

National Park Service  
U. S. Department of the Interior



# Mojave National Preserve

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## Museum Management Plan

Cultural Resources  
Pacific West Region  
April 2007

# Mojave National Preserve

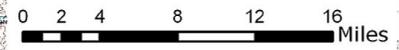
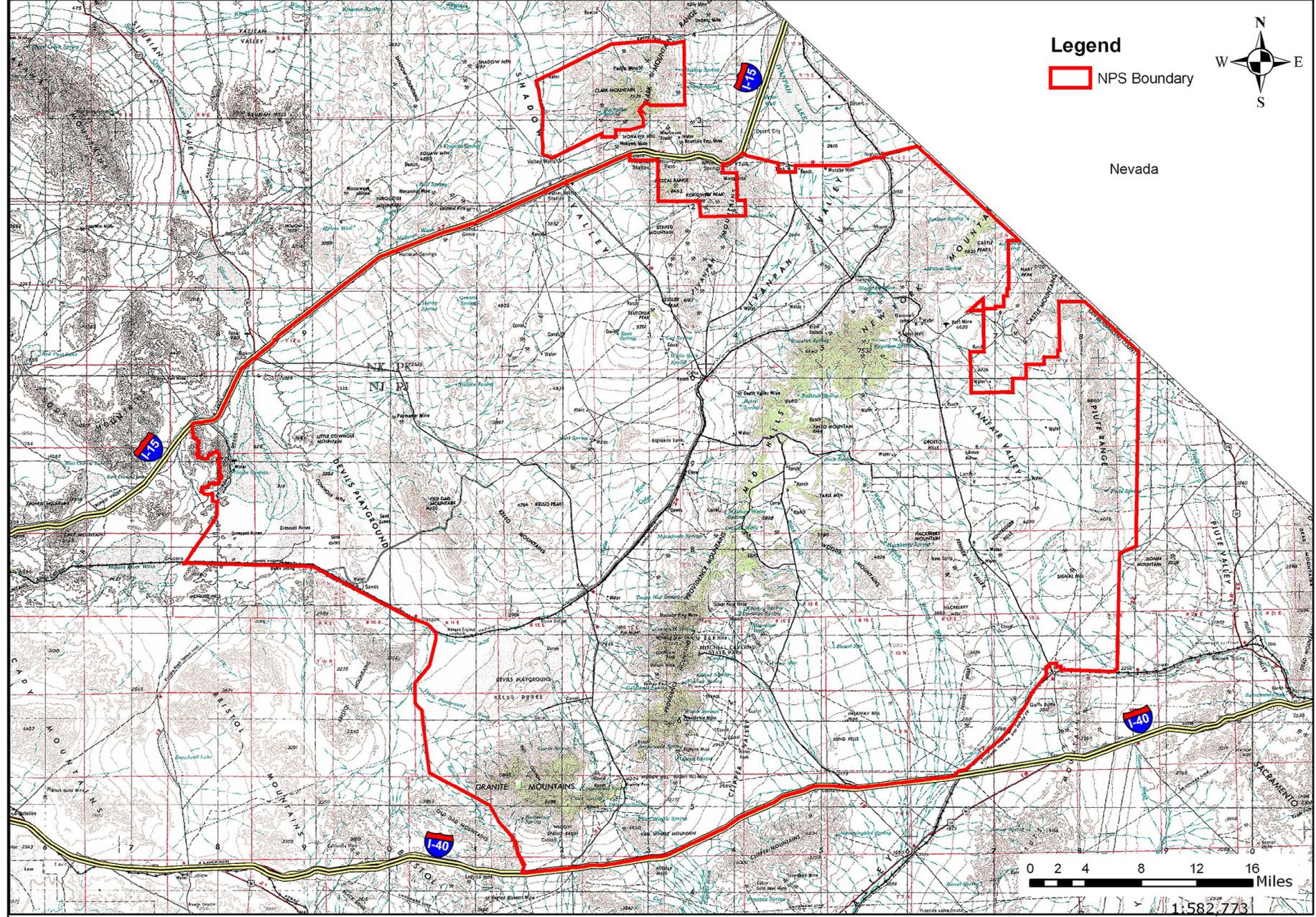
National Park Service  
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**Legend**  
[Red outline] NPS Boundary



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# Mojave National Preserve

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Department of the Interior  
National Park Service  
Pacific West Region  
2007



# Mojave National Preserve

## Museum Management Plan

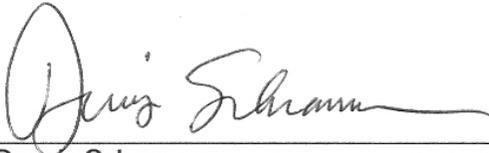
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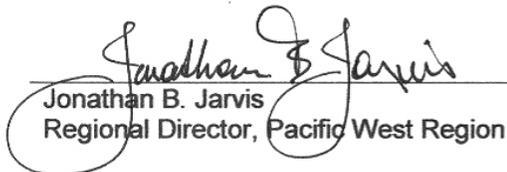
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# Executive Summary

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This Mojave National Preserve Museum Management Plan identifies a series of collections management issues facing the Preserve and presents corresponding actions to address them. The Preserve is currently managing a museum collection, according to the 2006 Collections Management Report, of a little over 800 items. Based on observations during the plan team's visit, however, the object collection on site is probably closer to 2,000 items. An unknown number of permanent records exists which might be transferred to the archives, and the library contains about 500 items. In addition, because of the administrative history of the Preserve, collections are located in a number of institutions throughout the American West, and perhaps elsewhere in the United States. Finally, the Preserve has a very active Research and Collecting Permit program as well as large collections at two partners' locations within the Preserve.

The museum program is in its infancy and this is the first plan for the museum collection. But the Preserve does have a "Letter of Agreement Concerning Museum Collections Management" (June 15, 2005) with Joshua Tree National Park to carry out a cooperative program to provide oversight and accountability in the storage and treatment of cultural and scientific collections for the two parks. Collections are stored in a secure air-conditioned room within the Preserve headquarters building, a GSA-leased structure in Barstow. The new program lacks status and definition, which should be corrected by an overall program identity, supported by internal protocols for collections development, preservation, and use. This effort should then be followed by the necessary planning and programming for the projects, funds, and staff to move the program forward.

This Museum Management Plan offers recommendations for actions designed to take the Preserve's archives, library, and museum collections through the next developmental phase, leading to full program integration.

## Key Recommendations

The key recommendations are listed here, while more detailed action recommendations follow each issue section of the plan.

- Establish a Preserve-specific collections philosophy and protocols for role and function as well as for development; incorporate these into future Preserve planning documents.
- Expand relationships with Preserve partners such as the Granite Mountains Nature Reserve and the California Desert Studies Consortium for the management and storage of museum collections.
- Develop and implement protocols which direct collections growth to provide the information resources needed by Preserve staff.
- Improve information management tools and access procedures that promote intellectual and physical access to the Preserve archives, library, and museum collections.
- Expand programming and budgeting to address Preserve project and operational needs in PMIS and OFS.

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**Front cover** View to the west across the Woods Mountains toward Wildhorse Mesa and the Providence Mountains.

**Front cover inside** Map of Mojave National Preserve

**Figure 1, page 14** Prehistoric grinding tools, such as this milling slab (*metate*) found in Woods Wash, are common components of habitation and plant processing sites throughout the Preserve.

**Figure 2, page 14** Hundreds of abandoned mines dot the Mojave landscape and although many items have been taken by looters over the years, numerous mining artifacts are included in the collections. The Bonanza King Mine, shown here, dates to the late 1880s.

**Figure 3, page 34** Volunteers and Mojave National Preserve staff have recorded over 250 rock art sites in the park but none are more spectacular than these petroglyphs at Eagle Well.

**Figure 4, page 34** Typical farrier's tools found in the black smith shop at the Kessler Springs Ranch headquarters were taken into the park's museum collections.

**Figure 5, page 50** The Kelso Depot, seen here at the time of its Grand Opening in 2006, was refurbished for use as the Preserve's principal Visitor Center. A representative sample of the park's museum collections is on display here.

**Figure 6, page 50** The nearly perennial stream at Rock Springs attracted both prehistoric and historic inhabitants of the East Mojave.

**Figure 7, page 58** Prehistoric projectile points found at Mojave range from early large spear points, dating to perhaps 5,000-10,000 years ago, to the smaller *atlatl* dart points and even smaller arrow points of more recent times.

**Figure 8, page 58** This Archaic period projectile point made of basalt was found embedded in the desert pavement near Aikens Wash.

**Back cover inside** The 60-foot tall headframe at the Eveningstar Mine dates to about 1940. The mine contains a complex set of workings, structures, dumps, and historic artifact scatters.

**Back cover** This large Chemehuevi basket dates to about 1910 and was purchased by the Preserve from the Kania-Ferrin Gallery in Santa Fe, NM. The Chemehuevi formerly occupied what is now Mojave National Preserve and their basketry is prized by collectors.

**Table 1, page 22** Museum Collection Data from the 2006 Collection Management Report

**Table 2, page 22** Museum Collection Data from ANCS+, April 2007

# Introduction

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

The MMP process therefore does not duplicate that information. Instead it places archival and museum operations in a holistic context within a park's operations by focusing on how collections may be used by staff to support specific park goals. 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, and as a result provides park-specific advice on how this may be accomplished within this specific unit. Where necessary, material found in the *NPS Museum Handbook* or *Conserve-O-Gram* series will be referenced in the text, and where required, technical recommendations not covered will appear as appendices to this plan.

Mojave National Preserve was authorized as part of the California Desert Protection Act (PUBLIC LAW 103-433) on January 25, 1994 in order to

(A) preserve unrivaled scenic, geologic, and wildlife values associated with these unique natural landscapes; (B) perpetuate in their natural state significant and diverse ecosystems of the California desert; (C) protect and preserve historical and cultural values of the California desert associated with ancient Indian cultures, patterns of western exploration and settlement, and sites exemplifying the mining, ranching and railroading history of the Old West; (D) provide opportunities for compatible outdoor public recreation, protect and interpret ecological and geological features and historic, paleontological, and

archeological sites, maintain wilderness resource values, and promote public understanding and appreciation of the California desert; and (E) retain and enhance opportunities for scientific research in undisturbed ecosystems.

The management of lands now within the Preserve was transferred from the Bureau of Land Management.

The Preserve staff and the MMP team worked together over the course of the site visit to develop the issue statements contained in this plan. Topics addressed meet the specific need of Mojave National Preserve 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 Preserve through the process of creating and implementing a workable system that supports all aspects of Preserve operations, while at the same time providing guidelines for the growth and development of the museum management program.

Members of the MMP team were selected for their ability to address specific needs and concerns of the Preserve. Primary information gathering and the initial draft were developed over a two-week period in March-April 2007.

The team wishes to thank Superintendent Dennis Schramm and the staff of Mojave National Preserve for the courtesy, consideration, and cooperation extended during this planning effort, in particular Bob Bryson, Chief, Cultural Resources; Danette Woo, Environmental Compliance Specialist; David Nichols, Archeologist; Lisa Wilson, Administrative Officer; Linda Slater, Acting Chief, Interpretation; Tim Duncan, Park Ranger; Jim Read, Contracting Officer; and Jacob Huerta, Information Management Specialist. In addition, Melanie Spoo, Joshua Tree Curator and Curator-of-Record for MOJA, and Special Agent Todd Swain provided critical information for the formation of this plan. Their time, efforts, and involvement greatly facilitated the work, and are very much appreciated. These individuals obviously are dedicated and committed to the preservation of the Preserve resources, and it is a pleasure to work with such professionals.

# History of the Museum Collection

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As a result of the California Desert Protection Act, Mojave National Preserve (MOJA) was formed in 1994 to preserve a relatively untouched desert ecosystem. The area had been administered as the East Mojave National Scenic Area by the Bureau of Land Management (BLM). The University of California's Sweeney Granite Mountains Natural Reserve and the California State University Fullerton's Desert Studies Center are within the Preserve boundaries. Both of these educational institutions are museum collections stakeholders which are currently assembling, through active research, natural history specimens from Preserve lands.

It is unclear how much archival and collection material has been created by BLM and the research facilities that might pertain to the Preserve's lands. Pre-NPS collections are believed to be stored at the San Bernardino County Museum, the Needles BLM office, and the Granite Mountains and Desert Studies Center locations, along with several other regional museum facilities.

Although no formalized National Park Service museum collections for MOJA existed at the time, collections management was assigned in 1997 to the chief of resources' secretary as a collateral duty. Preserve headquarters and the majority of the staff were provided office space in a rented office building in downtown Barstow. Exhibits were limited to photographic panels developed for the visitor contact facility at Baker and no space was designated for museum collections storage within the Preserve.

With no designated storage space, no official effort was made to amass museum collections, although small amounts of individual objects were slowly gathered by Preserve staff in their work areas. The first accession,

made in 1997, was a small collection of pottery sherds assembled by the Resources Division chief.

An active cultural resources program and restoration work on the historic Kelso Depot to accommodate a visitor center and exhibit spaces began in 1998. Several valuable objects intended to be eventually placed on exhibit at Kelso were sent to the storage facility at Death Valley National Park for temporary storage.

In 2004 plans were made to move Preserve headquarters to a more suitable building, constructed by and rented from the General Services Administration. With a recognized need for dedicated museum storage space to accommodate future museum acquisitions, the Preserve adjusted the proposed new headquarters floor plan to include 945 square feet of dedicated storage and a 324 square foot processing space for museum collections management. Over the next two years, year-end and Cultural Cyclic funding provided money to purchase and install a Spacesaver shelving system and cabinetry for collections storage.

As research for and progress on the exhibit space at the Kelso Depot progressed, potential museum object donors began to contact the Preserve, resulting in several object and archival donations to the collections. Developing relationships with former and current inholders and local residents also resulted in several donations to the collections.

During this time the secretary was reassigned duties which did not include museum collections management; the responsibility for the collections fell to the branch chief of Compliance, Planning and Cultural Resources. In 2004 the Preserve entered into an agreement with neighboring Joshua Tree National Park to provide for a shared curator-of-record.

The largest collections currently consist of purchased and donated furnishings for the Kelso Depot and objects from an archeological project conducted in 1987 by California State University, Los Angeles. These latter objects were held at the Desert Study Center until the Preserve had the capacity to store them. Small archeological and historical collections, mostly individual objects collected Preserve-wide, along with a small

number of paleontological and geological specimens round out the collection.

Important objects include 13 ethnographic baskets both donated and purchased by the Preserve for exhibit purposes and original objects from the Kelso Depot, such as the depot clock. A small collection of uncataloged and unprocessed photographs and administrative archives has been developed by the chief of interpretation, who also has management responsibility for the Preserve's research library. An important archeological collection amassed by former inholders is expected to be donated to the Preserve in the near future.

A Scope of Collection Statement is currently being drafted to assist in development of the collections and provide guidance for retrieving collections and information on BLM era activities. Cooperative agreements with both the Granite Mountains and the CSU Desert Studies Center (at Zzyzx) facilities to provide collection storage and management of most natural history collections are being investigated.



**Figure 1** Prehistoric grinding tools, such as this milling slab (*metate*) found in Woods Wash, are common components of habitation and plant processing sites throughout the Preserve.



**Figure 2** Hundreds of abandoned mines dot the Mojave landscape and although many items have been taken by looters over the years, numerous mining artifacts are included in the collections. The Bonanza King Mine, shown here, dates to the late 1880s.

# Museum Management Philosophy

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

This section provides the following background information about museum collections:

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

## 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—also to be accessible to the public.

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

- **Documentation of resources** – Collections should serve as documentation of the physical resources of the park as well as the history of the park efforts to preserve and protect those resources.

