

Joshua Tree National Park

Museum Management Planning Team

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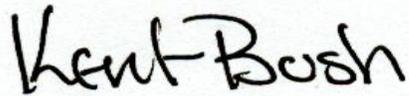
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Joshua Tree National Park Museum Management Plan

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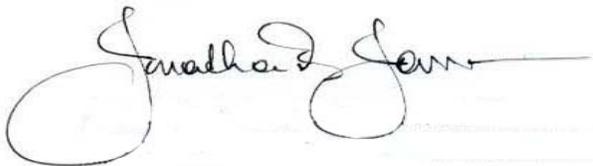
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Executive Summary

The *Joshua Tree National Park Museum Management Plan* outlines a series of issues concerning the management and use of the park archives, library, and museum collections, and recommends corresponding actions to address these issues. The park is currently managing archives numbering about 106,000 items (representing the history of park management between 1936 and 2003), a cataloged library of about 3,900 items, and a museum collection numbering about 132,000 individual objects and specimens. An additional archival resource of about 15 linear feet, or about 18,000 individual items, has yet to be processed into the collections. The park has never had a journeyman level museum curator on staff.

The archives, library, and museum collections have passed through their first phase of development outlined in the *Collections Management Plan* (1991). While much good work has been done, the combined resources still lack definition. This could be corrected by a well-worded Role and Function Statement, internal protocols for collections development, a revised Scope of Collection Statement, and a revised position description for the park curator.

Most of the historic park records have been organized and described, with finding aids for ease of use. About 32 cubic feet of material remain to be processed, along with the park records generated between 1998 and the present, and those records currently at the Records Center.

The park library has been administratively linked with the park archives and museum collections. A full inventory and catalog of all books the park owns, but which are scattered in other park locations, remain to be done. The park collections have been consolidated and moved to a more secure area constructed in the headquarters area. However, there is currently no directed growth of the natural components, and the collections are

underused, mostly because of access procedures and lack of automated finding aids.

The park is making good efforts at outreach with the park staff. Some of these efforts have succeeded very well. Some need to be revised and tried again in different venues using different methodologies. These efforts need to be expanded to include the Mojave Desert Network—Death Valley National Park (DEVA), Great Basin National Park (GRBA), Lake Mead National Recreation Area (LAME), Parashant National Monument (PARA), Manzanar National Monument (MANA), Mojave National Preserve (MOJA)—and the local community.

This museum management plan recommends actions designed to take the resources through the next developmental phase leading to full program integration and a resolution of the continuing storage and work area issues.

Key Recommendations

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

- Develop a park-specific philosophy and incorporate it into a Role and Function Statement, as well as into collection protocols necessary for the orderly growth and management of the park archives, library, and museum collections.
- Improve information management tools and access procedures that promote intellectual and physical access to the park archives, library, and museum collections.
- Develop partnerships with park staff, the Network, and other organizations to promote the growth and use of the collections.
- Develop necessary work, storage, and study areas for archives, library, and museum collections at points-of-use within the park.
- Create and fill a professional journeyman level museum curator position (GS-1015-11).

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Introduction

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

The CMP process generally concentrates on the technical aspects of museum operations, including a full review of accession files, status of cataloging, adherence to guidelines, and making very specific recommendations for corrections and improvements. In contrast, the MMP evaluates all aspects of museum-related programs within a park, and makes broad recommendations to guide development of park-specific programs that address the needs identified by the park.

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

Prior to the site visit by the museum management planning team (MMP team), park personnel were surveyed to collect baseline data concerning archival and museum collections, the library, and related services needed by the staff. This information allowed the team to make a quick evaluation of many issues relating to these operations. The survey also provided

insights into ways in which a well-designed museum management program might address the needs of the park staff. The results of this survey are contained in Appendix A.

The park staff and MMP team worked together over the course of the team's visit to develop the issue statements contained in this plan. Topics addressed meet the specific needs of Joshua Tree National Park (JOTR) as discussed during those meetings, and thus do not necessarily represent a complete range of collections management concerns. Most elements of this plan are developmental rather than remedial in nature. The recommendations are intended to guide the park through the process of creating and implementing a workable system that supports all aspects of park operations, while at the same time providing guidelines for growth and development of the museum management program.

Members of the MMP team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering and the initial draft were developed over a two week period in May, 2004. The various supporting elements were developed at the same time.

The team wishes to thank the staff of Joshua Tree National Park for the courtesy, consideration, and cooperation extended during this planning effort, in particular Melanie Spoo, Jan Sabala, Hank McCutchen, Sandra Kaye, and Monica Rapp. Their time, effort, and involvement made the team's job much easier, and it is very much appreciated. These individuals obviously are dedicated and committed to the preservation of the park resources, and it is a pleasure to work with such professionals.

History of Collections Management

Joshua Tree National Monument was established in 1936 to set aside public lands containing “historic and prehistoric structures, and have situated thereon various objects of historic and scientific interest...” Proponents of the designation were motivated by the wealth of ecological diversity within the area as a result of its location on the transition zone between the Sonoran and Mojave Deserts. The California Desert Protection Act of 1994 added 234,000 acres (including reinstated lands) to the monument and changed its status from National Monument to National Park.

Prior to 1988, the park collections were under the administrative purview of the park’s chief of interpretation, with program responsibility for collections management delegated as a collateral duty to the park ranger/naturalist. The collections were housed at the headquarters maintenance compound in a partially converted three bay garage. The first accession into the Joshua Tree collections was an *olla* donated by a local person in 1945.

Exhibits were limited to small areas in administrative/visitor contact structures prior to the 1960s. The main visitor center at park headquarters, which included approximately 600 square feet of dedicated exhibit space, was not built until 1963. Small numbers of cataloged museum objects were used for permanent exhibits at both Black Rock Nature Center and Oasis Visitor Center.



Figure 1 Headquarters Administrative Offices / Visitor Center before 1963

In 1969, Elizabeth Campbell donated a portion of her collection of archeological materials to the park. This collection of field notes, archeological objects (including Pinto Basin type artifacts), and library materials became the core of the park’s archeological collections (Campbell Collection and William H. Campbell Library).

The park added material from the estate of William F. Keys (Desert Queen Ranch Collection) in 1976. Objects from the ranch were chosen for the collections by a Western Regional Office and Harpers Ferry Center team based on uniqueness and risk of theft. Small objects were cataloged and brought to the storage area at park headquarters, while larger objects were cataloged and left on site. Objects and structures left at the ranch were managed according to the practice of “benign neglect” until the early 1990s when stabilization/preservation projects were started.

An anecdotal story from the mid-1960s relates that staff felt the storage area was inadequate so they decided to bury a number of the *metates* in the headquarters area. Some of these pieces may, in fact, have been cataloged.

The park recognized in 1988 that the care of the collections was difficult without dedicated staff, and hired a project-funded temporary museum technician / registrar (GS-1016-5/7) and museum technician (GS-1016-4). The technicians were to be responsible for the inventory and assessment of the collections, and for assessing the ability of the park to continue to

maintain the collections on site, or move them to the National Park Service's Western Archeological and Conservation Center (WACC) in Tucson, Arizona.

In 1989, in response to active involvement of both tribal and local communities, the park decided to maintain the collections in the park, construct appropriate storage space, and establish permanent museum staffing. A collections management team, led by the regional curator, developed the park's first collections management plan in response to this decision. The plan was finalized in 1991 but it was based on an October 1989 visit.

The park reorganized in 1992 and the responsibility of collections management was reassigned to the Resources Management Division under the administration of the division chief. Museum management and cultural resources were launched together as a dedicated branch within the division in 1992. Regional 'professionalization' funding was used to fund a museum specialist (GS-1016-09) and a museum technician (GS-1016-05/07) as permanent, subject-to-furlough positions. The museum specialist also acted as the park's cultural resource management specialist. Two museum technician (GS-1016-05) temporary positions were funded using Backlog Catalog funding. That year, Joshua Tree became one of the first National Park Service units to initiate and complete NAGPRA-related collections management.

The collections were moved into newly constructed dedicated storage space (approximately 1000 square feet) in 1994. The new cultural resources building includes the park research library, offices, laboratory, and work spaces for the park cultural resources management staff. The park research library, which previously had been in the interpretive office area, was added to the responsibilities of the Cultural Resources Branch. Since 1998, the Joshua Tree National Park Natural Science Association has provided annual funding for the purchase of books and supplies, and several months of salary for a part-time librarian. As a result of having museum collection staff, short term exhibits using museum objects were developed for the Oasis Visitor Center and the local historical society.



Figure 2 Research library and collections storage building, 2004. The building contains approximately 1000 square feet of dedicated museum storage and 600 square feet of space for the park's research library. Both spaces contain compressed storage units.

As the NPS became aware of the importance of park records and archives, the park in the mid-1990s began the systematic collection, organization, and documentation of park archives. Using Backlog Catalog funding, the park works with the assistance of the WACC archivist and staff to identify, accession, process, and catalog these materials.

By 1998, the cultural resources specialist, formerly the GS-1016-09 museum specialist / cultural resources specialist, was upgraded to a GS-193-11 cultural resources manager. The GS-1016-07 museum technician position was upgraded to a fulltime GS-1016-09 museum specialist in FY 2001 with funds received in the FY 2000 base increase. Both museum technician positions have been vacant since 1998 except for a few months of inventory work done by two GS-4s in 2000.

Conservators from WACC conducted a *Collection Condition Survey* (2000) which included analysis of the organic and ceramic collections. Nine baskets were identified as needing stabilizing treatments and were transported to WACC for conservation. The project was completed in 2001.

The survey identified a need for additional analysis of many of the ceramic pieces which were exhibiting potential damage from salt migration. Conservation scientists from Harpers Ferry Center traveled to the park in the spring of 2002 and tested for salts, adhesives, and native

repairs. In 2003, funding was received for stabilization treatments for objects identified as needing immediate attention; these included ceramic, basketry, and paper objects. Analysis of conservation treatment proposals and object treatments is ongoing at this time.

A condition survey of wooden objects still on site at the Desert Queen Ranch was completed by the Harpers Ferry Center conservator of wooden objects in 2002. The following year, basic stabilization work was done on the four wagons at the site.

Plans and drawings of an 1800 square foot storage/workspace expansion have been produced. A funding request has been entered into PMIS as part of the upgrade of the headquarters facilities but has not been programmed into the park construction cycle. The additional space will be available for the expansion of park collections and possibly to provide storage for network parks with no museum collections storage.

