

Olympic

National Park Service
U.S. Department of the Interior

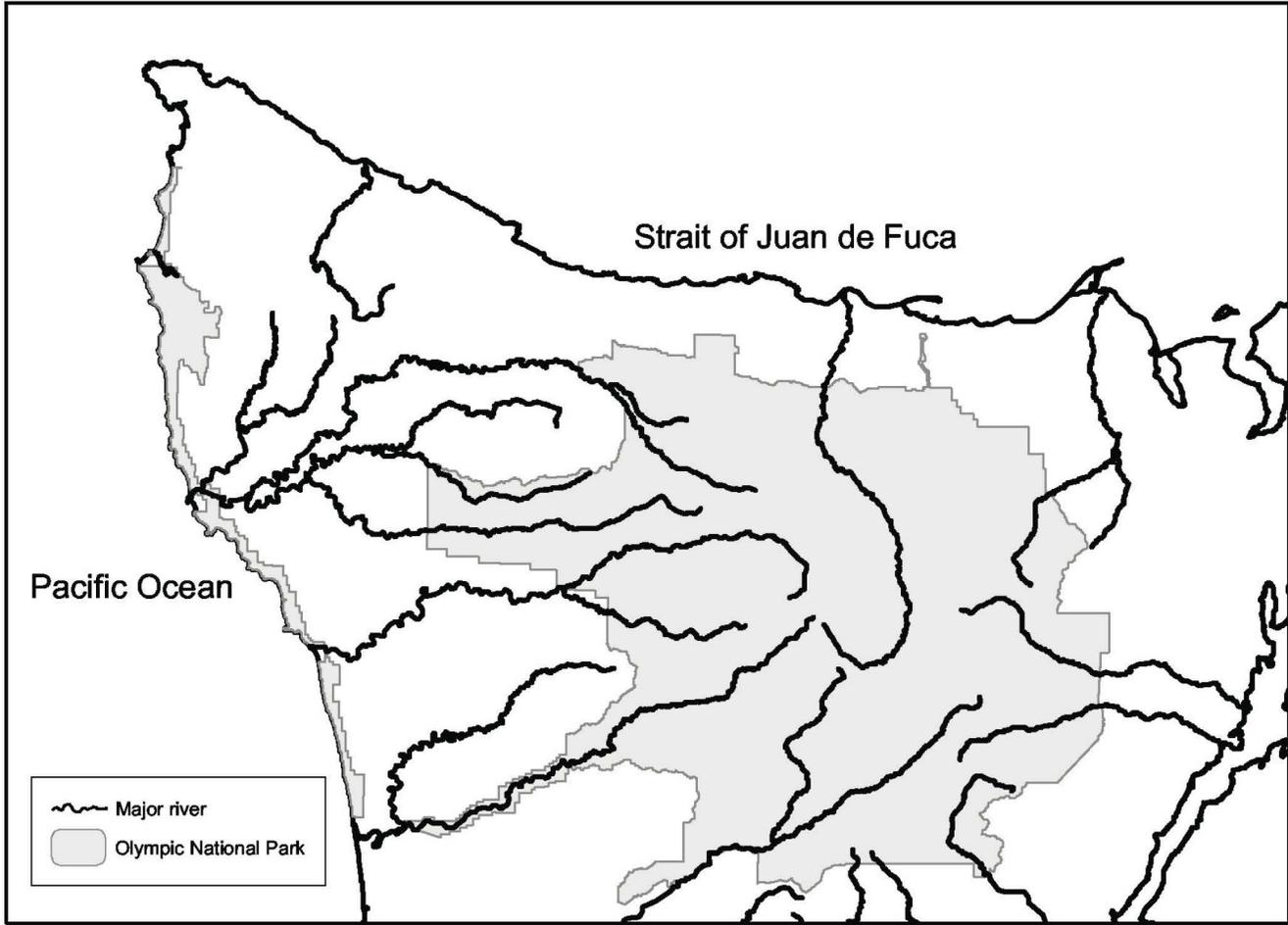
Olympic National Park



Olympic National Park Museum Management Plan

Cultural Resources
Pacific West Region
October 2002





Olympic National Park

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Department of the Interior
National Park Service
Pacific West Region

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Executive Summary

The Olympic National Park Museum Management Plan identifies the collection management issues facing the park and presents recommendations to address these issues. A team of museum management professionals developed this plan in full cooperation with members of the park staff responsible for managing the park archives, museum collections, and library. In addition, a survey of all park staff was conducted to determine current informational and program support needs.

The park is presently managing an estimated 489,000 items of natural and cultural significance that document the resources and history of the park. These resources are in the form of archives, museum collections, and resource management library materials. These resources have largely, but not completely, been properly documented by accession and catalog records. Due to the Servicewide Inventory and Monitoring Program, these resources are expected to grow significantly over the next decade. Within the last seven years the park has pulled most of the collections together physically, placed them under the control of one administrative unit within the park, and renovated a fire cache as a collections storage and work area.

Despite the size and complexity of the collections, the park has never had the benefit of a full-time journeyman level curator to manage its resources. Partly for this reason, the museum management authorities and responsibilities at the park remain unclear. The renovated area was never large enough to contain all of the collections and cannot function as a processing/work area to support necessary, routine collections management tasks. There is very little space for users to access either the archives or the collections, thus compromising one of their primary values. In many respects the museum management program at Olympic is very much in a developmental stage.

Summary of Recommendations

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

- Develop role and function statements to define a united archive, museum collection, and library resource management program for the park as a whole.
- Develop and implement protocols necessary to direct growth of the park archives, museum collections, and library resources to provide quality information resources for future use.
- Provide journeyman level staff to raise the management of park archives, museum collections, and library resources to professional standards.
- Provide the work, storage, and study areas necessary to house the park archives, collections, and library materials, and make these resources available to park staff and accredited public users.
- Promote access to and proper use of park archives, collections, and library materials using methods that provide protection for resources and are safe for the user.

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

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Back cover	Cape Alava at sunset, Pacific coastline. Photo by Carl Clark.

Introduction

The Museum Management Plan (MMP) is a specialized planning document intended to assist with the development and administration of park-specific museum collections and the programs associated with them. The MMP fulfills all of the requirements of the Collections Management Plan outlined in the *National Park Service Museum Handbook, Director's Order #28: Cultural Resources Management*, and *Director's Order #24: Museum Collections Management*. As a new approach in National Park Service (NPS) museum planning, the MMP provides a more holistic context for the development and use of museum collections within park operations, and makes broad recommendations to guide future development of park-specific programs.

Prior to the site visit by the museum management planning team (MMP team), park personnel were surveyed to collect baseline data concerning archival and museum collections, the library, and various related services needed by the staff. This information allowed the team to make a quick evaluation of many issues relating to these operations. The survey also provided insights into ways in which a well-designed museum management program might address the needs of the park staff. The results of this survey are contained in Appendix A.

The park staff and the museum management planning team worked together over the course of the team's visit to develop the issue statements contained in this plan. Topics addressed meet the specific needs of Olympic National Park as discussed during those meetings, and thus do not necessarily represent a complete range of collection management concerns. Many elements of this plan are developmental in nature. The

recommendations are intended to guide the park through the process of creating and implementing a workable system that supports all aspects of collections management operations, while at the same time providing guidelines for growth.