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

## How Collections Represent Park Resources

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

- The museum collections, which contain three-dimensional objects and specimens, 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, personal papers, 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 taken during historic structure work; maps and as-built drawings made during utility installation; and property, land, and water use agreements that document past acquisition and use of park lands.

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

## **Determining Where to Locate Park Collections**

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

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

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

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

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

services. Samples of access, use, and management policies may be obtained from the lead curator.

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

## **Professionalism**

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

The primary difference between the technical and the philosophical lies not only in understanding how to apply the technology, but in being able to determine when, why, and which technologies need to be applied in any given situation. This distinction and ability can be called “professionalism,” and 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 the 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 working in the craft, so that the developing professional personality has a healthy range of philosophy,

opinion, and action to model. Professionalism also needs to be maintained in much the same manner.

The management of park archives was added to park curatorial portfolios in the mid 1980s, and increasingly, most park curators also manage the individual park library program. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions Service-wide, 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 independently from professional oversight. A GS-1015-11 is required by qualification standards, service, and regional policy to manage independently 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. This is a Pacific West Region requirement.

The curator-of-record approach to providing professional services to all parks is a logical outgrowth of the network system, and the reductions in staffing and funding that all programs are currently facing. This approach matches the existing resources to park-defined needs, and it has the support of the regional directorate and the regional professional staff.

Park managers having a professional on staff providing required curator-of-record services for other parks need to be aware that this service constitutes an accretion of duties. Just and adequate compensation for services needs to be discussed and resolved on a park-to-park, and park-to-professional staff basis. Park managers should also realize that curator-of-record duties may cause a reduction in services to the providing park that could be resolved by part-time technical help.

## Recommendations for MOJA

- Create a focus group of senior staff representing all Mojave National Preserve divisions and branches to define what the collections should contain, how they should be managed and accessed most efficiently, and what products should be produced upon request.
- Define the role and function of the combined collections by formal statement, formal access policies, and formal methodologies for depositing collections material, archival information, and required literature into the collections.
- Assign responsibility for developing and managing the joint collections to a single administrative unit and individual with a written position description and performance standards.
- Identify possible cooperative partnerships within the Preserve network and in the community with individuals and groups that hold common interests regarding the preservation and management of Preserve resources.

# Issue A— Museum Collections

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## Issue Statement

**Appropriate organization, maintenance, preservation, and security of the museum collections will facilitate the Preserve missions and goals.**

## Background

Mojave National Preserve was established by Congress on October 31, 1994, under the terms of the California Desert Protection Act. Barely more than a decade old in 2007, the Preserve's museum collections are currently quite small. But these collections will continue to grow, likely quite rapidly, because of resource management, inventorying and monitoring, compliance, research and interpretive projects, activities, and similar initiatives.

Based on data in the Preserve's 2006 Collection Management Report (CMR), the museum collection consists of 813 artifacts, specimens, and archival materials which document the cultural and natural history of the Mojave Desert. The collections include artifacts associated with Native American tribes, ranching, homesteading, mining, and transportation—including the railroad—that are historically associated with the lands in the Preserve. Natural history collections include biological, paleontological, and geological specimens.

The figures given in Table 1 (on the next page) are no longer current. Throughout FY2007 Preserve staff have been working diligently to locate, identify, and address the backlog of unaccessioned and/or uncataloged objects. Staff are to be commended for their attention to this important work.

<b>Discipline</b>	<b>Cataloged</b>	<b>Not Cataloged</b>	<b>Totals</b>
Archeology	17	489	506
Ethnology	14	0	14
History	119	0	119
Archives	0	50	0
Biology	0	10	10
Paleontology	0	114	114
Geology	0	0	0
<b>Totals</b>	<b>150</b>	<b>663</b>	<b>763</b>

**Table 1 Museum Collection Data from the 2006 Collection Management Report**

Table 2 below quantifies current catalog data in the Automated National Catalog System museum database (ANCS+) as of April 2007. The numbers listed in the column labeled “Not Cataloged” should be read with caution, as these are fairly rough estimates based on apparently somewhat inconsistent data in the ANCS+ accessions database.

<b>Discipline</b>	<b>Cataloged</b>	<b>Not Cataloged (estimate)</b>	<b>Totals</b>
Archeology	1221	500	1721
Ethnology	14	0	14
History	492	90	582
Archives	0	unknown	unknown
Biology	392	780	1172
Paleontology	126	unknown	126+
Geology	11	0	11
<b>Totals</b>	<b>2256</b>	<b>1370+</b>	<b>3626+</b>

**Table 2 Museum Collection Data from ANCS+, April 2007**

Museum collections are located in two structures at the Preserve: in the Kelso Depot on exhibit and at headquarters in collections storage. The depot, built by the Union Pacific Railroad in 1924, was recently rehabilitated and refurbished by the National Park Service to serve as the new visitor center; it opened to the public in 2005. Collections on exhibit in the depot include artifacts and archival items related to the Preserve’s Native American, ranching, mining, and railroading history. Other exhibits deal with the Preserve’s natural history, though no specimens are used for exhibition.

Preserve headquarters in Barstow is a GSA-leased build-to-suit structure which was completed in 2005. As a GSA-leased government building, the structure meets the various fire detection, suppression, and security requirements specified by GSA, the Federal Protective Service, and the National Park Service. Within the building is an 934.4 square foot curatorial facility with both collections storage (664.9 square feet) and a separate adjoining work area (269.5 square feet). Storage furniture include four racks of metal shelving mounted on Spacesaver<sup>®</sup> carriages (with considerable room for expansion), an insulated fire-resistant filing cabinet for museum records, two half-height herbarium cabinets, and twelve standard museum cabinets (37" H x 29" W x 32" D). The curatorial workroom includes a desk, wet sink, computer and workstation with the ANCS+ database, a worktable, a GSA wardrobe/supply cabinet, a desk-sized cabinet with drawers for storage, and a heavy-duty steel construction jobsite storage cabinet on wheels (Knaackbox<sup>®</sup>).

Collections storage at headquarters should undoubtedly meet the needs of the Preserve for the foreseeable future (unless the Preserve acquires substantial amounts of archival materials), especially as the staff desires that all natural history collections continue to reside in off-site non-NPS repositories (*see page 28*). But certain physical and space management issues are relevant to the museum program. As archives will undoubtedly prove to be a major part of future collections growth, an archives survey should be programmed at the earliest opportunity. When a more accurate estimate of archival collections and anticipated growth is obtained, the Preserve should program for a Collection Storage Plan to ensure the most effective use of the storage space currently available.

At the same time, the Preserve currently lacks programs, equipment, and trained personnel to monitor the museum environment, re-house collections to NPS standards, and provide more day-to-day collections care when the curator-of-record is unavailable. Many of these challenges can be met with relatively modest sums for light, temperature, and humidity monitoring equipment and other curatorial supplies, supplemented with training for Preserve staff interested in assisting with the museum program. Such training can be conducted by the curator-of-

record, enabling interested Preserve staff to assist with environmental monitoring and perhaps even cataloging, as long as a standardized system is developed and used consistently.

In addition to collections housed at the Preserve, MOJA collections are also located at a number of non-NPS repositories in southern California including: Mojave River Valley Museum in Barstow; San Bernardino County Museum in Redlands (vertebrate paleontology, archeology, and possibly history collections); University of California, Riverside (invertebrate paleontology); University of California, Los Angeles (archeology); and San Diego Museum of Man (archeology). Additionally, two institutions within the Preserve's boundaries also maintain MOJA natural history collections: the University of California's Granite Mountains Natural Reserve and California State University's Desert Studies Center (at Zzyzx). Other collections (permanent records related to the lands within, and establishment of, the Preserve) remain with the Bureau of Land Management (BLM), as many of the records pertaining to lands within the Preserve were not transferred to NPS following the establishment of the Preserve in 1994. Many of these archival materials may be located at the BLM's Needles, California field office, while those that were transferred to the NPS are scattered in various locations in Preserve offices.

The collections at headquarters and the Kelso Depot are documented for the most part by both accession and catalog records. The Preserve maintains these records in the museum storage facility at headquarters and in ANCS+. Since MOJA was established in 1994, the unit has created 123 accessions that document over 2600 objects and specimens. These accessions have been generated through purchases, field collections, and donations. For collections stored at MOJA, the staff has generated over 2200 catalog records in ANCS+.

Despite the above efforts, there are major gaps in the MOJA collections' documentation. Accessions data in ANCS+ does not always agree with the corresponding catalog data. For example: object and specimen items' counts have not been revised consistently following cataloging and may exhibit "double counts;" outgoing loans to borrowing institutions are

lacking (exacerbated by questions concerning ownership); collection locations are unknown or undocumented; and some ownership issues remain unresolved. A number of circumstances led to these conditions: many land transfers among several agencies, private landowners, and organizations; collectors' unfamiliarity with NPS policies pertaining to specimens removed from Federal lands; collections dispersed among many different repositories; and untrained or under-trained NPS temporary staff working with the ANCS+ database and accession records.

The ownership issues primarily pertain to natural history specimens removed from the Preserve and retained by non-NPS researchers at their institutions and certain BLM collections as noted above. These undocumented collections are at risk because they have not been conclusively located, surveyed, or documented, and their ownership status is unknown. It is important for the Preserve to identify and document these collections as soon as practical. One possible avenue to assist in funding this work is the multi-park (Southern California NPS units) PMIS Project Statement, PMIS #131125, "Multi-Park: Identify, Inventory and Catalog NPS Collections Held in Other Institutions." This project, if funded, is tentatively scheduled for FY2010.

Professional management of such a diverse and dispersed museum collection really only began in late 2004, when the Preserve entered into an agreement with Joshua Tree National Park (JOTR) to obtain the services of its museum curator as curator-of-record. For the past two years, the JOTR curator, working with the MOJA chief of CRM and Planning and other MOJA staff, has made great progress attending to the collection's needs and correcting countless curatorial deficiencies. This work must continue, for the collections reflect a lack of organization and require concerted, proactive, and systematic planning, management, and documentation.

## **Discussion**

Museum collections record the resources that the Preserve is required to protect. They offer essential information for management decisions; serve as a unique resource for scientific investigators studying the natural and

cultural processes that created the lands within the Preserve; and assist interpretive staff in relating information to visitors. Documenting museum collections is essential, because it allows both physical and intellectual access to museum collections for management, education, research, and loans.

The building block upon which a unit's museum collection is developed is the Scope of Collection Statement (SOCS). It is a stand-alone museum planning document that succinctly defines the scope of the unit's museum collection holdings at the present and for the future. The SOCS derives from the legislation establishing the unit and its mission, as well as laws and regulations mandating the preservation of collections. The Scope of Collection Statement is the critical basis for managing museum collections.

The Preserve is currently engaged in developing its Scope of Collection Statement. This activity is one of the most important projects that the museum staff can undertake—the SOCS sets the tone for the direction that the collection will take. It provides guidance relative to the acquisition and management of those museum objects that contribute directly to the unit's mission, as well as those additional collections that the NPS is legally mandated to preserve. The Scope of Collection Statement will:

- evolve from legislation and planning documents specific to the Preserve, and from laws, regulations, and NPS policies governing research and specimen collection conducted within Preserve boundaries;
- define the purpose of the museum collection;
- set agreed-upon limits that specify the subject matter, geographical location, and time period to which the collection must relate;
- state what types of objects will be acquired to fulfill the Preserve's mission; and
- consider collection use and restrictions.

Development of a Scope of Collection Statement is a group effort. To be an effective document, the participation of the major collections generators and users is required. Though the curator-of record will

undoubtedly take the lead in preparing the SOCS, input from the resource management and interpretive staffs, at a minimum, is necessary for an effective document.

When the superintendent approves the SOCS, the curator-of-record can produce briefing statements for distribution to Preserve staff, partners, and the public. These statements detail the Preserve's scope of collection; specify the object types and quantities needed for the collection to be relevant to the Preserve's mission; and offer a brief explanation as to why certain items are not required. The briefing statement intended for the public should also include information concerning other known institutions' collecting emphasis and contact information to facilitate potential donations of items not needed by the NPS.

After the SOCS approval and acquisition of collections, all related museum documentation must meet NPS museum standards. Accession and catalog records must be accurate, legible, and unambiguous. The accession records describe the movement of items to and from the collection and document their legal status. The catalog records provide descriptive and location information for museum objects and specimens.

These records provide valuable information that identifies the unique and irreplaceable resources associated with the Preserve. Without accurate documentation, this information will be lost. Documentation is a major part of the accountability process for museum collection management. Correspondingly, accurate documentation also is vital for the collection's research and educational uses. Without a complete and accurate description, provenance, and other catalog data which quantifies its unique characteristics, an item's potential for research or interpretive use is severely diminished, if not eliminated.

Scientific research is a vital component of the mission of the National Park Service. National parks serve as outdoor laboratories for the study of physical, biological, and cultural systems, their components, and relationships. Naturally such studies are vital to the NPS and the individual units in which they are conducted. However, as these phenomena fail to respect NPS boundaries, but rather transcend them,

such research in the parks is relevant to the larger world, at the ecosystem, regional, national, and international level. In adopting the California Desert Protection Act, Congress recognized the significance of the Mojave Desert to the nation, because of its “...outstanding natural, cultural, historical, and recreational values [which merit]...statutory designation and recognition as a unit of the National Park System.”

Scientists and researchers recognize the Preserve’s importance to science as well, as evidenced by the research permits issued each year. Research conducted under permit in the parks is an important vehicle for scientific inquiry. As such it should be beneficial to both the researcher and the NPS. The NPS Research Permit and Reporting System provides a bridge between prospective researchers and the NPS; it also presents a means to track non-NPS research conducted in the parks. However, the system is not perfect. The unit’s research coordinator, natural resources specialists, curator, and other NPS staff must be proactive in communicating permit requirements (especially those regarding the collection and curation of specimens from Federal lands) and ensuring that the researcher understands and complies with his/her annual reporting obligations.

Permit issues presently occupy a significant amount of the Preserve’s permits coordinator’s time. However, this work is manageable; the division’s small staff, occupying adjacent offices, helps eliminate many of the potential challenges faced by larger, more geographically-dispersed NPS units. Nonetheless, there are challenges to confront, notably related to tracking and documentation. Several parks have developed permit tracking computer database systems using Access or Excel which can assist in keeping track of permits and associated specimens outside the NPS permitting system. Good examples can be found at Hawai’i Volcanoes National Park or Olympic National Park.

In keeping with the Preserve’s importance to the scientific community, MOJA should be considered the repository for collections and collections information resulting from research conducted within and related to the Preserve. However, this does not imply that all MOJA collections will be housed in NPS facilities. Rather, the Preserve intends to continue working with its various partner institutions which house MOJA collections,

especially natural history collections such as those located within the Preserve at the UC Granite Mountains Natural Reserve and CSU's Desert Studies Center. At this time Preserve staff feel that maintaining natural history collections offsite at partner repositories is the most prudent and pragmatic approach. It makes no sense to duplicate collections developed in response to specific research or scientific needs by these partner institutions with similar collections at Preserve headquarters. Even as the Preserve works to fill vacancies and new positions in the branch of Natural Resources Management, maintenance of natural history collections at headquarters would not appear to be necessary. Should Preserve staff require small specimen collections be maintained on-site in support of project work, this policy can always be revisited so that the museum collection can remain as supportive as possible to the needs of the staff.

Collections, whether stored on-site at MOJA or in outside repositories through loan agreements, are especially useful in disciplines where fieldwork or research is anticipated to be ongoing, such as monitoring and compliance programs. The collections and collections documentation should serve as a local (and perhaps legal) reference for Preserve staff, researchers, and other interested parties.