Figures 3 and 4 William and Elizabeth Campbell, early southern California archeologists, were the first to describe the Pinto Culture which occupied the region around 7,000 ago. Their photographs, field notes, personal papers, library, and many of their artifacts are included in the park collections.



Rock shelter with *ollas* in situ. Photo published in Elizabeth Campbell's *An Archeological Survey of the Twentynine Palms Region*. Southwest Museum Papers, Number Nine. November 1931.



Archeological team resting out in the field, c1930. Mrs. Campbell wrote of immense logistical difficulties during the early surveys because of the isolation and nearly impenetrable terrain.

Museum Management Philosophy

The basic principles for managing museum collections in national parks are not always well understood. Park managers, resource managers, and interpreters are often too busy with their specialties and daily work to fully consider the concepts and logistics governing collections management. It is easy for parks to fall short of developing a sound museum management program and, as a result, not realize the full benefit and value 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 to legitimate research, which can itself lead to new discoveries about an individual item, or the park as a whole.
- **Public programs.** The park is responsible for using its collections to provide information to the public. Exhibits, publications and 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: artifacts from archeological activities; specimens and resulting reports from resource management projects; paint samples and building fragments from restoration of historic structures.

- 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. Individual collections within the archives should further document the activities that created portions of the museum collections. Examples of park archives include: copies of field journals and maps created while collecting botanical specimens; photographs 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 field.

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. Some examples might include production of over-lays for buried utilities; production of CDs containing research done at the park; liberal access to botanical specimens for comparative studies; and inter-library loan services. Samples of access, use, and management policies may be obtained from the lead curator.

The park may wish to consider the use of focus group exercises 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 archival, museum, and library collections requires the application of three different 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 distinction and ability can be called

“professionalism”, and it can be an illusive, difficult thing to define— probably because most practitioners of the curatorial craft possess varying degrees of facility with both the technological and philosophical aspects of the work.

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

The management of park archives was added to the park curator’s portfolio in the mid-1980’s, 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. A GS-1015-11 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-1015-11 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 formal 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.

Issue A — Program Integration

Issue Statement

Defining the mission, role, and function of the park museum will facilitate collections use and development in support of park operations.

Background

The original *Collections Management Plan* (CMP) was completed for the park in 1991. At the time it was completed the museum collections and library were poorly housed and managed, and the archives did not exist. As a result of that CMP, the park committed to the development of adequate space for managing the collections, the creation of a park archives, and consolidation of management for these resources. Funds for the development of two professional level museum positions were also requested and secured from the Western Regional Office in 1992.

Much progress has been made because of this CMP. A structure has been completed, collections have been consolidated and documented, and preservation methods have been applied. The staffing question was first resolved, but currently the park does not have the full journeyman level curator required by the service and the Pacific West Region for program oversight. It is time to move forward to the next phase required for the development of a functional museum management program.

Discussion

Museum, library, and archival collections (including photographs and oral histories) all provide slightly different views of the aggregate park resources. These unique collections are made up of different types of

material, and are managed in different ways, but all relate to the same topic—management of the park resources. When developing a park-specific philosophy as to which individual collections should be acquired and how they are made available for use, it is necessary to involve staff and obtain input from each administrative unit (division, branch) within the park. Each administrative unit has a unique view of the resources within their sphere of influence, and thus unique views of the kinds of things these collections need to contain and how the collections should be made available for use. For example, maintenance may need utility maps and paint samples from historic buildings during normal working hours. Resource management may need access to the herbarium to fit flextime schedules, and concessions may need a compact disk with past and present agreements for use on the office computer. It is possible to fill all these types of needs, but only if the collections are created and maintained with these various uses in mind.

Considerable progress has been made in consolidating the park archives and museum collections, and a lot of basic organization and documentation of these collection elements has taken place. But no park-wide catalog of library holdings exists, so users are unable to determine whether the park owns a specific book or reference. Lack of general knowledge about the archives and museum collections, as well as lack of established access policies and space to work with the items, severely curtail use.

This limited development and use of the collections is well documented on the employee survey (see Appendix A). These responses indicate that a large percentage of the staff would like improved access to the collections through the development of finding aids and remote electronic access. Users would also like the collections expanded in selected areas, improved work areas, and a more liberal physical access policy. The responses also document the realization that additional professional staff is required to achieve these results.

This data provides a starting point for evaluating the need for a highly visible method of “getting the word out” and suggests what such a program should accomplish. The challenge is to create an operational

outline that defines what the collection will consist of, what products will be available to users, and how those products will be made available.

This exercise cannot be accomplished by a single individual or administrative unit within the park. A series of meetings between affected work units and staff in an atmosphere that promotes open and honest exchange of information and ideas is required.

Most of the existing archives and museum collections have already been consolidated, but it is not clear what type and quantity of specific collections are needed now, and how they might be acquired in the future. For example, there is no full listing of park-owned library resources, in particular the reference materials currently at point-of-use locations within the park. All park staff would benefit if information about these materials were to be consolidated, maintained, and made available for access upon request.

Protocols for documenting the collection of natural science specimens from the park need to be developed. Currently the park collections manager is not advised of research projects (whether by park staff or outside researchers) as they are permitted or otherwise authorized in the park. As a result there is no long term preservation of specimens or information resulting from these efforts. The only way to ensure that this type of information is gathered and maintained by the park for the benefit of future research is by inclusion of that information in the museum collections and archives. The necessary protocols for documenting these activities would be best developed in a cooperative manner between the principle resource managers (natural and cultural) and the park collections manager.

Also, information concerning park resources that is received by Interpretation needs to be documented and codified. This information could result from research and interviews, or could be the result of visitor contact during tours and activities. Again, protocols for documenting and checking this information should be developed jointly by the interpreters and the park collections manager.

In addition, the park should be gathering basic information concerning other collections of park-specific information. Several collections of biological and paleontological collections are known to exist in various universities and museums. Basic information concerning these collections needs to be available at the park so that the full range of park resources for study is known. There may be situations where the development of on-site collections is desirable, and others where the park may wish to defer to specialty collections already in existence at other locations. At the very least, having this information available will help prevent un-necessary collecting of park resources.

Once the resources are identified, the park then needs to identify locations for the combined park collections and establish authorities and methodologies for their documentation, organization, storage, and use. The *NPS Museum Handbook* should be consulted and various alternatives considered while thinking through the options and evaluating decisions.

Centrally located collections often are most desirable, as this promotes efficient use of staff and space, particularly in terms of combining preparation and work areas. However, operational efficiency may dictate splitting the location of the collections among the potential users. (The current informal dispersal of library resources is an example of this concept.) Such branch or satellite collections are possible as long as the proper documentation, accountability, preservation, and security conditions are met. Overall responsibility for documenting, preserving, and reporting should, however, remain vested in one administrative unit and individual, no matter where the branch collections may be located.

The park should also formalize access, use, and management policies for the collections as a whole. These define who has access to the collections (both staff and public), what types of use are possible and the conditions imposed, and how the collections are to be managed.

The desired outcomes or products can now be defined; for example, what types of services are expected from the collections. Some examples might include production of overlays for buried utilities; production of CDs containing consolidated historic site information, oral history

transcriptions, a photo database; liberal access to botanical specimens for scientific studies; and interlibrary loan of books.

One such specialized use of collections is public exhibition. A small rotating exhibit space is currently in the Oasis Visitor Center, and the chief of interpretation has suggested a schedule for rotation (to include jointly developed and agreed upon subjects) be developed for this space.

Meetings involving work units and staff should result in several park-specific documents, including a Role and Function Statement for the combined collections. It should clearly state who is responsible for developing the joint resource and how it will function to serve park-wide goals. Protocols should be developed to guide the orderly movement of objects, specimens, and information to the collections. Access and use policies should be defined and implemented, and responsibilities for development, documentation, and management of this resource defined in the curator's position description and performance standards. Fully defining these objectives on paper will help ensure that they will be accomplished in fact.

Recommendations

- Create a focus group of staff representing all park administrative units to define what the collections should contain, what forms of access are needed, and what services should be available upon request.
- Define the role and function of the museum and archives collections by formal statement, formal access policy, and formal methodologies and protocols for depositing and accessing archives and museum collections.
- Contact institutions holding archives and museum collections to document the type and variety of park specific material held, and make this information available for park use.
- Develop finding aids to all collection types and make these electronically accessible at points-of-use within the park, and through internet access.

- Codify the assignment and responsibility for these actions in a journeyman-level park curator position description that will be established, advertised, and filled at the next possible opportunity.

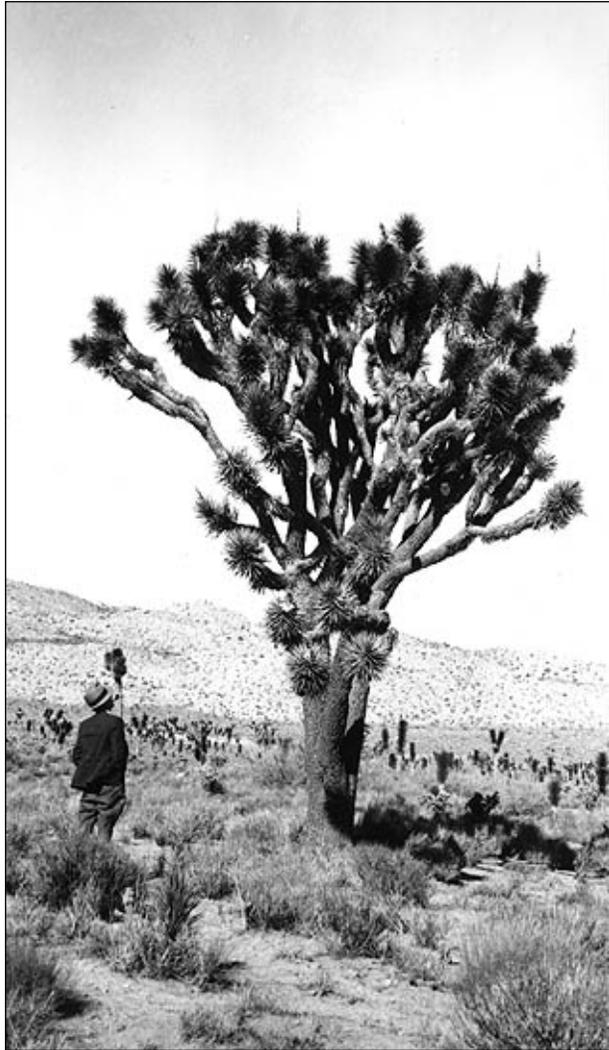


Figure 5 Inspector P.T. Primm looking at a Joshua Tree, 1935. Inspector Primm was responsible for early reports describing the monument's environment, land use, and the need for additional property acquisition. The historic photo collection provides a valuable comparative tool for landscape / vegetation change research.

