

# **Museum Management Plan**

**For**

**John Muir National Historic Site**

**Eugene O'Neill National Historic Site**

**Port Chicago Naval Magazine National Memorial**

**Rosie the Riveter/World War II Home Front National  
Historical Park**

**National Park Service  
Pacific West Region  
May 2007**



# Museum Management Plan

## **John Muir NHS, Eugene O'Neill NHS, Port Chicago Naval Magazine NM, and Rosie the Riveter/World War II Home Front NHP**

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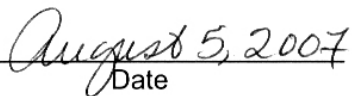


# Museum Management Plan

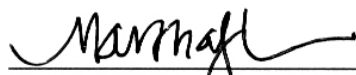
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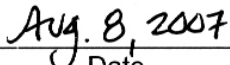
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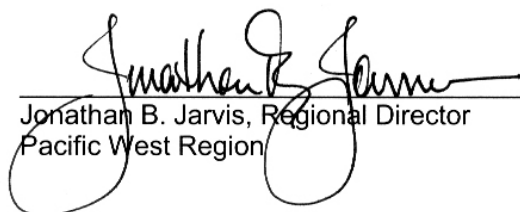
  
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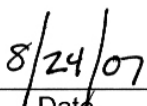
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# Executive Summary

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This Museum Management Plan for the consolidated operation of three units of the NPS, Eugene O’Neill (EUON), John Muir (JOMU), Rosie the Riveter (RORI) and one affiliated area, Port Chicago (POCH), identifies the issues facing the parks, and presents recommendations to address them. A team of collections management professionals developed this plan in full cooperation with the staff responsible for managing the individual park archives, museum collections, and library resources.

The collections of the four parks differ in subject matter, size, and complexity; however, despite these differences all the component collections are in a developmental phase. The RORI collections are overall in the best condition, mostly due to better Scope of Collection Statement guidance along with aggressive professional oversight since the park’s establishment in 2000. The EUON and JOMU collections both require remedial documentation and evaluation against the Scope of Collection Statement to establish appropriateness along with reclassification of catalog information. At JOMU, final resolution of the Kimes collection question needs to be addressed in cooperation with the John Muir Association. POCH does not officially have any collections at the present time. However, decisions need to be made about what can or should be included in the park collection.

All of the collections require better storage and work area conditions, and selective consolidation of individual park resources according to the recommendations of the Pacific West Regional Curatorial Facility Strategy developed in 2006. Environmental monitoring, integrated pest management, and resource preservation are also primary concerns that need to be addressed by an aggressive collections preventative maintenance program at each park. All archival holdings require systematic evaluation, processing, and documentation.

The following recommendations identify the actions necessary to take the park archives, library, and museum collections through this developmental phase, and provide critical services for these park specific resources.

## **Key Recommendations**

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

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



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# Introduction

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

As a holistic approach to museum management planning, the MMP evaluates all aspects of collections-related programs within the park unit, and makes broad recommendations to guide the development of specific programs. It also projects the unit's identified needs within the context of a five-to-seven year implementation window.

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

Other than the stand-alone CMP that was completed for John Muir NHS in 1996, these parks have not had the benefit of museum planning either singly, or as a consolidated unit. This plan was completed as a team effort after numerous discussions with park staff; however, the individual issues in the MMP were the primary responsibility of individual team members. The authors by issue are:

Issue A – Collections Development	Kent Bush
Issue B – Archives	Paul Rogers

Issue C – Collections Preservation

Dave Casebolt

Issue D – Museum Planning

Diane Nicholson

Collections Management History

Carola DeRooy and  
David Blackburn

The planning team wishes to thank the staff of EUON, JOMU, POCH, and RORI for their cooperation and many efforts to make this planning effort both productive and enjoyable.

# Museum Management Philosophy

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

This section provides the following background information about museum collections:

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

## Purpose of Museum Collections within National Parks

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

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

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

- **Physical preservation and protection of resources.** Park collections should help preserve and protect a park's resources, not only by keeping the specimens and collections made to document the resources, but also by preserving information about the individual items and the resource as a whole. This is central to the management of both natural and cultural material.
- **Research.** During documentation of collections, a park performs research to provide the background information used in cataloging. The park is also responsible for making this information available for research, which can itself lead to new discoveries about an individual item, or the park as a whole.
- **Public programs.** The park is responsible for using its collections to provide information to the public. Exhibits, publications and interpretative programs are traditional means of supplying public information, but new technology has led to other communication methods, including electronic access through web sites and online databases.

## How Collections Represent a Park's Resources

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

- Museum collections, which contain three-dimensional objects and specimens, should represent the resources within the park boundaries. Examples of museum collections include: historic objects associated with the sites and the people; paint samples and building fragments from restoration of historic structures; artifacts from archeological activities; and specimens and resulting reports from resource management projects.
- The park archives should contain files, manuscripts, maps, building plans, and photos that document the history of park development and the management of park resources. Associated record collections which document activities that created portions of the museum collections should be placed in the archives. Examples of park archives include: field journals and maps created while collecting botanical specimens; photographs performed during historic structure work; maps and as-built drawings made during utility installation; and property, land and water use agreements that document past acquisition and use of park lands.
- The park library should contain both published literature and less formal reports and documents relative to the park's resources and their management. Examples might include: general literature concerning local history, flora, and fauna; specialized scientific studies relative to

biota and archeological resources found in the park; circulating copies of all park-specific planning documents; trade, craft, and professional journals reflecting the need for park staff to remain current in their fields.

## **Determining where to Locate Park Collections**

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

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

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

## **Establishing Access, Use, and Management Policies**

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

The parks may wish to consider the use of focus group exercises to develop a number of park-specific documents, including a Role and Function Statement for the combined collections. These would clearly state who is responsible for the development of a joint resource and how it will function to serve park-wide goals. Access and use policies should be defined and implemented, and responsibilities for development, documentation, and management of the resource should be defined in a formal position description and associated performance standards. These objectives must be fully defined in writing if they are to be accomplished in fact.

## **Professionalism**

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

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

Professionalism needs to be practiced and exercised to develop properly. It is better fostered through mentoring, particularly in the early stages, for professionalism is difficult to develop in isolation— it takes fairly intimate association with a range of others of the craft, so that the developing professional personality has a healthy range of philosophy, opinion, and action to model. Professionalism needs to be maintained in much the same manner.



The management of park archives was added to the park curator's portfolio in the mid-1980s, and increasingly park curators also manage the individual park's library program. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions with the Service, and particularly within the parks. These factors are not likely to improve in the foreseeable future, so park management must ensure that each position is filled with the best qualified candidate available.

The professional series and journeyman level for the position of park curator is GS-1015-11. The GS-1016 series is the technician or specialist series, which is not expected to operate independent of professional oversight at the GS-7 level. A GS-1015-11 or GS-1420-11 is required by qualification standards, service, and regional policy to independently manage a museum program and administer museum program funds. Parks that do not have a GS-1015/1420-11 position on staff need to provide this oversight through the use of an agreement for a curator-of-record.

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

The following recommendations can be considered for developing and formalizing the park's management philosophy for archives, libraries, and museum collections:

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

- Identify possible cooperative partnerships within the park network and in the community with individuals and groups that hold common interests regarding the preservation and management of park resources.



Figure 1 Exhibit room in the Martinez Adobe at JOMU

# Collections Histories

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## John Muir National Historic Site

The home of John Muir from 1890 to 1914, central resource to this national historic site, was owned by Faire and Henry Saxe prior to the park's creation. The Saxes purchased the 14-room Muir mansion in the late 1950s and were the last private owners of the home. The Saxes, along with a group of area residents, formed an advocacy group to lobby for the preservation of the Muir home. The group, started in 1956, called themselves the John Muir Memorial Association (JMMA). Following several years of lobbying, as well as lack of progress at the level of local and state government, JMMA worked with Congressman William Baldwin to make the Muir House a unit of the National Park Service.

John Muir National Historic Site was created by Public Law 88-547 on August 31, 1964. The law authorized the creation of a park that recognized John Muir for his efforts as a conservationist and as a crusader for national parks and reserves. The park set aside Muir's home and nine acres of orchards and grounds which also contain the Vicente Martinez Adobe house, built in 1849 by Don Vicente Martinez.

Following the traditions started by the Saxes, the home was interpreted to the public as a house museum. Every major room on the first and second floor was furnished with period pieces. The original furnishings were in the possession of the Muir family, but although many of the pieces were documented by the park's historian, they were not offered for purchase or donation by family members. The first accession into the museum was a large collection of furniture, decorative arts, textiles, and other pieces purchased directly from the Saxes. Similar pieces to the Saxe purchase were acquired through subsequent donations and purchases from local residents.

However, there are numerous possessions of Muir and his family in the collection: furniture, household items, books, letters, framed portraits, baskets and pottery, and other objects given to Muir in his travels. The collection also contains Louie Strenzel Muir's wedding dress ensemble, photographs, albums and documents of the Strenzel and Muir families (including Muir's daughters, Helen and Wanda), as well as some ranching tools and machinery original to the site. All of the furniture and items on exhibit throughout the house are cataloged into the museum collection. The park holds an important herbarium of plants Muir collected on part of his 1,000 mile walk in the Southeast.

Many items in the collection are on long-term loan for exhibit at various other Muir sites, including Dunsmuir House in Scotland. There are also period artifacts on exhibit in the Martinez Adobe. In 1995 Mt Wanda was added to the site. In 2005 a new herbarium was created and cataloged by the NPS Inventory and Monitoring Program to document the plant species found on Mt Wanda. A website highlighting the history of the Muir house and museum collection created by the WASO Museum Program is at <http://www.cr.nps.gov/museum/exhibits/jomu/index.html>

The first Scope of Collection Statement was written for JOMU in 1984. As a result, the collection grew through the first twenty years of the park's history with little professional guidance. A newly revised SOCS was prepared in 1995 and finalized on November 4, 1997; a Collection Management Plan (CMP) was completed in 1996. In 1994 a survey of the entire collection was completed, and the next year a Board of Survey was convened to remove missing and inappropriate objects from the museum catalog. A Collections Condition Survey was also carried out in the late 1990s.

The collection storage area is in several rooms of the basement of the Muir house. Climate control is limited in storage rooms and in the house, and overcrowding in storage areas is also an issue. Changes are underway to upgrade the storage conditions, including installation of a new art rack, rehousing of archival materials and reorganizing of cabinets and curatorial workspace.

Many of the 1996 CMP recommendations were carried out, although the recommendation to hire a museum curator or technician was never acted upon. At an undetermined point, the park's curatorial responsibilities were placed as a collateral duty under the chief of interpretation. In mid-2006, with the advent of a resources manager position established for the four parks, responsibility for collection management shifted to Lucy Lawliss with assistance from Archivist-of-Record Carola DeRooy.

## **Rosie the Riveter/WWII Home Front National Historical Park**

### **Legislation**

On October 24, 2000, Public Law 106–352 designated Richmond, California as the site for Rosie the Riveter/WWII Home Front National Historical Park. The legislation authorized the park to conduct and maintain oral histories related to the World War II home front and acquire and provide for the curation of artifacts illustrating the historical home front theme. The legislation also authorized \$1,000,000 which could be appropriated for the acquisition and curation of historical artifacts. In addition, there is a provision for a leasehold interest in the Ford Assembly Building for the purposes of operating a World War II Home Front Education Center.

### **Initial Oral History Projects**

The first efforts to collect oral histories of home front workers began in Richmond before the establishment of the park. In 1995 Donna Powers and the Rosie the Riveter Committee began their recording efforts in connection with fundraising and community education activities for the Rosie the Riveter Memorial Project. There were just over 300 stories collected during this period. In 2001 Powers, along with Donna Graves, Steve Haller, and Jon Plutte documented another 20 or so stories on videotape and produced transcriptions. The Rosie Trust and the Richmond Library also collected stories and biographical information sheets during this period. In 2002 the park contracted the Regional Oral History Office of The University of California at Berkeley to record in-depth oral histories of a diverse representative group of WWII home front

participants. This effort produced 141 recordings and transcriptions that were also added to the park's collection. By 2006 all the collected forms, recordings, and transcriptions from these efforts were in the custody of the park museum. The interviews capture a wide range of memories about the impact of the war effort on people's personal lives and of the sudden changes brought about by the war effort to families and communities in the Bay Area.