To this end, the Preserve should be gathering information concerning museum collections acquired from Preserve lands that exist in other repositories, especially collections that are at the Mojave River Valley Museum in Barstow; San Bernardino County Museum; University of California, Riverside; University of California, Los Angeles; San Diego Museum of Man; University of California's Granite Mountains Natural Reserve; California State University's Desert Studies Center; and the Bureau of Land Management's Needles office. Once these MOJA collections have been identified, corresponding catalog data should be entered into the ANCS+ museum database. BLM collections (or any other pre-Preserve collections) that are not transferred to the NPS should be documented through the use of finding aids, inventories, and copies of reports, photographs, and field records which can be incorporated into the Preserve's archival collections.

Another significant source of data (and curatorial assistance) that should not be overlooked is other Preserve staff. Subject matter specialists such as botanists, wildlife biologists, geologists, and physical scientists have tremendous knowledge to share concerning natural history collections, their documentation, significance, and use for research. These staff members are a major asset to the Preserve's curatorial program and they should be encouraged to assist in collections management. An orientation to museum guidelines, including accountability, preservation, and storage would enhance access and assist in preservation efforts by providing additional curatorial guidance and knowledge to these important collections creators, researchers, and users. In addition, the staffs of local partner institutions, especially the UC Granite Mountains Natural Reserve and CSU's Desert Studies Center, should be considered as sources of expertise to assist with the development and management of Preserve collections.

Recognition of the importance of access to collections is vital if the Preserve is to encourage and support important research, resource management, and educational initiatives. An integral part of access is the immediate need for subject-matter specialists to survey the collections, become familiar with them, and be knowledgeable of the NPS museum management program. Standardizing current access practices and implementing appropriate procedures to allow Preserve managers and staff greater access to the collections would accomplish this. Circumstances which work to inhibit access to collections were three of the top four deficiencies noted by Preserve staff who responded to the Archives, Library, and Museum Collections Survey (*see Appendix A*).

At the same time, recognition that preservation and collections maintenance and use is part of a process, rather than being end components, is essential. New material and significant changes in the collection should be shared with Preserve staff, partner repositories, and other interested parties. Ways to enhance access and use of the collections should be considered, especially when proposing projects for funding under the Inventorying and Monitoring Program or other initiatives. The MOJA museum program should be considered part of the scientific

community and be available as such to outside scientists. It would also benefit from a document that describes the Preserve collections, states their purpose, and outlines ways that the public and Preserve staff can access collections and use the information it contains. This briefing statement would provide users with a concise explanation of the nature and operation of the Preserve's museum collection and how the Preserve can support both NPS and outside research for the common good.

Other than the exhibits at the Kelso Depot, the park does not have a regular program of museum exhibits. The Headquarters Building has a small visitor center in Barstow which could house a small exhibit case or two. The Hole in the Wall Visitor Center currently has no museum objects on display but its environment is not conducive to preservation of objects. A conservation case designed for the new visitor center at Puukohola Heiau National Historic Site (PUHE) could be used as a model for some MOJA cases. These provide security and an appropriate environment for objects and would allow more museum objects to be put on exhibit.

The park, because of concern about security and fire protection at the Kelso Depot, as part of this plan contracted with Layne Consultants International to:

- Review physical security including doors and windows, exhibit areas, and storage areas; evaluate all physical hardware including locks, door contacts, and lighting; and make recommendations where appropriate.
- Evaluate interior and exterior security and emergency lighting.
- Review security staffing, and provide recommendations for the most effective use of personnel at the visitor center.
- Review existing policies and procedures, including disaster plans, security manuals, contracts, and employee manuals, and provide an outline of recommendations for all written policies and procedures

Copies of the full report are on file at the park and at the Pacific West Regional Office, Oakland.

## Recommendations

- Complete and approve the Scope of Collection Statement.
- Locate, inventory, and document MOJA (owned and associative) museum collections located at non-NPS institutions. Potential funding for this project may be available through the multi-park collections identification and documentation project (PMIS #131125).
- Reconcile all collections documentation issues:
  - Determine legal ownership of collections.
  - Resolve discrepancies in the ANCS+ accessions database related to item counts and types.
  - Initiate a thorough review of all ANCS+ catalog records to determine which records do not meet cataloging standards relative to identification, descriptive, provenance, and other unique distinguishing and relational data.
  - Develop formal partnerships for museum storage and collections management with appropriate repositories such as the Granite Mountains Natural Reserve and the Desert Studies Center.
- In consultation with Interpretation and Law Enforcement staffs, develop opening and closing procedures (with a checklist) for the Kelso Depot.
- Develop collections access policies which balance preservation and access, and distribute them to all Preserve and partner staffs.
- Program for, purchase required equipment, and implement an environmental monitoring program for all museum areas.
- In consultation with Preserve staff, define how the collections should be used and enjoyed by the public in all formats, such as exhibits and websites.
- Develop a rotating, temporary exhibit program utilizing one or more mobile exhibit cases based on the PUHE design.
- Introduce the collections to Preserve staff by exhibiting collection objects (or information and images) at various Preserve facilities and headquarters, then expand to the local community and schools.
- Encourage staff to reference collections in their interpretive programs, public presentations, meetings, and talks in the form of posters, web sites, and visitor contacts.

- Develop PMIS project statements to program for the following museum planning initiatives and projects:
  - Museum Collection Emergency Operations Plan (MEOP)
  - Museum Security Survey
  - Museum Fire Protection Surveys
  - Museum Integrated Pest Management Plan (IPM Plan)
  - Museum Collections Preventive Maintenance Plan (Museum Housekeeping Plan)
  - Collection Condition Survey
  - Archives Survey
  - Collection Storage Plan (if needed following the Archives Survey)
  - Purchase and install environmental monitoring equipment for all museum areas.
  - Implement a temporary exhibit program to improve visitor access and enjoyment of museum collections.



**Figure 3** Volunteers and Mojave National Preserve staff have recorded over 250 rock art sites in the park but none are more spectacular than these petroglyphs at Eagle Well.



**Figure 4** Typical farrier's tools found in the black smith shop at the Kessler Springs Ranch headquarters were taken into the park's museum collections.

# Issue B— Information Management

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## Issue Statement

**Managing information throughout its lifecycle is an opportunity to advance preservation of and access to the Preserve’s resources.**

## Background

Management of information acquired by and for Mojave National Preserve (MOJA) by staff, contractors, researchers and private citizens is a critical part of the work of managing the museum and archival collections. This issue is not unique to MOJA; it is an ongoing concern throughout the National Park Service. So networking with other museum, archives, and library professionals Service-wide to capitalize on the accomplishments already achieved is important. The baseline effort to establish protocols for information management throughout its lifecycle is outlined below.

MOJA and its museum program are young in years, so the opportunity to build a strong foundation of information management needs to be carefully considered.

Legacy information from predecessors exists. Sources outside the Preserve possess information considered pertinent to MOJA’s mission. These include the California Fish and Game Commission, the Bureau of Land Management office in Needles, the US Fish and Wildlife Threatened and Endangered Species Programs, and the San Bernardino County Museum.

Likely locations of records within the Preserve include the headquarters building, Hole in the Wall (HITW), the Kelso Depot, CSU’s Desert Studies Center (at Zzyzx), the Inventory and Monitoring Program, and Granite Mountain. At least one accession of archival records is in the museum collection.

In addition, digital and analog records are produced continually for day-to-day business. Increased donations of archival information are anticipated as a result of the opening of the Kelso Depot Visitor Center.

Finally, the Preserve library contains published and grey literature of primary concern to the Preserve. Managing this resource needs to be addressed by Preserve staff as well.

## Discussion

Actions are proposed here that would advance information management at MOJA. “Information” refers to permanent records, donated archival collections, and library materials that result from the day-to-day business conducted by or for the Preserve, regardless of format. These concerns may be addressed using a number of standard professional methods.

The overall collecting scope and goals for MOJA have not been determined. While this affects the museum collection on the whole, it also will have an impact on way the collection is identified, acquired, preserved, and made available for research.

Curatorial services now include managing and preserving a collection in accordance with professional museum and archival practices. The practices listed in the regulations, however, are those broadly applicable to both the museum curation and archival professions. These, for example, include inventorying, accessioning, labeling, storing the collections using appropriate containers, and conserving the collections. The regulations do not address the specialized techniques required of archival collections.

Recognition must be given to the guiding principles of provenance and original order, which underpin archival appraisal and collection organization. Provenance declares that records of the same origin are not intermingled with those of a different origin. Original order preserves the context of the records. This can also provide a built-in means of access to the collection. When there is no discernable or useful order, a more sensible order can be carefully devised and imposed to improve description and access.

National Park Service policies implementing the above mandates and regulations are contained within *DO#28: Cultural Resources Management Guideline* and the *NPS Museum Handbook*.

In addition, each staff member, researcher, and contractor needs to learn and implement the on-going responsibilities of information administration. Creating and accumulating adequate documentation from the start may ensure that good quality information is available for future reference. Integration of records management practices into daily business must become routine to succeed.

A basic difference in archival collections management and museum object management is ratio. A museum object has a one-to-one ratio. One object, one catalog record. For example, an outboard motor can be described as a whole object, which is the sum of its parts. In a parallel sense, an archival collection has many-to-one ratios. Many items create one object and one catalog record. This many-to-one ratio is important to maintain to preserve the meaning of the whole collection. Describing an archival collection one item at a time would be like cataloging each nut and bolt of an outboard motor.

When archival collections are physically received or brought into museum storage, each aggregate needs to be protected by labeling containers to identify them as parts of a larger whole.

The collection should not be brought into museum storage when a pest infestation is suspected. Instead, it should be inspected and cleaned up off-site before admitting it to museum storage, all the while implementing appropriate health and safety precautions.

In preparation for accessioning, a container list needs to be made which notes condition, eminent figures or organizations, dates, why the collection exists, different material types, and number and types of containers. A printed copy of this documentation should be placed with the collection, in the accession file, and in the ANCS+ accession record. An estimate of collection size based on the shelf space the collection will require for storage should be entered. A more accurate measurement or

count will be determined when the collection is cataloged and perhaps processed.

Meeting cataloging requirements for archival collections in the National Park Service is a matter of completing a catalog record. This should be treated as an equivalent to an archival collection-level description. Description of archival collections is hierarchical and managed by breaking a collection into component parts, known as series. The series concept refers to the basic unit of like records that are related through being created, received, or used in the same capacity and arranged in a filing system. Series may be formed around projects, events, persons, places, committees, programs, or record format (electronic and analog).

All mandatory ANCS+ catalog records fields need to be completed. In the description field, enter archival description elements that are common to the entire group of archival materials. Elements of information would include specific types and forms of materials, bulk dates for the entire collection, how the collection was created, subjects, and significant people, places, and events. The original container list may be cut and pasted into the description field too. This will provide a minimum of information that should help most users decide if they want to access the collection. It will make the collection available quickly with a shortened period of time between acquisition and ANCS+ cataloging.

Notes made as part of cataloging will aid in additional processing, if the collection warrants it due to demand and significance. Information about preservation or conservation issues and about additional arrangement and organization of the collection should be included, as well as suggestions about possible series and re-housing and reformatting recommendations. If there are materials to be culled (duplicates) or deaccessioned (out of scope) that won't diminish the cumulative value of the collection, that should also be noted. If collections are likely to require further processing, they should be prioritized, and steps to mitigate imminent preservation problems should not be delayed. Archival processing can be undertaken or overseen by experienced staff archivists, time permitting. NPS staff with experience in archives management can be consulted if needed.

Building an outstanding collection that supports public and internal uses requires completing a Scope of Collection Statement (SOCS) that will define collecting parameters for the archival materials within the museum collections. The SOCS will address donated archival collections and MOJA's records collections. The *NPS Museum Handbook*, Part I, Chapter 2, provides detailed guidance on researching and writing a Scope of Collection Statement.

Detailed instructions for establishing a park archives are found in the *NPS Museum Handbook*, Part II, Appendix D, "Museum Archival and Manuscript Collections." Archival materials are to be evaluated against the park's Scope of Collection Statement and NPS records-keeping mandates. General guidelines for processing, describing, and providing access to archival collections are presented here and in *Conserve O Grams* 19/15, "Storing Archival Paper-Based Materials," and 19/16, "Housing Archival Paper-Based Materials."

Occasionally, whether materials belong in the park archives or its library is not clear. Publications that are not original to the site (not NPS generated) belong in the library. Rare books and original reports or manuscripts should be cataloged into the museum collection. For a definition of a rare book, see *Conserve O Grams* 19/2, "Care and Security of Rare Books," and 19/3, "Use and Handling of Rare Books." Published resource management report copies may appear in both the museum (archives) and library collections. The NPS recommends that a park archives retain a copy of every publication produced in the park, including those by concessionaires, cooperating associations, and researchers using park collections and resources. Not only is this policy in keeping with *DO#28* and *NPS-77*, but it recognizes that park libraries rarely have sufficient security.

A number of guidelines, Standard Operating Procedures (SOPs), and finding aids for the general public will need to be produced once the park archives is established. These include a Guideline for Researchers SOP, an Access and Use policy, duplication policy, copyright statement, and a publication request policy. The *NPS Museum Handbook*, Part II, and Appendix B of this MMP give guidance on formulating an Access and

Use policy. Park staff and archival contractor(s) need to be versed in copyright issues that may apply to the park, so that the appropriate copyright statements will be included in a collection's description and catalog record. The park should consider using the copyright statement included in ANCS+.

Access and use rules for researchers should be given when the researcher checks in at the visitor log. The researcher's signature then documents awareness of the regulations and agreement to abide by them. Access and supervision procedures should be discussed with all park staff who assist and supervise researchers. A research room SOP should address duplication requests, requests for research assistance, requests for permission to publish, reference questions, and monitoring procedures, as well as general security measures. A security plan should be prepared so that staff members know what to do in the event of an attempted theft. Collections should not be unattended or left overnight in an unsecured room, and park staff should be familiar with the applicable federal and state laws regarding theft of archival materials. The *NPS Museum Handbook*, Part III, Chapter 1 "Evaluating and Documenting Use," and Chapter 2 "Legal Issues" is also a useful reference.

As public institutions, NPS archival repositories are open to the public without qualification as to academic or professional status. Materials that have been published or made available to any individuals (including park staff) for research must be equally available to all outside researchers. But park staff is also charged with the responsibility of preserving these collections. The aim is to establish and implement policies that substantially reduce the risk of damage or loss to the collection while providing access. Records which reveal sensitive site locations, or records for which the park does not have copyright or legal custody, must be identified by park staff and access to such material must be restricted.

Archival materials cannot be checked out like library items. They should never leave the park except when the collections must be taken off-site to be preserved or to be cataloged by NPS personnel or a trusted professional archivist. Park staff that are not directly responsible for archival collections are restricted from removing archival records from collection

storage. Only informed and experienced staff responsible for the collections may make copies of archival materials. Any archive collections having to leave the park must be placed on loan, and a receipt of property must be signed by the person who is taking the records off-site. In addition, access to these off-site archives must be restricted, and researchers using the materials need to be supervised.

Park staff should clearly mark all copies made from original materials, place a copyright notice statement on the copy machine, and have researchers sign a copyright/privacy statement. A statement should be incorporated into the researcher registration procedure stating that the researcher is personally responsible for obtaining the copyright prior to publication, and is personally legally liable for any copyright infringements. Written permission to publish materials should not be provided to researchers unless absolutely certain that NPS has the copyright. In addition, NPS permission forms need to be used when granting permission, rather than signing forms provided by requestors.

Statements allowing endless usage, such as "all copyrights," "all rights in perpetuity," or "all international rights" are never granted. Also, staff should not provide high quality photographic copies or allow electronic, photographic, or other mechanical copying by the researcher of any materials which have publication restrictions. A sample "Copyright and Privacy Restrictions" statement for researchers to sign is provided in ANCS, and a sample researcher registration form is given in this MMP's Appendix B. The *NPS Museum Handbook*, Part III, Chapter 2, "Legal Issues," recommends that a researcher sign these forms before any use is authorized.