Issue B — Management of Information and Archives

Issue Statement

Planned consolidation and management of park resources will provide enhanced access and use for park and public programs.

Background

The Museum, Archives, and Library Collections Survey completed by 44 personnel at Joshua Tree National Park revealed that staff use the historic archives, photo collections, administrative records, and resource management records more than other collection at the park. Users of park archives numbered 64% of respondents in addition to 39% that used the photographic archives. Park staff indicated that park archives, collections, and libraries need professional management and care.

Presently, the archival materials located at Joshua Tree represent approximately 50% of the total museum collections. The most recent *Collection Management Report* (FY2003) indicates that 106,012 archival items are cataloged into the ANCS+ system, and 12,761 archival items are backlog.

Cataloging of Joshua Tree archives began in the early 1990s with the inclusion of the Campbell and Keys collections into the museum. Further cataloging was completed after an on-site archival survey was completed by a professional archivist in January 1998. These materials were collected from Cultural and Natural Resource Branches, Administration, and Maintenance. These materials are represented in numerous material / type formats. These include field notes, drawings, maps, photograph

images, negatives, and reports in addition to pertinent records that are currently in digital format.

Other than those records previously transferred to the Federal Records Center at Laguna Niguel, California, much of the park's historic administrative history records prior to 1970 is missing.

An estimated 15 linear feet of archives (18,000 items, including additional administrative materials stored at Black Rock Nature Center) are currently in the museum collections and will be processed and cataloged by professional archive contract in fiscal year 2004-2005. This would complete all backlog cataloging currently held by the museum collections. Once the remaining archival materials from Maintenance, Visitor Protection, and Natural Resources Branch are transferred, the backlog estimate then can be revised and additional funds can be allocated to process and catalog these materials.

Discussion

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

A significant amount of information (both textual and digital) is located in the Natural Resources Branch. Though not all employees were available during the on-site visit, two employees were interviewed. From these discussions it is apparent that archives associated with natural history projects are not being transferred into museum collections in a systematic way. An example of the inconsistent transfer of archives to the museum

collections is as follows. In an interview, a physical geologist revealed that all air quality monitoring, ground water, and mine safety project archives are transferred to the museum collections. However, this seems to be an anomaly; the majority of archival materials associated with natural sciences remain with the individual project coordinator. In further discussions, a biologist revealed confusion on what and when archival materials should be turned over. Since a large amount of information is only in digital format, further confusion arises about how this data will be transferred to museum collections. In addition, there is frustration with the perceived level of access of cataloged collections stored in museum collections. It is unclear what research materials are available for natural scientists.

A parallel concern is the management of the permit system. Currently permits are granted through the Natural Resources Division, but no protocol alerts the park curator on how many or which permits are granted for park research. Without this knowledge, archives generated from these projects cannot be tracked and may be lost or never transferred to the park.

Archives associated with the Cultural Resource Branch are currently being accessioned and transferred into the museum collections once the project is completed. However, a locked file cabinet of site records currently stored in the library is not part of the museum collections. A collection of mining and water resources records arranged by name exists in addition to the site files. In fiscal year 2000 the mining records were scanned and cataloged by WACC archives staff but since that time additional records have been added to the mining collection. The water resources collection has not been scanned and additional materials are added to this collection every year as well.

The majority of archives associated with the central files collection has been cataloged into the ANCS+ museum catalog system and is available to researchers. The records that remain to be appraised, processed, and cataloged are stored at Black Rock. The park has a significant collection of 20th century images located in the museum. Notable collections relate to the Campbells and to the Desert Queen Ranch (Keys Ranch). These images are represented in various formats including photo albums,

negatives, and black and white prints. The majority of these collections are cataloged into the ANCS + system and are stored in appropriate archival enclosures.

Another large collection of images includes the slide library maintained by the Interpretative Division. The collection contains approximately 2,000 images that are used only for interpretative programs. These images have not been appraised by an archivist to determine if any are appropriate for inclusion into museum collections.

A significant amount of large format archival materials is currently stored in the museum collections. These maps have been collected from various divisions including Maintenance, Natural and Cultural Resources. The maps have been initially sorted by geographic location and placed in proper archival map enclosures, but they are not inventoried or cataloged.

The Fire Management Branch of the Visitor Protection Division and the Maintenance Division also contain records and large format archives that are essential to park operations and are considered active records. Though these divisions were not available at the time this plan was written, these records need to be addressed in the context of museum collections.

Interviews with administrative staff members indicate that a records management program is in place and is well organized. The current staff is applying the *DO#19 Records Disposition Schedule*. A total of 4 linear feet of records dating from 1999 to the present are currently stored at headquarters.

The park library is occasionally staffed by a seasonal position with part-time salary provided by the Joshua Tree National Park Natural History Association. A review of the library program indicates that the park library is well organized. The park library has a scope of collection and a check-out policy with new publications entered into ProCite, a library collection database. An evaluation of the stacks found that grey literature (unpublished material) is being copied, with the original transferred into the museum collections and a copy placed on the stacks for circulation. A vertical file collection is being maintained and is well organized.

One concern of the library is that new books purchased by project funds from other divisions in the park are not currently cataloged into the ProCite system. Cataloging these new acquisitions would enhance accessibility and accountability for the library.

Recommendations

- Develop protocols that inform resource managers about the types of information (both textual and digital) that should be turned over to the museum.
- Print a complete list of finding aids for all cataloged archival collections and make these inventories available electronically.
- Develop library policy that documents new book acquisitions from all divisions; convert this database into Voyager.
- Acquire copies or recall park archives that have been transferred to the Laguna Nigel Federal Records Center. This will fill gaps currently in the historic administrative file collection.
- Send out monthly e-mail list of newly cataloged books.



Figure 6 Wildlife biologist Dr. Jerry Freilich measuring a desert tortoise, 1991.

Issue C – Planning Collection Development

Issue Statement

The planned acquisition of specimens, artifacts, and archives will assure high quality collections that support professional management practices at the park.

Background

Joshua Tree National Park contains an extraordinary cross section of the California desert. It spans two major desert ecosystems and an unusual ecological transition zone. It has tremendous biological diversity, vast desert landscapes, and rich human history. The size of the park and variety of its resources provide for a broad range of resource management challenges, research opportunities, and visitor experiences. To ensure that these values are preserved into the future, the park is managed to protect the Mojave and Colorado Desert ecosystems and their biologically and culturally diverse resources.

The 1993 *Resource Management Plan* (RMP) committed the park to collection of needed baseline data accomplished through research and monitoring. The Natural Resource Challenge Inventory and Monitoring Program (I&M) supports this concept on an ecosystem scale. Baseline data collection includes such diverse subjects as desert tortoise and bighorn sheep monitoring, raven monitoring, soil crust inventory, vegetation restoration and mapping, rare plant monitoring, archeological surveys, historic preservation studies, cultural landscapes, comprehensive mineral and paleontology studies, and a water source inventory.

The museum collection of the park by type is shown in Table 1. The collections are uneven in their representation of the long history of federal ownership, with only a few subject areas covered in any department. The park has just begun to systematically document and manage these resources, and the collections reflect the lack of organization and planning.

2003 CMR Data	Disciplines	Cataloged	Not Cataloged	Discipline Totals
	Archeology	99,528	16,443	115,971
	Ethnography	81	7	88
	History	2,663	8,318	10,981
	Archives	93,250	12,761	106,011
	Biology	2,501	1,506	4,007
	Paleontology	48	0	48
	Geology	1,388	129	1,517
	Totals	199,459	39,164	238,623

Table 1 Joshua Tree National Park 2003 Collection Management Report (CMR)

The JOTR museum program accepts and manages specimens, artifacts, and archives pertaining to the park generated by research, inventory, monitoring, and resource management activities. The data associated with these collections are important. Access to collections and data helps staff find applications and deficiencies, as well as plan collection uses, management, growth, and the development and maintenance of voucher and reference collections for park resources. In staff interviews, concern was expressed about limited access to collections and data, which results in lack of direction in steering I&M and research projects, and about the

absence of a guide for museum collection growth. Individual staff efforts to upgrade the collections are in their infancy and are unfunded, uncoordinated, and undocumented. Staff would like to remedy this deficiency.

Discussion

Currently there is a feeling of disconnect between museum management and the other park programs. Results of the Museum, Archives, and Library Collections Survey indicate a need for improved physical and intellectual access to collections and documentation. This includes finding aids, inventories, and indexes that will facilitate research and the use of archival collections. When queried about what parts of the park collections and archives they use, 9% of the staff said they use the natural history collections, and 13% said they use natural records, maps, images, and reports. Responding to the primary reasons for using park archives and collections, 16 % use them to complete resource management research and 11% to provide information for identification and comparison. When asked why they do not make use of the collections, the staff's primary responses were that they need better finding aids and electronic access, and that additional staff was needed to organize and work on the collections.

Natural resource staff oral interviews revealed weaknesses in the inventory of the natural history collections. Staff are not using collections for study or comparison for several reasons: the collection is incomplete in its coverage, specimens are in fair to poor condition, and the accompanying collection information is incomplete.

Discussions with park staff indicated that they have not contributed much of their data and/or specimens to the collection, instead developing their own systems for storage, conservation, and preservation. Recently hired staff members expressed concerns regarding data and data management in their area of responsibility. Staff also expressed interest in collecting new specimens, and adding specimens and data into the collection. This would be an excellent time to revise the *Scope of Collection Statement* (1996

draft), and institute policy and practices for bringing natural resource field data into to the park's archives.

Another gap in the relationship is that the museum specialist is not involved in the research application and permitting process. When projects are complete, data from specimens should be retrieved and the disposition of specimens finalized. For some projects, the museum specialist does not know where collections are being stored and data are being archived. Although this information is required by the permit process and is stated on each permit, the museum specialist should be included in follow-up communications with researchers. This process is important for both collections and archival material.

Tracking research projects can be a lengthy and time-consuming process. But it is well worth the effort of retrieving whatever collections and data the park desires to maintain as part of the museum collection. The lines of communication need to be connected as soon as possible to ensure the park is receiving the documentation it requires. At present the curator's contact line of the online form is blank. This oversight needs to be corrected.