## **The Rosie Stories Project**

In November 2003, through a national heritage preservation program, the National Park Foundation (NPF) granted \$50,000 to RORI and partnered with the Park and the Ford Motor Company to gather home front stories nationwide. Ford funded public service announcements in national magazines and on television to initiate the Rosie Stories Project. The NPF and Ford set up a website [www.ford.com/go/rosie](http://www.ford.com/go/rosie) to target "Rosies," the women who made up a large part of the home front work force. The website can also be accessed at:

[www.nationalparks.org/proudpartners/partner\\_ford\\_rtrs\\_disclaimer.shtml](http://www.nationalparks.org/proudpartners/partner_ford_rtrs_disclaimer.shtml).

People who logged onto the website were directed to an email address and an 800 number connected directly to the park to obtain instructions about donating their stories. Park Interpretive Ranger Elizabeth Tucker was hired in November 2003, in part to manage the fledgling Rosie Stories Collection project. From the date the park was established in 2000, the very small staff at RORI began a database to record contact information of people interested in sharing their stories.

No one anticipated the overwhelming response to the national outreach effort and the park staff was unable to respond to all the inquiries. By January 2004, with the phones and small staff at RORI completely flooded with calls, the NPF redirected the thousands of contacts to a 24/7 call center in North Dakota. The center typed the stories of callers into the Ford website. Much later the stories from the Ford website were all printed out and placed in binders to be accessioned into the collection.

## Registration database established

There was no professional museum staff hired onsite to guide the establishment of a new collection. Diane Nicholson, then Curator at Golden Gate National Recreation Area, wrote a draft Scope of Collection Statement and helped the park create a “Rosie Stories Packet” to send out en masse to people contacting the park. The packets included instructions for submissions of stories, photos, other textual materials and memorabilia, a biography form to record home front worker’s information (such as the ‘Rosie’s’ name during war years, age, place of home front job, employer, position, duties) and current contact information. The NPF also agreed to send out the packets to all the website inquiries.

In lieu of a Deed of Gift, which would need to be issued once items were accessioned, a release form with a signature line was included in the packet. By signing, the donor agreed the stories and donations of other materials could be deposited in the permanent collection and could be used for exhibit, scholarly, and educational purposes without further notification or consent. The form also asked the donor to choose whether or not to allow their contact information to be released to press and/or researchers. The form also included suggestions for writing their story, a list of the types of memorabilia and artifacts the park was interested in collecting, photo submission directions, a receipt for memorabilia, and conditions of donation.

The Rosie Stories Project sent out over 10,000 packets to requesters within a two year period. In February 2004 the NPF agreed to fund Student Conservation Association (SCA) students to assist the park in dealing with registering the backlog of stories and artifacts arriving at the park. Over several years, the NPF funded \$30,000 in SCA assistance to the park for the story project. At the request of Judy Hart, the park’s first superintendent, the students began by sending each donor a letter of thanks at the time the material was received. The items had not yet been accessioned into the collection, but her direction to staff was to keep everything donors were sending.

In 2005, to track the numerous ways potential donors had initially contacted the park (by phone, letter, email, website), other agencies outreach projects and events, and how the park had responded, Elizabeth Tucker combined the information into one Access database called “Big Home Front Workers.” She set up a code system to register the source of incoming contacts, and this source key was later carried over and entered into the ANCS+ database when the items were accessioned and cataloged. The database and codes enabled the staff to track which individuals had been contacted and which had responded, and to track the paperwork generated by these activities.

The Access database is still used initially to register correspondence and contacts from home front workers whether their information is related to a museum donation or not. The database serves several purposes. First, it is the only place where the most updated contact information for Rosies and other persons with home front interests are registered and can be sorted for mailings, correspondence, and tracking communication activities.

Second, data about an individual’s activities during the war years are captured from biographical forms and letters and then sent on to be cataloged in the museum. This data is extremely useful in fielding initial research requests by staff or from the press when, for example, a sort or search will quickly find the names and current contact information of persons who were welders at the Richmond Shipyards, or riveters at Boeing, who have given permission for the press or researchers to contact them. The museum program can also use this information to see where the collections are rich or lacking in donations from geographical and occupational areas or diverse populations. This database was also used to track which donors returned an official Deed of Gift when they were generated and sent out in 2006 following the accessioning of the bulk of the collection. With a server recently installed at RORI, the museum plans to move the Access database to a shared drive for use by Administration and by Divisions of Interpretation and Cultural Resources.



When mail is received and opened or a donation made in person, each donor's name is registered into the Access database and the biographical form, story, or artifacts are assigned one packet (or P - #####) number in the Access database. The items are initially labeled and tracked by their packet number until they are accessioned into the collection. The packet number is entered in the "other numbers" field in the ANCS+ database. Each packet number is related to one person or Rosie. Therefore, one individual who sent in items three different times has 3 packet numbers associated with a single name in the database. This proved important for catching duplicate submissions and recording both names when children (as donors) were sending in their parent's information.

## **Creating a New Museum Collection**

During 2004-2005 over 9,000 items including stories, photographs, print materials, and original home front and period artifacts were received from over 3,000 individual donors across the country. In 2005 Diane Nicholson assisted the park with accessioning the first items into the RORI collection and getting supplies and cabinets to the park to begin properly caring for the new collection.

In the summer of 2005 Nicholson enlisted the assistance of Archivist Carola DeRooy at Point Reyes National Seashore (PORE) to set up the ANCS+ database and continue accessioning and cataloging the flood of materials sent to the park. During this period, under the tireless efforts of Elizabeth Tucker, several graduate students and numerous volunteers worked on many aspects of setting up a new collection, contacting and registering donors, and organizing incoming paperwork.

After completing internships at Golden Gate (GOGA) and PORE in September of 2004, Aja Sorensen, graduate student in the San Francisco State University Museum Studies Program, created a home front website and a student curriculum guide using the new RORI collection materials. The Regional Office posted the project at <http://www.nps.gov/pwro/collection/home.html> which can also be accessed from the History and Culture link on the RORI website.

Subsequently, Sorensen began working as the collections cataloger under a Cooperative Ecosystems Study Unit (CESU) agreement administered by Carola DeRooy, who became the park's archivist/curator-of-record in mid-2005, overseeing museum planning and training student employees. During 2006, Sorensen and several other graduate students accessioned and cataloged over 8,000 new items, the bulk of what the park had received by the end of that fiscal year. This agreement was refunded in 2006 for continued cataloging by new students.

## **Library**

NPS Library Program Lead Amalin Ferguson was recruited to assist the park in setting up a library to be managed by the museum program. A former NPS librarian, she had worked over one summer to catalog books, reports, and other bound documents and sent the information be posted on Voyager, the NPS Library online catalog.

In 2006 the park also contracted a librarian, Michele McKenzie, to create a Filemaker Pro database integrating library, archival, and NPS data standards in the data fields. This database is initially being populated with scanned images of photographs in the museum collection to provide staff and researchers visual access, item-level descriptive cataloging, and a subject and keyword index to the content of the photos. Later, stories and other scanned documents in the collection may be added.

## **Collection Scope and Management**

According to the 2006 Collections Management Report, a total of 656 history objects and 8,669 archival items were accessioned and nearly all were cataloged into the museum collection. The collection is rich in first person accounts, authored mostly by women, recounting the experiences, memories, and anecdotes that occurred as a result of their participation in the home front effort during WWII. Many of the women were trained to work at skilled manual labor or technical jobs for the first time and found themselves in new self-sufficient and non-traditional roles. The stories also recount the effect this had on women and their relationships with family, loved ones, and spouses, particularly once the war ended. Many workers also moved to different parts of the country where the war work

was talking place, uprooting them from their hometowns and changing the faces of the communities where the work took place.

In addition to stories, there is a substantial archival collection of photographs ranging from personal photos to job-related sites, factories, shipyards, and print materials from the war era: posters, handbills, flyers, scrapbooks, ration coupons, magazines, clippings, and recipe books. Work documents such as training certificates, ID cards, pay stubs, activity ephemera, and manuals are also plentiful. Artifacts include period clothing, welding and riveting equipment, test plates, ship christening bottles, art, jewelry, company and e-pins (efficiency pins), badges, and items women made with scrap metal in factories around the country.

The donations coming into the park on a monthly basis have slowed down compared to the period when Ford advertised nationally, but the collection continues to grow. Some donors have offered larger artifacts and collections of WWII home front materials which the park would like to accept. However, issues of storage space have already arisen, as the small amount of space available in the park offices is now near capacity.

In 2007 the collection continues to be overseen by Archivist-of-Record Carola DeRooy and managed onsite by Chief of Cultural Resources Lucy Lawliss and Interpretation staff, graduate students, and volunteers.

## **Eugene O’Neill National Historic Site Museum**

On October 18, 1976, Eugene O’Neill National Historic Site was established by Public Law 94-539. Administrative control of the site was assumed by NPS in October, 1979, and title was transferred from the State of California to the U.S. on July 29, 1980. The purpose of the site is to serve “as a memorial to Eugene O’Neill and a park for the performing arts and related educational programs.” The sites significance relates to its use as a residence of the playwright Eugene O’Neill. The principle structure on the site, Tao House, was built and occupied by O’Neill and his wife Carlotta from 1937-1944.

The history of this museum collection has never been fully documented in a Collection or Museum Management Plan. The information in this report

is gleaned from other park plans mentioning collection goals and activities, the museum files, and from employees who have had collateral duty for collections care.

The first mention of collecting activities is found in an undated archeological resources report written by Regional Archeologist Roger Kelly. The survey was included in a EUON Cultural Resources Division Management Report compiled in 1979 and mentioned a list and analysis of approximately 108 items collected from a test site at the park. Forty-two of these were glass items cataloged in 1980.

In 1981 a Scope of Collection Statement (SOCS) was prepared for the park by Regional Interpretive Specialist Lea Wetterling, and concurred by Regional Curator Dave Forgang at the Western Regional Office. The SOCS was approved by Regional Director Howard H. Chapman on February 25, 1982. The SOCS states that:

The National Park Service has not actively acquired artifacts since it assumed responsibility for the operation and maintenance of the site [1979]. The Eugene O’Neill Foundation, by means of a cooperative agreement, provides assistance in financing restoration projects and acquisition of O’Neill articles. The Foundation has acquired several articles relating to O’Neill; these are presently stored in the Tao House.

The SOCS also identified the interpretive themes and major types of materials to be acquired by donation, transfer, or purchase:

- Carlotta and Eugene O’Neill’s personal items
- Furnishings for historic rooms (original or reproductions)
- Player piano rolls and records of O’Neill’s collection
- Manuscripts, letters, documents, and photographs documenting the O’Neills
- Archeological materials found on the site
- Architectural or landscape elements
- Blueprints, drawings, and photos of the house
- Authenticated farm equipment from the O’Neill period

In addition, a library was to be established to contain all the published works of O'Neill, books known to part of O'Neill's own library, and rounded out with titles referring to O'Neill, the history of American theater, and his role in it. Also to be added to the site's library were primary and secondary source materials, including oral histories, periodicals, serials, monographs, newspapers, illustrations, maps, and slides relating to the site's historical themes. Only books used in furnished rooms and rare books were to be cataloged into the museum collection. Materials were to be made accessible for legitimate research.

Prepared and published by the Denver Service Center, a *Historic Furnishings Report* of the Tao House was published by Sarah M. Olson of Harpers Ferry Center in 1983. This document provides the sources and records available documenting the original furnishings of the various rooms in the house, the personal effects left in O'Neill's estate, and information about acquisitions and décor decisions provided in their daily diaries.

In 1984 a curatorial work room and collections storage room were set up in two small rooms of the servant's wing of the Tao House. Also, all artifacts received before 1984 were accessioned, cataloged, and properly stored.

The September 1985 revision of the Statement for Management states that most of the artifacts in the possession of the [Eugene O'Neill] Foundation, with the exception of the library, have been put on long term loan to the National Park Service, while the Foundation's O'Neill library is in storage off-site.

