10 **91%**	U=0	D=1 9%	Park collections and archives should be consulted prior to beginning resource management projects.
A=5 45%	**U=6** **55%**	D	Park collections and archives should be more available for park staff use.
A=8 **73%**	U=2 18%	D=1 9%	Park museum collections and archives are primary resources for the park.
A=4 **36%**	**U=4** **36%**	D=3 27%	The best use for park collections is reference and research.
A=1 9%	**U=7** **64%**	D=3 27%	Park library, collections, and archives would be more usable if combined.
A=1 9%	**U=9** **82**%	D=1 9%	There is not enough emphasis on natural materials in park collections.
A=1 9%	U=2 18%	**D=8** **73%**	Parks should not be expending staff, time, and funding on archives and museum collections.
A=9 **82%**	U=1 9%	D=1 9%	Park archives should contain copies of all studies and reports done about the park.
A=1 9%	U=4 36%	**D=6** **55%**	There is not enough emphasis on cultural material in park collections.
A	U	**D=11** **100%**	There is no value in parks maintaining park museum collections or archives.
A=10 **91%**	U=1 9%	D	Park collections and archives serve as the "institutional memory" of the park.
A=8 **73%**	U=1	D=2	Park Visitor Centers should exhibit more material from the park collections.
A=1 9%	U=2.5 23%	**D=7.5** **68%**	Funds spent on museum collections and archives would be better spent on preservation of other park resources.

Appendix B — Records Management: Determining Filing System

Determining Appropriate Filing System

Centralized files mean that all record copies for a unit or office are stored in the same place. This provides the maximum protection for and control of the records and allows *all* staff *equal* access to them. Centralized files, however, require a dedicated space and an authorized staff member to manage the records and to assist others in using them. Decentralized files can be found in more than one location. This system is appropriate if the records are:

- used by a limited number of staff and/or
- centralized files are too far away to be used easily and/or
- information must be available to the originator immediately and/or
- a particular unit makes constant reference to the records.

Several subcategories of decentralized filing systems may include division/branch files, unit files, office files, and/or desk files. Each of the subcategories has management responsibilities and requires a commitment to maintain the files. Division/branch files generally contain more detailed and extensive records that document a more complete history of the program's work. Individual or desk files are maintained by individual employees at their desk or in their immediate work area. Desk files generally follow non-standard organization or none at all. They should be *only* duplicates of records maintained in division or branch files. Unique agency records may be maintained in desk files and generally require periodic survey by a knowledgeable records manager/archivist to ensure that permanently valuable government records are retained.

Appendix C — Archiving Resource Management Field Records

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

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

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

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

Park staff is involved in capturing fire monitoring data, plant collections, air quality research, and a host of ethnographic and archeological research. Preserving the corporate knowledge of each of these individual activities depends ultimately upon the archival process. The organizing thread should be the project itself.

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

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

Archiving Resource Management Field Records

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

Checklist for Preparing Field Documentation:

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

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

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

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

5. Ensure that the following form accompanies the archival documentation when it is transferred to the archivist. 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 also should be listed. The type and quantity of documentation is included as well, such as maps (13), field notes (4 notebooks), correspondence (3 files), and so on.

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

Project Identification Sheet
Archiving Resource Management Field Records

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

Your Name _____

Project Title_____

Principal 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 and their format/software?). Condition (i.e., infested, torn, broken, good). Attach additional pages if necessary.