Regarding copyright, three categories of ownership are recognized: public domain, copyrighted, and orphaned works. All documentation created by government employees with government equipment is in the public domain and contains no restrictions with regards to publication or release. Native American Grave Protection and Repatriation Act (NAGPRA) and other sensitive-site locations are exceptions and should not be given to researchers without permission from the park/regional permit coordinator. Any photo or image created by a non-governmental agency is copyrighted.

No paperwork is required to establish copyright (except in the case of published works, such as books).

Copyright typically lasts 26 years after the creator's death, unless renewed by next of kin. Copyright law contains a series of complicated exceptions, so park staff should contact an NPS solicitor for advice. Parks cannot release copyrighted images to researchers for publication unless the park has received a "deed of gift" specifically granting copyright to the NPS. If the park has a deed of gift, then for all practical purposes, the image is in the public domain.

Orphaned works are items where ownership and/or creation are unknown. A "good-faith effort" must be made to determine the creator of the image (search the Library of Congress copyright database), documented, and kept on record. If researchers want to publish orphaned work material, they must sign a release indicating they are responsible for determining copyright. While copyrighted works can be accessioned into the museum archives, it is critical that they be accurately labeled to indicate copyright status. Public domain materials do not need to be physically separated from copyrighted materials, but each park needs to ascertain its own needs.

Guidance for determining whether materials belong in the archival collection or the library collection can be found in a number of documents. Appendix C, Suggested Library Operating Policy, has recommendations on the scope of the library collection, on criteria for acquisition, and on controlled access for the rare books collection. Secured storage should be provided for the books that are rare and fragile perhaps with acquisition of a visible storage cabinet for the library.

The following list distinguishes archival collections from museum object or library collections and can be used to identify the different forms of archival collections:

- Personal papers and family papers, such as the papers of the park founder or site-associated eminent individual, site-associated family papers, and similar collections;

- Organizational records, such as a cooperating association's records or those of early corporations, institutions, or groups which flourished on the park site;
- Assembled manuscript collections, such as historic views of the park site assembled by visitors or donors, or manuscripts that document site-associated events, activities, places, structures, ecosystem, or staff;
- Resource management records, including NPS and contractor-generated records used to manage cultural and natural resources; field notes of an anthropological, archeological, or natural history field, interview, or excavation data; architectural or landscape records; cartographic materials; electronic/magnetic materials (such as audiotapes, CD-ROMs, databases, magnetic tape, and GIS data); moving images (including videotapes, motion pictures, and research footage); photographs (including negatives, transparencies, slides, prints, and direct positive processes such as daguerreotypes and tintypes); textual records (including Collection Management Plans, Master Plans, and research data), and similar items;
- Administrative history records, including files accumulated for administrative history publications; desk files of individuals; subject files maintained for internal use; copies of internal policies; reference files of park ephemera; and copies of reports such as the superintendent's reports;
- Individual manuscripts, including individual book manuscripts, electronic records, unpublished reports, correspondence, diaries, letters, lists, notes, and similar materials.

Individual manuscripts can be cataloged as separate items if they are not part of a larger archival collection. Additional examples can be found in the *NPS Museum Handbook*, Part II, Appendix D, Section N. Acquiring or maintaining archival materials on a document-by-document basis is discouraged. Archival materials usually are kept in their original groupings and filing schemes, for much of the value of archival collections lies in their contextual environment. Therefore, archival materials should preferably be acquired on a collection or record series basis. Further guidance for distinguishing library collections from archival collections can be found in the *Records Management Handbook* (June 2005), accessible through links available on InsideNPS, and in the *NPS Museum Handbook*, Part I, Chapter 2, Section E.

To identify MOJA's records collections, an internal records survey (including the Inventory and Monitoring Program) needs to be done at the Headquarters building, Hole in the Wall (HITW), the Kelso Depot, CSU's Desert Studies Center (at Zzyzx), and Granite Mountain. Current and former staff could be interviewed about their records. Groups of materials with the same provenance but now separated from each other should be identified, along with a map of each location, if helpful. Information gathered from MOJA's records should be included: provenance, physical description (quantity and form), subjects, arrangement, restrictions, locations, physical condition, and storage facilities.

Another records survey to identify information pertinent to MOJA's mission should be taken at external facilities, including California Fish and Game Commission, the Bureau of Land Management office in Needles, the US Fish and Wildlife Threatened and Endangered Species Programs, and the San Bernardino County Museum.

After the records surveys are completed and summarized, an acquisition strategy needs to be written to identify what is missing from the archival collections. This approach to collection development will refine collecting goals and aid in development of comprehensive holdings. The SOCS, administrative history, and interpretive themes should be consulted as well as predecessor organizations including pre-Preserve individuals and groups, affiliated associations, special projects, and local individuals and organizations. For additional suggestions, please refer to *NPS Museum Handbook*, Part II (2000), Appendix D, section Q.

The current budget and staffing situations require archival acquisitions to be highly scrutinized. MOJA museum staff needs much support, training, and guidance in performing the full range of archives management responsibilities.

A designated Preserve records manager should work with a records disposition board involving all park divisions and sites to review all records before formal disposition by the records manager. The Preserve can then ensure the retention of important documents pertaining to the Preserve's mission: records of resource management activities, of the

history of interpretation of the resources, and of archeological and historical research projects. This records disposition board would also establish, with input from the park curator, an SOP delineating the proper transfer of permanent material to the museum archives. It will also ensure that ineligible records, such as personnel-related documents containing personal data protected under the Privacy Act will not be incorporated into the park archives.

As a standard operating procedure, records surveys and interviews should be conducted with departing staff. The National Archives publication “Disposition of Federal Records: A Records Management Handbook” is available online at <http://www.archives.gov/records-mgmt/pdf/dfr-2000.pdf> . Section II, under Personal Papers, has guidelines for distinguishing personal papers from federal records. It is important to implement these guidelines before the departure of the employee.

An additional source of information from the National Archives is “Documenting Your Public Service” (<http://www.archives.gov/records-mgmt/publications/documenting-your-public-service.html>).

This information should be provided to new and incumbent employees on a regular basis in addition to records management training. The National Archives has a number of resources for online and classroom training. For a basic course in records management, take the online training course for all federal employees: “Records Management for Everyone,” (<http://www.archives.gov/records-mgmt/training/rm-everyone.html>).

The National Archives Nationwide Training page is one layer up from the basic course (<http://www.archives.gov/records-mgmt/training>), and includes links to training catalogs and free records management forums and seminars. This page makes reference to the new learning management system which is at <https://nara.learn.com/>. Additional course listings, registration, and payment are all available online.

For current thinking and instructions on NPS permanent records management, see the *NPS Records Management Handbook*, Appendix D; this MMP’s Appendix E, “Preparing Inactive Records for Transfer to

Storage;” and Appendix F, “Transfer of Resource Management Field Records to Museum Archives.”

The *NPS Records Management Handbook* discusses types of records, records terminology, managing active records (including special media records), records disposition, and disaster planning and recovery; it also has a number of useful appendices.

In addition to available Service-wide records and archival collection guidance, local standard operating procedures need to be developed as part of a directives system. For an example that can be scaled to the Preserve level, see the NPS intranet site for the Pacific West Region, and refer to PW-001 for a model.

Standard operating procedures can cover how to evaluate access and provide security during researcher use. Appendices to this document, for example the suggested Library Operating Policy in Appendix C, may be treated as a standard operating procedure modified for local use. This information can be shared with new and incumbent staff, friends groups, sister institutions and the public as needed. A well-maintained directives system will be referenced often to communicate current standard operating procedures consistently.

MOJA staff is currently reviving the central filing system and standard operating procedures for its maintenance and use should be developed. A good reference is the *NPS Records Management Handbook* containing detailed instructions on central files. These files are discussed throughout the document but the section on “Managing Records for Active Use” goes into the greatest detail. It discusses the concept of the record series, project and case files, research materials, the administrative record, file codes, and establishing a filing system.

For more information on compiling an administrative record consult <http://inside.nps.gov/waso/custommenu.cfm?lv=4&prg=835&id=4585> .

The central file filing structure may also be implemented on the shared drive, known as the commons. Likewise, individuals may adopt appropriate portions to their workstations. Joint workspaces on the share

drive should be created for divisions and for cross-divisional projects. Each division should designate a staff person to ensure periodic files maintenance in the electronic environment. This filing concept can and should continue to be developed collectively for efficient access to electronic information parallel to the hard copy central files.

Information technology (IT) professionals can be consulted to assist with information about file formats, software changes, and hardware upgrades. Understanding the ramifications of changing technology will better prepare the staff and others for managing information.

Planning for the management of records and other products that result from research permits and contracts should begin when the permit or contract is being developed. For contracts, start with the Scope of Work. For research permits, start with the research design. This MMP's Appendix G, "Example Language for Addressing Records Management Compliance in Contracts" will be useful. Every project must include funding for collections curation to provide for accessioning, processing, cataloging, preservation treatment if needed, and storage of any objects and their associated records. This should include electronic data and information about the software [or metadata] used to produce the data. Costs can be high for long-term maintenance of electronic media and databases.

This funding set-aside for curation must be protected so that it is available for use after the contract or research is concluded. The contractor or researcher must deliver sufficient technical documentation with all deliverables to permit the agency to use the data. Better yet, NPS software, hardware, and media standards should be provided to the contractor from the beginning to ensure that the deliverables are useable by the Preserve. Specific recordkeeping requirements should be added to the contract or permit on a case by case basis including record or file format, data content (terminology), and data elements. Within ninety working days after the conclusion of a contract or research project, all records must be transferred to the Preserve.

The Preserve has several thousand historic photographs currently managed by the Division of Interpretation. Many of these are duplicates from other collections. The original photographs, including many 35mm slides which document Preserve resources, should be moved into the museum collection. If the reproductions remain in Interpretation, then research would need to occur in two locations. To preserve copyright and correct citations, the reproduction could be moved into the museum collection. If this is not done, then the staff person in Interpretation needs to develop a management system that allows for use while protecting copyright.

As with most park units, digital photographs are the norm at the present time. But no standards have been developed for managing this important information. Besides the need for addressing metadata, the Preserve needs to create a system to migrate these records as hardware and software changes. For digital photographs, certain protocols such as file types, dpi, and formats should be established. These should be published on the Preserve intranet, sent to all staff via email, and discussed in an all-employee meeting, for staff need to be made aware of them and understand them. Consistent use of standards will make use of the intranet simpler for everyone. If, by default, this carries over into standards for records creation, the immediate benefit will be increased files compatibility. It may even make migrating files to new versions of software easier over time. See Appendix I, “Suggested Procedure for Submitting Digital Images” for a proposed policy for managing these data.

## **Recommendations**

- Complete the Scope of Collection Statement and an acquisitions strategy.
- Develop access policies for the museum, archival, and library collections.
- Develop and document collecting boundaries for the library, museum, and archives collection materials.
- Acquire a visible storage cabinet for the library to secure the rare books collection.

- Conduct internal and external records surveys and establish a records disposition board.
- Write standard operating procedures for conducting interviews and record surveys with departing staff.
- Provide records management training for new and incumbent staff on a regular basis.
- Establish a directives system for standard operating procedures.
- Continue to develop the central file in hard copy and on the common drive.
- Ensure that all staff members understand how to compile an administrative record.
- Ensure that museum management needs are included in contract scopes of work and in research designs for permits.



**Figure 5** The Kelso Depot, seen here at the time of its Grand Opening in 2006, was refurbished for use as the Preserve's principal Visitor Center. A representative sample of the park's museum collections is on display here.



**Figure 6** The nearly perennial stream at Rock Springs attracted both prehistoric and historic inhabitants of the East Mojave.

# Issue C— Partnerships

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## Issue Statement:

**Mojave National Preserve’s Museum Management Program would benefit from expanding and, in some cases, formalizing partnerships with other entities with which the Preserve regularly interacts.**

## Background

Mojave National Preserve is a member of the Mojave Network (the Network) of parks that also includes Joshua Tree, Death Valley, and Great Basin National Parks, Manzanar National Historic Site, Lake Mead National Recreation Area, and Grand Canyon-Parashant National Monument. The Network has actively pursued a cooperative approach toward museum management and recently (June 2006) executed a Memorandum of Understanding to serve as a framework within which Preserve museum management personnel may coordinate services, facilities, and equipment in support of Network curatorial emergency response functions.

The Mojave Network has also worked toward developing curator-of-record relationships among its member parks. Mojave benefits from just this sort of formal relationship. A Letter of Agreement signed by both parks’ superintendents on June 29, 2005, describes how Mojave National Preserve and Joshua Tree National Park intend to carry out a cooperative program to provide cost-efficient and effective oversight and accountability in the storage and treatment of cultural and scientific collections recovered from the two park units. This document will remain in force for a five-year period and provides for the curator at Joshua Tree National Park also to serve as the curator-of-record at Mojave. Several other parks in the Network have similar relationships. For instance, a curator at Death Valley National Park also serves as the curator-of-record

for Manzanar National Historic Site, and their museum collections are housed in the Death Valley central curation facility.

Under the terms of their agreement, Joshua Tree Curator Melanie Spoo assists the Mojave cultural resource program manager in the preparation of the annual Collection Management Report, the Annual Inventory of Museum Property, and the Checklist of Museum Collections Protection and Preservation as required. These reports are then submitted for review and signature by the Mojave superintendent. As Mojave's curator-of-record, Ms. Spoo also assists Mojave staff with the preparation of collection-specific planning and funding documents as required for the management of the Mojave collections. She also provides basic support for the Mojave Museum Management Program and its functions, not to exceed 120 hours per fiscal year. The Mojave cultural resources program manager remains responsible for maintaining the accession book, accession files, and catalog records for the Mojave collections following standard NPS protocols as advised by the Joshua Tree Curator. Mojave's collections remain stored in their collection facility within their Barstow headquarters building or on display at the Kelso Depot Visitor Center. Mojave currently funds \$6,000 of the Joshua Tree curator's salary per fiscal year to supplement that provided by her home park.

In addition to this partnership, Mojave also benefits from formal cooperative agreements with the University of California (1998) relating to the management and preservation of their Granite Mountains Natural Reserve, and with the Trustees of the California State University (2005) concerning cooperation in the management of the education and research programs and facilities of their Desert Studies Center. Both of these desert study facilities are located within the boundaries of Mojave National Preserve. However, the Granite Mountains Natural Reserve is comprised of about 6,500 acres of NPS-administered lands and about 2,500 acres of University-owned lands while CSU's Desert Studies Center at Zzyzx lies wholly on lands administered by the NPS. The period of both Cooperative Agreements is five years and thus the agreement with the University of California has expired and is in need of replacement.

Both facilities house natural history specimens that were collected within the Preserve under NPS Research and Collection Permits issued by Mojave National Preserve. While the California State University Desert Studies Center has some limited botanical voucher specimens, its collections largely contain faunal materials. The Granite Mountains collections, on the other hand, consist almost entirely of botanical specimens. Together, these two facilities house the most complete set of natural history specimens derived from the Preserve that can be found anywhere and most certainly have the greatest utility for Preserve researchers. Other Mojave natural history collections, also collected from within the Preserve following standard NPS permitting procedures, certainly exist elsewhere. But the Preserve does not have the same opportunities for using these other collections and does not have the same degree of influence over their curation and preservation as it does under the cooperative agreements with its two local desert studies centers.