The following quote from page 6 of the EUON Cultural Resources Management Plan approved by the Regional Director on Dec 10, 1986, states:

The Scope of Collection Statement and the Collections Management Report for the site have been approved. All items belonging to the Museum Collection are now properly cataloged and adequately stored to meet NPS guidelines. Two hundred sixty-two items have recently

been updated and added to the current catalog system. Several objects from the collection are enroute to Harpers Ferry Center for preservation treatment.

The 262 items were identified as including items formerly on loan from the Foundation.

The report also contains a project statement to fund a Collection Management Plan. The statement describes the collections as containing over 500 items, including archeological, ethnological, historical materials, and natural history specimens. The statement outlines deficiencies in the overall management of the collection related to accountability, standards, policies, conservation, preservation, and storage. Another statement addressed the need for \$5,000 in funding for museum cyclic maintenance to perform routine collection maintenance, catalog new items (all other cataloging was up to date) and perform conservation on selected items.

The year 1987 was an active one for collection management. Fifty-two new accessions comprising about 200 objects entered the collection. Staff and VIPs cataloged 719 items with a backlog of 400. Environmental monitoring was set up in the furnished rooms, exhibit areas, and collection storage. The alarm system was expanded and a new heating system was installed in the servant wing. Museum cabinets, a safe, and shelving were also purchased that year for storing collections. In addition, photographic materials documenting park activities and resources were duplicated.

During the following year, 1988, cataloging continued with 32 new accessions. Along with other items to furnish the house, the player piano was obtained from Harpers Ferry. By that year's end the collection contained a total of 3,307 items. The curatorial work and storage areas were refurbished and equipped. Hygrothermographs and dehumidifiers were strategically installed to control and monitor humidity.

Some of the additions to the collection were purchased from auctions. Notably, in 1981 the masks included in accession EUON-98 and installed in the stairwell were from the estate of Andy Warhol. Playbills, postcards,

a will, photos, and books were purchased jointly in 1999 by NPS and the EOF from the Jere Hageman auction.

In November 1998 a contractor completed an IPM plan for the museum to assist the staff in trapping and monitoring activities.

During the 2000s the collection was overseen by Interpreter Margaret Styles, who kept weekly reports that included her activities as collateral museum technician. The Tao house was closed in 2002-2003 for a seismic retrofit. Styles and others oversaw the work of packing items on exhibit and stored artifacts needing to be moved while the roof was redone.

In 2005 the Navy transferred to NPS artifacts and archives relating to Port Chicago. These items were stored in the New Barn at EUON.

## **Port Chicago Naval Magazine National Memorial**

Port Chicago was established on July 17, 1992, as a unit of the National Park Service. In 1997-1998 Glen Fuller, then superintendent of Eugene O'Neill NHS, had the maintenance staff install a landscaped memorial park and exhibit near the Port Chicago dock. The exhibit consisted of a small landscaped park on the rivers edge, inscribed memorial plaques, benches, and large twisted metal parts of the ship (originally flung about in the great explosion in 1944) defining the edges of the site. The ship metal received conservation treatment for long term outdoor exhibit. The treatment consisted of sandblasting, dipping in acid, and coating the metal with black zinc and epoxy.

The ship parts gathered near the railroad tracks were shown to the park staff by the Civil Service employees who maintained the railroad tracks near the docks. Four 3,000 lb training bombs were also given to the park. They were sheathed in copper sleeves and painted with a powder-coated gray paint to protect them. Stands were built to keep them pointed upright. Two are on exhibit at the memorial park site and two are on the dock.

Items stored in the Port Chicago Chapel, a threatened site, were taken to EUON's New Barn for storage upstairs; these included dollies to load the

ships and other metal pieces. In addition, photographs and large scrolls consisting of clippings and photographs kept by the Navy on the history of Port Chicago were also transferred to the park. No formal paperwork was signed in the transfer process. Currently the park is seeking to formalize the transfer by a letter of acknowledgement from the Navy. Therefore no formal collection material has been accessioned into a collection as yet. All of the materials are stored at Eugene O'Neill NHS.

John Keibel, a Concord area historian, completed a project in 2006 to photograph, copy onto acid-free paper, and make a database catalog of the thousands of clippings and photos comprising the scrolls from the Navy. The originals and a set of the copies and database were given to the park. He also created a shadow database in ANCS+ of catalog records for items given to the park to inventory them until such time as the transfer of property is formalized between the Navy and NPS.



# Issue A— Collections Development

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## Issue Statement

**A professional, multidisciplinary approach is required to direct the growth and development of quality park collections.**

## Background

The parks in this management group are diverse in type and current collections. They include two furnished historic structures with associated subject matter collections and archives (JOMU and EUON); one cultural landscape (POCH); and one thematic park (RORI). The last two are based upon historic events. These areas are also in different stages of development. Both EUON and JOMU have been in the system for quite awhile and thus have much of the necessary associated infrastructure in place. RORI is very much in a developmental phase, and POCH is currently an affiliated area.

Likewise, the museum collections and archives related to these separate areas are diverse by their nature and their developmental status. The older collections associated with EUON and JOMU exhibit both the strong and weak points typically associated with collections developed without professional oversight and planning. The collections being developed for RORI are well founded and documented, and collections do not “officially” exist for POCH.

The collections serve slightly different purposes for each area. With EUON and JOMU, the collections very much support the furnished historic structures operations in the parks. They also provide archival elements as a basis for staff and public reference while serving to document NPS stewardship of these resources. The collections at RORI, however, serve a much more central purpose, being the only tangible remains of the historic events memorialized by the park authorization.

With parks such as RORI, the collections thus become the single, primary resource of the unit, with the same preservation importance generally associated with buffalo at Yellowstone, trees at Redwood, and fossils at Dinosaur.

## Discussion

Archival and museum collections within the NPS serve four distinct purposes: documentation of resources, preservation of resources, research, and public programs, as noted in the previous section on museum management philosophy. For these purposes to be accomplished efficiently, collections must first be developed in a logical and orderly manner. Parks are required by NPS policy to develop and keep current a park-specific Scope of Collection Statement, and parks are required by regional policy to entrust collections registration only to journeyman-level archival or curatorial staff. Having inappropriate materials available in park collections is worse than not having needed materials at all, since collecting and maintaining the wrong materials waste slender park fiscal and staff resources while providing no demonstrable return for the investment.

The Scope of Collection Statement (SOCS) identifies the classes and types of collections each park requires in order to meet park needs, accomplish park missions, and achieve park goals. Additionally the SOCS will provide basic information concerning the use of park collections, a subject that should also be supplemented with a park-generated Collections Access Policy. The park SOCS should be reviewed (and possibly modified) on a regular basis, at least every five years (*Museum Handbook*, Part I, p2:4) and should be included in briefing packets provided to incoming park management staff, and staff detailed to park planning projects.

The interim SOCS written for RORI in 2002 was a temporary document intended to provide basic guidance during the developmental phase of the General Management Plan. The SOCS for both EUON and JOMU are several years old, out of date, not particularly well-crafted, and require replacement. There is no SOCS for POCH. Since a well-developed SOCS

is required to provide the necessary foundation and guidance for the development of collections that will serve the needs of the park, the management team for these four parks is thus lacking the key guidance necessary to make good decisions regarding primary resources.

While the SOCS plays a key role in making decisions about the material that enters the park collections, it also plays that same role in deciding what needs to be removed from those collections. This process is known as “deaccession,” and it is just as important to continued collections viability as the acquisition of new material. Over the years the collections of both EUON and JOMU have acquired materials that serve no role in the park collections. These acquisitions may have resulted from poorly crafted SOCS, or the lack of professional oversight, or simply the changing needs of the park missions and programs over time. What is important at this point is the orderly removal of extraneous material from the collections. This will redirect staff time and budget and concentrate these assets on the resources and programs that are important to the park missions and goals.

Once the SOCS has been revised for any one of the parks involved in the plan, review of the collections documentation can begin. A suggestion specific to EUON is that each item in the collections be evaluated for potential retention or deaccession. This would include a review of all current loans, with a general upgrade of loan policy, renegotiation of terms, and upgrade of the documentation. The park also needs to look at the possibility of collocating its collections with the material owned by the Eugene O’Neill Foundation that is maintained in the New Barn at the park. This situation appears to be analogous to the relationship between the park and tribe at Nez Perce National Historical Park, where materials owned by both organizations share common storage and services on park property.

Specific to JOMU is a similar suggestion that each item in the collections be evaluated for retention or deaccession, and a general clean-up be undertaken of material on loan. This team also strongly suggests a full review of the Kimes collection with the John Muir Association and an outside team of NPS archivists, curators, and librarians to determine whether this collection (in part or whole) should be accepted by the park.

The Association has quite a bit of capital invested in this material, and the Service should act in good faith by actively seeking resolution to this situation.

Oral history projects are strongly suggested for both the Eugene O'Neill Foundation at EUON and the John Muir Association at JOMU. In some cases the individuals supporting the protection authorizations establishing these parks are still active, and these stories need to be captured where this is possible. Funds for accomplishing this may be requested through both Interpretation and Cultural Resource funding sources.

The collections at RORI are in the best shape of the group, mostly due to journeyman-level collections oversight during the developmental phase of the park and a current SOCS. As a result, it appears no remedial loan or documentation work is required, and this status needs to be maintained while work progresses at the other parks.

Active partnerships exist at all parks in the group, with ample opportunities for future joint projects. The individual parks might look at numerous possibilities, such as the collocation of collections, or cooperative grant writing and fund raising for the documentation, or preservation or conservation of individual items or collections. Joint exhibit efforts or other collections-based activities would also be attractive possibilities. To accomplish joint goals, the parks must define individual and joint collecting strategies, program goals, and common exhibit needs and approaches. Such partnerships might well include jointly sponsored virtual exhibits, and catalogs to expand public knowledge of the jointly-held collections and the use of these resources.

Collections development can not be accomplished in a vacuum. It needs to incorporate the wants, needs, and desires of diverse sources, such as park staff, current and potential partnership organizations, and the general public. It needs to be a professional approach, guided by an actively updated SOCS, and supported by enlightened access, use, and management policies. Suggestions for the development of these may be found in the section on museum management philosophy at the beginning of this plan, and the suggested access and use policies in the appendices.

Progress will be measured in baby steps—trying out ideas, dropping the ideas that don't work, and doing more of what does.

## **Recommendations**

- Revise the Scope of Collection Statements for EUON, JOMU, and RORI, and create a Scope of Collection Statement for POCH.
- Evaluate each item in the EUON and JOMU collections against the new SOCS for retention or deaccession.
- Return all loan materials not actively required by the collections to meet the needs of the park.
- Renegotiate and update all loan documentation for material retained under loan.
- Review the Kimes collection and resolve this situation with the John Muir Association.
- Investigate the possibility of collocation of collections with the Eugene O'Neill foundation.
- Seek active partnership opportunities with neighbor agencies and organizations that will promote joint collections management, preservation, and use.



Figure 2 "Rosie," the player piano at EUON, is similar to the original piano much beloved by O'Neill in the Tao House.

## Archives and Record Management

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### Issue Statement

**The establishment of a consolidated archives program will foster organization and preservation of the archives and facilitate its use.**

### Background

This issue explores the need at Eugene O’Neill, John Muir, Port Chicago, and Rosie the Riveter (hereafter referred to as “the four parks”) to consolidate the management of the archives program, create professional standards for management, and take the steps required to preserve archival materials. Archival records provide the framework for institutional memory. Park libraries contain published secondary-source materials related to park resources. Park records are documents, images, databases, maps, and informational resources that are created and used in park operations and administration.

Park archives are derived from park records and non-park documents or images that meet the criteria for permanent retention as outlined in the current *DO#19 Records Management and Records Disposition Schedule*. Archives contain data regarding museum collections, park lands, historic structures, history, natural resources, and operations. These records are permanent because they embody the legacy of management and heritage that exists nowhere else. Proper control of records management is essential as a percentage of these active records will eventually become park archives. Accessibility and retrieval requires ongoing management from the moment records are created.