The I&M Program should assist in setting priorities for inventory and monitoring, and by providing funds for park and ecosystem inventory and monitoring efforts. The *Mojave Inventory and Monitoring Network Biological Inventory Study Plan* (2001) may be used as the template for a research plan.

The park's collection should be considered as a repository for voucher specimens resulting from research conducted within the park or related to it. Voucher specimens in the park collection are especially useful in disciplines where fieldwork or research is anticipated to be ongoing, such as monitoring programs. The collection serves as a local reference for park staff, seasonal technicians and interested parties visiting the park. Storage requirements and conservation criteria may limit types of specimens and amount of material that can be housed in the collection. Determination as to final disposition of research specimens should be made on a case-by-case basis.

As part of the permit application process, a researcher's proposal can request that natural history collections be housed at a non-NPS repository. Staff discussion needs to occur at this time. Collection security, storage adequacy, data reports, catalog information, access and confidentiality agreements need to be decided prior to application approval and permit issuance. The collections manager needs to retain a copy of the permit and Investigator's Annual Report(s), and upon project completion, receive data, maps, photos, and reports for inclusion in the archives and the library. With respect to specimens, conveyance of ownership to the receiving repository may be considered. Collection data would be maintained by the park; accountability and the ability to loan specimens to researchers would be the responsibility of the designated repository. Confidential information regarding threatened, endangered, and sensitive species, and paleontological and archeological site localities would be protected through agreement detailed in the research permit.

The park should be gathering basic information concerning datasets that exist in the local geographic area. The museum database ANCS+, archival and photo finding aids, library inventory, and photos should be incorporated into the Mojave Desert Network I&M datasets. Environmental decision documents also need the documentation provided by the datasets.

The park collection should also be a repository for field data, reports, and other records such as maps, photos, and data relating to research and park projects. Too often these items are not seen as important enough to process and preserve. In the future this data will provide valuable documentation of park resources, research design, methods, and recording protocols. Electronic data is a recent phenomenon with preservation and archival concerns, and these are addressed in the information management section of this plan. A sample standard operating procedure for archiving resource management field records is offered as Appendix B.

Staff needs to address the relationship of current research efforts to the collections. Based on the number of park staff and their projects, combined with the number of approved research permits, the collections should have more activity than they currently do. Increased

communication and coordination between park staff and the museum specialist will only improve how the park manages the information on park resources. Local institutions and their associated staff should be considered potential partners and sources of expertise to assist with the development and management of park collections. The park may wish to defer to specialty collections already in existence.

Planning: The park needs to plan ahead for curation and preservation of museum collections. Initiatives such as the Natural Resource Challenge will increase resource management and research activity in the park, resulting in increased involvement with the museum program. Vital Signs monitoring projects may contribute specimens and will result in data and reports. Both a research plan and an acquisition plan are needed to guide collection growth and emphasis. See Appendix D, Suggested Acquisition Planning.

The park should finalize its draft Scope of Collection Statement and draft policy for access, use, and management of the collections as a whole. This latter policy documents who has access to the collections (both staff and public), what types of use are possible and the conditions imposed, and how the collections are to be managed. Desired outcomes would be defined at this point, such as liberal access to botanical specimens for botanical research. See Appendix E, Collections Access Policies.

Funding: Yearly funding for the museum program should reflect the continual addition of material to the collections, as well as the development of collection use. The Natural Resource Challenge should provide I&M financial support when projects address environmental monitoring and biological populations and distribution.

Staffing: In addition to the museum specialist, seasonal technicians should be encouraged to work in their areas of expertise to stay current with changes in taxonomy, preservation criteria, and storage conditions. Subject matter specialists (botanist, wildlife biologist, physical scientist) should assist with collections management. An orientation to museum guidelines, including accountability, preservation, and storage would enhance access.

Access: Collections access is an important component in research, resource management, and education. Staff is supportive of options in enhancing collections access. Individuals should be used in each of their areas of expertise to guide collections development.

An integral part of a long-term acquisition plan is the immediate need for subject-matter specialists to survey the collections, become familiar with collections, and be knowledgeable of the NPS Museum Management Program. This would be accomplished by modifying current access practices to allow natural resource program managers access to the biological and archival collections. The present access procedure grants unlimited access to museum collection to the museum specialist and the Cultural Resource Branch chief. For the rest of the staff, access is supervised by one of these two, and visits are escorted and controlled. Resource evidence storage is stored separately in the collections facility and is accessible to Visitor Protection Division staff with a museum staff escort. While an escort is appropriate for evidence retrieval, it is perceived as an impediment to natural resource research and collection familiarization.

The same level of access should be given to each of the Natural Resource Branch chiefs as is given to the Cultural Resource Branch chief and archeologist. Upon imparting access to these staff members, the museum specialist should orient natural resource managers to museum procedure, security, and responsibility. Each should be provided with individualized access codes, keys to cabinets, and instructions to use a collections facility sign-in sheet. In this manner museum security would be assured and use would be documented. A workspace, including a microscope, should be provided in the collection room. As a benefit of enhanced access, natural resource managers might assist the museum staff in conducting inventory, help with exhibits and open house events, share catalog data, research materials and photos, and provide conservation and de-accession advice.

In staff interviews, discussion included possibly housing branch collections in the natural resource management building. The herbarium is a branch collection candidate. A herbarium cabinet and microscope were purchased by the botanist and are located in the vegetation management

office. The museum management program can be a supply source for herbarium folders, sheets, adhesives, and labels. The entire resource management program could monitor the success of the branch herbarium as a pilot program. Expand the herbarium collection using the botanist's extensive knowledge and experience to enhance the park's species lists, populations and distributions, variation, and adaptations. Expanded collections supplement the park's I&M data needs, resource management objectives, and research planning; they also diversify collections access. Branch collection sites would be noted as locations within the property portion of cataloging database ANCS+. A sample of herbarium protocols is offered as Appendix F.

Outreach: The case for maintaining and upgrading collections needs to be continually made. New material and significant changes in the collection should be shared with park staff. Ways to enhance access and use of the collections should be considered. The museum should also be considered part of the scientific community and be available as such to outside scientists. The museum specialist would be an advocate for the collections by participating in the park and local communities to better understand their needs.

The park's museum program would benefit from a document that describes the park collections, states their purpose, and outlines ways that the public and park staff can access collections and use the information it contains. The briefing statement would provide users with a concise explanation of the nature and operation of the park's museum collection. A draft version of a briefing statement is provided in Appendix G.

Recommendations

- Define the role and function of the museum and archives collections, access policy, and methodologies for depositing and accessing archives and museum collections.

- Implement a system for bringing resource management records and associated information into the archive collections on a regular schedule.
- Update the Scope of Collection Statement with input from park resource managers. Define what the collections should contain, and what products should be produced.
- Develop an acquisition plan that outlines the priorities for growth of the collection over the next five to ten years.
- Promote use of collections as a resource for all park staff, with opportunities such as training, meetings, and electronic mail to announce new acquisitions.
- Expand and maintain relationships between the museum program and other park programs.
- Track projects park-wide. Ensure staff has the most current information available.
- Inform new staff about the museum program and available information resources.
- Contact other institutions and organizations to determine possibilities for cooperative partnerships regarding common resources.



Figure 7 "Twentynine Palms at Dusk," silver print photograph by Stephen H. Willard (1894-1966). Stephen Willard was one of the photographers commissioned by Minerva Hamilton Hoyt to photograph the proposed park area in an effort to convince the Washington D.C. leadership to designate Joshua Tree a national monument. An exhibit using these photographs was put up shortly after the park received the donation to commemorate the park's birthday. (JOTR 17375)

Issue D — Planning, Programming, and Staffing

Issue Statement

Management of the park archives, museum collections, and library requires an integrated approach by trained and professional staff, which is necessary to plan, budget, and implement successful programs that support park operations.

Background

The Joshua Tree National Park currently has a museum and archival collection of over 238,623 items (2003 CMR). This number is significant but it may not reflect all of the collections, particularly archival materials, which should be part of the museum collection. The park has constructed a dedicated collections management facility which currently houses the park library, archives, and museum collections as well as offices for the museum staff, the park cultural resources manager, an archeologist, and a part-time seasonal librarian.

The Joshua Tree museum program effectively began in the early 1990s after the decision was made to maintain the collections at the park rather than transfer them to the Western Archeological and Conservation Center as described in the 1991 *Collections Management Plan*. Two permanent park staff members were hired, a museum specialist/cultural research manager (GS-1016-09) and a museum technician (GS-1016-07), with a base increase coming to the park through the "professionalization" program from the Western Regional Office. After the museum specialist/cultural research manager transferred to another park, the funding and FTE for the position were used to hire a park archeologist / cultural

resources manager. Several years later the museum technician also left. In 2000, the park received a base increase that was partially used to upgrade the museum technician position to a GS-1016-09 and the current incumbent, Melanie Spoo, transferred laterally into the position.

Currently the program is managed by the museum specialist under the direction of the park archeologist / cultural resources manager. The total base funding for cultural resources in FY 2004 is \$146,138. Park base funding for the museum program is limited to the museum specialist's salary and benefits. The park cooperating association provides a small amount of donation funds for the park library. These funds are used to hire a part-time librarian for several months per year and to acquire publications and supplies for the library. Along with the project archeologist, they comprise the park Cultural Resources Branch under the Resources Management Division. In addition to base funds, the park receives a variety of project funds for museum collections. In FY 2004 these include:

Catalog Museum Backlog 8336-0404-CCC	Backlog Catalog	\$16,000
Conduct Conservation and Reassembly of Museum Ceramics 8336-0408-CMS	Cultural Cyclic Maintenance	\$25,000
Update JOTR Museum Collections Planning Documents (Museum Management Plan) 8336-0410-CCC	Museum Collections Preservation and Protection Program (MCPPP)	\$17,000
Assessment of Keys Ranch Collection 8330-0023-C8C	80% Fee Demo	\$30,000

Table 2 Project funding for FY 2004

These funds provide for individual projects to be completed, but they do not allow the park to expand the museum management program to adequately address the needs of both the park staff and the public

access. Nor do they allow for the on-going preservation and protection of the museum and archival collections. At the present time the museum specialist is permanent, full-time. There is some concern, however, that should she leave, the position will be reduced to a permanent, subject-to-furlough position due to the state of the park's budget. As noted above, in FY 2000, the park received a base increase of about \$600,000 which represented a 17.6% increase over FY 1999. In FY 2004, taking into consideration small annual base increases to cover parts of salary increases, the increase is only 7% of the FY 1999 base in constant dollars.