Members of the MMP team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering and initial drafting took place over a two-week period during which the various sections of the plan were developed, organized, and written. Various supporting elements were developed at the same time. Editing and production of the plan was contracted to a professional editor in Seattle, Washington.

The team wishes to thank the staff of Olympic National Park for the courtesy, consideration, and cooperation extended during this planning effort. Staff members rearranged their schedules, provided administrative support and workspace, answered endless questions from the team, and did everything possible to make the visit pleasant and productive. The team greatly appreciated the time and effort, and this involvement made development of the plan much easier.

History of Collection Management

Olympic National Park was created in 1938. The park's collections, however, began much earlier. Natural history specimens date from 1906 to the present. Although discovered in 1993, the oldest dated cultural item is the burden basket fragment, dated at over 2,800 old.

Geology specimens are representative of much earlier periods. Materials accumulated sporadically since the park's establishment form the basis of an incredibly diverse assemblage of cultural and natural history material. This collection has grown

considerably and at variable rates over the years. Current additions to the collection are anticipated as the result of past, present, and future research activities by park staff and outside scientists.

During the early 1900s, local naturalists collected with great interest in the territory around them. Many of them, like Charles Webster, lived in Port Angeles and explored much of the area that is now Olympic National Park. Accession records were started in 1940 for material in the park's



Renowned hiker and photographer Herb Crisler and Billy Everett in the Olympic high country during the 1950s.

collection. These were the result of random gifts from individuals and research performed by nonpark scientists. Park research projects started contributing to the collection in the 1980s.

The Pioneer Museum Visitor Center, dedicated in 1957, was constructed in association with the Clallam County Historical Society. It housed the collections of both parties. In 1985 the park bought out the interest of the Historical Society, and their collections, cataloged by the park, were de-accessioned and returned to them. The park retained historical material for which it had documentation of ownership. The park collection was managed by the Division of Interpretation and responsibility for the collection was assigned to various naturalists as collateral duty.

In 1976 the herbarium was moved from the visitor center to the basement of the Natural Resources Management building for a number of reasons. More space was needed for specimen cabinets and work areas, and accessibility was enhanced for park staff using the herbarium. Nelsa and “Buck” Buckingham, park volunteers extraordinaire, were actively researching the flora of the Olympic Peninsula and the park collection provided the foundation of that effort. Day-to-day management was performed by the park botanist, Ed Schreiner.

In 1984 Susan Schultz was hired as the park’s historian and collection manager within the Division of Interpretation. During the 1990s, Susan was aided by park ethnographer Jacilee Wray and archeologist Kirstie Haertel. At that time the collection storage facility was upgraded under the direction of Kent Bush, lead curator from the Pacific Northwest Region. From 1987 to 1991, Gay Hunter worked as a natural history museum technician under backlog funding. In 1992 a Cultural Resources Division was created with Paul Gleeson as division chief and responsibility for collection management shifted to this division. In 1999 Susan Schultz retired and in 2001 Gay Hunter assumed the responsibilities of museum curator.

The dedicated museum space incorporates new specimen cabinets to house all but large historical items. It includes space for archives, the Resource Library, and additional shelves for general storage. The museum

also contains five work areas, microscopes, and computers. The collection receives regular use by park staff and nonpark researchers. The majority of material in the collection is cataloged. However, space is limited and management of the collection must reflect this. The Scope of Collection Statement is being revised at this time to define and delimit collection growth.

Not all specimens collected from localities now within Olympic National Park are in the park collection. One reason for this is that intense research activity occurred before the park was established. Some examples include:

- Clark P. Streater of the U.S. Department of Agriculture, Division of Ornithology and Mammalogy, spent three weeks collecting mammals in the Lake Cushman area in June and July 1894.
- Bernard J. Bretherton, naturalist with the 1890 O’Neil expedition, collected mammals in the eastern Olympics during August and September 1894 for the Department of Agriculture.
- C. Hart Merriam and Vernon Bailey of the Biological Survey collected two elk in August of 1897, which became the basis for *Cervus roosevelti*, a new taxon.
- The Field Museum of Natural History in Chicago spent three months collecting 500-600 mammals in the northern Olympics during the summer and early autumn of 1898.

These specimens went with the collectors to their respective institutions. A more recent example of park material in storage elsewhere is the archeological material deposited in the Burke Museum at the University of Washington from research performed in the park by various archeologists. A new approach to increasing our knowledge of park resources, in the absence of specimens deposited at the park, will be to gather data from previous collections residing at other institutions.

Some collections have been curated outside the park. For 40 years the Olympics were administered by the U.S. Forest Service as a Forest Reserve and later as Mount Olympus National Monument. The Forest Service did not have a curatorial program from 1887 to 1938. Forest Service documents from this period pertain to past management of park lands. In 1999, Olympic National Park and Olympic National Forest, in conjunction with the National Archives, embarked on an archives management program for these documents.

The archives are considered part of the collection and the park has started identifying and gathering this material into the museum for processing. The NPBib Resource Library is not considered part of the collection, but maintenance of the database, references, and requests are presently duties of the collections manager. Backlog cataloging continues and an effort is made to curate new material upon arrival. The ANCS+ database for park museum management needs to be updated to reflect the collection's new location, and scientific names for natural history specimens need to be broken out into appropriate fields.

With the new museum facility and integration with other park programs, such as collecting permits and records management, the park has a great opportunity to maintain the collection in a more efficient and organized manner. As such it provides important baseline data for management and research at Olympic National Park.

In 1998, the Olympic National Park cultural and natural history collections were moved from the basements of the visitor center and Natural Resource building to a dedicated curatorial space. This centralization allows for greater efficiency in collection activities. Museum objects are stored in cabinets on compactor storage with one moveable bank to save aisle space. There are five work cubicles each equipped with a computer. Other equipment includes both a compound and a dissecting microscope. There is a small work/meeting table for general use. Other items stored in the museum are working folders for cultural projects, research references, and curatorial supplies. A variety of cultural and natural resource staff use this limited space.

Also during the move, four file cabinets housing the Resource Library were incorporated into the museum area. The database for the library will soon be accessible on the NPS Web site. Currently it is being updated on a park computer with a current version available on the park network. Upon request by park staff, searches are performed and reports may be checked out for use.

At present, the collection space is adequate for the natural history and cultural collections. Some large historical items are stored in an Elwha maintenance area building due to lack of space for them in the museum. This should be viewed as temporary storage since ambient temperature and humidity are not effectively regulated in the historic structure. There is no fire protection. There is evidence of mold and small rodent activity. Future museum plans should provide space for these larger pieces. Continued research, especially inventory and monitoring studies, will significantly add to the collection. New cabinets are already needed for some fields while others will require more space in the near future. For example, additional herbarium cabinets are needed to house bryophyte specimens presently part of the collection. Not all cultural items are currently located in suitable storage cabinets. The park archive project will certainly need storage space as it progresses in the next year. Plans for a larger facility that will meet all museum standards should be in progress.

The ANCS+ museum catalog program was upgraded in 1998 and placed on the network in 2000. This represents a major improvement for museum management. Unfortunately, the species names for natural history specimens did not translate directly into the new program. At this time, over 14,000 scientific name fields need to be updated; and, because the collections were moved in 1998, the object storage location for all natural history records needs to be changed. Locations for most cultural objects have been updated. A substantial investment in staff time is necessary to complete these database updates before the ANCS+ program will be fully functional. This is a top priority for museum management.