The archives program is currently challenged by a space shortage. According to the 2006 CMR, the archives for all four sites currently contains 9,000 items of accessioned and non-accessioned documents, flat files, and photos, a number which is wildly inaccurate. Based on an

extremely short onsite survey for the Regional Storage Strategy, an estimated 150 LF of potential archives and roughly 300 maps, plans, and drawings are located in storage and offices throughout the four sites which need to be accessioned into the museum collection archives. The bulk of these inactive records are located in the basement of the JOMU House, and the New Barn attic at EUON. The current available museum storage for all four parks will be hard-pressed to house these newly accessioned materials without making better use of the space and acquiring new shelving. In addition, there is no dedicated space to store pre-accessioned materials, process archival collections, or to allow researchers secure space for reference. As a result, potential archive collections are not housed sufficiently and are exposed to jeopardizing elements such as food, beverages, biological and rodent infestation, potential theft, or inadvertent damage from being underfoot.

Three of these sites have not previously had a CMP/MMP or an archives survey. While JOMU received a MMP in 1996, that plan does not address archives in a detailed manner. Aside from RORI, archives at the remaining sites have languished due to lack of planning, space, and professional museum management. The bulk of inactive records stored throughout the sites have not been surveyed, appraised, properly housed, or secured. Previous Scope of Collection Statements have only briefly mentioned archives, yet they are (or will be) the bulk of collections for all four sites. The silver lining is that the parks' Administrative Officer (AO) has kept all of the inactive park records in well-organized and labeled filing cabinets at EUON and JOMU.

It is unclear whether EUON/JOMU parks may have stored some of their early official records at the Federal Records Center (FRC) in San Bruno. As part of any future survey, or backlog-cataloging work, staff should query San Bruno and have any records located there returned to the parks for appraisal by a park archivist.

Each of the sites also contains library collections. These libraries are mostly for in-house use by staff, and all have some form of subject headings (Dewey or Library of Congress). As each library is relevant to the site where it is located, these should remain decentralized. Rare books



can be placed in the museum collections if/when needed, although they should only be accessioned into the museum if they are exceedingly rare or valuable.

Libraries are also ideal locations for housing reference/vertical files. Having a central filing cabinet for reference material helps make them accessible to all staff. No funding is currently available for acquiring new books, cataloging books, or maintaining library collections, the park should be creative in managing them. Strategies might include requesting free copies of new publications from any of the park associations (such as Western National); continuing to use the free cataloging services provided by Regional staff; and having interns or volunteers maintain these collections. A more recent trend with a few sites in the NPS has been to partner with local universities and/or libraries to provide free services to NPS staff. In a few instances this has led to access to online resources such as Proquest (entire spectrum of academic journal articles), online newspaper subscriptions, and access to archival databases, at no cost to the park.

JOMU had a few unique archival-related issues. Many of the archives that were already accessioned and cataloged were erroneously listed in ANCS+ as historic objects instead of archival collections; this needs to be resolved. Also, flattened letters stored in boxes have no logical organization (i.e., they are out of sequence by catalog number or any other logical consistency) which makes retrieval and the annual inventory rather time-consuming. They currently are inaccessible because of a lack of finding aids, which could easily be remedied during future archival project work. In addition, there were some archival materials that were not stored in proper acid-free containers and need to be rehoused; the ANCS+ database needs editing and reclassifying, and so on. Many of the archival collections were treated like historic objects, but in the future it would be best to maintain archives like a record group or collection. This avoids giving each item in a collection a distinct catalog number; instead the entire archive collection receives one catalog number.

## Discussion

### Museum Collection Storage

Presently, the dedicated museum collection storage space in each of these areas is inadequate to house current archive collections at the parks without some form of modification. Archival materials which should be accessioned and processed into the collection are forced to remain in substandard conditions in boxes and filing cabinets in offices and basements, as not enough room exists in the museum storage to add these new materials. The storage of inactive records in basements or attics is a necessary tool to manage park official records, but the parks will need to acquire space with better environmental controls and more defensible against biological and rodent infestation. Approximately 150 linear feet of archival records are in storage or active use at JOMU and EUON. An additional 300+ maps, plans, and drawings are also archival. These will need to be accessioned into the museum collections in the near future so that they can be preserved, protected, and available for use. Plans and drawings which have not yet been sent to the Technical Information Center in Denver need to be sent so that they can be microfilmed and digitized.

The parks will also need to plan for additional room for museum processing and dedicated reference work space. Ideally, these locations should be kept delineated so that materials being processed are protected from researchers (i.e., touching, spilling, theft). The current arrangement combines museum office workspace, museum processing space, and research reference space into one small room (EUON/JOMU and RORI). This is inadequate and will require planning and implementing corrective measures to alleviate this situation. With better use of space and the purchase of space saver shelving, the parks could implement interim measures at JOMU and EUON to maximize the collection storage space.

The EUON Foundation has a Bally building within the New Barn that could accommodate some of the EUON museum collections if it were to have more storage cabinets/shelving and a repaired HVAC. A short-term

solution would be for EUON to request project funding to fix or replace the HVAC and to cover the cost of utilities.

EUON also has the option of upgrading the top floor of the Barn to store records. This would require having a structural engineer examine the weight-load of the floors, and the installation of air-conditioning and a dehumidifier. Perhaps a combination of using the Bally building for museum collection objects, and a room upstairs in the Barn for storing museum collection archives would allow all EUON and POCH museum collections to be stored securely and with more appropriate environmental controls.

The Foundation Library (located on the ground floor of the Barn) could be reconfigured with a new table, or tables, to allow for easier research use. The location of EUON on a private, gated road impedes easy access by outside researchers; the park could investigate the option of moving the collection offsite into the local community. While this would improve accessibility, the tradeoffs would include the need for dedicated staff, additional costs such as utilities or lease, and additional security measures. If the collections were to be moved offsite, the best use of available resources would dictate that all four park collections be stored together. A single site would maximize efficiency by reducing staffing, utilities, and supplies that would be needed for multiple locations.

JOMU and RORI are more limited in their interim options, none of which are ideal. RORI could move their collections into one of the locking offices in the current location, at least until the park must move. This would provide slight improvements in security and environment. Either way, RORI's collections will quickly outgrow the available space. With a better use of available space and more shelving and/or cabinets, JOMU could increase the carrying capacity of its current museum storage in the basement of the JOMU House, although housing museum collections in basements is not a good idea. Another option would be to move the to-be-acquired administrative history archives to the top floor of the barn at EUON. Given the slim resources currently available to the parks, perhaps the best choice is to find the most effective way to preserve and secure all of these collections, making the best use of available space in the interim until a larger space becomes available to consolidate the collections.

If the parks were to reach a critical juncture regarding the lack of available space, resulting in the possibility of declining future acquisitions, one strategy would be to pursue an agreement with local NPS parks in the Bay Area for temporary storage. A less favorable option would be a university or institution but they would likely charge associated storage costs. The rapid growth of the RORI collections in the next few years will dictate the need for a new facility. Given that the park superintendent is located in Richmond, it would be logical to find a facility within close proximity to park headquarters. Regarding the museum resources, the priorities for a new facility will be an appropriate size (approximately 10,000 square feet), proper environmental controls, security, and accessibility.

## **Staffing**

The complexity of the collections and the decentralization of the four sites requires a professional museum staff person to manage these collections. As the bulk of the collections at the four parks are archival, and the large majority of research requests are for access to archival collections, the park should consider creating a professional archivist position as the park's collection manager. This position would place emphasis on managing the archives, museum collections, and libraries, and providing assistance with records management and historical research at the park.

## **Records Management**

In the last two decades, records management has become a crucial issue at most parks. While the administrative officer (AO) is ultimately responsible for official records at the park, there are no official "records managers" at parks, and these duties are largely collateral. Currently, the AO is responsible for the basic management of central files in the park. The park will need to clearly delineate responsibility for records management within the four sites. This will become even more critical regarding electronic records management. In order for the central files system to be effective, the creator of records must enter the correct central file code. Incorrect coding can lead to erroneous dispositions of potentially critical records. *Director's Order-19 (DO#19)* has been superseded in the last year by a newer version that identifies "resource management records"

which are to be archived at the park. This current version is available at the Inside NPS website.

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

Inactive park records are predominantly stored in the basement of JOMU, the New Barn attic of EUON, and in the open area of RORI. These records are in filing cabinets and for the most part, in relatively standard storage for inactive records. However, as a fair percentage of these records are archival, issues such as security, preservation, and organization become a greater concern. The current storage spaces do not have adequate environmental controls. There are currently twelve filing cabinets at JOMU, and seven at EUON with central files from 1960s – 2000s. A library/office in the JOMU Visitor Center also contains photos and resource management records. Resource Management Records are archival and are accessioned into the park museum collection archives once inactive (inactive is defined as used less than three times a year). If the park is ever in doubt about the disposition of a record (whether a record should be retained or disposed), please consult with an NPS archivist before making a determination.

To resolve these complex issues, the park would need to designate a team of park staff to form a committee to manage and monitor electronic and records management issues at the park. Guidance is available to help the park with standards, guidelines, and policies. The park will need to be vigilant in safeguarding electronic records.

Since metadata (or data about data) is lost and unusable once printed to hardcopy, the park will need to develop a policy for managing and migrating analog and digital files, and databases (with accompanying data and metadata). The park will be truly effective in this endeavor only if it requires all park staff to receive necessary training, and receives a commitment from park management to enforce already applicable records management policies and procedures. If these are not adhered to, the costs to retrieve obsolescent technology becomes astronomical and critical baseline data and institutional history will disappear.

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

## **SOPs and Protocols**

A professional museum program relies on creating and implementing standard operating procedures (SOPs) and protocols. Examples of these include “Access and Use,” “Copyright and Privacy Restrictions,” migration/reformatting procedures, and so on. In addition to Preservation Maintenance (Housekeeping) Plans, Integrated Pest Management Plans, and Emergency Operations Procedures, these guidelines are vital tools that provide a framework for everyday operations. However, these tools need to be kept current, and more importantly, need to be adhered to by the museum program. Appendix A presents an access and use policy that can be used as an example to help direct the current library access policy.

RORI has created and implemented an Access database “packet” system to track incoming materials from perspective donors. The system is a method of implementing intellectual control, so that staff can identify an object, determine the current storage location, and match the item with the donor information. The park should review and evaluate this process as

some aspects are redundant with ANCS+. If the park continues to employ the packet method it will be crucial that all necessary fields can easily be imported into ANCS+, instead of having to re-enter the information. An SOP should be drafted that details the steps and fields necessary for the packet system, so that any staff member can add or retrieve information as needed.

## **PMIS Projects**

Currently, three projects need to be requested by the four parks (submit in PMIS for RORI, but include in the narrative that the project includes EUON/JOMU and POCH). The first project is for a three-week survey to be conducted by a professional archivist (request salary, travel, and some supplies, roughly \$10,000 in CRPP Base, Fee Demo or Cultural Cyclic Maintenance). This project would allow an archivist to survey and appraise the collections at all sites. Once the survey and appraisal is complete, identified archival materials should be moved to collections storage and accessioned (if they have not been already). The archivist should then write a brief processing plan for these collections and submit this to the parks. This is the first step in preserving the archives and is the spring-board from which to create the second PMIS project.

The second PMIS project (backlog cataloging) requires that these collections are accessioned and will need a description of the work based on the processing plan completed as part of the survey to be performed along with a better estimate of size. The work to be performed will include standard archival processing, arranging/describing, and cataloging which results in folder-level description in the ANCS+ Archives Module, and a finding aid. The finding aid should include folder and item-level cataloging of photographs and drawings where appropriate. Consult with the curator-of-record for specific guidance.

Roughly 150 LF of records in storage within EUON/RORI and JOMU await accessioning into archives for preservation and cataloging. This work is equivalent to one FTE working for three years. The four parks should submit a backlog-cataloging project requesting funding for three years. The project should request about \$40,000 a year to obtain

professional archival services for the completion of this work. The accession needs to be at least one year old in order to qualify for “backlog.” To expedite this process, the park should have its curator-of-record conduct an estimated “lot accession” as soon as possible. Once the backlog-cataloging work begins, the archivist can pull discrete collections from this “lot” and accession these separately as needed.

The parks should also submit a MCPPP or CCM PMIS project for shelving, supplies, and upgraded housing which could be submitted after the archives survey in order to determine the needs based on an accurate assessment of the size and needs. Upgrade housing and shelving for 150 LF will typically cost between \$12,000 - \$17,000.

The JOMU and EUON archives also need the professional assistance of an archivist to re-organize the archives previously cataloged into ANCS+. As these materials have already been cataloged the park is not eligible to receive BACCAT funding for this work. It is recommended that the parks take advantage of having an archivist onsite as part of project work to resolve these issues (but avoid mentioning this detail in the PMIS narrative).