The NPS has determined in the Resources Careers Program that a museum collection be managed by a minimum of a GS-1015-11 journeyman curator or staff technically supervised by such a position. The park has a complex collection that should have a professional museum curator to manage the program. The collections are significant and abundant and they have a clear need for this position. Presently, the park's GS-1016-09 museum specialist acts as a curator with all the expectations of a professional position without the commensurate compensation or recognition. With the growth of the archival and natural resource collections, the museum program is becoming more complex with more professional requirements to manage these resources.

Discussion

The museum program crosses many disciplines and subject areas. Joshua Tree National Park must continue to take an aggressive approach to long-range planning for the effective development of the museum management program's budget, and staff necessary to preserve its resources and complete its missions. A proactive approach toward necessary planning and programming will allow the staff to complete work that will help preserve park resources and educate the public.

It is important to maintain perspective and to determine how resource management activities support the overall missions and goals of the park in planning for all resource preservation. The resources that make up the

park records, museum collections (including archival materials), and library constitute documentary evidence of park resource management activities and the administrative decisions affecting them. Park museum collections *are* primary resources and comprise the park's institutional memory. From the perspective of this planning team and as noted in the chapter on philosophy, the museum management program should serve four distinct functions within the park: documentation, preservation, research, and education and public programs.

Staff members who are assigned responsibility for collections management have the primary responsibility for producing the planning, programming, and reporting documents necessary to ensure that the four functions mentioned above are adequately staffed, funded, and performed. To achieve this goal, the staff must understand the interrelationships of the various reporting and planning documents, such as the Collection Management Report (CMR), the Checklist for the Preservation and Protection of Museum Collections (Checklist), the Resource Management Plan (RMP), the Project Management Information System (PMIS), Operations Formulation Systems (OFS), and various program-specific documents. By understanding these relationships, the staff can produce effective programming documents that will enable them to secure funding from available sources. The *Museum Handbook*, Parts I, II, and III provide overall guidance for the NPS museum program, but the museum staff needs to bring their professional expertise to addressing the needs of museum collections.

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

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

- How many accessions have been processed over the past three years?
- Is the rate of new accessions entering the collections increasing or decreasing?
- Is the park keeping up with basic registration, or is a backlog being created?
- What is the average time/cost to process an accession?
- What is the average time/cost to catalog an object?
- What is the time/cost to provide integrated pest management (IPM) and environmental monitoring per year?
- What is the time/cost to provide storage and inventory per cubic foot of storage per year?
- How many requests for research access to the collections are received each year from both staff and public, and what is the time/cost per request to provide that access?
- Have the requests for access increased or decreased over the past three years?
- Have collections and/or documentation been used for educational purposes?

After the staff collects, analyzes, and formats these types of data for preservation, park management will begin to recognize the direct costs associated with various facets of collections management and to determine whether essential work is being accomplished in a timely manner. With these data, park staff will be able to develop effective, integrated programs to identify, program for, and meet park needs. These data will also

document where project or temporary staff may be necessary to accomplish backlogged work or to make the overall program more efficient. Finally, this information will provide the foundation and documentation for establishing appropriate staffing levels—both in numbers of positions and grade levels.

The park should seek additional funding sources for curatorial projects to provide needed assistance in cataloging and museum collections management. The park's cooperating association, Joshua Tree National Park Natural Science Association, and local foundation offices should be approached with specific project requests tailored to organizational interests. A number of graduate programs may also provide interns to do professional level museum project work under the direction of other museum professionals. The American Association of Museums has a list of such accredited programs. 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. Finally, the American Institute for Conservation has a list of conservation programs. If free housing could be found, it might be possible to find free or nearly free interns with professional training to work on specific projects at the park. Stipends can be funded with project money or even through support from the Joshua Tree National Park Natural Science Association. The Pacific West Region museum management staff, the museum management program in WASO, the Western Archeological and Conservation Center (WACC), and the Division of Conservation at Harpers Ferry Center may provide assistance, recommendations, and additional oversight, if needed.

JOTR currently has a base increase request, "Restore Natural/Cultural Resource Program" (OFS 7132) at park priority 1 and it was expected that these funds might be received in FY 2005. Although the funding request includes about \$149,000 and 1 FTE for cultural resources, museum collections are not adequately addressed in the OFS request. No specific line request for restoration of the second museum position or adequate operational funding to manage this complex program is included.

JOTR is part of the Mojave Desert Network (DEVA, GRBA, JOTR, LAME, MANZ, MOJA, PARA). As part of the Pacific West Region Strategic Organizational Review, the region has strengthened these natural resource networks to provide more support and capacity sharing for managing park resources and operations. Mojave National Preserve (MOJA), while having a small cultural resources staff, does not have the staff to manage their museum collections. Although small at the present time, MOJA's collections are expected to grow. In order to provide MOJA with professional museum support and provide additional support for a professional curator, discussion with MOJA staff might be initiated to make the JOTR position the curator-of-record for MOJA. This type of resource-sharing between parks provides for better care of the collections as well as more support for base increases that affect more than one park. In light of this shift in management strategy, it is recommended that JOTR submit a new OFS statement for management of the JOTR and MOJA museum collections. This request should include establishment of a curator (GS-1015-11); a museum technician (GS-1016-07); and adequate support costs that include appropriate travel to address MOJA needs on-site; training funds; and other support costs such as museum and archival supplies.

By working toward establishing a museum management program that meets all the requirements of a professional program, the park will be moving toward the justification for the journeyman level curator. The addition of managing the MOJA museum collections will strengthen that need as grade is dependent on complexity.

As an essential part of park operations, the museum management program should have a separate ONPS budget in addition to project funds.

The park might also investigate partnership opportunities with other federal agencies (U.S. Marines, Bureau of Land Management), local and regional agencies, or non-governmental agencies. As the management of public lands moves further towards management of ecosystems rather than by the artificial political boundaries, it becomes more efficient for all concerned to manage resources in a more holistic manner. This would also

make it easier for outside researchers who could do "one-stop-shopping" rather than having to go to a number of different locations.

Although the park has a number of management plans, including recent *General Management Plan* (1995) and *Business Plan* (2001), the museum management program is not adequately addressed. The former provides virtually no guidance specifically related to the museum management program. The latter, while mentioning the need for "additional staff resources ...to ...support a librarian and curator..." (p. 14), does not really address the program needs or the need for additional collections management space, as addressed in PMIS, in the section on "Investment Priorities."

The park does not have a long range interpretive plan (LRIP) although one has been requested. The 1996 *Interpretive Prospectus* does discuss the museum collection based on the 1991 *Collections Management Plan*. The plan does not, however, include a coherent program for use of the museum collection in exhibits. When the LRIP is funded, the museum staff should be part of the planning team in order to integrate the museum management program into the interpretive program.

The 1993 *Resource Management Plan* was last updated in 1999 and contains a number of project statements related to the museum program; these are reflected in the park's PMIS program. However, the narrative does not provide a roadmap for managing these important resources. Once new RMP guidance is received, the museum management program should be an integral part of the narrative plan as well as the programming documents that support it.

The museum management program is organizationally located in the Resources Management Division so it is in a unique position. It can ensure that natural resources collections are addressed during planning and programming for the projects that will be on-going in the inventory and monitoring program as well as in relationship to network programs. These issues are discussed in greater detail in Issue C.

Currently, the park has a number of statements for museum needs in PMIS (see Appendix H), however, they do not truly comprise a coherent five-year program. This plan provides some guidance for such a program.

Two other critical reporting documents provide data for managing the park's museum collections as well as identifying funding needs:

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

- Establishes the standards under which park museum collections are maintained and against which the park evaluates itself.
- Documents the preservation of the park museum collections at a particular point in time.
- Determines the funding needed to bring a museum collection to standard.

The Checklist is divided by facility and type; for example, a structure that holds both exhibit and storage would have two checklists. It is critical that the park complete and/or update this document on an annual basis. The Museum Collection Preservation and Protection Program (MCPPP) funding is based on the data received from park checklists. Thus, the careful completion of the updated checklists is critical to adequately estimate the needs of the parks. The service-wide funding is divided by a formula based on total needs for each of the seven NPS regions. Every four years this funding is adjusted based on the most current data so it is critical that the data be accurately reflective of present needs.

JOTR is currently reporting on four facilities: Museum Collections Storage Facility, Oasis Visitor Center, Headquarters Administrative Offices, and Desert Queen Ranch. The Headquarters Administrative Offices will be removed as a facility when the items on display in those spaces have been removed. The Desert Queen Ranch should not be considered a museum space for a variety of reasons as noted in Issue E, but most importantly because the noted deficiencies cannot be eliminated. By removing this facility, the museum management program staff can

focus on the needs of the facilities that can actually be improved. Also, when reporting more than one facility, a number of the questions are redundant; these need to be answered only once and should reflect only one cost estimate. For example, question E8 notes the need for an emergency operations plan at a cost of \$17,000. As the park is currently reporting on four facilities, this question is answered four times with a total cost of \$68,000. The real cost for this need is \$17,000. When revising the Checklist these redundancies need to be eliminated.

The collection management report is a report that provides a statistical overview of the park's present collection. It provides park staff and management, as well as the region and the service-wide programs with information on size and type of collection; the growth of the collection over time; documentation of use; and identification of un-cataloged backlog. This latter is critical as it relates to funding. The service-wide Backlog Catalog Program fund distribution is based on this report so it is critical that it accurately reflects the total park collection, especially with regard to the un-cataloged backlog. As noted for MCPPP, reallocation and distribution of these funds is based on the backlog reported on the CMR.

Although JOTR reports a backlog on their 2003 CMR, the MMP team noted a backlog of materials, especially archives, which is not accessioned and thus not reported in the backlog. Until these materials are accessioned, the park does not have an accurate record of its backlog and is unable to receive funds to process and catalog these materials. It is critical that all museum and archival materials that have been identified as belonging the park's collection be accessioned by the end of this fiscal year. Issues B and C provide more guidance on this subject.

Recommendations

- Develop a list of essential archival, museum, and library management activities, and begin a time /cost documentation and analysis for each activity (see Appendix I for an example)
- Write a joint OFS statement with MOJA to expand and professionalize the museum program for JOTR and add a museum program for MOJA.