A permanent base-funded collection manager/curator is needed to oversee the increasing activities regarding the collection. Some of these activities include:

- General maintenance of a growing collection
- Reviewing research proposals
- Interacting with scientists
- Facilitating park projects
- Incorporating new material into the collections

Issue A — Organization and Use Philosophy

Issue Statement

Defining the role, function, and management of park collections will promote their development, preservation, and use by both staff and the public.

Background

The collections at Olympic National Park have developed without benefit of structure since the park was authorized in 1938. The collections have developed in response to personal interests and abilities, or as specific needs arose for documentation, programs, or exhibits.



Obstruction Point Road meanders through subalpine habitat

In addition, the park has never had the services of a permanent, full-time, journeyman level curator to provide a philosophical framework for collections development and to provide a focal point for proper, long-term management and use of resources.

Development of the long-term management philosophy should be based on the park's authorizing legislation and subsequent designation as a World Heritage Site in 1981, Wilderness status in 1986, and establishment of the Olympic Coast National Marine Sanctuary in 1991. The park is also home to more than 112 historic structures listed on the National Register, a number of cultural landscapes, numerous archeological sites, and many locations important to indigenous cultures.

The park's master plan (1976) captures most of these objectives in this single statement: "Encourage and administer a viable and purposeful research program as a basic means of determining and guiding management practices and park interpretation." It is this overarching objective that the park archives, museum collections, and reference library should support.

Discussion

Museum, library, and archival collections (including photographs and oral histories) all provide slightly different views of the aggregate park resources. These should be considered as individual data sets containing different types of information, but all relative to the same topic — management of the park resources.

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

- **Library collections.** The park library should contain both published literature and the more informal reports and documents relative to the park resources and their management. Examples might include general literature concerning local flora and fauna; local history; specialized studies relative to biota or archaeological 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 respective fields.
- **Archival collections.** The park archives should contain files, manuscripts, building plans, oral history tapes and photographs that document the history of park development and management of park resources. Individual collections within the archives should serve to further document the activities that created portions of the museum collections. Examples might include copies of field journals and maps created while collecting botanical specimens; photographs and spectrographic analysis of paint samples recovered during historic structure work; maps and "as-built" drawings made during utility installation; property, land and water use agreements; and concessions information. All of these document past acquisition and use of park lands.

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

Some progress has been made in consolidating the park archives and museum collections, and a lot of basic organization and documentation of these collection elements has taken place. But because there is no parkwide catalog of library holdings, there is no way for users to determine whether the park owns a specific book or reference. The museum collections are probably the best organized and documented, but lack of general knowledge about them, as well as lack of space to work with the items, severely curtails use.

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

- 41% of the respondents said they did not know where the archives/collections were located.
- 43% said they did not know what types of collections were available for use.
- 67% said they would benefit from a listing of what was in the collections. 36% said a finding aid to the collections would be useful.

These responses indicate that a large percentage of the staff would like informed access to the collections.

The data represents a starting point for evaluating the need for a joint archival, museum collection, and library program, and suggests what such a program should accomplish. The challenge is to create an operational outline that defines what the collection will consist of, who will provide the necessary operational services, and what products will be available to users — now and in the future. This exercise cannot be accomplished by a single individual or administrative unit within the park. A series of meetings between affected work units and staff in an atmosphere that promotes open and honest exchange of information and ideas is required.

Most of the existing archives and museum collections have already been consolidated, but it is not clear what type and how many collections might be acquired in the future. Missing is a full listing of park-owned library resources, in particular the reference materials currently at point-of-use locations within the park. Information about these materials needs to be consolidated, maintained, and made available for access upon request.

In addition, the park should be gathering basic information concerning other data sets that exist in the local geographical area. Other institutions (local historical society and Peninsula College) and associated staff should be considered as potential partners and sources of expertise, and assist in the development and management of park collections. There may be situations where close cooperation is desirable, and others where the park may wish to defer to specialty collections already in existence.

Once the park has identified its library resources and data sets, it needs to identify locations for the combined park collections and establish authorities and methodologies for their documentation, organization, storage, and use. The *NPS Museum Handbook* should be used as a guideline while thinking through the options and evaluating decisions. It is most desirable for collections to be centrally located since this promotes efficient use of space, particularly in terms of combining preparation and work areas. However, it may be most operationally efficient to split the location of the collections among the potential users. (The current informal dispersal of library resources is an example of this concept.) Such branch or satellite collections are possible as long as the proper documentation, preservation and security conditions are met. Overall responsibility for documenting, preserving, and reporting should, however, remain vested in one administrative unit and individual, no matter where branch collections may be located.

The park should also create access, use, and management policies for the collections as a whole. These serve to define who has access to the collections (both staff and public), what types of use are possible and the conditions imposed, and how the collections are to be managed. Examples of these types of policies may be found in Appendix C and

Appendix D. It is emphasized that these are generic procedures; the park may wish to change and adapt these to fit specific needs. It is also at this point where the desired outcomes or products are defined; for example, what types of services are expected from the collections. Some examples might include production of overlays for buried utilities; production of CDs containing consolidated historic site information, oral history transcriptions, and a photo database; liberal access to botanical specimens for scientific studies; and interlibrary loan of books.

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

Recommendations

- Contact local institutions holding archives and museum collections to identify possible partnership ventures.
- Create a focus group of staff representing all park administrative units to define what the collections should contain, how they should be managed and accessed most efficiently, and what services should be available upon request.
- Define the role and function of the museum and archives collections by formal statement, formal access policy, and formal methodologies for depositing/accessing archives and museum collections.
- Assign responsibility for developing and managing the museum and archives collections to a single administrative unit and individual via a position description, and codify these assignments through necessary role and function statements.

Issue B — Growth of the Natural Resource Collections

Issue Statement

The park needs to direct the growth of natural resource collections by using professional evaluation during the accessioning process and setting high-quality objectives for new acquisitions.

Background

The growth of museum collections is described in the section, “History of Collections Management” earlier in this document. Since 1938, the Olympic museum collections have grown in response to a variety of needs and projects, some of



Large objects stored on open shelves in the Elwah maintenance area building.

which had professional goals and others that were ad hoc in nature. Responsibilities have shifted between researchers, resource managers, interpreters, and rangers for the museum, library and archives over the decades. The collection is summarized in Table 1 by discipline, and broken down into cataloged and uncataloged portions.

The current Scope of Collections Statement (1985) is currently being revised to reflect a scientific approach towards growth of collections. Weaknesses in the document’s discussion of natural history collections are overwhelming, reflecting a minimalist approach that does not support the goal of scientifically documenting park biodiversity. Other park documents that relate to natural resource collections and provide a framework for their growth include the General Management Plan (currently under development), the Resource Management Plan (1989), and other resource plans. In general, much remains to be developed to guide the development and growth of the park museum program. This issue attempts to create a plan that will establish a sound professional footing for the program.