Collections of paleontological specimens deriving from the Preserve generally tend to be as geographically scattered as are the researchers who have collected them. Two local museums, however, have particularly good Mojave collections and have indicated a willingness to work with Preserve staff on numerous occasions. The Paleontological Museum at the University of California, Riverside, maintains a paleontological collection that is particularly notable for its invertebrate specimens while the San Bernardino County Museum is noted for its local vertebrate collections.

The San Bernardino County Museum also houses one of the twelve California Office of Historic Preservation sanctioned Archaeological Information Centers (IC). The San Bernardino IC is a repository for archaeological site records, survey and mitigation reports, and other data pertaining to archaeological sites within San Bernardino County, whether historic or prehistoric. In addition, the museum holds some of the historic and prehistoric collections recovered from Preserve lands while they were administered by the BLM. The Director of the San Bernardino IC has regularly assisted the Preserve with tracking down information regarding its cultural resources and for referrals to technical experts knowledge

about those materials. Obviously, opportunities exist to build partnerships with both the San Bernardino and the UC-Riverside museums.

Prior to the creation of Mojave National Preserve as a direct result of the passage of the California Desert Protection Act of 1994 (CDPA), the lands now comprising the Preserve were administered by the Bureau of Land Management as the East Mojave Scenic Area. The CDPA was extremely controversial and the transfer of the land from the BLM to the NPS was not altogether smooth. This area was previously managed primarily by staff in the Needles Field Office of the BLM and that office still houses numerous documents related to the Bureau's tenure as East Mojave Scenic Area land managers. Recent changes in personnel within the staff of both the Needles Field Office and Mojave National Preserve have led to a much more cooperative relationship between the two agencies. Indeed, a cooperative agreement for sharing the services of law enforcement personnel was recently signed by both parties and similar means of pooling human capital and other resources are now being openly sought.

The passage of the CDPA also ushered in the creation in 1996 of the Desert Managers Group (DMG), a consortium of all of the land managing agencies in the California desert. Approximately 80 percent of the desert, or 25 million acres, is publicly owned and includes two national parks, one national preserve, six military bases, 72 wilderness areas, 14 state preserves, two national forests, and extensive holdings of public lands managed out of five field offices by the Bureau of Land Management.

Conflicting demands for use of California desert lands make it imperative for governmental agencies to work cooperatively in support of agency missions, protection of desert resources, and public use. The DMG was established as the forum for government agencies to address and discuss issues of common concern, principally as those relate to resource management efforts. The mantra of the DMG is that through cooperative management each agency achieves greater operational efficiency and enhanced resource protection, thus better to serve the public. Joining the managers of each of these land management agencies in these joint efforts are representatives from the US Geological Survey, the US Fish and Wildlife Service, the California Department of Fish and Game, and

supervisors from three California Desert counties. The DMG meets quarterly and is assisted by the efforts of several technical advisory committees. One such advisory group, the Paleontological and Cultural Resources Advisory Team (PACRAT), is comprised of cultural resources technical staff from each of the DMG member agencies. PACRAT members have participated in numerous cooperative efforts, most notably including the development of the area-wide Mojave Desert Cultural Resources GIS System. This effort was in collaboration with the California Office of Historic Preservation and provision of training regarding Section 106 compliance and the handling of legal cases involving the Archaeological Resource Protection Act. In addition to providing opportunities to share resources cooperatively, the meetings of the DMG and its advisory groups provide venues for the exchange of experience, ideas, and information.

## **Discussion**

There are clearly numerous opportunities to expand upon existing partnerships that would benefit the Mojave Museum Management Program as well as its partners. The Mojave Network of Parks will undoubtedly continue to build upon existing relationships among museum management staff to maximize efficiencies and ensure that all of the parks in the group are adequately positioned to handle their curatorial responsibilities. Similarly, the member agencies of the Desert Managers Group will continue to take advantage of that forum to seek additional ways to work cooperatively on a variety of issues, certainly including those related cultural resources management. Although there are no formal partnerships in place that specifically deal with museum management concerns, cultural resources management staff from those jurisdictions with curation facilities (the National Parks and the Department of Defense facilities) will continue to share information and equipment on an ongoing basis. These partnering efforts will continue to develop more or less on their own because appropriate venues are already in place to bring staff together regularly to discuss issues of common concern.

Other partnership opportunities will require a more concerted effort to take full advantage of the opportunities they offer. For instance, the current

Cooperative Agreement with the University of California regarding the Granite Mountains Desert Studies Center has expired and needs to be rewritten. The new document could more formally address the management of the Mojave botanical specimens in their collections so improvements in their curatorial facilities and day-to-day management could be assisted by the NPS. In similar fashion the existing Cooperative Agreement with the California State University governing the Desert Studies Center could be amended to achieve the same end with their natural history collections. Eventually, when the facilities have been brought more closely in line with NPS guidelines, they could serve as designated repositories for faunal and floral collections resulting from NPS Research and Collection Permits.

Mojave will also likely benefit by developing cooperative agreements with the Paleontology Museum at UC-Riverside and the San Bernardino County Museum. Designating these museums as the Preserve's chosen curation facilities for invertebrate and vertebrate paleontological specimens, rather than allowing them to be spread out over a number of institutions across the country, would facilitate research and collection management by keeping the collections in local and central locations.

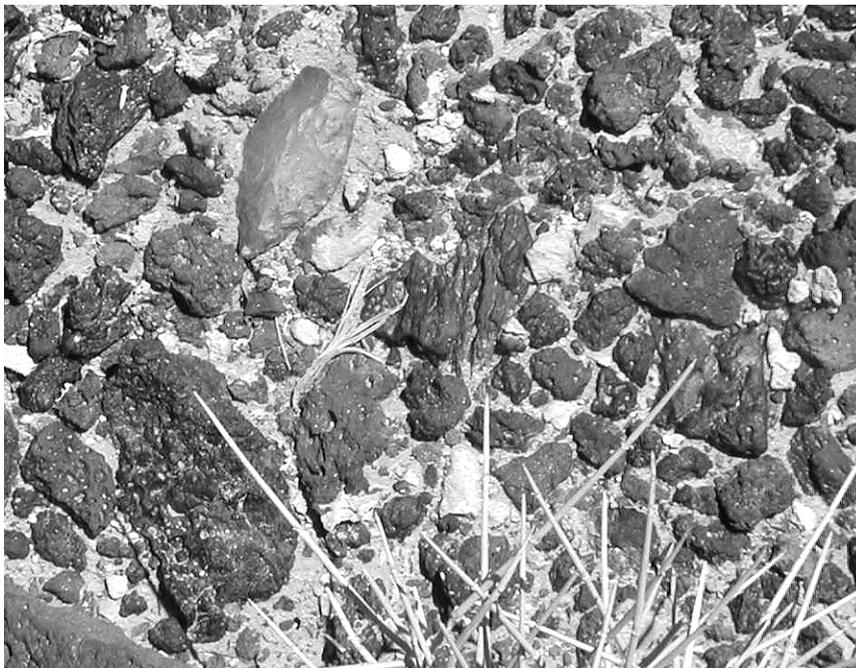
A stronger relationship with the Needles Field Office of the BLM has been slowly developing over the last year and some cooperative ventures are now in place or are being contemplated. Expanding upon this partnership will benefit both agencies and can result in the acquisition of important archives associated with the former management of the East Mojave Scenic Area prior to its administration by the NPS.

## Recommendations

- Rewrite the Cooperative Agreement between Mojave National Preserve and the University of California to include a plan for management of their natural history collections.
- Amend the Cooperative Agreement between Mojave and the California State University System to accomplish the same regarding their collections at the CSU Desert Studies Center.
- Consider similar agreements designating the San Bernardino County Museum and the Paleontology Museum at UC-Riverside as Mojave's official repositories for paleontological specimens.
- Continue to develop a partnering relationship with the Needles Field Office of the BLM to support acquisition of key archival materials, archaeological data, and possibly some artifacts.



**Figure 7** Prehistoric projectile points found at Mojave range from early large spear points, dating to perhaps 5,000-10,000 years ago, to the smaller *atlatl* dart points and even smaller arrow points of more recent times.



**Figure 8** This Archaic period projectile point made of basalt was found embedded in the desert pavement near Aikens Wash.

# Issue D— Museum Management

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## Issue Statement

**Management of the Preserve archives, museum collections, and library requires an integrated network-level approach by trained and professional staff necessary to plan, budget, and implement successful programs that support Preserve operations.**

## Background

Although Mojave National Preserve was authorized in 1994, the first museum data submitted to the National Catalog was not until 2004. As noted in the “History of Museum Collections,” collecting began in the late 1990s with some archeological material and acquisitions for the refurbishing and exhibits for the Kelso Depot. However, the June 2005 museum collections management agreement with Joshua Tree National Park finally led to more professional and active management of the collection. This agreement designated the JOTR curator as the curator-of-record for MOJA. Under this agreement, MOJA pays the difference in salary between a GS-1015-09 and GS-1015-11 curator and supplies other funds to support the JOTR curator in providing oversight for and services to MOJA.

In FY 2007 the MOJA budget is \$4,042,302 of which about 6% or \$259,700 is for cultural resources. Of that, \$50,000 is for collections. Most of these funds are for a portion of the cultural resource chief’s salary, 80 hours or less for the curator-of-record, and a little for supplies and support.

The Collections Management Report (CMR) for 2006 records a collection of 763 items (*see Table 1, page 22*). However, the Preserve’s ANCS+ database shows that the museum collection is significantly larger than these numbers indicate. Possible archival collections exist as well, which will be moved into the museum collection in the future.

Numerous Research and Collecting Permits were issued by MOJA which include collections that are to be maintained at other institutions for which the Preserve has not had the personnel to do follow-up. In earlier years, these permits were accessioned at the time of issuance; this practice has been discontinued.

In addition, the Preserve has cooperative agreements with the University of California, Granite Mountains Natural Reserve [GMNR] (1998) and California State University's Desert Studies Consortium [CDSC] (2005) at Zzyzx, which includes the storage and management of natural resource collections from the Preserve that have not been cataloged or accessioned.

Finally, there are collections, both natural and cultural, from lands now administered by the National Park Service located in numerous institutions in Southern California but notably at the San Bernardino County Museum, the Southwest Museum in Los Angeles, the San Diego Museum of Man, the University of California, Los Angeles, the Los Angeles County Museum of Natural History, and California State University at Los Angeles and Fullerton. Thus the total Preserve collection size is unknown at the present time (*see Table 2, page 22*).

In 2005 the 1924 Kelso Depot reopened after an extensive restoration. This historic structure houses interpretive exhibits and historic furnished spaces that tell the story of the railroads and other human history in the Preserve. A number of museum objects are on display in the Depot, some original to the Preserve and others typical of the period. It is the principle public visitor center in the Preserve. The staff hope to have an exhibit case to display museum objects, perhaps on a rotating basis, in the headquarters building, which also houses a small visitor contact station.

The Preserve library is under the management of the Division of Interpretation. The Preserve ranger in charge of it is searching for assistance in managing it and determining what items belong there or should be moved to the archives. In addition, records management has been raised as a concern by the staff.

## Discussion

The region is divided into eight networks which provide an additional level of management support to the parks. Mojave National Preserve is part of the Desert Network of the Pacific West Region and has been most effective in sharing museum staffing resources to assist network parks in projects. In addition, in 2004 (and modified in 2006), the Network developed an Operations Formulation System (OFS) statement to address network museum needs: “Develop Desert Network Museum Management Strategy” (OFS 24131A). This request addresses needs including staffing and other support costs. Part of the proposal has been implemented with the upgrading of the JOTR curator to a GS-1015-11. But other aspects of the request are still unaddressed so it should be revised in consultation with the other network park museum and resources staff members to reflect current needs and costs.

Although the JOTR curator has been named curator-of-record for MOJA, she has made only day trips to address specific needs and to complete annual reports such as the CMR, Annual Inventory, and the ACP.

Although JOTR is relatively close to Barstow, it is still about 200 miles or a two-hour trip. Additional funds are needed to support travel of several days each (perhaps one per quarter) to have sufficient time to complete the work necessary to maintain the Preserve’s museum collections.

In FY 2007 the Cultural Resources Division was able to fund an emergency hire for 60 days to complete data entry in the Preserve’s ANCS+ database and to catalog much of the museum collection located in the Preserve headquarters facility. The curator-of-record was not involved with this project and a number of concerns about the records in the database have arisen. In the future this activity should be under the supervision of the curator-of-record.

The Pacific West Region Museum Collection Curatorial Facility Plan, approved in May 2006, supports the continuation of museum collections being stored at the Preserve’s headquarters building in space specifically developed for them. This plan was incorporated into the Service-wide plan required by Congress.

## Workload Analysis and Staffing

An analysis should be undertaken to determine the complete workload for museum management for the Preserve. This analysis should be done by Preserve staff and the curator-of-record, and peer-reviewed by the Pacific West regional curator. This analysis should be broken down into the following areas:

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

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

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

The position description for the JOTR curator is the National Park Service Benchmark Position Description GS-1015-11. This position description is very general and provides no specific guidance on the work for the two parks and the network. It would be a good idea to revise the description to cover the specific work that is actually done in the position.

Research and Collecting Permits are reviewed by the Preserve science advisor and approved by the superintendent. But no staff is available to follow up on reporting and documentation of collections maintained in other institutions. These collections (with the exception of the early ones which have been accessioned and catalog numbers assigned but never entered into the ANCS+ database) have not been tracked. Given the statutory reasons for creation of the Preserve and the amount of on-going research there, a position on the GS-7 level to follow up on all permits should be established to maintain these records and data. This should be included in the revision to the Network OFS statement for museum management.

As noted in Issue B, the need for a holistic program for the management of permanent records and their transfer to the Preserve archives has been identified as an issue. Library management is another one of the orphan programs in the National Park Service. Close relationships exist between the museum and library collections, and staffing and support for these important programs is needed. This does not mean, however, that they should be managed by the museum program or even the cultural resources program. But it does mean that there should be integration and communication among all responsible parties. Preserve management needs to coordinate and make decisions on how these important resources will be fully managed so that preservation and access to important information are attainable goals.

## **Planning**

Issues A and B discuss a number of planning documents that the Preserve needs to complete to provide for the protection and preservation of their museum collections. Many of these can be funded through the MCPPP program described below, although some do not qualify:

- **Scope of Collection Statement (SOCS)** – No fund source is available for this document. It is generally completed by Preserve staff. Although not required, a collecting policy for the Preserve library would provide good foundation for its management as well; it could be a section of the Preserve SOCS or a separate document.
- **Collection Condition Survey** – This is ACP deficiency H6 and funding

for the survey qualifies for MCPPPP; conservation treatment can be funded out of CRPP-BASE and CCM.

- Museum Collections Emergency Operations Plan (EOP) – This should be part of the Preserve’s EOP. It is ACP deficiency E8 and qualifies for MCPPPP funding.
- Integrated Pest Management (IPM) Plan – Addressing the collections, this should be part of the Preserve’s IPM plan. It is ACP deficiency H8 and qualifies for MCPPPP funding.
- Museum Preventive Maintenance Plan (called a Housekeeping Plan in the ACP) – This is ACP deficiency H9 and qualifies for MCPPPP funding.

## **Funding**

The fund sources available for the museum collection are Cultural Cyclic Maintenance (CCM), Museum Collections Protection and Preservation Program (MCPPPP), Backlog Catalog Program (BACCAT), Cultural Resource Preservation Program Base (CRPP-BASE). As part of the latter program, about \$100,000 is set aside for cataloging museum collections (CRPP-MCBC). When the Preserve has identified the collections in need of cataloging and accessioned them, requesting funds through BACCAT and CRPP-MCBC is a possibility. In addition, deficiencies identified in the Automated Checklist Program (ACP) can be eliminated with funds from MCPPPP. Finally, projects that provide for preventive conservation or suitable treatments on objects themselves can be funded through CCM.