- Establish a journeyman level GS-1015-11 curator and restore the museum technician position to meet current NPS standards for managing the museum collections.
- Establish a partnership with MOJA to support cultural resources for the two parks and implement a formal agreement for the JOTR museum curator to be curator-of-record for MOJA.
- Revise PMIS statements for the park. Add new project statements that accurately define current park needs in archives and museum management. These project statements taken as a whole should define a five-year program for museum management.
- Revise the Checklist based on the recommendations of this MMP.
- Accession all backlog collections to ensure that the park is eligible to receive Backlog Catalog funds.
- As opportunities arise, revise the Resource Management and Business Management Plans and participate in interpretive planning to address the specific needs of the museum management program.



Figure 8 The Desert Queen Ranch, c 1936.



Figure 9 First tour of the Desert Queen Ranch, 1975, given by Ranger Reino Clark.

Issue E —

Desert Queen Ranch

Cultural Resources

Issue Statement

A comprehensive plan is required for the holistic preservation and management of cultural resources at this site.

Background

The Desert Queen Ranch (Keys Ranch) is a locally significant historic district within Joshua Tree National Park. Its significance stems from a wide variety of structures, features, and objects associated with settlement, ranching, and mining in the desert environment.

Park Service efforts to manage this resource started in 1972, with an inventory of the newly acquired property, building, and contents. These efforts included a *Historic Preservation Study* (1974), a preliminary *Conservation Assessment* (1975), a work party to identify significant artifacts (1976), a document survey of the Keys papers (1976), a *Collections Management Plan* (1991), a major clean up and stabilization effort (1992 – 1994), a *Historic American Building Survey* (1993), the first draft of the *Ranch Management Plan* (1999), a Level 2 *Cultural Landscape Inventory* (1999), and a second *Conservation Survey* and resulting *Treatment Proposals* (2002).

In addition to these cultural resource-based plans there have been several attempts to promulgate viable approaches to interpretation of this property for park visitors. While the history of these planning efforts is not well documented, they appear to have been largely dependent upon the interests and talents of park staff, combined with the assets available to support them at any given time. There are also natural resource

management interests and efforts in this area, as well as health and safety concerns for both staff and visitors.

Discussion

The park has obviously struggled for the past thirty years to devise and implement various strategies for managing the ranch and its diverse resources. It is equally apparent that these efforts have, for the most part, not been successful. These program failures have been partly due to the distances involved and the lack of financial resources, resulting in the lack of staff resources to manage adequately the range and number of cultural resources at the site.

These failures have resulted in a corresponding deterioration of the cultural resources at the site. Most of the original orchard has died due to the lack of watering. The adobe barn has almost completely melted back into its primary elements. Other structures have weathered and deteriorated. Large items have been moved from their original locations, and small items have disappeared. The changes and extent of deterioration are striking, particularly when the photographs in the *Historic Preservation Study* (1974) are compared to the existing scene. (See Figures 11 and 12 on page 63 and Figures 13 and 14 on page 65.)

One possible reason for the failure of previous preservation efforts and resulting deterioration of cultural resources has been the lack of a holistic plan for the ranch's preservation management. Planning and management efforts to date have been conceived, funded, and implemented for the most part by single divisions or branches of park staff, rather than the park as a whole. Each individual park division/branch (Interpretation, Maintenance, Natural Resources, Cultural Resources) has a separate, individual view of what management activities should take place at this site in order to meet individual, rather than collective, objectives.

As part of the in-briefing for this museum management plan, the superintendent indicated that a definitive approach to the management of the Desert Queen Ranch will be part of his 2005 work plan for the regional director, and asked this team for documentary guidance as part of the

museum management plan. The following discussion and recommendations will try to provide that guidance from a cultural resource and collections management perspective.

The museum management program at the park has been attempting to maintain only part of the Keys collections as “museum property” since the first material from the Desert Queen was accessioned, and ultimately cataloged, in 1976. At that time some of the items were cataloged and left in place at the ranch and some were transported to park headquarters. The material taken to headquarters appears to have been selected on the basis of perceived value, fragility, and (possibly) personal interest of the individuals doing the selecting, rather than any systematic attempt to document the activities at the ranch. As a result the park has been able to control security and preservation for only a very small portion of the ranch material. The material left at the ranch is exhibiting an increasing rate of deterioration.

The park will not be able to provide even the basic levels of security and preservation required for the management of museum collections at the site of the Desert Queen Ranch. Even if the park had the funding and staff this would require, the necessary structures and technology would alter the site so as to destroy the site’s value as a historic district and cultural landscape.

Without this intervention, the objects at the ranch site will continue to deteriorate, will continue to disappear by theft, and will continue to be moved from place to place within the site—thus continuing to alter the historic appearance of the site. Major site alteration has already taken place through the “clean-up” projects by volunteers and camp ground hosts from 1992 to 1994, and this should be expected to continue.

It is possible to maintain the historic structures at the site, mostly through the application of specific funding sources (such as Cultural Cyclic Maintenance). Cultural Cyclic Maintenance funds may also be used for the preservation maintenance of large machinery items, and this option could be extended to cover much of the material at the ranch site.

Documentation and recording of these resources is required, followed by a schedule for preservation treatment.

This documentation is partly in place with the *Historic American Building Survey* done for the ranch in 1993, and completion of the Level 2 *Cultural Landscape Inventory* completed by Kimball Koch (et al.) in 1999. The Desert Queen now requires a Historic Structures Report for the buildings, and a Cultural Landscape Report to complete the documentation and establish a treatment plan for the area as a whole. A grid-applied documentation of the machinery and tools at the ranch should be central to the Cultural Landscape Report, and include treatment plans for these major items and concentrations of smaller materials.

This is a slightly different application of the Cultural Landscape Report approach and will require the addition of specialists not generally associated with this effort. Possible suggestions would include a historical archaeologist to assist with the mapping and documentation of materials; a historic technology curator to assist with identification of specialized machinery, tools and work areas; a conservation specialist to suggest long term preservation methodologies; an historic orchard specialist; and a health and safety specialist to address relevant concerns. The various natural resource and interpretive specialists working at the park also need to be consulted, and information concerning their various projects related to this district should be included in this plan.

The end product of such an effort would be both a full documentation of all the associated parts of the resource, and a series of interlocking plans for the maintenance and preservation of the Desert Queen Ranch as a whole. Not only would such an effort address the preservation needs, but it would also concentrate all known information concerning this resource in one document. This would have obvious benefits for both management and interpretation efforts.



Figure 10 Building I – Guest House, 1974.



Figure 11 Guest House, 2004. Note deteriorated condition of bed frames, but structure is improved with new roof and door siding.

Conclusion

A strictly “museum approach” to the preservation and management of resources at the Desert Queen Ranch is impossible due to the lack of funding and staff, and the factors of distance, environment, and landmark status. Other cultural resource management and interpretative approaches have failed for the same reason. Since it is not possible to apply museum standards to the management of these resources on site, continued efforts in this manner are wasteful and counterproductive.

The park should build on the current documentation that is in place, and develop a holistic approach to the management of these resources. The best way to do that would be through a Cultural Landscape Report and associated treatment plans created by a group of specialists utilizing the methodologies of their varied disciplines. In this manner all of the needs expressed by the Desert Queen Ranch resource will be considered jointly, and treatments can be applied that will benefit the preservation of the total resource rather than isolated segments.

Recommendations

- Complete a PMIS statement for a Cultural Landscape Report for the Desert Queen Ranch that will address the full range of preservation concerns.
- Systematically inventory, record, identify, and assess the artifact assemblages at the Desert Queen Ranch.
- De-accession those cataloged items that are at the ranch site.
- Complete a provenance search for cataloged items currently in storage. Consider de-accession and repatriation of those items to the ranch site on a case by case basis.
- Maintain a limited collection of personal objects from the Keys family that could be used for exhibit at locations away from the ranch site.
- Process the Keys archives, create a finding aid to this material, and make this information electronically available.



Figure 12 Building N Adobe Barn, 1974.



Figure 13 Adobe Barn site, 2004. The last remaining wall fell in the late 1990s.

Appendix A — Survey Results

This appendix details the results of the survey relating to the archives and collections management program at Joshua Tree National Park. The survey was conducted in advance of the museum management planning team's visit, in an effort to identify and quantify staff needs relating to the park archives, museum collections, and library programs.

Survey Objectives

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

- Percentage of the staff using the park library and museum collections
- Percentage of the staff using non-park information resources
- Primary areas (categories) of information use, and the reasons for use of those specific collections
- Primary reasons the staff *do not* use these information resources, and what actions may be necessary to promote resource availability and use

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

Survey Methodology

The target universe of the survey was the permanent and temporary staff of JOTR. The survey was distributed to 100 staff members under a cover memorandum from the superintendent in April 2004, requesting that the survey be completed and returned to the park curator by April 30. A total

of 44 responses were returned, representing a 44% response rate. A response rate of 10% is required for this type of survey to be considered statistically valid, so the JOTR response should be considered excellent, with a very high degree of confidence in the results. Responses were also well distributed across park work units and by employment type, factors which add to the assumed validity of the results.

The primary method used for information gathering was a checklist, with some additional supporting data gathered by filling in blanks with quantitative information.

Respondents were also given limited opportunities to add written comment, one in the 'services used' section and one in 'services needed' section. Write-in responses are generally not used in surveys of this type, as they often fail to elicit a statistically valid response, and the response that is generated is often difficult to quantify. This proved to be the case with this particular survey, where most of the written responses were anecdotal in nature, and tended to reinforce information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (44%) was more than sufficient to be considered statistically valid, the results will be considered representative of the survey population as a whole. Percentages have been rounded up to the next whole number when 0.5 or more, and rounded down when less than 0.5.

Demographics

Demographic information can assist with understanding motivation and needs of the respondents, in addition to documenting an adequate distribution of response across administrative division and employment status. Information collected from this survey included length of service, distribution by administrative unit, and employment status. One respondent did not complete this section.

Length of service

	Total	Average
Years of service	426	10
Years at JOTR	226	5
Years in current position	226	5
Number of parks served in	200	5

Distribution by administrative unit

Administration	4
Interpretation	9
Maintenance	9
Law Enforcement	6
Resource Management	9
Unknown	2

Employment status

Temporary / Seasonal	12
Permanent	27
Non NPS Employees	3

Survey Summaries

When reviewing survey results it is important to remember that a response rate of 10% is considered necessary for the results of the survey as a whole to be considered valid. Within the survey, a 12% response to any given section or question is necessary for the response to be considered significant. Naturally this significance increases with the number of responses to the section or question. For these reasons the results provided below are phrased in terms of percentages of the respondents to any given section or question.