_____
_____
_____

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

_____
_____

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

Sample Archival and Manuscript Collections Survey Form

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

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

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

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

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

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

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

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

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

EVALUATION (Check and Describe Status): Official Records ___ Non-Official Records _X_Fits Park SOCS _X_ Outside SOCS ___
(Rate Collection Value: 1 = Low; 3 = Average; 6 = High) Informational _6_ Artifactual _6_
Associational _6_ Evidential _3_ Administrative _3_ Monetary _1_

CONDITION (Check and Describe) Excellent_____ Good _X_Fair_____ Poor_____ Mold_____
Rodents_____ Insects_____ Nitrate_____ Asbestos_____ Water Damage _X_
Other _____

OTHER (Please Describe)

Appendix D — Workload Analysis

TASKS: **Bold – Listed during 2004 Core Operations Analysis** *Italic – Called for in MMP*	**FY05 Base, all levels**	*Addt'l FTE per MMP - Aid*	*Addt'l FTE per MMP - Technical*	*Addt'l FTE per MMP – Professional*
Leadership/staff meetings	.03			
Assist other divisions • *Increase staff training for accessing finding aids, cataloging database, digitized records*	.03		.01	.01
Develop/track budget, track special project requests	.03			
Write/update/implement museum plans • *Review, implement Blacksmith Use Plan* • *Develop/schedule/implement treatment plan* • *Implement De-accessioning Plan* • *Update Housekeeping Plan* • *Revise SOCS* • *Develop Records Mgmt Plan (Archivist)* • *Write Archives Access & Use Plan (Archivist)* • *ongoing updates as plans or conditions change*	.03	.02	.02	.03
Submit annual museum reports	.09			
Hire/supervise museum staff • *Manage/implement FY10-> special projects in addition to short-term staffing* • *Develop SOPs for archives projects (Archivist)* • *ongoing mgmt of special projects as funded*	.01		.02	.06
Professional development	.05			
Professional outreach, non-NPS • *Co-host scholarly conference, GRKO themes* • *Co-develop traveling exhibit* • *Work with MHS to understand content of each others' Kohrs archival collections* • *Ongoing outreach activities similar to these*	.13		.03	.03
Professional outreach, NPS • *Assist regional/park programs*	.15		.01	.04
Develop partnerships to increase awareness of collections • *Promote 20th century theme study* • *Participate in appropriate conferences* • *Est. academic contacts to increase research use* • *Est. contact w/ museum studies for interns* • *Ongoing networking/partnership activities*	.03		.01	.01
Assist researchers, conduct research	.07		.04	

• Digitize photos/archives • Implement Archives Access & Use Plan • Finalize library policy and operating procedures • Refine finding aids and staff access on public drive to improve access by staff • Collect GRKO scholarship for library reference • Ongoing assistance to researchers				
Annual/routine museum housekeeping • Addt'l tasks per MMP Issue A	.27	.25		
Light/temp/rh monitoring/control • Increase schedule, analyze data monthly	.01	.01		
Pest monitor/control • Implement IPM Plan additional tasks	.03	.01		.01
Place objects in storage, improve storage to meet standards • Evaluate large object storage, make changes	.05	.01	.01	.01
Leave/holiday/sick	.20			
Accession new collections • Archival survey, review of electronic files for critical archival material, done periodically	.01		.04	.02
Catalog/write finding aids • Coordinate backlog cataloging • Maintain library with trained volunteers • Catalog new collections as accessioned	.13		.01	.01
Improve museum records to meet standards • Re-process central files and maintenance record groups	.11			
Coordinate other cultural resource projects/research • Manage fire & security upgrade projects • Additional cult res projects as they arise	.05			.02
Submit cultural resource reports (other than museum)				
Write special project funding requests	.01			
Open exhibit areas	.01			
Assist with special events	.08			
Web exhibit, other museum-based publications	.04		.01	.01
Acting Chief, other details	.02			
Temporary exhibits developed, on-site	.02			
Sub-total of additional FTE called for in MMP by levels		.26	.21	.26
Total additional FTE called for in MMP	**.73**			

Bibliography

Good museum management planning requires an understanding of the library, archives, and museum collection resources as they exist currently; 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 *Grant-Kohrs Ranch National Historic Site Museum Management Plan.* The first section lists park-specific documentation used by the team to understand the current status of the resources. The second section recommends readings that will provide park staff with a better understanding of the physical and intellectual nature of these unique resources and that will enable them to apply professionally accepted techniques and standards for preservation and use.

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