Table 1. Current number of objects by subject discipline divided into cataloged and uncataloged collections. (Collections Management Report, 2001)

CMR Data	Discipline	Cataloged	Not Cataloged	Discipline Totals
	Archeology	5,191	4,501	9,692
	Ethnology	415	0	415
	History	1,495	229	1,724
	Archives	503	453,156	453,739
	Biology	18,491	4,948	23,439
	Paleontology	27	0	27
	Geology	73	70	143
	Totals	26,275	462,904	489,179

The strengths and weakness of the natural resource collections can be summed up as follows. The collections are primarily biological collections, with a small amount of geology and paleontology represented. The biological specimens are a significant component of the total park museum collections and program use. The herbarium has the highest current research value and usability. The NPS museum catalog software, ANCS+, has had problems being used for research. OLYM has a large and growing Natural Resource Management program, reflecting the amount

of natural resources in the park. This will help fuel and direct the growth of museum collections. Collection storage is currently filled to capacity (except for the insect collection). The collections were developed using “traditional” methodologies and design and are not set up for using new research technologies. Good program links exist with park Natural Resource staff and are improving. Workspace and research space is in extremely short supply. There is absolutely no processing space. A good effort has been made to provide work areas in available space. The lack of user space in the facility limits increased marketing and services.

Discussion

The park is drafting a new Scope of Collections Statement (SOCS) that defines the intent of the park collections and attempts to both limit and direct the growth of collections. This section deals with developing a new approach to the SOCS in order to improve its usefulness, increase its clarity, and provide greater relevance to the decision-making process.

The need for a revised SOCS has been evident for some time. Few SOCS are actively used for addressing questions related to growth and development of collections. Having been developed primarily to ensure that inappropriate materials are not collected (civil war weapons at a park such as Olympic, or tropical orchids at Great Smokies), it is no surprise that the current document provides little help in setting growth objectives that support park goals. A new format developed here for Olympic National Park is being adopted on a trial basis.

Scope of Collections Statement

The Statement of Collections Statement (SOCS) covers both natural and cultural collections and their disciplines. This discussion is concentrating on natural biological collections that comprise the majority of specimens at Olympic.

The growth of biological collections will focus on defining taxonomic groups (also known as taxa), the type of collection being developed, and the specific objectives for each collection type within a taxa. These categories will be defined later in this section.

The Introduction to the SOCS should contain an overview of the NPS and park mission, and any links to the General Management Plan, GPRA goals, RMP and PMIS projects, and other park guidance and implementation plans. The contents of these plans should provide the context for the vision of the museum collection.

The SOCS coverage of biological collections will contain the following sections for each taxonomic group:

- Collection group
- Vision statement
- Boundaries
- Collection goals

Following is a description of each of these sections.

Collection Group

This section of the SOCS will describe the taxonomic group(s) and/or the subject matter discipline, and give specific definitions of materials or taxonomic groups included. The biological collections are organized and evaluated based on taxonomic groupings common to most museum collections.

The collection groups for Olympic biological collections are:

- Birds and mammals
- Reptiles, amphibians, and fishes
- Herbarium: vascular and nonvascular plants, lichens, and fungi
- Insects
- Other invertebrates

Vision Statement

This section will describe where the collection of this taxonomic group should be in 10 or 20 years in terms of size (numbers of specimens), complexity (different types of specimens, research uses, preservation techniques), and completeness of coverage (geographic, species richness, temporal representation). How important is this category to the museum resource and the park mission? What is its relative importance compared to other taxonomic groups?

Boundaries

This section should define what are unacceptable or inappropriate specimens outside the scope and intent of the collection. Include any specialized collections, unstable or hard to preserve materials, and/or geographic limitations. Boundaries may be sharply delineated, or fuzzy and inexact, as best fits the category.

Collection Goals

Setting collection goals involves establishing acquisition objectives and criteria, and evaluating whether objectives are met. Potential accessions will be evaluated using the following five collection types (defined by the source of origin for the specimens and their intended uses):

- Synoptic/Inventory collections
- Voucher collections

- Special collections
- Exhibits
- Historic collections

The evaluation criteria are intended to describe the positive and negative attributes of collections to seek out or avoid, and to establish priorities by describing characteristics (origin/purpose/intent) that impart high value and significance to specimens. For each collection type, acquisition goals define specific short-term targets and general long-term goals. What materials are highly desirable? What would meet needs, fill gaps, or add high value to the collection?

Synoptic/Inventory Collection

A synoptic collection represents all species in the taxa within the park by having one or more specimens from each species. A synoptic collection may be generated during an inventory of park species.

Reference or representative collections are developed as “libraries” or learning aids for the identification and study of species. These types and uses of collections overlap and are sometimes used interchangeably.

We use the term “synoptic/inventory collection” to cover all these purposes. These collections could be the product of systematic species inventories, but most often they are the result of collecting efforts over many decades by numerous investigators. The collection may have numerous specimens within each species to adequately represent range distributions, different growth patterns or life stages, and changes over time. Some additional specimens for each species may be encouraged for rare taxa, or to protect against losses, provide for loan materials, etc.

Voucher Collections

Specimens that result from scientific and resource management projects that provide documentation of the species and/or environment are given the umbrella term “voucher specimens.” These specimens are distinctive

in that they are the product of specific research designs or management actions that generate studies or publications that document resource conditions.

Voucher specimens are valuable because they represent an irreplaceable scientific resource. Without vouchers, studies often cannot be reassessed, conclusions reevaluated, and prior assumptions tested. Perhaps the most valuable voucher collections are those resulting from the discovery and description of species or taxa new to science. These are known as “type specimens” and their treatment is set forth in various international professional standards. Olympic will not retain primary type specimens; they will be placed in larger repositories. However, paratypes (specimens collected as part of a series) may be represented in the park collection where possible. Other highly valuable voucher collections are generated for species difficult to identify (for example, many small invertebrates, fungi, and grasses), or for genetic and/or population characteristics described for the first time.

Special Collections

This type of collection includes those assemblages that uniquely target a research or resource management need. They may involve intensive collection of specific species or samples with genetic, population, climatic, or other criteria for selection. They may be associated with specimens or research projects (for example, owl pellets, fish scales, microscopic slides). They may or may not require specialized preservation or storage techniques.

All well-documented and preserved specimens may help address research and documentation issues, but this category covers collections developed to provide for specific needs that have a particular importance to the park’s resources. These collections are sometimes called “special research collections.” Whatever their justification, the larger or more specialized the research collection, the greater the known need or potential benefit must be to justify development and acquisition.

Exhibits

Most exhibit needs for biology specimens are for specific species and specially prepared and mounted specimens. The majority of scientific specimens have limited use in exhibits due to their processing method or physical arrangement. Some taxa, such as many insects and mollusk shells, are useful for exhibits using standard scientific preparation methods. However, as museum exhibits frequently result in a consumptive use of the specimen over time, valuable scientific specimens may not be appropriate for exhibits. For those specimens collected specifically for exhibits, the minimum acceptable information should be the collection location, date, and collector; the methods used to prepare the specimen, how it is mounted or secured, and whether the specimen is intended for consumptive use or is to be preserved (note that this last assessment is often changed over time as the specimen gains or loses scientific and aesthetic value, but its original documentation assists in latter assessments).

Historic Collections

All biological specimens have a historic link to the people, institutions, time and place they were created and used. This in and of itself does not make a specimen historic (such as, implying that over a certain age it is automatically historic). Historic biological collections have a direct association to famous and important persons and events that add value in addition to their scientific value.

Sample SOCS Taxonomic Group

The following draft SOCS section covers one of the taxonomic groups — the herbarium. The herbarium is the largest group in the park’s biological collections.