Percentage of park staff (44 responses) using the collections as follows:

- 61% used the library an average of 13 times last year.
- 45% used the archives and museum collections an average of 10 times last year.

- 59% used non-service archives, library, or museum collections an average of 18 times last year.

The majority of the staff uses the library and a significant percentage of the staff uses the archival and museum collections in some aspects of their jobs. In addition, 59% of the staff is using archival, museum, and library resources located out side the park. It might be interesting to determine what services are *not* being offered by the park that requires this number of the staff to use outside sources for needed reference. This could be accomplished by a one-sheet survey to all employees requesting specific information for improving services (title/subject suggestions for books/periodicals, hours of operation, etc.).

A total of 20 respondents (45% of the total response universe) indicated they used the archives and museum collections. The top five types of collections indicated as being used by this group are as follows:

- 55% - Historic archives and records
- 55% - Photographs and images
- 50% - Park administrative records
- 35% - Park cultural resource records
- 30% - Natural records, maps, images, reports

The same 20 respondents as above (the universe of those respondents reporting collections use) indicated the following as the primary reasons for using the collections:

- 90% - Address internal NPS information needs
- 55% - Personal learning
- 40% - Information for planning/compliance
- 40% - Develop interpretive programs
- 35% - Resource management research
- 35% - Address non-NPS information needs

These results document that the primary resources used are the archival collections, and that the primary reasons for use are an interesting mixture that includes both advocacy and vocational motivations.

Section II of the survey considered reasons staff may not use the resources and suggestions for improvement in the way these resources are managed and made available for use. The full universe of the 44 park staff responding was considered, and respondents were allowed as many statements as they felt applied. The results were as follows:

- 36% - Improve electronic access to collections.
- 36% - Provide listing and finding aids to collections.
- 30% - Provide remote computer access to collections.
- 20% - Reorganize collections to facilitate use.
- 20% - Provide additional staff to work on collections.
- 18% - Expand collections in specific areas.
- 16% - Provide additional staff to assist with access.
- 16% - Provide a work area for use.

Through the responses in this section the park staff has identified what they consider to be the major detractors to the current museum management operation, and has identified actions they would see as positive improvements.

In addition, the staff supports expending staff time and funding for the management of park archives, collections, and libraries (an aggregate of 36% supporting additional staff to provide necessary services).

General Conclusions

The park libraries and museum collections receive a much higher than normal incidence of use when compared to that of other parks. Park staff indicated a need for the resources and information that well defined and administered collections can provide.

As a result the park should be looking at ways to facilitate use through the production of finding aids; the joint housing of archives, collections, and library resources; providing adequate specimen preparation and work areas at points-of-use, and providing several methods of intellectual access to the park-specific resources.

A general informational finding aid should be produced for distribution to the park staff at the earliest opportunity. Some of the specialized features of the ANCS+ program should help with this. This should be followed by subject matter specific finding aids as they are able to be produced.

The survey format provided the park staff with the opportunity to offer individual impressions of the archives, museum collections and library program operations in a candid manner, as well as providing a venue for staff suggestions for changes and improvement. The survey results provide park management with firm background data that should be useful in developing specific programs to manage these unique park resources.

Appendix B — Archiving Resource Management Field Records

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

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

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

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

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

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

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

Archiving Resource Management Field Records

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

Checklist for Preparing Field Documentation:

- 1) Obtain an accession number from the park curator at the commencement of all new field projects.
- 2) Label all materials with the project accession number. Use a soft lead pencil for marking documents or files and a Mylar marking pen for Mylar enclosures such as slide, print, or negative sleeves.

- 3) Arrange material by material type, such as field notes, reports, maps, correspondence, and photographs. Each group of materials should be stored in individual folders or acceptable archival enclosures.
- 4) Resource management staff is responsible for turning over all project documentation to the archivist upon completion of a project. In the interest of preserving institutional knowledge, collections should remain in their original order, that is, the organization system created by the originator of a document collection. Resist the urge to take important documents from these collections. If something is needed for future use, copy it or request that the curator make a copy. After copying, replace the document or photo where it was found. Much information about past projects has been lost because collections have been picked apart. Remember these materials will always be available. That is the intent behind establishing archives.
- 5) When the archival documentation is transferred to the archivist, the form below would be provided. This form includes the project title, principal investigator, date of project, and a history of the project. The name of the individual who obtained the accession number should also be listed. The type and quantity of documentation would be included as well, such as maps (13), field notes (4 notebooks), correspondence (three files), and so on.

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

Project Identification Sheet

Archiving Resource Management Field Records

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

Your name _____

Project Title _____

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

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

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

Scope of Project:

Is this collection part of an ongoing project to be updated annually? Yes ____ No ____

Research goals or project purpose, published or in-house reports to which collection relates

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

Attachment A:

Five Phases to Managing Archival Collections

(From “Museum Archives and Manuscript Collections,” *NPS Museum Handbook, Part II, Appendix D*)

Phase 1

Gain Preliminary Control Over the Park Records

Survey and describe collections; identify official/non-official records; appraise collections and check them against the Scope of Collection Statement; accession collections; order supplies

Phase 2

Preserve the Park Collections

Conduct the collection condition survey; write treatment or reformatting recommendations; contract to conserve or reformat; re-house; prepare storage, work, and reading room spaces

Phase 3

Arrange and Describe the Park Collections

Arrange collections; create folder lists; edit and index folder lists; update collection-level survey description; produce finding aids; catalog collections into the Automated National Catalog System (ANCS+)

Phase 4

Refine the Archival Processing

Locate resources; prepare processing plan and documentation strategy; develop a guide to collections; publicize collections

Phase 5

Provide Access to Park Collections

Review restrictions; write access and usage policies; provide reference service

Attachment B:

Sample Archival and Manuscript Collections Survey Form

(From "Museum Archives and Manuscript Collections," *NPS Museum Handbook, Part II, Appendix D*)

US Department of the Interior
National Park Service

COLLECTION TITLE (Creator / Format / Alternate Names/
Accession / Catalog #s):

Asa Thomas Papers DRTO-00008

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

PROVENANCE (Creator / Function / Ownership and Usage history /
Related collections / Language):

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

PHYSICAL DESCRIPTION (Linear feet / Item count / Processes /
Formats / Genres):

45 linear feet of papers including 15 diaries (1850-1925), 63 albums and scrapbooks, 10 lf of correspondence and 2,000 blueprints

SUBJECTS (Personal, Group, Taxonomic, and Place Names / Eras /
Activities / Events / Objects / Structures / Genres):

This collection documents the life, family, inventions, instructions, and professional activities of Asa Thomas including engineering projects in the Dry Tortugas, an 1873 world tour, and hydraulic pump inventions

ARRANGEMENT (Series / Principle of Arrangement / Finding Aid):

Into four series by type of document: correspondence, diaries, albums and scrapbooks, and blueprints

RESTRICTIONS (Check and Describe) Donor _____

Privacy/Publicity _____ Copyright X Libel _____ No Release

Forms _____ Archeological, Cave, or Well Site _____ Endangered

Species Site _____ Sensitive _____ Classified _____ Fragile _____ Health Hazard _____ Other _____

The donor, A. Thomas's son Marvin, did not donate all copyrights. The papers are unpublished. Some inventions are patented.

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

EVALUATION (Check and Describe Status) Official Records _____ Non-Official Records X Fits Park SOCS X Outside SOCS _____

(Rate Collection Value: 1=Low; 3=Average; 6=High) Informational 6 Artifactual 6 Associational 6 Evidential 3 Administrative 3 Monetary 1

CONDITION (Check and Describe) Excellent _____ Good X Fair _____ Poor _____ Mold _____ Rodents _____ Insects _____ Nitrate _____ Asbestos _____ Water Damage X Other _____

OTHER (Please Describe)

Appendix C — Suggested Library Operating Policy

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:

[Name of regional library or support office]

[Name of region] Region Units

Harpers Ferry

Department of the Interior Library

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] 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 D — Acquisition Planning

The park must create specific goals for the collection in order to define the future direction of the archives, collections, and library. It should develop an Acquisition Plan that includes short-term goals for the growth of the collection. This plan should delineate the extent of the collection's growth and the uses it is intended to fulfill. The plan should also specify the type and amount of growth the park expects for the collection. The following three alternatives for growth of the park's herbarium provide examples of the type of planning that is necessary:

Alternative 1 – High Priority:

The growth of the park's herbarium will receive high priority. In the next five to ten years an estimated 10,000 specimens will be contained in 10-15 full herbarium cabinets. The herbarium will document all vascular and non-vascular plants found in the park, with special emphasis on threatened, endangered, and sensitive plants. Specimens are expected to represent the diversity of elevation changes, habitats, distributions, and genetic types found in the park. Time series may be represented with annual collections of keystone species such as [include park specific decisions on this here.]

Alternative 2 – Medium Priority:

The park's herbarium will be an important component of the park's collections and will grow in relation to projects that generate voucher specimens. In the next five to ten years an estimated 2,000 specimens will be collected in three or four cabinets. The herbarium will seek to include all known vascular plant species in the park, but outside of achieving a

synoptic (with all species represented) collection, it will be limited to vouchers from projects; [include further park specific decisions on this here.]

Alternative 3 – Low Priority:

The park’s herbarium will grow as the opportunity to include scientific specimens arises. In the next five to ten years an estimated 500 specimens will be added. The herbarium will attempt to include all known species of vascular plants from the park, but this goal may not be achieved during this period. The vast majority should be well represented. The herbarium will direct large voucher collections to other repositories with the capacity to provide adequate storage and care.

The collections types that are addressed in the Acquisition Plan should include the main categories of biological, geological and cultural collections.

The Acquisition Plan should define an internal process for reviewing potential acquisitions and establishing a decision-making process. One approach is to create an acquisition team consisting of staff members with both expertise and interest in managing the growth of the collections. Experience has shown that teams consisting of three to five members operate most efficiently, but the park must decide what size will work best. Resource managers are likely team members because they represent the majority of subject matter specialists. The park should also consider interpreters, rangers, administrators, and maintenance personnel as potential members. The team can operate on a consensus basis and when views diverge, management can make the decision on unresolved issues after briefings provided by various team members. The team should try to create an effective working relationship—each member must be committed to operating as a team for the best interests of the park.