## **ANCS+**

A quick review of the ANCS+ database revealed a few issues. The first is the complication encountered when trying to match a listing in ANCS+ with the actual object, partly because of vague or inaccurate locations and lack of catalog numbers on objects. In addition, most of the archives have not been properly classified as archives in ANCS+; they have been classified as historic objects. Numerous photos, letters, maps, reports, and newspapers have been entered as history objects in the classification field, and not archives. At some point the park might consider updating these classifications so that entries are consistently classified. This has resulted in the current CMR report stating that JOMU has zero archives, and EUON has 666 archives; both are wildly inaccurate. POCH archives need to be accessioned. In the future, it will be critical to keep all four sites distinct by having an ANCS+ archives directory for each park (if one ANCS+ database is used to catalog all four sites).



The final issue to be resolved is that the majority of the archives collections have not yet been imported or cataloged into the archives module. For the collections to be fully accessed and managed, and as part of all future cataloging work, the archival collections need to be cataloged to at least the folder level, and in certain instances the item level, in the archives module.

## **Park Collections**

The archives are, overall, in very good condition. There are only a few preservation concerns in the archives that need to be addressed. Certain files and documents within archival document boxes are slouching. These will need to have buffered spacers placed into the boxes to prevent this. Collections storage will need flat file storage for maps, plans, and drawings to accommodate the materials in the parks that need to be accessioned into the archives.

## **Interns**

The use of park-supervised interns to help with archival projects is recommended. One option for free interns is through Stanford's Bill Lane Intern Program. Interns are provided at no cost, although parks need to provide housing. Students are available for ten weeks over the summer. Contact Stanford for more information on this program. Interns require some supervision, and projects should provide some level of education and/or development for the student(s).

## **Recommendations**

- Lot accession the inactive records/archives in the park.
- Locate the additional storage space, equipment, and supplies required to adequately house the museum collection archives and inactive park records.
- Apply for PMIS funding to conduct a four-park-wide archival survey and estimate production costs.
- Create a professional-level collections management position (archivist or curator) in OFS/ONPS to manage the park's archives, library, and records programs.
- Address reclassification and documentation problems specific to archival collections.

- Process and catalog the backlog in advance of scheduling parks' Administrative Histories (via PMIS project).
- Implement a formal records and electronic records management program.
- Delineate responsibility for managing records.
- Provide records management training for all staff.
- Review the Scope of Collection Statements and expand archival sections (as distinct components from History).
- Create museum processing space and researcher reference space.
- Archives on general display throughout the park need to be identified, accessioned, and moved into collection storage for preservation and protection.
- Review and/or develop Memoranda of Agreement with park partners, universities, and institutions to promote accessibility and accountability for library, museum, and archival collections.
- Identify institutions and universities where relevant collections are located.
- Repair HVAC in Bally building at EUON; contemplate NPS paying for utilities' costs.



Figure 3 Museum supply storage in EUON New Barn

## Collections Preservation

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### Issue Statement

**The development and implementation of a consolidated preservation program will foster resource protection and access to archives and museum collections.**

### Background

A balance between preservation and use is necessary for the proper care of museum collections and central to the National Park Service mission. Park museum collections require adequate and appropriate exhibit and storage environments, space for proper processing and research, and protected space for long-term storage. Park collections also require adequate professional staff to manage and provide care for collections, provide physical and intellectual access, and guidance to park management during the acquisition process.

The plan to consolidate curatorial programming for EUON, JOMU, POCH, AND RORI provides an opportunity to revitalize curatorial programs that have been weakened in recent years by budgetary and staffing constraints. The recently implemented curator-of-record program has shown the strides that may be gained when museum programs are professionally managed. The coordinated curatorial activities of all four parks will provide the opportunity for expanded professional oversight of the museum programs.

### Discussion

#### The Museum Environment

#### Light, Temperature and Humidity

Natural as well as artificial light is used to illuminate exhibit and storage spaces at JOMU, EUON, and RORI. A thorough evaluation of the exposure of museum collections to light is incomplete. The 2002

Condition Survey at JOMU identified exposures to UV radiation that far exceed the maximum limit recommended by the NPS. The survey identified that the UV filtering film applied to windows at the Muir house is no longer functional and it was replaced in 2006. Visible light is clearly an issue that warrants further investigation. Attempts to regulate exposure through the use of shades and curtains have had limited success because they are seldom used. Collections in storage are largely protected from light exposure by being housed in storage containers. Storage and curatorial work spaces should be evaluated and mitigation implemented as required.

**Table 1 Basic standards for exhibit light levels**

<b>50 lux maximum for especially light-sensitive materials including:</b>
dyed organic materials, textiles, watercolors, photographs and blueprints, tapestries, prints and drawings, manuscripts, leather, wallpapers, biological specimens, fur, feathers
<b>200 lux maximum for less light-sensitive objects including:</b>
undyed organic materials, oil and tempera paintings, finished wooden surfaces
<b>300 lux for other materials that are not light-sensitive including:</b>
metals, stone, ceramics, some glass

The parks have a good number and variety of temperature and relative humidity monitoring devices that have been used to record data in both exhibit and storage spaces. This equipment should be checked for calibration and anticipated lifetime (dataloggers generally require refurbishing or replacement after about 10 years). While information has been gathered, little analysis has been undertaken to determine if the environments are appropriate, or if attempts at mitigation are successful. Existing environmental monitoring equipment needs to be redeployed based upon existing and anticipated space usage. Potential combined storage locations should be monitored to determine their usefulness. Baseline data will be helpful in planning mitigation measures and for museum storage relocation strategies.

**Table 2 Relative humidity optimum ranges for various materials housed in a park’s museum collection. (NPS Museum Handbook)**

<b>Archeological Materials</b>	
Negligible Climate-Sensitive Materials.....	30% - 65%
Climate Sensitive Materials .....	30% - 55%
Significantly Climate Sensitive Materials .....	30% - 40%
<b>Metals.....</b>	<b>&lt;35%</b>
<b>Natural History Materials</b>	
Biological specimens.....	40% - 60%
Bone and teeth.....	45% - 60%
Paleontological specimens .....	45% - 55%
Pyrite specimens .....	<30%
<b>Paintings.....</b>	<b>40% - 65%</b>
<b>Paper .....</b>	<b>45% - 55%</b>
<b>Photographs/film/negatives .....</b>	<b>30% - 40%</b>
<b>Other organics (wood, leather, textiles, ivory).....</b>	<b>45% - 60%</b>
<b>Metals.....</b>	<b>&lt;35%</b>
<b>Ceramics, glass, stone .....</b>	<b>40% - 60%</b>

Traditional controls utilizing window shades, curtains, and windows with screens for ventilation are a labor intensive but effective method of mitigating excessive light, heat and humidity in historic structures.

## **Fire and Security**

EUON has a security system that is monitored by a private security firm. They call the Danville police and/or fire department in case of an alarm.

JOMU is serviced through GOGA (Presidio) dispatch. Some local alarms in furnished museum spaces are no longer functional.

All systems require annual inspection and should be reviewed for equipment replacement or upgrade every five years or whenever needs change because of increased security requirements.

## **Existing Park Museum Facilities**

At JOMU, museum collections are exhibited in both traditional visitor center exhibits and in furnished house museum settings. Museum storage is concentrated in the basement of the Muir home. Museum objects and archival collections are also stored in closets, the home's attic, and in park offices. The basement facility is inadequate in terms of space available for existing collections; it does not provide sufficient or suitable curatorial and research space; and is inappropriate since it is located below grade with the potential for flooding.

The EUON facilities include traditional visitor center exhibits and furnished house museum exhibits. Museum storage is located in a storage room and unused bathroom in the Tao House and on the second floor of the New Barn. The storage room is crowded and inadequate for the quantity of materials in storage. Environmental controls are not adequate to maintain appropriate temperature and relative humidity levels necessary for museum collection preservation. The New Barn storage area is currently utilized for a variety of storage purposes including museum collections. It does not provide adequate environmental control and is adjacent to park maintenance operations. POCH collections are also stored in this space. The EOF's Bally building, in a covered area adjacent to the New Barn, houses EOF collections.

RORI museum facilities are limited to collection storage space adjacent to the park's temporary headquarters office located within the temporary Richmond City Hall. While adequate as currently configured, this space will likely be overwhelmed as the park and its programs develop.

In general, curatorial storage spaces are equipped with appropriate museum quality cabinetry, archival storage materials, and equipment. In some instances, although the equipment is appropriate, the environmental conditions of the storage area have caused damage to the equipment that makes its continued use unwise. This is particularly true in the JOMU

basement storage area, where new cabinets are likely to sustain damage and require replacement themselves.

Existing museum storage facilities are inadequate to provide for proper management of the park collections.

Several options for interim improvement to storage conditions deserve further investigation and consideration. The New Barn at EUON should be considered for possible reconfiguration for additional museum functions. The second floor may have the potential for an expanded use for collections storage. A structural engineer should be consulted and the structure evaluated for the potential load. The Bally building adjacent to the New Barn is currently utilized exclusively by the Eugene O'Neill Foundation for collections storage. Reconfiguration of the interior and development of a shared space facility could provide improved storage for their collections and an opportunity to upgrade conditions for NPS collections. Reconfiguration options, including compact storage units, should be evaluated. Compact storage equipment should also be considered for expanding the usefulness of space currently utilized at RORI for museum collections storage and interpretive materials.

## **Combined Museum Collection Facility Strategy**

The PWR Regional Museum Collection Facilities Strategy developed information detailing the museum facility needs for parks in the region. The consolidated data for the four parks indicates that about 10,000 GSF (gross square feet) building would be adequate for this purpose. Such a facility will allow for the consolidation of museum and archival collections from the parks, and improve accessibility and access.

## **Preventive Maintenance (Housekeeping)**

Curatorial housekeeping programs at both JOMU and EUON are inadequate. Unacceptable conditions remain at JOMU that were noted in the 2002 Collection Condition Survey. Minimal levels of maintenance were evident in the interpreted spaces and collections storage spaces appeared to have had only limited maintenance in the past few years. A Preservation Maintenance Plan (PMP) exists for JOMU and a

Housekeeping Plan for EUON. Park review of these documents and implementation of their recommendations is necessary. PMPs should be developed incorporating all park areas, and maintenance schedules should be designed based upon those plans. Park management should consider including preservation maintenance activities in annual work plans and employee performance standards.

## **Integrated Pest Management (IPM)**

The curatorial IPM program at all of the parks requires revitalization. Development of a formal overarching IPM document may be helpful to park management in accomplishing this.

Park staffs have not maintained an active monitoring program in museum spaces; levels of pest activity are not understood; and activities to eradicate or exclude pests are undertaken with limited success. A cooperative approach to addressing the rodent exclusion issues at both JOMU and EUON would be extremely useful. Curatorial and facilities maintenance staff should work together to identify and exclude rodents from the structures.

An active pest monitoring program should be instituted in all spaces housing museum or archival collections. Trap placement should be well thought out and traps should be inspected and replaced on a monthly basis. Pests should be identified and counted, and the data recorded for analysis. In particular, “museum pests” should be noted and follow-up inspections immediately undertaken to identify the source of the infestation, if possible.

Any plan that involves the relocation of museum collections from one facility to another must include a thorough evaluation of the potential for cross contamination. Precautions including examination of individual objects, thorough cleaning of collections, thermal pest treatments, and anoxia treatments may be warranted depending on the threat and collection type. A conservator familiar with museum pest eradication measures should be consulted for advice and assistance.



## Conservation

Conservation Assessments or Collection Condition Surveys are a valuable tool for understanding the overall health of a collection and in developing a plan for the prioritized treatment of museum collections. The Survey undertaken in 2002 for JOMU provides a good example of such a document. The overview of the site from a conservator's perspective provides valuable insights into the curatorial program and a detailed evaluation of the museum environment. The individual objects surveyed were selected based upon object and material type to provide a better understanding of the general condition of the collection, rather than an evaluation of specific materials of highest significance to the park.

Park management should seek opportunities to gain additional information that helps to define the collection materials of most significance to the parks. Through collections research, surveys, cataloging projects, and annual inventories, curators can identify and prioritize specific museum and archival materials that warrant treatment. Materials of the highest significance should be identified, condition evaluated, and treatment undertaken if needed. EUON and RORI need Conservation Surveys as well.