Collection Group. The herbarium collection includes all nonvascular and vascular plants, lichens, and fungi.

Vision and Mission. The vision for the herbarium is to be one of the best authoritative museum collections of plants, lichens, and fungi for the Olympic Peninsula. Scientists look to a few major repositories for any bioregion to provide the “must check” specimens and documentation for any thorough study, and the herbarium at Olympic National Park seeks to join such a list. This vision is supported by the mission of the National Park Service and the Olympic National Park to document its native flora, understand the vital signs of the environment, and detect trends and changes in its flora. The Government Performance and Results Act (GPRA) goals relevant to this mission include:

- Goal Ia: Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions are based on adequate scholarly and scientific information.

Boundaries. The herbarium will consist primarily of specimens collected from the Olympic Peninsula. Both native and nonnative species, subspecies, and varieties are appropriate. Some specimens outside the Olympic Peninsula may be represented, provided that specific justification is given for their inclusion. Most specimens will be pressed or dried materials, as the park has limited capability to process and store wet collections or other special collections (frozen, seed/germ banks, etc.) at this time. Poorly preserved or documented specimens will not be accepted into the collection without specific justification.

Collection Goals. The following goals are established for the herbarium, linked to the type of collection:

- I. Synoptic/Inventory: The herbarium intends to complete a synoptic/inventory collection of plant species that occur in the park. The *Flora of the Olympic Peninsula* (1995) states that, “Voucher specimens for most plants are in the Olympic National Park herbarium; a few are in other herbaria.” It also describes geographic

divisions of the Olympic Peninsula into nine separate plant ranges covering some 13,800 square kilometers. One criterion is the need to fill the gaps in species and their distributions using the nine plant ranges. The herbarium's coverage will seek to include complete geographic coverage of species in 25-year increments (1950-1974; 1975-1999, etc). Increasing past coverage can only be accomplished through discovery of specimens in other repositories. Only the current time increment (years 2000-2024) can be addressed through new acquisitions.

An initial attempt to cover all species distributions over nine plant ranges would involve some 10,000 specimens plant specimens. A more thorough analysis will require a species-specific GIS approach to document geographic coverage. A recent project has added more than 5,000 cryptogamic species of mosses, liverworts, and lichens to the herbarium, providing the foundation for a synoptic/inventory for these groups.

2. Vouchers: These specimens will be a high priority for the herbarium. Many voucher collections currently exist in the collection. Efforts will be directed to acquire additional vouchers and document their locations in outside repositories. Criteria for evaluating potential vouchers includes the size, complexity, and expertise involved in the associated project, the quality of data and metadata, the importance of the species to park management and protection, and any potential loss of access or preservation alternatives should the park decide not to accession. For in-house NPS projects, the same criteria apply with the additional consideration that the museum program has additional responsibility to document park activities and research. Acquisition goals for this collection type are reactive by nature because the museum program rarely undertakes studies or projects in the field. Still, this is the highest priority collection type within the herbarium, and efforts at acquisition should reflect this. Working with the research permit coordinator, and prior planning with park projects can improve the outcome of project vouchers, their quality, quantity, and final disposition.

3. Specialized: At present there has not been a request or perceived need to build special collections within the herbarium.
4. Exhibits: Herbarium specimens that make up the majority of the Olympic collection would not be useful or appropriate for exhibit. Specimens for exhibits will be acquired based on a current, specific need for the specimen, and generally will not be collected or acquired based on potential future use. Should need arise for exhibit materials, they will be collected using at least the minimum documentation described elsewhere in this document.
5. Historic: The herbarium has numerous specimens that are 100 years old; however, no specific persons, events, or institutions have been designated as having special significance within the biological collections at this time. Should such a proposal be developed, it will be peer-reviewed and evaluated for its merits and workload.

Once the Scope of Collection Statement has been revised, consideration should be given to expanding the involvement of park resource specialists in the acquisition process. Using outside assistance could be established by creating an accessions team that includes the park curator and representatives of natural and cultural resource specialists, and possibly nonpark service individuals as well. The team might plan projects that could generate collections, ensuring that adequate documentation and preservation standards are met. The value of potential acquisitions should reflect a high intrinsic value; that is, represent the best examples of their kind, with full data, preserved to the highest degree. The team could help ensure that collections outside the SOCS are avoided, and develop targets for directing the museum's growth and acquisition.

The growth of Olympic collections should not be made without recognizing that many collections already exist in outside educational institutions, repositories and museums. Surveys of outside repositories are being conducted as part of the Inventory and Monitoring Program, and the museum program should use and build on these surveys. The results of any surveys should be made available to researchers and museum users in formats that allow for easy and efficient access.

As the museum program matures and nears the completion of the tasks described here, it will greatly benefit from developing a five-year acquisition plan to provide a strategic plan for the acquisition team to use for setting goals. The five-year plan should be as specific as possible, but recognize that many new opportunities to improve the quality of collections will arise unforeseen. The creation of an annual appendix to the plan can provide the means to update the five-year plan to reflect recent experience and trends. Both the five-year plan and its annual updates should be approved by the park superintendent as implementation plans under the RMP and this MMP.

Recommendations

- Revise the Scope of Collection Statement to reflect a professional scientific approach towards the growth and development of collections. Base the revision on the new format developed as a prototype for Olympic.
- Establish an accessions team that meets as needed, but not less than quarterly, to plan, direct, and evaluate new additions to the collections.
- Participate in surveys of outside repositories for relevant holdings. Make the survey results available to researchers and museum users.
- Develop a five-year Acquisition Plan that targets collections to be acquired. Update plan goals annually.

Issue C — Staffing

Issue Statement

Successful management of the park archives and museum collections requires a journeyman level curatorial staff with the necessary authorization, support, and training to do the required work.

Background

Olympic National Park has never employed a full-time, journeyman level museum curator (GS-1015/11), even though the park has made and managed collections since authorization in 1938. For most of the recent past, the collections were the responsibility of the Interpretive Division. In an effort to promote accessibility (primarily to the herbarium), natural science collections were split off from the cultural collections in 1979 and managed



Cubicle work areas for park staff within the collections room

separately by the Resource Management Division. This arrangement continued through 1998, when the completion of a dedicated collections storage/work facility (repair/rehab of the old park fire cache) prompted the recombining of natural and cultural material, and addition of the park records and manuscript collections (park archives).

Management of the official park library has remained a responsibility of Interpretation (now Visitor Services). In point of fact, most working professionals and scientists at the park maintain their own personal library in order to stay current in their respective fields.

Staffing for management of the collections followed a similar pattern. Knowledgeable individuals have done much of the preparation of natural specimens (herbarium, insects, small mammals and birds).

Management of the collections as a whole, including the cultural material (archeology, ethnography and history), has been much more problematic. Most management efforts have been by collateral duty assignment, or Seasonal/Term/Temporary appointments for specific projects (such as Backlog Catalog). To date there is still no full-time journeyman level curator responsible for managing the integrated archives/cultural/natural collections.

Discussion

The collections at Olympic National Park are extensive, containing a total of 489,179 individual items (Collections Management Report, 2001). The collections are also complex, consisting of archives, cultural and natural material. All of the material in the collections is park-specific and must be considered as primary resource material.

The archives contain not only manuscript-type materials, but also a full range of historic and modern photographic materials, maps and building drawings, and resource management/ park science project records.