Appendix E — Collections Access Policies

It is National Park Service policy that park-specific cultural and natural collections be available for educational and scholarly purposes. The Service 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]
 National Park Service
 [Address of park]

Implementation of these policies and procedures has been delegated to the collections manager(s); however, the chief of natural and cultural resources management, 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)

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 _____

MUSEUM COLLECTIONS AND ARCHIVES REGISTER

[Name of Park]

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

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 Service is also charged with managing these resources for optimum preservation. To minimize impact on these collections, it is necessary to regulate access to the materials.

Copies of the research application and the full text of the *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 collections 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. 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 Service collections in these legitimate ventures and to make photographs of museum collections available within reasonable limitations.

Photography involves exposing often fragile museum objects to potential damage or loss from handling and exposure to heat and light. The Service 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

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

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

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

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

Suggested Herbarium Protocols

Many different government and non-government resource specialists may develop collections relevant to the park. To ensure the quality of the preparation, documentation, and identification by these specialists, the park can produce written protocols that define physical standards and data considerations. The park should provide these protocols to staff members and others involved in projects or programs with a potential for generating collections. Such protocols would assist both collections staff and collectors with planning guidelines that explore the nature, number, and appropriateness of potential collections and suggest how they should be preserved and documented. The advantages of protocols generated substantial interest on the part of most staff during the planning team's site visit.

A draft protocol for the herbarium collection is included to provide an example of the concept and the level of detail involved.

Draft Herbarium Protocols

[Name of Park]

The [name of park] museum program has established a set of protocols to guide researchers and collectors when developing herbarium specimens for inclusion in the park's collection.

Collection Planning

Staff, contractors, or permitted collectors should address the preservation of specimens when collecting activities for park projects are involved or anticipated. Considerations should include the following:

- Collectors must possess all necessary and applicable permits from federal, state, and local authorities.
- If collectors plan to generate permanent voucher specimens, they should discuss the estimated number of specimens, taxonomic diversity, and project design criteria with the park resource manager.
- If collectors do not plan to retain specimens for permanent collections, then they should make provisions for exceptional finds or inadvertent discoveries of important specimens.
- Collectors should make a determination of an appropriate repository for the specimens, whether the repository be the park's collection, an outside institution, or some combination of both.

Field Collecting Techniques

The park encourages collectors to use state-of-the-art techniques during field collection activities. Special attention should be given to the following considerations:

- All effort should be made to avoid gross errors in labeling and documenting specimens, recording basic collection information such as location, date, collector, or mixing up samples. Collectors should document any confusion or mistakes that occur.
- Specimens with flowers, fruits, and seeds are preferred over sterile specimens except where specific collecting criteria are established or finds are unusual. Multiple specimens on a single sheet should not exceed 100 feet (30 meters) differences in collection location unless specified.
- Collections of rare species or unusual occurrence must consider impact on wild populations. The park prohibits collections of single rare individuals or entire groups of unique occurrences without written consent.

Specimen Preparation

- XXX standard for herbarium sheets in 40 pound acid-free paper 11 ½ by 16 inches.
- Preferred attachment techniques include white glue, adhesive, and sewn cloth straps and thread.
- The park favors attaching its own herbarium labels in the lower right corner of the sheet, with other collector labels in the lower left or center.
- Paper folding envelopes are preferred for seed and fragment packets.

- Collectors should generate wet specimens only after discussion with the park staff. The collection currently has little capacity to house fluid collections of alcohol or formalin.

Data Management

The National Park Service currently uses a Windows 95-based FoxPro museum database called Rediscovery. Collectors should consider whether their computerized data may be transferable or convertible. Data elements that can be linked with specific fields are easiest to transfer. Collectors should plan for the following data needs:

- Minimum acceptable data includes specimen name, collection date, locality and collector. Locality is preferred in one of the following: UTM, Latitude-Longitude, Township-Range, Metric or English distance to USGS topographic map reference, and Metric or English elevation.
- Associated records should include project proposals or designs and any analysis, reports, or publications resulting from the collection.

Delivering Specimens

- Contact park for prior arrangement of delivery or transfer of specimens, preferably several weeks in advance.
- Special arrangements may be made due to the remote location of the park curatorial facility, distances involved, and staff availability

Appendix G — Suggested Briefing Statement on the Museum program

The nature and operations of the museum are explained in a brochure format. The park's museum program is described by collections, purpose, and access.

Sample Briefing Statement

Joshua Tree National Park Museum program

Joshua Tree National Park preserves and interprets the natural and cultural resources relevant to the 794,000 acres of parklands it manages in the California desert. Its interpretive area is the Colorado Desert, the Mojave Desert and the uniquely diverse ecologic transition zone.

Statement of Purpose. The park maintains a museum collection of archives, artifacts, and specimens related to the park's biology, geology, paleontology, history, and archeology. These collections provide documentation and information for staff, universities, agencies, and the public. The park seeks to develop the highest value collection that supports the park's mission. The values supported by the collection include scientific research, resource management projects, inventory and monitoring of voucher specimens, independent study, exhibits, and publications for public benefit.

Museum Collections. The Joshua Tree museum collection is supported by the park library with over 2,000 volumes. The park's archives and object collections include:

- Archeological specimens from excavations, donations, some objects stored offsite
- Thousands of pages of archival materials including park projects, plans, and studies
- A collection of birds and mammals from the 1930s and 1940s
- Geologic hand specimens from the 1950s
- An herbarium of pressed plants from the park
- A collection of insects recently collected
- A small number of historical objects

Access to Collections: Collections are available by appointment. Approval for access is granted for legitimate use that will provide public benefit and will not harm the objects or documents. Loans of materials may be made to institutions and agencies upon written request, citing the nature of the need and the adequacy of facilities to care for the loans. For further information write: Melanie Spoo, Museum Specialist, Joshua Tree National Park, 74485 National Park Drive, Twentynine Palms, CA 92277 or call (760) 367-5571.

Access to Information: Information on archives and collections, including listings and descriptions of artifacts and specimens is available in computer databases. Finding aids for archival holdings are under development and some limited listings are available. Customized searches and reports may require additional time, if they are possible. Requesters may need to access databases onsite and must be capable of generating their own reports if extensive database manipulations are required. Every effort will be made to accommodate uses of the collections and archives that provide public benefit.

Field Collections and Donations: Specimens, artifacts, and associated records collected for Joshua Tree National Park by staff or under valid collecting permit, or items proposed for donation by the public, may be suitable additions to the collection. Acceptance will be based upon their informational and documentary value, condition, and whether they meet the park's other acquisition criteria. The museum acquisition team, which includes subject matter specialists, evaluates all potential acquisitions. Please allow 30 days for review and assessment of proposed additions to the park's museum collections and archives.

Your Support: Joshua Tree National Park views its museum collections as tools to improve knowledge and education about park resources and manages these resources so that they will be preserved in perpetuity. We encourage your appreciation for the natural and cultural resources in the museum program. Public and professional contributions, including monetary donations, gifts of artifacts or specimens, or volunteer time and consultation by interested parties, are welcome.

Produced by Joshua Tree National Park, Twentynine Palms, California 92277

Appendix H — PMIS Statements

Project Management Information Statements (PMIS) for JOTR as of May 7, 2004

PMIS Number	Project Title	Project Unit Priority	Requested Funding FY	Funded Funding Source	Total Project Cost
18328	Conduct Field Assessment of Keys Ranch Collection	200	2001	Recreational Fee Demonstration, 80%	\$50,000.00
4718	Reassess the Campbell Collection	68	2003		\$50,000.00
44011	Manage and Maintain Natural History Collection	132	2003		\$24,000.00
65574	Conduct Conservation and Reassembly of Museum Ceramics	196	2003	Cultural Cyclic Maintenance	\$141,000.00
73041	Conserve Priority Non-Ceramic Museum Objects	191	2003	Cultural Cyclic Maintenance	\$38,000.00
74241	Stabilize Keys Ranch Artifacts, Structures, and Implement IPM Plan	45	2003	Cultural Cyclic Maintenance	\$100,000.00
49075	Manage Research Library	67	2004		\$24,000.00
59552	Initiate Integrated Pest Management Plan for Keys Ranch, Visitor Center, museum storage	20	2004		\$20,000.00
72628	Catalog Museum Backlog	55	2004	BACAT	\$32,000.00
8077	Install Electronic Security System At Keys Ranch	183	2005		\$68,992.00
18319	Update JOTR Museum Collections Planning Documents	100	2005	2004 MCPPP	\$44,000.00

74960	Prepare Historic Furnishings Report for Desert Queen Ranch	111	2005		\$140,236.00
104582	Increase Museum Storage Capacity	127	2008		\$499,999.00
18322	Multi-park: Locate JOTR/DEVA Off-site Archeological and Natural History Collections	137	2009		\$41,000.00
48683	Inventory Museum Collections	146	2012		\$50,000.00
4739	Initiate Multi-Park Museum Collections Management and Maintenance	221	2050		\$100,000.00
18320	Document History of William and Elizabeth Campbell	163	2050		\$30,000.00
35003	Process Cellulose Nitrate Negatives	161	2050		\$30,000.00
35006	Photograph Museum Collections	182	2050		\$30,000.00
48866	Upgrade ANCS+ Database	147	2050		\$40,000.00
65579	Conduct Survey of Museum Object Storage for Earthquake Safety	181	2050		\$10,000.00
76456	Obtain Museum Storage Equipment	116	2050		\$150,000.00

Appendix I — Suggested Workload Analysis

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

Core Work Elements	Current (Hours)	Current (FTE)	Needed (Hours)	Needed (FTE)	Non-Pers. \$
<i>Acquisition of Collections</i>					
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					
<i>Subtotal</i>					
<i>Documentation of collections</i>					
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					
<i>Subtotal</i>					

<i>Preservation and protection of collections</i>					
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					
<i>Subtotal</i>					
<i>Access and use of collections</i>					
Provide for public and park access including reference services					
Develop and maintain exhibits					
Participate in curriculum-based education programs					
Conduct public program					
Produce publications					
Conduct research and obtain legal rights and permissions					
Loan collections for appropriate use by other institutions					
Develop and maintain internet/intranet access and website(s)					
Participate in NPS planning and compliance					

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

Bibliography

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

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

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Suggested Reading List

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

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

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

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