## Recommendations

- Conduct a conservation survey of museum collection and archival material known to be of highest significance to the parks. Prioritize them and undertake treatments as necessary.
- Maintain the curator-of-record program until professional museum staff is hired to exclusively support the four parks. Prepare and update funding documents to seek adequate museum staff.
- Develop a plan for acquiring and developing a permanent facility to support the museum operations of the four parks.
- Reestablish an environmental monitoring program that provides data that can inform curatorial and management decision making.
- Develop Preservation Maintenance Plans and initiate a comprehensive museum housekeeping program.
- Inspect fire and security systems annually and schedule regular equipment upgrades using cyclic maintenance funding requests.

- Conduct analysis of potential museum storage and curatorial work space within the parks for utilization pending the development of a joint facility.
- Explore consolidating EUON collections with the EOF collections in the Bally building located in the New Barn. Repair (or replace) the HVAC system and consider paying for utility costs for this space as part of an updated agreement.



Figure 4 Aja Sorensen, cataloger at RORI during 2005-2006, with a tray of WWII artifacts, part of the new collection of over 11,000 items received by Rosie the Riveter/WWII Home Front NHP within a two-year period.

# Issue D— Museum Staffing, Planning, And Programming

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## Issue Statement

**Appropriate staffing, programming, and planning are required for successful management of a well-defined museum program.**

## Background

The three park units and one affiliated area now managed by one superintendent and management staff were all established under separate legislation over a period of almost forty years for vastly different reasons.

- John Muir National Historic Site (JOMU) was authorized in 1964 (with additions in 1994 and 2000) to preserve the home of conservationist John Muir, the adjacent Martinez Adobe, Mt Wanda, and Muir’s gravesite to commemorate his contribution to the conservation movement of the United States.
- Eugene O’Neill National Historic Site (EUON) was authorized in 1976 although the site was not transferred to the NPS until 1980. Tao House was built by Eugene O’Neill who lived there from 1937 to 1944 and where several of his best known plays were written.
- Rosie the Riveter/World War II Home Front National Historical Park (RORI), authorized in 2000, commemorates the contribution of those who supported World War II stateside. The park has no land base and is working in partnership with the City of Richmond to preserve important extant resources from the war years.
- Port Chicago Naval Magazine National Memorial (POCH) is an affiliated area and was authorized in 1992. The memorial is located at the Concord Naval Weapons Station and recognizes the critical role Port Chicago played in World War II by serving as the main munitions facility for the Pacific Theater. It also commemorates the explosion that occurred in 1944 which resulted in the largest domestic loss of life during World War II. There has been some recent discussion regarding making this site a unit of the NPS; however, at the present time this has not been done.

EUON and JOMU are historic house museums which are furnished with period and reproduction artifacts. Few materials are available or reinstalled in the houses, although some of Muir's furnishings are on display in the 'Scribble Den.' Both houses have approved historic furnishings reports (EUON, 1983; JOMU, 2005). There has been much concern about the refurnishing of JOMU as little original documentation exists of what was in the house during Muir's residency. Discussion is ongoing about the best way to tell the story for which the park was created. The parks do have a number of collections associated with the site or personages for which they were created. The collections, perhaps with the exception of archives, which are currently not within the museum collection, are fairly stable in size and are not expected to grow greatly in the future.

Since RORI has no land base, the museum collections are the park resources central to the preservation, interpretation, and education programs of the park. In addition, the legislation creating the park specifically mentions collecting oral histories and museum and archival collections to tell the stories. It is also the park with the largest and most dynamic of the collections. RORI can be expected to grow as it becomes better known and as the World War II generation and their children age and look for places to deposit their memories.

Although POCH is presently an affiliated area, the NPS is tasked with providing access and interpretation to the memorial. In the process of managing that and creating a relationship with the U.S. Navy, the staff has acquired a number of items which have been inventoried but not accessioned into the NPS system.

The parks' collections, with the exception of RORI, are relatively small with little backlog of uncataloged accessioned material (see Table 3). EUON and JOMU have large archives which need to be added to the museum collection. RORI will continue to grow and will likely be the largest of the park collections.

**Table 3 Collections' sizes based on FY 2006 Collections Management Report (no figures available for POCH)**

<b>PARK</b>	<b>COLLECTION SIZE</b>
EUON	3,825
JOMU	6,323
RORI	9,255
<b>TOTAL</b>	<b>19,403</b>

In 2005 a new superintendent, Martha Lee, was appointed to manage the four areas and staff was reorganized to provide an overarching management structure for the areas. Staff now includes a deputy superintendent, an administrative officer, and chiefs of interpretation and resource management. Prior to this organization, RORI had a superintendent and a very small staff. Museum collections began to be acquired in 2003 with assistance from Golden Gate National Recreation Area Curator Diane Nicholson. EUON and JOMU were co-managed following a management review by the regional office in 2001. Museum collections were managed as a collateral duty by Chief of Interpretation David Blackburn. POCH collections, while never formally accepted by or accessioned into the NPS, were acquired by EUON staff and stored there.

With the creation and filling (2005) of the chief of resources management position, museum collections management became the responsibility of that position. The current incumbent is Lucy Lawliss, an historical landscape architect with broad NPS cultural resource management experience. She has been on a fast track in learning all the ins and outs of the NPS museum management program. In 2004 RORI began to have the assistance of the Point Reyes National Seashore Archivist (Collections Manager) Carola DeRooy under an agreement between the superintendents. A formal agreement was established in 2005 between PORE and the four areas managed by Lee. DeRooy worked four pay periods in FY 2006 on the parks' collections management and seven pay periods have been programmed for FY 2007. This is an important step forward in professional management of the parks' museum collections.

Collections Management Reports, Automatic Checklist Programs, and Annual Inventories have been submitted for all parks for 2006, which had not necessarily been the case in the past.

## Discussion

The management of these collections, which currently number about 20,000 accessioned items plus POCH materials and unaccessioned archives of 150 linear feet, needs to be brought into a professional realm. The preservation and protection of these nationally significant materials is currently compromised by lack of staff, poor documentation (with the exception of RORI), and minimally acceptable to poor storage and exhibit conditions. The curator-of-record program is a stopgap measure at best and, due to the growth and use of the collections, particularly at RORI, the time has come for a more professional and permanent program. Further discussion of these issues is covered in Issues A, B, and C.

## Planning

General Management Plans (GMP) for EUON (1990) and JOMU (1991) exist but need revising because many of the proposals were accomplished and many changes in circumstances in the last 15 years since they were approved. The RORI GMP is in draft and expected to be completed in the next year. This draft includes specific mention of museum and archival collections, while the EUON and JOMU plans only peripherally refer to museum collections by discussing need for collections storage. With the circumstances that have changed, including the change in management strategy, the management team is planning to request funding for new plans for EUON and JOMU. This MMP should inform those plans. Since POCH is currently an affiliated area, there are no management plans in existence; this would change if the site were made a unit of the NPS.

The Pacific West Region Museum Collection Curatorial Facility Plan, approved May 2006, proposes to consolidate collections from EUON, JOMU, POCH, and RORI in a facility located at RORI. This plan was incorporated into the Service-wide plan required by Congress.

JOMU and RORI are beginning a Long Range Interpretive Plan (LRIP) which should assist in further strengthening the use of museum and archival collections for educational and interpretive programs.

## **Workload Analysis and Staffing**

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

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

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

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

Based on the MMP team's analysis, the park needs three (3) staff to manage the museum collections for the four areas, including a full journeyman-level position (GS-11) to manage the program and act as collections manager. This position could either be an archivist (GS-1420)

or curator (GS-1015). Two additional staff are needed. The first, a museum technician (GS-1016-07), would perform preventive maintenance (environmental monitoring, IPM, museum housekeeping, etc.) for all areas housing museum collections, including exhibit and storage spaces. The second, an archivist (GS-1420-09), would manage the archival collections, including appraisal, processing, cataloging, collections management, and reference services.

RORI has developed an operating increase request for management of the museum collections for the four park areas through the Operation Formulation System (OFS): “Four (4) Museum Management Program Collaboration” (OFS request 10204A). This request is park-priority one (1) and regional priority 39. It is currently formulated for \$250,000 with three (3) FTE. Given the recommended grade levels and salary rates for the San Francisco Bay area, the staff may want to revise the OFS funding components if that is possible.

## **Funding Sources**

The parks have been somewhat successful in receiving project funds for the museum collection from the Cultural Cyclic Maintenance (CCM), MCPPP, and Backlog Catalog Program. As the park has other cultural resource needs, it has not been as successful in receiving Cultural Resource Preservation Program Base (CRPP-BASE) funds. However, that fund source has about \$90,000 for cataloging museum collections. The parks would compete fairly favorably for it, and so should consider requesting additional funds through this program.

The parks have a number of project requests (see Appendix E) related to the museum program in PMIS. Some of these requests are outdated and some are completed. Using this MMP as well as the workload analysis, all PMIS project statements need to be reviewed and revised. In addition, new project statements need to be completed, especially those for integrated, multi-park projects. Now that the parks are managed as a single program, they have an opportunity to submit three projects per cultural resource funding source per year. Since the need is so great, they should take advantage of this in creating their requests. Taken as a whole, the museum



project statements should support a five-year program for the preservation, protection, and access of museum collections.

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

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

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

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

Other sources of funding are available for the museum collection. The Save America's Treasures program provides grants for the preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. This program requires a dollar-for-dollar non-federal match for all projects. The non-federal match can be cash or donated services and does not have to be "in the bank" at the beginning of the grant. Depending on the park for which the project is proposed, the John Muir Association, the Eugene

O'Neill Foundation, the Rosie the Riveter Trust, or the Western National Parks Association could provide assistance in securing the non-federal match. The National Park Foundation can also provide similar assistance.

The National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and other granting agencies and institutions might also provide funding for museum projects. The NPS cannot receive grants directly from NEA and NEH. It can, however, be a full partner with other institutions such as the Richmond Museum of History, the Museum of San Ramon Valley, the John Muir Association, the Eugene O'Neill Foundation, the Rosie the Riveter Trust, or the Western National Parks Association to develop other programs that would further the preservation, protection, and use of the parks' collections.

## **Possible Intern and Student Assistance**

A number of graduate programs may provide interns to do professional-level museum project work under the direction of museum professionals. The American Association of Museums has a list of such accredited programs, and two of them are in the San Francisco Bay Area: John F. Kennedy University and San Francisco State University. The University of Nevada at Las Vegas has a public history program that is developing an internship program that might also provide students for museum support work. The Western Washington State University has an archives management program as does the California State University, San Jose. The NPS has a cooperative agreement with the National Council for Preservation Education that provides a clearinghouse for interns from appropriate college and university programs for parks. In addition, the Cooperative Ecosystem Studies Unit (CESU) through the University of California has been successfully used with the San Francisco State University museum program to provide museum studies graduate students to complete projects for RORI and could be used for additional projects there and at the other parks.

The American Institute for Conservation has a list of conservation programs. If housing could be found, it might be possible to find lower cost staff with professional training to work on specific museum projects

at the park. Funding for stipends from the John Muir Association, the Eugene O'Neill Foundation, the Rosie the Riveter Trust, or the Western National Parks Association and NPS Volunteers-in-Parks would also provide an excellent opportunity for students to work with a premier museum collection and learn about the NPS museum program, while the park museum program benefits from trained people.

## **Partnerships**

The parks have a number of relationships with organizations which could be considered partners. Some of them are formal and some are not. Agreements exist with some, although they may have expired and need revision.

### **Eugene O'Neill National Historic Site**

The Eugene O'Neill Foundation (EOF), Tao House was established for the purpose of acquiring the house and developing the site into a center for performing arts and study. The EOF collaborates with the National Park Service for artistic and educational programs. They collect materials related to the O'Neills and to production of O'Neill's plays. Collections are stored in the New Barn on the site and include a library and archival and object collections. The existing agreement between the NPS and the EOF was revised and signed in 2007. This would be a good time to offer the EOF board some behind-the-scenes tours of the EUON collections to engage them in conversations about preservation needs and possibilities for additional collaboration opportunities.