The cultural collections contain historic material, archeological and ethnographic material with attendant Native American Graves Protection and Repatriation Act (NAGPRA) concerns. There is both an archeologist and an anthropologist on staff to advise on the management of collections with possible NAGPRA issues.

The natural science collections contain a large collection of vascular and nonvascular plant specimens, a growing collection of insects, study skins (bird and small mammal) and a developing collection of wet specimens. Due to the park's status (International Man and Biosphere Reserve, and World Heritage Site) and current Service programmatic thrusts (Inventory and Monitoring Program), the natural collections are expected to increase significantly over the next few years. The impact on both workload and budget could be considerable. For example, 99% of the 5,213 items added to the collections last year were biological (Collections Management Report, 2001).

The current collections manager is a GS-1015/9 curator with a background in biology (entomology) on a four-year term status. This is the second term, and the final year of that term. In addition there are one-to-three museum technicians (GS-1016/5 positions) working projects (such as Backlog Catalog) on seasonal status at any given time. At present there is no permanent employee directly responsible for managing park collections. Given the size and complexity of the collections as documented by the Collections Management Report, this level of staffing is not adequate for the management of primary and nonrenewable park resources.

The collections manager is working on a "benchmark" GS-II Position Description, with a "statement of difference" that allows the position to be filled at the GS-09 level. The statement of difference identifies training and experience the present incumbent requires in order to meet the GS-II level defined in the position description. Some of these requirements are professional/technical in nature, and could be reached by short courses in

collections management, detail assignments, and directed independent study. Others may require Service training (such as budget and program development).

While there is no formal Individual Development Plan (IDP) in place for this position, there is currently a liberal attitude in this administrative unit toward developing the collections manager position through training opportunities and detail assignments.

Despite the incumbent having filled the collections manager position an extended period, the authority for collections management is ill-defined. This may be due to the term status of the incumbent, or possibly because the authorities, responsibilities and protocols for collections management have never been formally defined, in writing, in this park. As a result there are areas of confusion among the cultural resources staff regarding the role of the collections manager. There have been incidents where the collections manager has not been consulted when material is added to the collections, when material has been cataloged, or material has been rearranged within the collections. While there is not a pervasive set of problems, examples do occur frequently enough to disrupt routine work and create some workplace friction.

Closely associated with the question of staffing are the topics of planning and programming. The effective development of programs along with the budget and staff necessary to implement them requires an aggressive approach to long-term planning. If the necessary, informed documentation of needs followed by the requisite planning and programming of the required work are not done, then disorganization and inefficiency will govern the approach to task completion. A separate outline of successful methodologies and recommendations is provided in Appendix B.

Recommendations

- Create, fund, and fill a permanent museum curator position at the journeyman level (GS-1015/II) to manage and promote the park archives, museum collections and associated information resources in a professional manner.
- Institute a formal Individual Development Plan for the incumbent and/or the position of museum curator to address any shortfall in subject matter specialty or NPS-specific training requirements.
- Define the responsibilities and authorities for collections management activities in writing, make these available to all staff, and support adherence for continuity in application to the work environment. This could be a stand-alone document, but it might also be included in the Scope of Collections Statement and/or the Access and Use Policy for the park.

Issue D — Use of Collections

Issue Statement

The park should ensure that the physical and intellectual organization of the collection facilitates optimum and efficient use of the collection by all researchers.

Background

The museum receives a variety of visitors due to the diversity of disciplines represented in the collection as well as educational outreach efforts by the museum curator. Additional activity in the museum is the result of the NPbib database and reference library located in the collection area and now managed by the collection manager. Due to staff time constraints and full work schedule, the primary goal of the collections is to provide support for



Compactor storage area with open shelving on left and moveable bank of herbarium cabinets on right

park staff and research projects within the park, but a major effort is being made to accommodate all requests to visit the collection facility. At present the primary users of collections ranked in order of time and activity in collection are:

1. Park research projects
2. Park biological technicians
3. Outside researchers
4. Park staff
5. Interested visitors

A total of five collection items have been on exhibit over the past years. Specimens are routinely used for seasonal interpretive programs. The Clallam County Historical Society seasonally puts a few items on display each year. Biological researchers receive loans of specimens on request. The development of the NPSpecies database for the park was based on the data from specimens in the collection.

The park also is a safekeeping repository for a collection of Quileute baskets and other artwork until the Quileute have a center and storage space of their own. The park has display rights for these items while they are on loan and stored in the collection.

The park provides many services from general tours of the collection to access to specimens and data.

Discussion

The museum program is used by park staff and outside researchers as well as the community for a variety of programs. Besides the uses noted earlier there are other efforts that can be made to benefit use of the collections.

Additional publicity would certainly increase interest and use of the collection by seasonal employees. The results of the seasonal survey (2000) illustrated that even returning employees are unaware of the

collection as a resource. An effort can be made at the beginning of each season to inform all staff that the collections are available to them. In the past, some interpreters have borrowed specimens for evening programs. Biological technicians new to the park refer to collections to work on their identification skills. Others have used the NPBib reference library.

Databases associated with the collection will be made more accessible when ANCS+ and NPBib are accessible via the Web. This could enable future research project ideas by outside scientists.

The collection could also be used as a source for exhibit materials. The diversity of park collections is available for exhibit development. Exhibiting collection items would increase information flow within both the park and the community. The visitor center and Port Angeles Library are likely candidates for reaching interested community members and visitors.

The collection is a repository for collections in transition. The park is currently safekeeping a collection of Quileute baskets until such time as they have a facility. It would be of benefit to the park and the community to put some examples from the basket collection on exhibit or on the park's Web site. Staff time and display cases would be necessary to produce an exhibit.

Other potential users of the collection are organizations with park affiliation or similar interests such as school groups, the local historical societies, regional natural history museums, and interested individuals from the community. The park is currently initiating an outreach program within the community. This can also increase use of the park collections.

Space is a critical issue concerning collection use. Each project in the collection requires a clear work area. Curation of specimens, collection management, and research projects are concurrent and each needs workspace. Clean and clear worktable areas are minimal in the collection area, thus limiting the number and kinds of projects that can use the collections at any given time.

To ensure effective use by the variety of visitors and ongoing projects, organization must be maintained. The collection would benefit from written protocols for the numerous and diverse subsets of data and specimens within the collection. Also necessary are clear objectives and responsibilities for park staff working with the collections.

Communication concerning collection activities needs to include all parties involved. Only by increasing efficiency in the collection protocol can we maintain collection organization given the current constraints.

Recommendations

At this time, the collection workspace is at maximum use. Staff time is also extremely limited for development of additional commitments. The following recommendations would allow for increased use of the park collections within current parameters:

- Continue to work on storage issues for maximum space efficiency.
- Provide additional workspace for research and collection projects.
- Provide collections with technical support as space allows.
- Establish clear responsibilities for those involved with collection activities.
- Create protocols for data entry and park-specific collection issues.
- Inform new and returning employees about availability of the collections.
- Update collection databases (ANCS+, PastPerfect, NPBib) so current data is available.
- Continue outreach activities within time constraints.

Issue E — Collections and Workspace

Issue Statement

To support park programs, an integrated storage, study and work facility is essential to foster the development, preservation, and use of park archives and collections.