MOJA currently has no Project Management Information System (PMIS) statements other than the one to accomplish this MMP. With the information contained in this plan and work by the curator-of-record, the Preserve should begin to identify projects that need to be completed, and write statements to cover these needs. Taken as a whole, the museum project statements should support a five-year program for the preservations, protection, and access of museum collections. The need for project statements being in PMIS was further strengthened recently with a call regarding a new program that would address specific performance goals. Unfortunately, MOJA had no projects that would have qualified for this funding request for museum collections.

Channel Islands National Park has submitted PMIS statement 131125A “Multi Park: Identify, Inventory and Catalog NPS Collections Held in Other Institutions” for many of the parks in southern California. These “other” institutions hold collections from the parks and it would be most efficient to review the institutions for all possible Preserve collections. This statement does not currently include MOJA but it could be expanded easily to do so.

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

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

It is critical that the Preserve continue to update these documents on an annual basis. Since the GMNR and CDSC are expected to be identified as repositories for many of the natural resource collections from the Preserve, they can be added as facilities in the Checklist in order to provide for the needs of the collections in these locations. MCPPP funding is based on the data received from the Preserve’s Checklist. Therefore, a carefully completed and updated Checklist is necessary for adequately estimating the needs of the Preserve. Service-wide funding for this program is divided by a formula based on total needs for each of the seven NPS regions. Projects requested under MCPPP that are not listed in the Preserve Checklist will not be funded, no matter how great the need.

The Backlog Cataloging Program and CRPP-MCBC fund distribution are based on the Collections Management Report, so it is also critical that this report accurately reflects the total museum collection—especially with regard to uncataloged backlog. The distribution of backlog cataloging funds is based on the backlog reported on the Collection Management

Report. As noted above for MCPFP, cataloging funds will only be distributed to those parks that show an uncataloged backlog.

Other sources of funding are available for the museum collection. The Save America's Treasures program provides grants for preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites. This program requires a dollar-for-dollar non-federal match for all projects. The non-federal match can be cash or donated services and does not have to be "in the bank" at the beginning of the grant. The Western National Parks Association could provide assistance in securing the non-federal match. The National Park Foundation can also provide similar assistance.

The National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), and other granting agencies and institutions might also provide funding for museum projects. The NPS cannot receive grants directly from NEA and NEH. It can, however, be a full partner with other institutions such as the Granite Mountains Natural Reserve, the California Soda Springs Desert Studies Consortium, or the Western National Parks Association to develop other programs that would further the preservation, protection, and use of the Preserve's collection.

## **Possible Intern and Student Assistance**

A number of graduate programs may provide interns to do professional-level museum project work under the direction of museum professionals. A website ([http://www.gradschools.com/programs/museum\\_studies.html](http://www.gradschools.com/programs/museum_studies.html)) lists accredited programs by geography. Two that national parks in the PWR have used are in the San Francisco Bay Area: John F. Kennedy University and San Francisco State University. The University of California, Riverside (UCR), has masters programs in both museum and archives studies and California State University, Long Beach, has a certificate program. GMNR is also affiliated with UCR, so the museum and archives studies programs there might make an especially strong relationship for the Preserve. The University of Nevada at Las Vegas has a public history program that is developing an internship program that might also provide students for museum support work. The Western Washington

State University has an archives management program as does the San Jose State University. The latter is part of the Masters of Library Science program which might also provide the Preserve with assistance with the library. Additional library or information science programs may also be located by searching the American Library Association's website, <http://www.ala.org/ala/accreditation/lisdirb/lisdirectory.htm>.

The NPS has a cooperative agreement with the National Council for Preservation Education that provides a clearinghouse for interns from appropriate college and university programs for parks. In addition, the Cooperative Ecosystem Studies Unit (CESU) through the University of California has been successfully used with the San Francisco State University museum program to provide museum studies graduate students to complete projects for parks in the San Francisco Bay Area and Yosemite; they could be used for projects at the other parks.

The American Institute for Conservation has a list of conservation programs. This is available at <http://aic.stanford.edu/education/becoming/>. Funding for stipends from project funds, the Western National Parks Association, or NPS Volunteers-in-Parks would also provide an excellent opportunity for students to work with an interesting museum collection and learn about the NPS museum program, while the park museum program benefits from trained people.

If the Preserve, perhaps in collaboration with the GRNP and/or the CDSC, could find housing, relatively inexpensive assistance is available for the museum collections by taking advantage of these programs or VIPs.

## Recommendations

- Complete the workload analysis of needs for the Preserve, as well as the other Preserves in the Network, to assist in establishing staffing and funding needs.
- Based on the workload analysis and appropriate museum staff grade levels, revise the OFS programming form (budget increase request).

- Provide, in the meantime, additional funding to support the curator-of-record to spend more time at the Preserve to complete the work necessary to maintain the collections, complete reports, and ensure that the data in the ANCS+ database is correct.
- Continue and expand working within the Desert Network to provide needed assistance for maintaining, preserving, and providing access to the Preserve's collections.
- Complete an annual work plan for the Museum Management Program that should be included in the Preserve's annual work plan. At the end of the fiscal year, complete an accomplishment report that indicates what has and has not been completed.
- Create PMIS statements to meet the needs of the museum program based on this MMP to support a five-year museum program.
- Identify other funding sources (such as Save America's Treasures, the Western National Preserves Association) from which funds can be requested to accomplish the goals of the program.
- Establish an internship program and contact graduate programs for candidates to assist in accomplishing the goals of the Preserve's Museum Management Program.
- Use this plan to inform future planning for the Preserve.

# Appendix A— Archives, Library, and Museum Collections Survey Results

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This appendix details the results of the survey relating to the archives and collections management program at Mojave National Preserve. The survey was conducted in advance of the Museum Management Plan in an effort to identify and quantify staff needs relating to the Preserve 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 Preserve library and museum collections
- Percentage of the staff using non-Preserve 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 Preserve administrative unit.

## Survey Methodology

The target universe of the survey was the permanent and temporary staff of MOJA. The survey was distributed to 44 staff members under a cover memorandum in February, 2007 requesting that the survey be completed and returned to the chief of Cultural Resources Management and Planning. A total of twelve responses was returned, representing a 27% response

rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so the MOJA response should be considered legitimate, with a high degree of confidence in the results. Responses were not as well distributed across Preserve work units as could be hoped (50% of the response was from the Resources Management staff), or by employment type (91% of the respondents were permanent staff). However, these factors alone most likely do not have a negative effect on 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. 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 (27%) was sufficient to be considered statistically valid, the results will be considered representative to the survey population as a whole. Percentages have been rounded up to equal numbers when 0.5 or more, and rounded down when less than 0.5.

## **Demographics**

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

## Length of service

	Total	Average
Years of service	105	9
Years at MOJA	57	5
Years in current position	37	3

## Distribution by administrative unit

Administration	3
Interpretation	2
Maintenance	0
Law Enforcement	1
Resource Management	6
Unknown	0

## Employment status

Temporary / Seasonal	1
Permanent	11
Non NPS Employees	0

## Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is considered necessary for the results of the survey as a whole to be considered as valid. Within the survey, a 10% 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 use of the collections by Preserve staff responding (twelve responses):

- 83% used the library an average of 18 times last year.
- 58% used the archives and museum collections an average of seven times last year. (**Note:** Actual number is higher but impossible to quantify, as one respondent did not state the number of times s/he accessed the Preserve library.)

- 50% used non-service archives, library, or museum collections an average of twelve times last year. (**Note:** Actual number is higher but impossible to quantify, as one respondent did not state the number of times s/he accessed non-NPS resources.)

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, 50% of the staff is using archival, museum, and library resources located outside the Preserve. It might be interesting to determine what services are *not* being offered by the Preserve 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, and so on).

A total of seven respondents (58% 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:

- 100% - Photographs and images
- 86% - Historic archives and records
- 86% - Natural records, maps, images, reports
- 57% - Historic artifacts and objects
- 57% - Geological rocks, minerals, samples

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

- 100% - Address internal NPS information needs
- 86% - Personal learning
- 71% - Resource management research
- 57% - Address non-NPS information needs
- 57% - Develop interpretive programs
- 42% - Explore needs for new information
- 42% - Develop publications

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 personal 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 twelve Preserve staff responding was considered, and respondents were allowed as many statements as they felt applied. The results were as follows:

- 41% - Provide listings and finding aids of what is in the museum collection.
- 33% - Provide on-line or remote access to databases.
- 33% - Provide additional professional staff to organize and work on collections.
- 25% - Improve electronic access to museum collection data and object information.
- 25% - Expand the collections to contain artifacts, specimens, or information that I need.
- 25% - Provide remote computer access to collections/archives.
- 16% - Combine collections with supporting archives and/or library references.
- 16% - Provide data access and a computer workstation.
- 16% - Provide additional staff to assist collection users.
- 16% - Improve the preservation and physical condition of the collections.

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

In addition, the staff supports expending staff time and funding for the management of Preserve archives, collections, and libraries (an aggregate of 57% indicating that staffing was required for management and access).

## General Conclusions

The Preserve libraries and museum collections receive a much higher than normal incidence of use when compared to that of other Preserves.

Preserve staff indicated a need for the resources and information that well-defined and administered collections can provide.

As a result, the Preserve 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 point of use; and providing several methods of intellectual access to the Preserve-specific resources.

A general informational finding aid should be produced for distribution to the Preserve 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 Preserve 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 Preserve management with firm background data that should be useful in developing specific programs to manage these unique Preserve resources.

# Appendix B— Suggested Collections Access Policies

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

## **Levels of Access to the Archives and Museum Collections**

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

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

## **Conditions for Access**

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

as access to exhibits, publications, photographs, and catalog data will be considered.

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

## **Access Policy Administration**

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

Superintendent

[Name of park]

[Address of park]

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

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

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

# Research Application for Museum Collections and Historic Documents

[Name of Park]

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

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

Address \_\_\_\_\_

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

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

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

Research topic and materials you wish to see

\_\_\_\_\_

## Indicate which activities you wish to do

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

## Purpose of your research

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

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

Signature \_\_\_\_\_

Date \_\_\_\_\_

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

(reverse side: Research Application)

National Park Service Use Only

**Identification (provide at least one)**

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

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

**Research Topic**

\_\_\_\_\_

\_\_\_\_\_

**Location of Research (check one)**

Curatorial Office

Storage

Exhibit Area

Others \_\_\_\_\_

# Museum Objects Reviewed by the Researcher

[Name of Park]

Park	Catalog	Object Name	Location	Accession	Acronym	Number

## Approved by:

Name \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

# Guidelines for the Use of Archival and Museum Collections

## [Name of Park]

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

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

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

Superintendent,

[Name of park]

[Address of park]

## Availability

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

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

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

## Registration

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

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

## Use of Archival Records and Manuscripts

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

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

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

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

## **Duplication**

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

## **Copyrights and Citations**

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

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

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

## **Restrictions on Use**

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

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

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

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

# Guidelines for Handling Museum Collections

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

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

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

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

## Special Objects

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

## Reporting Damage

Please report any damage you observe or cause to specimens.

## Behavior

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

I have read and understand the above policy.

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

# **Guidelines for Photography of Collections and Duplication of Historic Documents**

## **[Name of Park]**

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

## **Duplicate Photographs of Museum Collections**

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

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

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

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

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

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

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

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

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

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

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

# Request for Photographs of Items from the Museum Collections

[Name of Park]

Catalog #	Object Name	B&W/Color	Size	Finish

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

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

Signature \_\_\_\_\_

Date \_\_\_\_\_

# Appendix C— Suggested Library Operating Policy

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*This template may be used by the Preserve to write its own 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 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 by flattening the binding or exposure to light.
- Materials are marked “Do Not Copy.”

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

### **NOTICE:**

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

## **Adding New Publications**

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

1. The Administration Office will receive new books and attend to all invoice matters.
2. The new books will then go to the library manager.
3. The library manager will photocopy the title page and the reverse page, and forward the copy to the [name of regional library or support office]. The library staff will catalog the book, add it to the card catalog, and prepare labels for the book.
4. The library manager will prepare an accession record for the book consisting of date received, cost, source of acquisition, and condition.
5. While books are being added to the catalog, they will be placed in the controlled access area; they can be used in the library only with the permission of the library manager.

6. The library manager will prepare a monthly memo for the park staff, listing the new additions and providing the title, author, and a short summary.
7. When cataloging is completed and labels arrive, the library manager will affix labels, pocket, and checkout card to the publication.
8. Books will then be shelved according to their LCS number.
9. Every four months the library manager will update the park's computerized catalog with the most current copy from the [name of regional library or support office] library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

## **Excluded Publications**

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

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

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

## **Inventories**

The library will be inventoried annually in October. An up-to-date shelf list will be acquired from the [name of regional library or support office]; the library manager will match the shelf list with current holdings and account for all missing books. Books that cannot be found will be listed on a memorandum, which will be circulated to staff for input. If this process

produces no results, the list will be forwarded to the [name of regional library or support office] for deletion from the catalog.

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

## **Binding**

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

## **Weeding**

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

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

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

## **Weeding Procedure**

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

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

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

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

**Approved by:**

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

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

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



# Appendix D— NPS Records Management

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

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

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

information for their continuing management. Accordingly, they are classified as “library and museum materials made or acquired and preserved solely for reference or exhibition purposes.” Therefore, these materials are excluded from the National Archives’ definition of records.

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

The past system of records management and disposition as promulgated in *NPS-19* focused on “official records” and “unofficial records.” Official records were original documents created or received by a park in the course of performing the daily business of the NPS. Unofficial records encompassed duplicate copies of official records and documents generated in association with a resource management project (e.g., archeological field notes). Non-official records were materials not created by a government agency, and included donated manuscripts (e.g., letters written by an eminent figure associated with the creation of a park), collections of personal papers, organizational records of non-governmental entities such as businesses or civic groups, and collections accrued by private individuals.

Only unofficial and non-official records could be placed in a park’s museum collection, after evaluation against the park’s Scope of Collection Statement (SOCS) for retention, if appropriate. By law NARA has been responsible for the official records of the federal government, once the records are no longer actively needed and have reached their disposition date. Non-official records, such as manuscript collections, were not governed by the NPS Records Disposition Schedule and NARA and included in a park’s museum collection based upon its SOCS.

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

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

The concept of resource management records has been broadened in *DO#19* from definitions in *NPS-19* that classified only associated project records as permanent, such as archeological field notes and natural history project data. Currently, the National Park Service Records Advisory Council (RAC) has suspended disposition of certain official records that may be important for parks to retain on-site. The new, broadened concept classifies as permanent a wide array of documents previously considered

temporary (such as construction reports) because the subject of the document is a park resource or substantially impacts a park resource. Thus, for example, previously all contracts were considered temporary, whereas the broadened definition of resource management records considers contracts on cultural resources (e.g., a historic building on the National Register of Historic Places) permanent.

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

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

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

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

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



# Appendix E— Preparing Inactive Records for Transfer to Storage

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The records management program is able to assist park divisions, branches, and offices to professionally and legally manage the records created and received in the course of performing the park's business. This program can provide legal and technical advice regarding the management of records in offices as well as in park retention storage locations housing inactive records. Retention periods for National Park Service records are specified either in the General Records Schedule (GRS), the Federal Government's guideline on retention/disposition of records common to all government agencies, and *NPS-19, Records Management Guideline*, Appendix B, Records Retention Schedule.

It is the responsibility of each park office wishing to retire inactive records to fully prepare them to the specifications that follow before they may be transferred to the park museum collection. Once this is done, the park curator or his/her representative will visit the office to verify the preparation and physically transfer the records to the museum collection. Of course, park museum staff will be happy to provide assistance in the interpretation of these instructions at any time during the preparation of records for transfer.