It would also be a good time to clarify relationships and roles between the NPS and EOF. The creation of complementary collection development and policies outlining who will do what is important to both organizations. It is also possible that shared collection and exhibit space could be developed thus leading to consolidation of collections and leading to better accessibility, especially for the EUON collections. A talented EOF volunteer has developed an interesting database that could be expanded to include EUON collections and be stored on NPS servers thus allowing for broader access. The EOF has the subject-matter expertise on the O'Neills

while the NPS could provide the museum and archival technical assistance.

The park should also consider expanding relationships with other local institutions that share similar goals such as the Museum of San Ramon Valley and the Danville library as well as educational institutions not only in the San Francisco Bay Area but nationally. These organizations might offer locations for expanded programs because of restricted access to the EUON site.

## **John Muir National Historic Site**

The John Muir Association (JMA) began as John Muir Memorial Association. It was organized in 1956 to preserve the John Muir home site in Martinez, California, and assure its transfer to the National Park Service. Renamed in 2004, the JMA continues to work with the National Park Service to preserve the mansion and surrounding orchards, native plants and grounds, and to interpret the life and legacy of John Muir and the history of the home and ranch. There is an existing agreement with the JMA but when it is time to revise it, expanding the support to the museum collections should be a goal. Although JMA has only been involved in the acquisition of one collection that may come to the park, they may be interested in doing other similar projects in future and the park needs to clarify their role in such cases.

Additional relationships should be expanded to broaden the programs and use of the collections. The Martinez Historical Society, the Contra Costa County Historical Society, and other similar historical societies may provide opportunities for collaborations on programs and projects. The University of the Pacific (UOP) houses the largest collection of Muir-related items. Since 1970, Holt-Atherton Special Collections has been the repository for the John Muir Papers. During the past thirty years the Muir-Hanna families have deposited approximately 75% of the extant works of Muir with them. The park has a relationship via a “letter of intent” with the John Muir Birthplace in Dunbar, Scotland, that defines an employee exchange program. Yosemite National Park and other national parks, especially in Alaska, also have a close relationship to Muir.

Finally, the Sierra Club, which has a link to the JOMU web exhibit as well as an exhibit on Muir on their website

[http://www.sierraclub.org/john\\_muir\\_exhibit/](http://www.sierraclub.org/john_muir_exhibit/) should be contacted for further partnering. John Muir and other supporters formed the club in 1892 “to make the mountains glad.” Muir was one of the founders and the Club's first president, an office he held until his death in 1914. These organizations and institutions are involved in preserving and telling related stories.

The Western National Parks Association (WNPA) is the cooperating association for EUON and JOMU and can offer other support, including but not limited to, financial support.

## **Rosie the Riveter/World War II Home Front National Historical Park**

The Rosie the Riveter Trust (Trust) was formally organized in 1999 and helps preserve the historic resources of the park, implement its programs, and teach the story of the home front. The Trust partners with government, business, labor, academia, and individuals to support visitor services, research and interpret the history of the home front, preserve park sites, and establish links to other home front sites across the country. The Trust is also RORI's cooperating association and currently has a web store.

When it is time to revise the existing agreement between the park and the Trust, expanding support to the museum collections might be a goal. The Trust, along with the City of Richmond (one of the park's primary partners), will have an important role in locating a place for the museum collections facility for RORI. As noted elsewhere in this plan, establishing a facility for the combined collections of RORI and the other parks brings the opportunity for a significant educational and preservation facility to Richmond.

The park has other partnerships which could be expanded and formalized, including Kaiser (builder of the shipyards and creator of Kaiser Permanente), Richmond Museum of History, and the University of California Regional Oral History program. In addition, the park should explore possibilities for collaboration with institutions engaged in

preservation and interpreting the home front and related stories. These could include other NPS areas relating to the World War II story; Japanese American internment sites (both inside and outside the NPS); museums such as the National World War II Museum (formerly the D-Day Museum) in New Orleans; the Library of Congress (which has a large program to preserve oral histories from the World War II); and the Smithsonian Institution, National Museum of American History.

All the partnerships with the parks should be explicit in clarifying relationships and roles. With those that are collecting entities, agreements regarding collections development and policy should be in writing. Other opportunities for collaboration exist for:

- Technical Assistance—such as grant seeking, conservation assistance, and evaluations
- Shared collection and exhibit space
- Consolidation of collections and accessibility, both intellectual and physical
- Joint exhibits
- Education and other programs

### **San Francisco Bay Area Network (SFAN)**

"Networks" were established by the Natural Resource Challenge in 2000 for use in the natural resources Inventory and Monitoring program. In the Pacific West Region, however, parks have found that it is useful to collaborate as networks on a wider variety of topics; the regional director and Regional Leadership Council (RLC) have been encouraging this collaboration in these austere budget times. The SFAN includes Fort Point National Historic Site (FOPO), Golden Gate National Recreation Area (GOGA), John Muir National Historic Site (JOMU), Juan Batista de Anza National Historical Trail (JUBA), Muir Woods National Monument (MUWO), Pinnacles National Monument (PINN), Point Reyes National Seashore (PORE), Rosie the Riveter/World War II Home Front National Historical Park (RORI), and San Francisco Maritime National Historical Park (SAFR). FOPO, GOGA, MUWO, and NPS operations on the Presidio are administered by GOGA and the northern GOGA lands are managed by PORE. This network is fortunate in that there are a number of

museum, archival, and library professionals at GOGA, PORE, and SAFR. Although the workloads of these parks are heavy, there may be additional opportunities for assistance beyond what is being provided by DeRooy at PORE.

## Recommendations

- Create and fill professional staff positions to manage museum and archival collections based on a workload analysis of needs for the four park areas.
- Based on the workload analysis and appropriate museum staff grade levels, revise the OFS programming form (budget increase request).
- Continue and expand working within the SFAN to provide needed assistance for maintaining, preserving, and providing access to the parks' collections.
- Complete an annual work plan for the Museum Management Program that should be included in the park's annual work plan. At the end of the fiscal year, complete an accomplishment report that indicates what has and has not been completed.
- Continue to update and create PMIS statements to meet the needs of the museum program as well as add new ones based on this MMP to support a five-year museum program.
- Identify other funding sources (such as Save America's Treasures, the John Muir Association, the Eugene O'Neill Foundation, the Rosie the Riveter Trust, the Western National Parks Association) from which funds can be requested to accomplish the goals of the program.
- Strengthen existing and create additional partnerships with organizations such as the John Muir Association, the Eugene O'Neill Foundation, the Rosie the Riveter Trust, the Richmond Museum of History, and the Museum of San Ramon Valley to further the goals of the museum program.
- Establish an internship program and contact graduate programs for candidates to assist in accomplishing the goals of the parks' Museum Management Program.
- Use this plan to inform future planning for the parks, including GMPs and interpretive plans.



Figure 5 Uninstalled art rack custom-built to house a number of framed historic photos in collection storage at JOMU



Figure 6 Cabinets in EUON's New Barn where items related to the history of Port Chicago and given to the park by the Navy are being stored temporarily



# Appendix A— Suggested Collections Access Policies

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

## Levels of Access to the Archives and Museum Collections

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

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

## Conditions for Access

- The research application must be completed; it will be used as a basis for determining the level of access necessary, and to maintain a record of use for statistical purposes.
- Level of access will be determined by the chief of natural and cultural resource management and/or the collections manager(s). Prior to allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.

- Access will be made with the assistance of the curatorial staff, during regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.
- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the guest register.
- The *Guidelines for the Use of Archival and Museum Collections* will be followed by all individuals with access to the collections.
- While no user fee will be required for access to the archives or museum collections, the chief of natural and cultural resource management and the curatorial staff will determine what services may be reasonably offered and what charges may be required for services such as staff overtime, photography of specimens, or reproduction of documents.
- All photography of specimens and duplication of documents will take place on-site using the *Guidelines for Photography of Museum Collections and Duplication of Historic Documents*.
- A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.
- [Name of park] reserves the right to request copies of notes made by researchers, and requires copies of research papers or publications resulting in whole or part from use of the collections.
- There may be legal considerations (such as the Native American Graves Protection and Repatriation Act, 1991) which allow or limit access to part of the archives and museum collections.

## Access Policy Administration

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

Superintendent

[Name of park]

[Address of park]

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

The evaluation of requests should consider the motives of the researcher, the projected length of the project, the demands upon the available space,

staff, and collections, and the possible benefits of the research project. Access may be denied if thought not to be in the best interests of the resources, the park, or the National Park Service. It is expected that the chief of natural and cultural resources management will make these decisions in consultation with the collections manager(s).

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

# Research Application for Museum Collections and Historic Documents

## [Name of Park]

Name \_\_\_\_\_ Telephone Number (\_\_\_\_\_) \_\_\_\_\_

Institution/Organization \_\_\_\_\_

Address \_\_\_\_\_

Date you wish to visit \_\_\_\_\_

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

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

Research topic and materials you wish to see  
\_\_\_\_\_

### Indicate which activities you wish to do

- |  |  |
|--|--|
| <input type="checkbox"/> Consult catalog cards   | <input type="checkbox"/> Consult archeological records |
| <input type="checkbox"/> View objects in storage | <input type="checkbox"/> Study objects in storage      |
| <input type="checkbox"/> Draw objects            | <input type="checkbox"/> Consult historic documents    |
| <input type="checkbox"/> Other _____             |  |

### Purpose of your research

- |   |                                       |
|---|---------------------------------------|
| <input type="checkbox"/> Book                                       | <input type="checkbox"/> Article      |
| <input type="checkbox"/> Lecture/conference paper                   | <input type="checkbox"/> Term paper   |
| <input type="checkbox"/> Thesis                                     | <input type="checkbox"/> Dissertation |
| <input type="checkbox"/> Exhibit                                    | <input type="checkbox"/> Project      |
| <input type="checkbox"/> Identify/compare with other material       |                                       |
| <input type="checkbox"/> Other commercial use or distribution _____ |                                       |
| <input type="checkbox"/> Other _____                                |                                       |

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

Signature \_\_\_\_\_

Date \_\_\_\_\_

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

(reverse side: Research Application)

National Park Service Use Only

**Identification (provide at least one)**

Institutional ID \_\_\_\_\_

Driver's License Number \_\_\_\_\_

**Research Topic**

\_\_\_\_\_  
\_\_\_\_\_

**Location of Research (check one)**

Curatorial Office

Storage

Exhibit Area

Others \_\_\_\_\_

# Museum Objects Reviewed by the Researcher

[Name of Park]

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

# Guidelines for the Use of Archival and Museum Collections

## [Name of Park]

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

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

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

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

## Availability

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

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

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

## Registration

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

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

## Use of Archival Records and Manuscripts

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

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

- Remove only one folder from a box at a time. Do not remove or alter the arrangement of materials in the folders.
- Maintain the exact order of materials in a folder, as well as folders within a box. If a mistake in arrangement is discovered, please bring it to the attention of museum staff. Do not rearrange material yourself.
- Do not erase existing marks on documents and do not add any additional marks.
- Do not lean on, write on, trace, fold, or handle materials in any way that may damage them.



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

## **Duplication**

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

## **Copyrights and Citations**

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

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

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

## **Restrictions on Use**

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

## **Responding to Off-Site Reference Inquiries**

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

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

# Guidelines for Handling Museum Collections

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

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

- Use caution in handling collections, and wear gloves when requested to do so.
- Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.
- Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.
- Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.
- Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.
- Do not pick up anything before you have a place to put it down and your path to this place is clear.
- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.
- Except for small items, always grasp an object with two hands, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.
- If an artifact has a weak or damaged area, place or store it with that area visible.

## Special Objects

- Mounted herbarium specimens should be laid on a flat surface and the folder cover and specimens handled gently, taking care not to bend the sheets or touch the actual specimen.
- Pinned insect specimens should be handled as little as possible, and then handled by the pin. Avoid bumping and strong drafts when handling these specimens.
- Skulls and skeletons should be kept in their jars or containers while examining.
- Ceramics and baskets should be supported from the bottom, never lifted by the rim or handles.
- Photographs, transparencies and negatives should be handled by the edges, and should remain in protective mylar sleeves whenever possible. White gloves should always be used when handling photographs.
- Unrolled textiles should be broadly supported from underneath rather than by holding from the edge.