Background

Natural science specimens and material from what is now Olympic National Park has been collected since U. S. Forest Service administration of the area in the early 1900s. Natural science collecting continued under National Park Service administration from 1938 to present. The traditional focus of long-term, continuous collection has been herbarium specimens (both vascular and nonvascular). There



Work table in collections room showing compactor storage (back aisle)

are also collections of entomological and zoological material. Due to the park status as an International Man in the Biosphere Reserve, and the development of the Servicewide Inventory and Monitoring Program, natural collections may be expected to expand and receive heavy use in the future by both park and public researchers.

In comparison to the long-standing natural science collections, cultural material in the areas of archeology, ethnology, and history were established fairly recently. The bulk of the prehistoric and historic archeological collections came from compliance and salvage projects. While some individual items in ethnographic collections are significant, this portion of the collections neither represents the ethnographic groups in the area, nor adequately documents indigenous lifeways. The historic collections either relate directly to locally important people, or are random assemblages of objects from within current park boundaries.

By far the largest collection numerically is the park records and manuscript collections, or archives. This consists primarily of resource management records from both U.S. Forest Service and National Park Service activities, but also contains photographs, diaries, manuscripts, sound recordings and ephemera documenting public use of the park resources. The park archives are very important to both staff and outside researchers, and receive the greatest percentage of use of all the collection types.

In 1998, the old park fire cache was renovated and the majority of the collections were consolidated into this area along with offices for the park Cultural Resources Branch. This action was considered an interim move, expected to last five to seven years until a new building could be planned and constructed. The 920 square feet currently available for collections is insufficient to house the entire collection, much less provide adequate space for work and study.

Discussion

An understanding of how archives, museum collections, and library resources are related is central to any discussion of collections storage, processing, and study space. Also pertinent are the special preservation needs of each type of resource and the linkages among the resources that help provide staff and public with usable products.

First there must be recognition that archives, museum collections, and libraries are interconnected informational data sets. These separate resources all contain related information, but in different forms. The museum collections may contain specimens collected during research in the park. The archives should house the written reports, maps, photographs and plans that result from that research activity. The library should be the repository for published materials related to the topics represented in the archives and museum collections.

The first objective is to foster preservation of these data sets, and second to facilitate user access to the information. Providing sufficient storage space for collections satisfies the first objective, but to facilitate access to information parks also need to dedicate space for preparing, studying and preserving specimens, and for working in the archives and library. The park should have additional space for administrative functions related to collections and for other specialized needs such as restrooms and the storage of supplies. Some of these areas (such as restrooms, meeting and conference rooms) may be shared with other park or public functions. Depending upon location and other circumstances, it may also be desirable for the study, storage and work areas to be adjacent to public areas, such as exhibits and meeting rooms. Providing a public view into the specimen preparation and preservation laboratory space has proven extremely effective and popular at locations such as Dinosaur National Monument and Fort Vancouver National Historic Site.

Typically, preparation and preservation functions have been isolated from the storage and use functions. Preparation and preservation of various materials can at times be noisy, dirty, messy and smelly, and it is best not

to introduce these by-products into the storage and use areas. In addition, some collections (particularly such materials as historic photographs) require fairly rigid environmental controls (temperature, humidity, and light) that are difficult to maintain in areas also used for preparation and preservation. Currently all these activities (including staff offices) take place within the current 920-square-foot space. The park is currently halfway through the projected five-to-seven-year period envisioned for this facility, and already the space is over-taxed and unable to keep up with the demands placed on it.

A permanent solution that would provide adequate support and access to these park-specific resources would involve building or modifying a multi-use structure specifically designed to meet the above requirements. Such a structure could be stand-alone or could adjoin other facilities, such as outlined in the *1994 Title I Design Service Report*. Whether the structure is stand-alone or joint-use, the facility should be physically close to the projected users. There is a direct correlation between convenience of the resource and use by both staff and public.

The *1994 Title I Design Service Report* is a good, basic design, and should be reviewed when considering space for the archives and museum collections. There are a number of factors to consider in order to provide the most effective and user friendly design:

- The archives and museum collections should be centrally located with no exterior doors or windows opening directly to the outside. There should be direct access to wet and dry laboratory area(s) and the supporting library and study area(s). The park may consider the use of "window walls" looking into the laboratory, library and study area(s) and the offices. The use of window walls where possible makes spaces appear larger, allows for the more efficient use of light, and provides good visual supervision and security.
- The wet and dry laboratory should have direct access to receiving, supply, and office areas. Depending on the structure's location, the park may wish to consider providing for public viewing of this area.

- The library might be combined with the park archives and a general meeting and/or "clean" work area. The use of cabinet locks can address any security concerns relative to rare or restricted materials in these collections. Users should have controlled access to the laboratory, collection storage, and office areas. Where possible, the use of window walls is suggested for security. This area should contain space for extended study, a copy machine, microfiche reader/printer, slide viewing area, and Internet access. The park should consider providing for limited public access and use.
- The curatorial office should have direct access to the laboratory area, the collections storage area, and the library study area. Window walls could provide part of this "access" to nonstorage areas.

The above recommendations could be contained in a footprint of 2,500 to 3,000 square feet, depending on the number of offices and staff areas required. If this facility were provided in association with other functions (such as resource management offices, work and storage areas) there would be an opportunity for shared space (such as restrooms, building mechanical and service spaces, meeting/conference rooms, etc.).

Recommendations

- Continue current efforts to maximize efficient use of the existing space.
- Actively promote the design and acquisition/construction of new and expanded space to support the required multi-use facility.

Appendix A — Survey Results

This appendix details the results of a survey relating to the archives and collections management program at Olympic National Park. The survey was conducted in advance of the Museum Management Planning Team visit in an effort to identify and quantify staff needs relating to the park archives, museum collections and library.

Survey Objectives

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

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

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

Survey Methodology

The target universe of the survey was the temporary and permanent staff of Olympic National Park. The survey was disseminated to the staff under a cover memorandum from the superintendent, requesting that the survey be completed and returned to the Columbia Cascades Support Office.

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

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

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

Survey Section 1

These first questions will help us determine use patterns for museum, archives, and library collections. For the purpose of this survey, a “visit” to the collections also includes verbal, telephone and e-mail requests for information that would require the collections manager to find and communicate that information to you. (There were 121 responses to this section.)

1. Do you use the park library? No **(72)** Yes **(49)**
If yes, about how many times in the past year? **343** total **(49)** average
2. Do you use the park collections/archives? No **(81)** Yes **(40)**
If yes, about how many times in the past year? **321** total **(8)** average
3. Do you use non-NPS collections or archives? No **(89)** Yes **(32)**
If yes, about how many times in the past year? **157** total **(4.9)** average
4. What parts of the collections/archives do you use (check as many as apply):
 - Historic Archives **(20)**
 - Photo Collections **(32)**
 - Archeological Collection **(4)**
 - Herbarium **(10)**
 - Insect Collection **(7)**
 - Mammal Collection **(7)**
 - Resource Management Records (such as building files, natural resources studies, archeological excavation reports) **(19)**
 - Administrative Records **(15)**
 - Historic Collection **(13)**
 - Ethnological Collection **(6)**
 - Paleontological Collection **(3)**
 - Geological Collection **(6)**
 - Bird Collection **(4)**Marine: **1**

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

- Administrative Research **(8)**
- Develop Summer Programs **(5)**
- Maintenance/Repair Info **(9)**
- Publication **(7)**
- Exhibit/Programs
- Environmental Impact/Remediation Research **(17)**
- Other (please list): **(13)**
- Project Research **(22)**
- Comparative Studies **(5)**
- Historic Structure Info **(6)**
- Information for Visitors **(16)**

Personal interest (9), train staff (2), management plan preparation, out-reach recruitment with tribes, adding to/improving existing collections, updating archives

Survey Section II

We realize that there might be many different reasons park staff members do not make use of the museum, archives, or library collections in their work; and that it may well be possible to fix some of the situations if we know what to look for. Your open and honest response to this question would be appreciated. (There were 121 responses to this section.)