- No records are to be dropped off at the curator's office without full prior preparation and approval of the curator.
- Records received unannounced or unprepared will be returned to the owning office.

ALL files pertaining to agency business are government property, not the property of the individual employee.

## **Preparing Records for Transfer**

- Use only approved GSA Records Storage Boxes, NSN 8115-00-117-8249, or approved archival boxes. These boxes can be ordered through

GSA for large quantities of records, or the park museum may be able to provide boxes if only a few are required.

- Remove all files from hanging folders and three-ring binders. Place in appropriately sized (legal or letter) folders that fully contain the records without folding. Any file exceeding one inch in thickness, such as thick files contained in binders, must be split between multiple folders (place in two or more folders). This rule does not apply to Contracting Project files, which are self-contained packages and may be thicker. Number multiple folders "F1/2, F2/2", etc.
- Make certain EVERY folder has a clear label, typed or neatly handwritten, indicating a clear, descriptive title of the contents, the date or date range of the file and, preferably, a file code and retention period. NPS file codes are not mandatory, but they make records review and disposition actions must faster and simpler and provide a common scheme for filing of related documents. File codes are not necessarily appropriate for project files as they may contain a large variety of materials that do not fit within a file code.
- Remove all personal materials and multiple copies of documents (keep no more than two). Remove all blank forms.
- Remove all office supplies and computer materials such as desk supplies, computer manuals, miscellaneous diskettes, etc.
- Consult with Records Management staff for assistance with odd-size and unusual format materials such as engineering drawings, photographs, audio and videotapes, etc. Do not combine these materials in boxes with standard-sized records in folders, unless they are an integral part of a particular file. NEVER fold oversize materials to fit into record storage boxes.

## **Electronic Records**

Many word-processed and other types of documents are now received in electronic format and are used that way in park offices. The preservation of records in electronic format is a very problematic issue, one which much larger agencies are having difficulty grappling with. The park curator advises all park departments that preserving records in electronic format is not possible at this time, as neither the hardware nor software capability to do so is available.

Make sure to print hard copy of critical and important records and interfile them with the related paper records. Hard copy records have a proven history of preservation capability. The curator will be happy to discuss the management of databases in electronic form for long-term storage and preservation. All electronic mail and word processing documents that must be retained for either temporary legal purposes or are permanently valuable as archival materials MUST be printed and transferred to records storage in hard copy format.

## **Records Series and Records Disposition**

In archives and records management terminology, records are dealt with in groupings called “series.” A series is a group of records which may be defined either by format or conditions of creation or use. A more formal definition may be “file units or documents arranged according to a filing system or kept together because they relate to a particular subject or function, result from the same activity, document a specific kind of transaction, take a particular physical form, or have some other relationship arising out of their creation, receipt, or use, such as restrictions on access and use.” A records series is generally handled as a unit for disposition purposes.<sup>1</sup>

Examples of series in National Park Service records include: contract project files; time and attendance records; alphabetical subject files; purchase orders; and press releases. Records are handled in series because these categories may be designated within the National Park Service Records Disposition Schedule for authorized legal periods of retention. Some series (such as budget, human resources, and contracting) records may be destroyed after keeping for a certain period for legal purposes. Other types of records, generally all records dealing with management of resources and administrative decision process, etc., have permanent value and are retained as archives collections. For this reason, the museum staff asks that records be managed and retired in identifiable series to increase the ease of handling

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<sup>1</sup> Definitions provided in this paragraph are taken from Appendix D: Glossary, Disposition of Federal Records: A Records Management Handbook, Washington, DC: National Archives and Records Administration, 1992.

when assigning retention periods and, later, in destroying or transferring records to appropriate locations.

“Disposition” in records management is defined as “the actions taken regarding records no longer needed for current government business.” These actions can include transfer to storage facilities, destruction, or transfer to archives. In this instance, “disposition” does not automatically mean destruction.

## **Packing Records for Transfer**

Try to place only one record series with one disposition date in a box. Records will later be disposed of by box, not by removing individual files from boxes. *Example:* Place all retiring DI-1s in a group of boxes. This is one “series” of records, all one document type with all the same destruction date. If a single series doesn’t fill a box, different series may be combined in a box for space economy, as long as they are clearly labeled.

Pack the files in the same sequence in the cartons as they are arranged in the file drawer, using the same filing system as that used in the office. Place folders with labels facing the front of the box (label area), or facing to the right of front if the folders are legal sized.

Do not over pack boxes. One must be able to slip a hand easily between folders and get into the hand-holds. If this is not possible, the box is too full.

Label each box as it is filled. Label only in PENCIL! Labeling should consist of the following: the owning office symbol plus fiscal year in the upper left hand corner label area and the sequential number in the upper right hand corner. Number sequentially, e.g., 1/12, 2/12, etc. If it is unknown how many boxes there will be, just enter the sequence number, then add the whole number to all boxes after completion of the packing job, e.g., 1/ , 2/ , 3/ , 4/, then go back and add in the total box count at the end: 1/4, 2/4, 3/4, 4/4. The office may contact the museum staff for assigning a unique accession number prior to ascertaining boxes are fully identifiable, especially if multiple groupings of records, or series, will be retired at the same time. Each series group will be assigned a unique number by the museum staff for

control purposes and to facilitate later destruction or other action. A fully labeled box may resemble this example:

ACP-99-2      BPA Records      Box ½

This example identifies the second group of records (the "2" is assigned by the Records Center) retired from the Contracting and Procurement Office in Fiscal Year 99, which consists of BPA Records and is the first of two boxes in this grouping to be prepared and retired to the Records Center.

For security, as well as neatness, do not identify the contents of the box on the outside, beyond the simple title shown in the example above. The detailed contents will be outlined in the inventory document.

When packing records, do not stack boxes over four high, any higher tends to begin crushing the boxes. A stack of four boxes can easily be loaded on a hand truck for transport without additional handling.

## **Preparing Records Inventory or Transfer List**

Prepare a records transfer document consisting of a general list of the contents and boxes. A detailed listing of folders is not needed because this information will be entered into the master database at the park museum. If everything is well labeled, this database input can occur very quickly at the museum, and a printed copy of the inventory will be returned to the office for incorporation into the Department's Inactive Records Binder. This is a good chance to double-check to ensure that adequate and consistent labeling has been applied to ALL folders in the box. The general listing may provide the name of the records series, the date range of the records, the number of boxes in the group to be retired, and disposition information if known, also any information that may assist the museum staff in preparing or managing the files during their retirement period.

Where there are multiple folders of a single records title and date range, they will be listed in the database inventory as a group as shown below rather than individually for space and time efficiency. Please ensure that related groupings are appropriately marked with sequential folder numbers, e.g. 1/3, 2/3, 3/3. The inventory listing will appear as:

## "BPA File - Ace Hardware - 3 folders

Some types of documents have their own unique number sequences, such as contract files, purchase order files, and time and attendance files by pay period. These types of documents may continue to be in folders as they were in the department (e.g., accordion folders containing all time sheets for a single pay period, etc.). The complete number range of such documents should be correctly listed on the folders, so when the folder headings are used to create the inventory, the information is complete and correct. When preparing the inventory, list the documents in their normal numbering sequence. Consult with records management staff for assistance.

### **Transferring Prepared Records to the Park Museum**

After all above steps have been completed, contact the curator to request physical transfer of the records. The curator or a member of the records staff will come to review the preparations and physically transfer the records to the park museum.

The records always should be physically transferred by museum staff, to protect against damage or loss to the records or personal injury during moving.

An appointment will be scheduled to complete the physical transfer to the Park museum. Depending on the current demand, pick-ups may be delayed because of other records intake actions in progress which may be occupying the limited workspace. Records will be picked up as quickly as possible. PLEASE do not move the records to a dangerous storage environment—a basement or unheated building in the park—while waiting for pick-up!

### **After-Transfer Actions**

Museum staff will review records boxes and transfer documentation, and make any necessary corrections. Museum staff will perform database entry of the individual file folders in the records accession. Finalized copies of the inventories and transfer forms will be placed on file in the park museum with a tickler system for later action on the records. The staff will send a printout of the completed inventory back to the office, along with a revised Table of

Contents for the Department Inactive Records Binder including the newly accessioned and processed material. Please follow the instructions with the inventory and in the Records Binder to incorporate this new material into your department's binder.

Records that are retired by park offices to the park museum remain the property of the office. They will not be available for research to anyone except that office's personnel without the express written permission of the office head.

Records that need to be recalled by the office should be referred to by the accession number, the box number, and the folder title as listed on the records inventory in your department's Inactive Records Binder.

Office staff may request the return of records for a period of 30 days, renewable, or a photocopy of the records. This is to ensure that retrieved records do not become lost and unavailable for further review as needed. One office employee must sign for the records to ensure accountability during the time they are removed from storage.

As scheduled review dates for the records come up, the museum staff will communicate with the owning office regarding the ongoing value of the records for government business. Reviews should occur approximately every two years. These reviews form the basis for further records actions which are normal in the life cycle of records. Many financial and human resources records may be destroyed within a certain period of years. The Records Action Form will initiate further actions, such as a decision to retain records in the park museum for additional time, for destruction, or for transfer of permanently valuable records to the park's archives.



# Appendix F— Transfer of Resource Management Field Records to Museum Archives

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## Suggested Standard Operating Procedure

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

The [name of park's] Museum Management Plan documents the need for guidelines on the management of archival material. Recommendations include retention of reports of archeological, historical, architectural, and other scientific research conducted within and for the park.

The parks' archives include many unique information resources that need professional organization and arrangement to promote their most efficient use. Park resource management staffs generate records on a daily basis that should be considered for inclusion in the park archives. Staff is creating 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 parks.

Park staff are 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, then, should be the project itself.

## Archeological Records

Government-wide regulations for the curation and care of federal archeological collections required by the National Historic Preservation Act (NHPA), the Reservoir Salvage Act, and the Archeological Resources Protection Act (ARPA) were issued in 1990 as "Curation of Federally Owned and Administered Archeological Collections" (36 CFR 79). These regulations establish procedures and guidelines to manage and park collections. They also include terms and conditions for federal agencies to include in contracts and cooperative agreements with non-federal repositories. This document covers excavations done under the authority or in connection with federal agencies, laws, and permits (Antiquities Act, Reservoir Salvage Act, Section 110 of NHPA, ARPA). It also applies to the collections and the generated data, or associated records and is applicable to both new and preexisting collections

Associated records are defined as "Original records (or copies thereof) that are prepared, assembled and document efforts to locate, evaluate, record, study, park or recover a prehistoric or historic resource. Some records such as field notes, artifact inventories, and oral histories may be originals that are prepared as a result of the fieldwork, analysis and report preparation. Other records such as deeds, survey plats, historical maps, and diaries may be copies of original public or archival documents that are assembled and studied as a result of historical research (36 CFR Part 79.4.a.2)."

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 to NPS archival standards. 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.

## **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) Materials must be arranged by material type such as field notes, reports, maps, correspondence, photographs, etc. Each group of materials should be stored in individual folders or acceptable archival enclosures.
- 4) Resource management staff is responsible for turning over all project documentation to the park curator upon completion of a project. In the interest of preserving institutional knowledge, leave collections in their original order. Original order means the organization system created by the originator of a document collection. Resist the urge to take important documents from these collections. If 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 has been picked apart. Remember these materials will always be available. That is the whole point behind establishing archives.
- 5) When the archival documentation is transferred to the park museum, the form below should be provided. This form includes the project title, principal investigator, date of project and a history of the project. The name of the individual who obtained the accession number should also be listed. The type and quantity of documentation would be included as well, such as maps (13), field notes (4 notebooks), Correspondence (3 files).

# Project Identification Sheet (Use one sheet for each project)

Accession No: \_\_\_\_\_ (Assigned only by the curator)

Your name, title, office: \_\_\_\_\_

Project Title \_\_\_\_\_

Principle Investigator and position 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 and published or in-house reports to which collection relates

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Planning for the Curation of Resource Management Records

## Records in the Field

Anticipate the kinds of documents that will be needed in the field to record data and use archival materials to produce them (e.g., field excavation forms, field notes, photographic logs, transit data, maps, level records, and videotape). Use archival quality materials in the field. This can reduce the cost of copying information onto archival quality media later. Remember that documentation on electronic media alone is not sufficient because of the lack of long-term stability of these media and their contents.

The records created in the field, as well as in the lab, are vulnerable to insects, vermin, mold, humidity, light, temperature changes, and mishandling. They are also vulnerable to a variety of environmental threats, such as roof leaks, flooding, fire, and asbestos problems, and to theft or other malicious action. The following are a number of general recommendations to follow in the field and lab in order to promote the long-term preservation and viability of the great variety of records created:

- Use appropriate long-lived media for all record types.
- Use permanent and archival stock in paper, ink, lead pencil, folders, and boxes.
- Inspect and redo damaged or inadequate records.
- Label everything, or their containers.
- Use appropriate storage for all media in the field in order to protect them from poor environmental conditions and threat of fire or theft.
- Carefully consider existing guidelines and equipment for digital and audiovisual media, make sure backup copies and hard copy printouts exist, and migrate data to updated software on a regular schedule.
- Ensure that project information and data is captured by appropriately knowledgeable staff.
- Paper records

A number of conservation principles should also be considered for each of the primary types of media used for associated records.

- Use high alpha cellulose, lignin free, acid-free paper, especially for field notebooks, and standardized forms.
- Record information using archival (permanent carbon) inks or #4 (HH) pencils.
- Protect paper from water and humidity, and minimize its exposure to light.
- Try not to fold or roll paper.
- Store papers in archival folders in polyethylene boxes.

## **Photographs**

- Protect all photographic materials (e.g., film, prints, slides, negatives, and transparencies) from heat, rain, and wind. Store them in archival folders in polyethylene boxes.
- Maintain a log of all photographic images.
- Only handle photos along their edges. Do not touch the image with bare fingers.
- Do not use paper or plastic clips, rubber bands, pressure sensitive tape, adhesive or pressure sensitive labels, or Post-it® notes directly on photographs.
- Do not put photographic materials, except unused film, in cold storage without reformatting them for access and duplication.

## **Magnetic Records**

- Protect all magnetic materials (e.g., audio tapes, video tapes) from heat, dust, and dirt.
- Consider the equipment required to play the audiovisual material and the longevity of that equipment.
- Label all records in a permanent, carbon-based ink.
- Store the records in their cases in polyethylene boxes.

## **Cartographic and Oversized Records**

- Oversized records should be stored flat in folders, preferably in map cases. Do not roll or fold.
- Protect paper from water and minimize its exposure to light.

- During storage and use, protect oversized records from tears and rips. Do not use tape to repair tears.
- Label the oversized folders in permanent, carbon-based ink.

### **Digital Records and Data**

- Produce your master records in uncompressed TIF format, if possible. Avoid using proprietary file formats or loss compression.
- Protect all digital records from heat, dust, dirt, and ultraviolet radiation.
- Choose a storage medium that is considered a standard and research its longevity.
- Keep digital records away from magnetic or electric fields that are created by old telephones, static, and field and lab equipment such as magnetometers and 12-volt transformers. Computer diskettes can be partially or completely erased by such exposure.
- Label the records in permanent, carbon-based ink.

# Attachment A: Five Phases of 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 (SOCS); accession collections; order supplies.