## Reporting Damage

Please report any damage you observe or cause to specimens.

## Behavior

- Food, beverages, smoking, and pets are not allowed in the storage or study areas.
- Staff members are responsible for the behavior of any person accompanying them into the collections.
- Children under six years of age must be accompanied by an adult and physically controlled at all times. Other minors must be under the direct supervision of an accompanying adult at all times.

I have read and understand the above policy.

Name \_\_\_\_\_ Date \_\_\_\_\_

# Guidelines for Photography of Collections and Duplication of Historic Documents

## [Name of Park]

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

## Duplicate Photographs of Museum Collections

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

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

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

- Requests for photographs of items in the museum collections will be submitted to the park curator, who will establish any necessary priority for the work. Requests should be made on copies of the attached form.
- Requested items that do not have copy negatives will be photographed based on these priorities. A cost recovery charge for photography and processing may be required.
- Photography will be done at the park, under park control, to preclude the possibility of artifact damage or loss. The resulting photographic negatives and their copyrights belong to the National Park Service.

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

## **Duplication of Historic Photographs and Documents**

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

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

Increased requests for access to and copies of historic photographs and documents will require the following procedures to establish priorities for the duplication work:

- Requests for duplicate historic photographs and documents are submitted to the park collections manager who will establish any necessary priority for copy work.
- Requested items that do not presently have copy negatives will be duplicated based on these priorities. The originals must be accessioned and cataloged into the park collection. A cost recovery charge for duplication may be requested.
- Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.
- Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication. Microfiche copies of historic documents will also be maintained and will be available for use. A cost recovery charge may be required for copy prints.

The park will provide the sufficient quality duplication necessary to fulfill all the normal requirements for suitable reproduction. Outside individuals

or organizations that request use of the images will be required to use only those copies provided by the park; and they will be obligated to acknowledge NPS credit if the photographs are published or exhibited to the public. By law, users must also credit the photographer, if known.

# Request for Photographs of Items from the Museum Collections

[Name of Park]

Catalog #	Object Name	B&W/Color	Size	Finish

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

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

Signature \_\_\_\_\_

Date \_\_\_\_\_



# Appendix B— Suggested Library Operating Policy

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## Introduction

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

## Objective

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

## Responsibility

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

## Scope of Collection

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

Materials in the library will pertain to the following:

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

## **Selection Guidelines and Procedures**

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

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

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

## **Microfilm**

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

## **Periodicals**

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

- Periodicals must supplement the collection as an additional and current source of information.
- Periodicals must occasionally or regularly publish popular articles, or historic articles of use or interest to the park staff.

# Operating Guidelines

## Loan Privileges

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

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

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

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

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

## Damage and Loss Policy

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

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

## **Vertical File**

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

## **Paperbacks**

Paperbacks will be acquired for the following reasons:

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

## **Duplicates**

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

## **Replacement**

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

## **Gifts**

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

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

## **Controlled Access Collection**

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

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

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

## **Exhibited Materials**

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

## **Interlibrary Loan**

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

## **Vertical File Policy**

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

## **Photocopying**

Photocopying of materials is permitted except in the following situations:

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

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

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

## **Adding New Publications**

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

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

## **Excluded Publications**

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

- Dictionaries, thesauruses, word finders, usage guides, or similar reference guides
- Other books regularly needed by employees to carry out their day-to-day duties, such as safety manuals, fire codes, regulations, laws, museum manuals, and public health manuals
- Annual publications, such as almanacs, price books, catalogs, and zip code guides
- Publications purchased as part of an approved training program
- Books in the excepted category may be included in the collection at the discretion of the library manager.

## **Inventories**

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

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

## **Binding**

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

## **Weeding**

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

- Information outside of the scope of collection
- Outdated information
- Inaccurate information

- Irreparably damaged or worn materials
- All items, including those that exhibit the above characteristics, should be carefully considered for possible historic value.

## Weeding Procedure

Items are removed from the collection following the above criteria.

Selected material is included in a memo and circulated to park staff. Final approval of weeding is made by the chief of natural and cultural resources management.

A Report of Survey (DI-103) is prepared and circulated.

Library records will be updated.

Cataloged items are offered to the following:

- a) [Name of regional library or support office]
- b) [Name of region] Region Units
- c) Harpers Ferry
- d) Department of the Interior Library
- e) Library of Congress

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

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

## Approved by:

Superintendent \_\_\_\_\_ Date \_\_\_\_\_

Team Leader \_\_\_\_\_ Date \_\_\_\_\_

Library Manager \_\_\_\_\_ Date \_\_\_\_\_



# Appendix C—

## NPS Records Management

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The underpinning philosophy and paradigm of records management within the National Park Service is being rethought in light of NPS best practices and continuing technological impacts on communications. The Department of the Interior (DOI) and NPS have identified the need for continuing management of park cultural and natural resources in two concepts: “Mission Critical Records,” as presented in *Director’s Order-19 (DO#19)* and “Resource Management Records,” as presented in the DOI and National Park Service museum management policies.

*DO#19* specifically identifies mission critical records as having the highest priority in records management activities. Mission critical records are all records documenting natural and cultural resources and their previous management. These records contain information crucial for the future management of the resources and include “general management plans and other major planning documents that record basic management and philosophies and policies, or that direct park management and activities for long periods of time.” Other examples of mission critical records include records that directly support the specific mission of a park unit and the overall mission of the National Park Service. These records are permanent records that will eventually become archival records. Therefore, *DO#19* dictates that these records should receive archival care as soon as practical in their life cycle.

Similar to that of mission critical records is the concept of “resource management records.” The DOI manual’s definition says that resource management records are “made or acquired by the federal government to record information on cultural and natural resources.” As described in the *Cultural Resource Management Guideline (NPS-28)*, resource management records document park resources and serve as key information for their continuing management. Accordingly, they are classified as “library and museum materials made or acquired and

preserved solely for reference or exhibition purposes.” Therefore, these materials are excluded from the National Archives’ definition of records.

However, in the last few years, the definition of resource management records has broadened beyond reference or exhibition materials. Many official records have also been designated as important for the long-term management of park cultural and natural resources. In the past, official records could not be added to a park’s museum or library collection. However, records generated by the planning process and compliance review actions of resource management are important official records that never reach an inactive status.

The past system of records management and disposition as promulgated in *NPS-19* focused on “official records” and “unofficial records.” Official records were original documents created or received by a park in the course of performing the daily business of the NPS. Unofficial records encompassed duplicate copies of official records and documents generated in association with a resource management project (e.g., archeological field notes). Non-official records were materials not created by a government agency, and included donated manuscripts (e.g., letters written by an eminent figure associated with the creation of a park), collections of personal papers, organizational records of non-governmental entities such as businesses or civic groups, and collections accrued by private individuals. Only unofficial and non-official records could be placed in a park’s museum collection, after evaluation against the park’s Scope of Collection Statement (SOCS) for retention, if appropriate. By law NARA has been responsible for the official records of the federal government, once the records are no longer actively needed and have reached their disposition date. Non-official records, such as manuscript collections, were not governed by the NPS Records Disposition Schedule and NARA and included in a park’s museum collection based upon its SOCS.

Under the new methodology, instead of a record’s importance being primarily dictated by its form (a signed original or a copy), a record’s primary importance is to be determined by the actual information it carries. This philosophy divides records into “permanent” and

“temporary;” copies are to be considered just copies and so are not addressed. Permanent records have continuing value to resource management. Temporary records have a limited use life in the operations of a park (or support office). There is also discussion of the notion of “permanently active” records, those materials needed for the long-term, ongoing management of park resources for the NPS to fulfill its agency mandate. The criteria for permanent and temporary also take into account the office of creation—a permanent record for one office, such as a regional office, may be temporary for a park because it is a distributed copy for general reference only. Temporary records are to be retained as long as indicated by the revised Records Retention Schedule. After their allotted retention time, temporary records may be disposed of by parks or retained longer if still needed.

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

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

considers contracts on cultural resources (e.g., a historic building on the National Register of Historic Places) permanent.

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

Parks can now arrange for storage at an off-site commercial repository, or to retain their own records on site. In both cases, professional archival parameters of preservation and access set by NARA must be met. These archival parameters include security, fire protection, appropriate storage techniques, climate controlled environment, and widely disseminated collection finding aids. Once the inactive records have reached their disposition date, records are to be destroyed or transferred to the National Archives for permanent storage. These new changes in records definitions and storage procedures will not be reflected in *DO#28 Cultural Resources Management Guideline* and the *Museum Handbook*, Part II, Appendix D, "Museum Archives and Manuscript Collections," until these documents are revised.

Records managers recommend parks establish comprehensive, stand-alone "project files" for resource management, major special events, park infrastructure and research projects, and that these project files not be assigned NPS file codes. These files should contain copies of finalized contract documents including substantive change orders and specifications, DI-1's, "as-builts" for finished construction projects, related project planning documents, and all documents illustrating all decisions made and why.

For research projects, project files should also include copies of all researcher field notes, laboratory notes and results, a copy of the final report and report drafts, and any other materials generated by the project

in question. Thus, staff are assured that a full set of documents covering an entire project are gathered, in order of creation and project evolution, in one place. It also averts problems when some fiscal records are filed separately from other project materials, thus potentially losing critical data from a project's life history. These project files, upon completion of the project, should then be retired to the park's museum archives for long-term reference. The separation of routine administrative records from project records is recommended practice in the General Records Schedules as well. NARA expects that routine administrative records are temporary with short retention spans before destruction. Project records, on the other hand, are expected to have long retention periods, be permanent, and have potential (if not anticipated) archival value.

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



Figure 7 Overcrowded storage conditions for unprocessed collection materials in the Tao house

# Appendix D— Suggested Workload Analysis

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

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



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

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

# Appendix E— PMIS Statements

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## Eugene O’Neill National Historic Site

Project Number	Project Title	Request Amount	Recommended Funding Source	Comments
22239	Perform Collection Condition Survey	\$20,000	MCPPP	Estimate high
48742	Conservation Treatment for Clothing and Furniture	\$25,000	CCM	
97458	RCM - Museum Humidity/Climate Control Components Upgrade	\$6,000	MCPPP	Review project statement based on Issue C. May need revision in consultation with historical architect and to make multi-park.
105119	Create Collection Storage Plan for Eugene O'Neill NHS	\$5,000		Delete; larger planning project needed to identify long-term collection needs

## Rosie the Riveter/World War II Home Front National Historical Park

Project Number	Project Title	Request Amount	Recommended Funding Source	Comments
69302	Inventory Collections for RORI	\$100,000	CRPP Base	A research report to inventory related collections in other institutions
88594	Adaptive Reuse of Listed Historic Structure for Visitor Services	\$4,511,920		
109133	Preserve Museum Collections	\$95,000	CRPP Base	Components A and B have been partially accomplished.
109138	Process and Catalog Museum and Archival Collections	\$90,360	CRPP Base	
118892	Update Museum Records and Catalog Rosie the Riveter Donations	\$69,000	CRPP Base	

## John Muir National Historic Site

Project Number	Project Title	Request Amount	Recommended Funding Source	Comments
18298	Conduct Appraisal of Museum Property with Muir Provenience	\$15,000	CRPP Base	
42121	Replace UV Film on Windows of the Muir House and Visitor Center	\$8,600	CCM	
74128	Conduct Security Survey of Muir House and Museum Collection	\$7,000	MCPPP	Revise to make multi-park.
77353	Replace Inadequate Education Center, Research Library, and Headquarters Building	\$1,959,400		
93364	Conservation of Artifacts in the Collection of John Muir NHS	\$22,500	CCM	
94917	Evaluate and Inventory the Kimes Collection of John Muir Materials	\$18,000		On hold until park makes decision about acquisition
94953	Conservation of the Kimes Collection	\$25,000		On hold until park makes decision about acquisition
104348	RCM - Replace Museum Humidity/Climate Control Components	\$5,000		Review project statement based on Issue C. May need revision in consultation with historical architect and to make multi-park.
105213	Create Collection Storage Plan for John Muir NHS	\$6,000		Delete; larger planning project needed to identify long-term collections needs
105220	Clean and Preserve Historic Carriage Used in Historic Interpretive Display	\$7,704	National Parks Pass, 70%	

# Bibliography

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

This bibliography lists the park-specific materials used in developing this Museum Management Plan.

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