## **Phase 2: Preserve the Park Collections**

Conduct the Collection Condition Survey; write treatment or reformatting recommendations; contract to conserve or reformat; 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 Bebernicht 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 / 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, the 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  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), Walls(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 \_\_\_\_\_ Fits Park SOCS \_\_\_\_\_ 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

Fair \_\_\_\_\_ Poor \_\_\_\_\_ Mold \_\_\_\_\_ Rodents \_\_\_\_\_ Insects \_\_\_\_\_ Nitrate \_\_\_\_\_  
Asbestos \_\_\_\_\_ Water Damage  Other \_\_\_\_\_

**OTHER (Please Describe)**

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# Appendix G— Department of Interior Example Language for Addressing Records Management Compliance in Contracts

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Contracting officials should consult with their records officers in selection, addition, or deletion of any of the following clauses. Additionally, contracting officers **MUST** add applicable Federal Acquisition Regulation (FAR) and Federal Information Processing Standards (FIPS) to contract language.

## **RECORDS CONTRACT LANGUAGE Information Handling and Records Management**

### **1.1 Information Sensitivity**

The tasks listed in this contract documentation are expected to contain unclassified sensitive information that could cause harm to constituent and organization interests. The Contractor shall handle all documents in accordance with Federal government and DOI specific requirements. The Contractor must meet the requirements of OMB Circular A130, Appendix III, Computer Security Act of 1987, Federal Records Act, Freedom of Information Act, Privacy Act and the policies of the DOI. Failure to adhere to these records requirements may be punishable in a Court of Law.

### **1.2 Information Handling and Disposition Special Provisions of the Contract Authorities**

Per 36 CFR Part 1222, Subpart 1222.48: All data (records) created for Government use and delivered to, or falling under the legal control of, the Government are Federal records and shall be managed in accordance with records management legislation as codified at 44 U.S.C. chapters 21, 29, 31, and 33, the Freedom of Information Act (5 U.S.C. 552), and the Privacy Act (5 U.S.C. 552a), and shall be scheduled for disposition in accordance with 36 CFR Part 1228.

1. Contracts for deliverables that include written, coded, digitized, etc. documents, whose creation, compilation, etc. does not require that contract personnel access government IT equipment and/or government records.

a. The Contractor will ensure that all contract personnel requiring access to government facilities for a period longer than 180 days have HSPD-12 compliant identification cards prior to the start of the period of the contract performance, or that the time required to obtain such cards and the cost of obtaining them through the Department of the Interior is factored into the period of performance and cost of the contract.

b. The Contractor will treat all reports delivered under this contract as the property of the Federal government for which the Federal government shall have unlimited rights to use, dispose of, or disclose such data contained therein as it determines to be in the public interest.

c. The Contractor shall not retain, use, sell, or disseminate copies of any deliverable that contains information covered by the Privacy Act of 1974 or that which is generally protected by the Freedom of Information Act.

d. The Contractor shall not create or maintain any records containing any government records that are not specifically tied to or authorized by the contract.

e. The Department of the Interior (DOI) owns the rights to all data/records produced as part of this contract.

f. DOI owns the rights to all electronic information (electronic data, electronic information systems, electronic databases, etc.) and all supporting documentation created as part of this contract. Contractor must deliver sufficient technical documentation with all data deliverables to permit the agency to use the data.

g. The Contractor is required to obtain the Contracting Officer's approval prior to engaging in any contractual relationship (sub-contractor) in support of this contract requiring the disclosure of information, documentary material and/or records generated under, or relating to this contract. The Contractor (and any sub-contractor) is required to abide by government and agency guidance for protecting sensitive and proprietary information.

2. Contracts for services (and/or deliverables that include written, coded, digitized, etc. documents) requiring access to government IT equipment and/or government records.

a. The Contractor will ensure that all contract personnel requiring access to government IT equipment and/or government records or access to government facilities for a period longer than 180 days have HSPD-12 compliant identification cards prior to the start of the period of the contract performance, or that the time required to obtain such cards and the cost of obtaining them through the Department of the Interior is factored into the period of performance and cost of the contract.

b. The Contractor will treat all documentary materials delivered under this contract as the property of the Federal government for which the Federal government shall have unlimited rights to use, dispose of, or disclose such data contained therein as it determines to be in the public interest.

c. The Contractor shall not create or maintain any records that are not specifically tied to or authorized by the contract using government IT equipment and/or government records.

d. The Contractor shall not retain, use, sell, or disseminate copies of any deliverable that contains information covered by the Privacy Act of 1974 or that which is generally protected by the Freedom of Information Act.

e. The Contractor agrees to comply with Federal and Department of the Interior records management policies, including those policies associated with the safeguarding of records covered by the Privacy Act of 1974. These policies include the preservation of ALL records created or received (regardless of format [paper, electronic, etc.] or mode of transmission [email, fax, etc.] or state of completion [drafts, final, etc.] associated with all DOI court orders regarding ongoing litigation and records preservation orders. (See 10. below.)

f. No disposition of documents will be allowed without the prior written consent of the Contracting Officer. DOI and its contractors are responsible for preventing the alienation or unauthorized destruction of records, including all forms of mutilation. Willful and unlawful destruction, damage or alienation of Federal records is subject to the fines and penalties imposed by 18 U.S.C. 2701. Records

may not be removed from the legal custody of Federal agencies or destroyed without regard to the provisions of agency record schedules.

g. The Department of the Interior (DOI) owns the rights to all data/records produced as part of this contract. All records (in all media, paper and electronic) created or produced in part or in whole are to be maintained for the duration of the contract, made available upon request, and upon termination of the contract are to be turned over to the office/customer. Refer to specified contract deliverables for a general scope of records to be maintained and provided to DOI. Other specific record keeping requirements may be added to the contract on a case by case basis.

h. The Contractor is required to protect all information, documentary materials and records. Letters of Transmittal for deliverables, when used, will be unclassified and will only reference material delivered under separate cover. Letters of Transmittal must include a transmittal or receipt number. Sensitive material must be delivered by a cleared courier, person-to-person, to the COR, by prior appointment only.

i. DOI owns the rights to all electronic information (electronic data, electronic information systems, electronic databases, etc.) and all supporting documentation created as part of this contract. Contractor must deliver sufficient technical documentation with all data deliverables to permit the agency to use the data.

j. Court Orders and Litigation: Contractor employees must comply with all DOI court orders regarding on-going litigation and records preservation orders. Current records restrictions due to litigation and court orders are:

a. Cobell v Norton class action lawsuit: Any Indian fiduciary trust records (IFTR) cannot be disposed of and are to be retained permanently. See DOI Departmental Manual, 303 DM 6, Indian Fiduciary Trust Records, dated 9/5/03, for policy and guidance on identifying IFT records.

b. All e-mail messages (with all attachments) related to:

i. American Indian trust reform;

ii. the Cobell v Norton litigation, or

iii. administration of Individual Indian Money (IIM) accounts must be printed and filed in the Federal office's official record keeping system and cannot be deleted until receiving notice from the e-mail system administrator that a successful backup has been completed.

c. Jicarilla Apache Nation and the Pueblo of Laguna – U.S. Court Order, General Obligation to Park: “every document, data or tangible thing in its possession, custody or control, containing information that is relevant to, or may reasonably lead to the discovery of information relevant to, the subject matter involved in the pending litigation.”

k. Should the contractor receive a request for records under the Freedom of Information Act (5 U.S.C. 552) or the Privacy Act (5 U.S.C. 552a); the contractor shall forward the request to the Contracting Officer for appropriate action.

l. The Contractor shall immediately notify the appropriate COR upon discovery of any inadvertent or unauthorized disclosures of information, data, documentary materials, records or equipment. Disclosure is limited to authorized personnel with a need-to-know as described in the delivery/task order. The holder shall ensure that the appropriate personnel, administrative, technical, and physical safeguards are established to ensure the security and confidentiality of this information, data, documentary material, records and/or equipment is properly protected. The Contractor shall not remove material from Government sites without the expressed permission of DOI. When no longer required, this information, data, documentary material, records and/or equipment shall be returned to DOI control or held until other wise directed. Items returned to the Government shall be hand carried or mailed to COR or address prescribed in the delivery/task order. Destruction of records is EXPRESSLY PROHIBITED.

m. The contractor is required to obtain the Contracting Officer's approval prior to engaging in any contractual relationship (sub-contractor) in support of this contract requiring the disclosure of information, documentary material and/or records received under, generated under, or relating to this contract. The Contractor (and any sub-contractor) is required to abide by government and agency guidance for protecting sensitive and proprietary information.

n. Upon termination of contract, the contractor shall, within ninety (90) working days from the date of termination, assemble all records, complete all working paper files and transfer such records to a place and location determined by the agency/office. All costs directly associated with the requirements of this provision are reimbursable under the terms of this contract.

o. The contractor shall maintain in a separate record or file maintenance system and in a safe and secure manner all records, work papers, documents, information, reports and correspondence gained or developed as a consequence of audit or investigative activities conducted under the contract. All such records shall be made available for monitoring, review and inspection upon request by the Comptroller General of the United States and representatives of the Secretary of the Interior during and upon completion of the audit and at the locations where the records are created or maintained until such time as the provisions of subparagraph 1 are implemented. (30 CFR 227.200(d))

p. As prescribed in FAR Subpart 4.7, Contractor Records Retention, the contractor shall maintain and make available to the agency and/or the Comptroller General for auditing purposes all records in support of contract negotiation, administration, and audit requirements, regardless of form. Refer to this regulation for specific retention period policy. FAR Subpart 4.7 applies to records generated under contracts that contain one of the following clauses:

a. Audit and Records – Sealed Bidding

b. Audit and Records – Negotiation

# Appendix H— Suggested Workload Analysis

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This appendix provides an example of a system for analyzing the museum management program work elements for MOJA. By completing this chart the total staffing needs will be documented. Additional work elements relating to Park records management, library, and the permit process could be added.

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

Photograph museum collections					
Maintain museum documentation					
Manage databases/knowledge systems					
Maintain documentation of treatment, use, etc.					
Maintain NAGPRA information					
<b>Subtotal</b>					
<b>Preservation and protection of collections</b>					
Maintain facility					
Provide for physical and operation security					
Ensure fire protection					
Monitor environment					
Monitor pests					
Ensure disaster preparedness					
Conduct housekeeping					
Ensure proper storage, including organization, equipment, and housing					
Conduct conservation program by assessing collection condition					
Treat items in need					
<b>Subtotal</b>					
<b>Access and use of collections</b>					
Provide for public and Park access including reference services					

Develop and maintain exhibits					
Participate in curriculum-based education programs					
Conduct public program					
Produce publications					
Conduct research and obtain legal rights and permissions					
Loan collections for appropriate use by other institutions					
Develop and maintain internet/intranet access and website(s)					
Participate in NPS planning and compliance					
Conduct research					
Support appropriate reproduction of collections					
<b>Subtotal</b>					
<b>Program administration and management</b>					
Maintain up-to-date scope of collection statement					
Complete annual reporting: Collection Management Report; Annual Inventory; ANCS+ Database					
Manage annual budget					
Provide for future programming: PMIS and OFS					
Supervise paid and unpaid staff					
Develop and maintain up-to-date museum plans and policies					
Manage contracts					

Maintain information technology/management					
Provide administrative support					
Participate in Park management and administrative issues					
<b><i>Subtotal</i></b>					
<b><i>Total</i></b>					

# Appendix I— Suggested Procedure for Submitting Digital Images

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## **Transfer Documentation**

1) Issuers must submit a signed Digital Photograph Receipt for Property along with the digital images. Digital images should be deposited directly to Common Drive or submitted on a compact disc. DVDs or CDs need to be labeled and organized by date. The Receipt for Property form needs to be completely filled-out in hardcopy form and signed by the issuer. All images need to be numbered, and the numbers need to correspond with the numerical entries on the Receipt for Property. The following information needs to be adequately completed on the form:

*Photographer.* Identify the full name and division of the photographer credited with the photograph.

*Subject/Caption.* Provide descriptive information describing each individual image in order to understand and retrieve it. Standard caption information typically includes the "who, what, when, where, why" about the photograph and the logical arrangement of the files (e.g., by subject or date). Also provide *technical* information about the records (i.e., metadata). Specific information includes:

*File format.* List the file format and version.

*Image size.* Specify the image height and width of each image in pixels

*Public Domain/Copyright.* If the images were taken as a part of government business and/or government equipment was used in their creation (eg. camera, film), then the images are in public domain. Contracts should have provisions that require images to be released to the park. Park staff and the public can submit their own images, provided that they own the copyright (i.e. created the images) and are willing to release the images for unconditional use. Images not in public domain require a signed Deed of Gift.

Send the completed form to the Archives.

## **Digital Quality Guidelines**

The following guidance pertains to images produced from digital cameras and scanned photographic prints, slides and negatives. Digital images need to be in TIFF 6.0 or JPEG format. Files should not be compressed, especially JPEG files (which would include emailing). Images to be archived should be first generation TIFF or JPEG files that have not been degraded in quality by multiple revisions and re-saving. Making changes to

JPEG files (e.g., altering the image size), and then re-saving them, can result in re-compression of the images, leading to additional data loss and degradation of image quality. When transferring images to compact disc, select the slowest transfer speed allowed (x8 or less). For long-term storage onto CD, it is best to select gold-on-gold CDs. When labeling CDs, do not write on the CD or place any adhesive such as labels on the disc. Only the 1/8" narrow inner-circle of the CD can be written on.

### **Resolution Standards**

The following information is technical guidance that offers recommendations on how best to preserve digital images. While these standards are not easily achieved, it is suggested that we make every effort to move towards these standards.

The quality of spatial resolution is expressed in either dots-per-inch (DPI) or in pixels-per-inch which is given as the density height x width. In addition, tonal resolution color and bit depth can be expressed in grayscale for black and white images, or in red/green/blue scale for color (commonly referred to as RGB).

Color images must be produced in RGB color mode as 24-bit to 48-bit color files. Digital camera files must be captured as 6 megapixel files or greater with a minimum pixel array of 4,800 pixels by 6,000 pixels. Records produced at this size resolution are comparable in quality to 35-mm film photographs.

- Scan an 8" x 10" original (print, slide or negative) at 600 dpi to produce a file that is 4,800 x 6,000 pixels.
- Scan a 4" x 5" original (print, slide or negative) at 1,200 dpi to produce a file that is 4,800 x 6,000 pixels.
- Scan a 35-mm original (print, slide or negative) at 2,400 dpi to produce a file that is 4,000 x 6,000 pixels.
- Ideally, digital cameras need to produce a 6 megapixel file
- Grayscale 16 bit/20 megabytes or larger
- RGB scale 24-48 bit/54 megabytes or larger

### **Rules for Use**

1. All photos in this library are subject to use by anyone at anytime but may not be bought or sold. A limited list of examples of use includes:

- PowerPoint presentations (for the public or employees)
- Brochure/ publication covers
- Promotional photos for the media
- News stories
- Trainings
- World Wide Web

By putting photographs into this library you are agreeing to release photographs for unlimited use. All submitted photos become the property of the National Park Service. You may request that your name be put into the credit (*e.g. John Smith/ NPS Photo*), but it is up to the discretion of the user whether or not to include the credit.

2. Users of this library understand that this is not intended to be a permanent storage place for photographs. Users who want photographs to be permanently archived should contact: Paul Rogers at 379-1282.

4. Those submitting photographs to this library understand that if they submit a photograph taken by an individual without receiving permission (verbal or written) to do so they may be personally liable for the repercussions of releasing a copyrighted photograph.

5. Users of this library understand that when photos are removed from this library they will not be sent back (electronically, by CD, or in any other form) to the individual who submitted them. Users are encouraged to save photos (on external media such as CD or disk) before submitting them. Additionally, if photos are submitted on CD the original CD will not be returned to the person submitting them. Photographs submitted electronically will be erased once they are posted.

6. A committee will review and determine which images are to be placed into the digital photo library. Images will be placed into the digital library in batches, once every three months (Oct. Jan. April, July). The digital photo library will have outdated images expunged every six months (Oct and April) because of space limitations. Prior to expunging the database, an email notice will be sent to park staff alerting them of the quarterly cleaning.



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