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

- Don't know where the collections/archives are located **(41)**
- Don't know what types of collections are available **(43)**
- Don't know how to find the collections I need **(27)**
- Don't know who can get me into the collections **(25)**
- There is no place to look at/study the collections/archives **(1)**
- There are no supporting archives (reports, maps, photos) **(1)**
- The collections don't have the items I need **(3)**
- The collections are not relevant to my job **(30)**
- There is no place to work **(1)**
- The collections are not physically accessible **(5)**
- The collections are not electronically accessible **(9)**
- There is no supporting library **(2)**
- There is no computer printer
- Collections are not organized
- Not open on a regular schedule **(4)**
- There is no one to help me find things **(2)**
- Collections are too far away from where I work **(19)** Distance about 100 miles
- There is no wet laboratory **(4)**
- There is no dry laboratory **(3)**
- There is no preparation area **(2)**
- There is no study area
- There is no copy machine
- There is no one to let me in **(2)**
- The staff is not friendly
- The staff is not helpful

Other (please list): **(16)** hard to get into the library (3), did not know this resource was available to staff (4), info in library does not fill my needs (2 RM staff), ANCS+ problems (2 RM staff), too busy to do research (RM staff), do not know how to access info from remote districts, make do with what is in my office (RM staff), lack of space to work (RM staff), maintenance records are not kept in a well organized, useful way

Survey Section III

There is always room for improvement. We are looking for some general trends and areas that may require innovation and shifts in the way museum, archives, and library collections are managed. Again, your open and honest response to this question would be appreciated. (There were 121 responses to this section.)

7. What could the collections/archives do to be more useful to you? (Check as many as apply.)
- Move collections/archives to a more central location **(4)**
Suggestions: (none)
 - Open collections/archives different or longer days and hours **(7)**
Suggestions: (none)
 - Provide a listing of what is in the collections **(67)**
 - Provide a finding aid to the collections **(36)**
 - Combine museum collections with archives **(10)**
 - Combine museum collections with library **(13)**
 - Provide a work area **(13)**
 - Wet lab **8** Dry lab **5** Other:
 - Provide a computer hookup **(10)**
 - Printer **6** Copy machine **4** Other: **1** (online service)
 - Provide online services to support research **(30)**
 - Provide professional staff to organize and work on collections **(18)**
 - Organize existing collections **(10)**
 - Organize existing collections in a different manner **(3)**
 - Provide professional staff to assist with access to collections **(20)**
 - Provide remote computer access to collections/archives **(26)**
 - Provide the type of collections I need **2**
Suggestions: Climbing history in park, cultural info about the Queets District
 - Other (please list): **(11)** Branch libraries (2), branch collections (2), first I have heard of this resource (2), make staff aware of this resource (2), ANCS+ problems (2), public access (2), organize maintenance drawings/information by subdistrict, know where collections are if I need them

Survey Section IV

We are interested in your general and overall impressions regarding the value and use of museum, archives, and library collections within the NPS. (There were 121 responses to this section.)

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

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

Statement	A	U	D
Museum collections and archives should be used to document park resources.	100	21	0
Park collections and archives are of no value to me in the completion of my job.	12	30	79
Park archives, collections and libraries need professional management and care.	96	24	11
Park collections and archives should be consulted prior to beginning resource management projects.	70	45	6
Park collections and archives should be more available for park staff use.	73	47	1
Park museum collections and archives are primary resources for the park.	65	45	11
The best use for park collections is reference and research.	75	40	6
Park collections would be more useable if combined with the archives and library.	50	63	8
There is not enough emphasis on natural materials in park collections.	16	46	59
Parks should not be expending staff, time and funding on museum collections.	7	39	75
Park archives should contain copies of all studies and reports done about the park.	91	29	1
There is not enough emphasis on cultural material in park collections.	13	90	18
There is no value in parks maintaining park museum collections or archives.	2	19	100
Park collections and archives serve as the "institutional memory" of the park.	86	32	3
Park visitor centers should exhibit more material from the park collections.	67	52	2
Funds spent on museum collections and archives would be better spent on preservation of other park resources.	5	66	50

Survey Section V

In order to assure a well-represented response from a cross section of park staff, we would appreciate a minimum amount of demographic information. (There were 114 responses to this section.)

Number of years in the NPS **total 1,138 years, average 9.9**

Number of years at current park **total 798 years, average 7**

Number of park units you have served in **total 267, average 2.3**

Current position (optional)

Administration = 15

Interpretation = 9

Maintenance = 15

Ranger = 50

Resource Management = 24

Other (please list): 7 did not respond to this section

Number of years in current position **total 518, average 4.5**

Are you currently:

Permanent staff **54**

Term/Seasonal/Temporary staff **60**

Please estimate the time you spent responding to this survey:

total 178 minutes, average 8.9 minutes

(OLYM - 00)

Appendix B — Planning and Programming

The park must take an aggressive approach to long-range planning for the effective development of the programs, budget, and staff necessary to preserve its resources and complete its missions. If the park does not undertake necessary planning and programming, its approach to task completion will be disorganized and inefficient, and park resources will suffer.

It is important to maintain perspective in planning for all resource preservation and to determine how resource management activities support the overall missions and goals of the park. The resources that make up the park archives, museum collections, and library constitute documentary evidence of park resource management activities and the administrative decisions affecting them. From the perspective of this planning team, the Museum Management Program should serve four distinct functions within this park:

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

- **Preservation:** Archives and museum collections cannot exist for any meaningful length of time without the application of good preservation methods. Conservation is an extreme measure of preservation and should only be used when less proactive methods of preservation have failed. The park is fortunate to be located in a temperate environment where the collections have limited exposure to agents of deterioration, but preservation efforts must be applied in a systematic and regular manner.
- **Research:** The park performs part of its research function during the course of collections documentation, as it is necessary to know something about materials to catalog them adequately. The park also has the responsibility to make the information contained in the collections available to all legitimate researchers. This relationship is symbiotic, as the collections also benefit from periodic information updates and additional materials from these sources.
- **Public Programs:** The park has the responsibility to use its collections to provide public programs. Exhibits and publications are the traditional means of supplying this type of outreach, but modern technology has led to other ways of reaching the public, including electronic access through Web sites and automated databases.

Staff members who are assigned responsibility for collections management have the primary responsibility for production of the planning, programming, and reporting documents necessary to ensure that the primary functions mentioned above are adequately staffed, funded, and performed. To achieve this goal, the staff must understand the interrelationships of the various reporting and planning documents such as the Collections Management Report, the Checklist for the Preservation of Museum Collections, the Resource Management Plan, the Project Management Information System (PMIS), and various other program-specific documents. By understanding these relationships, the staff can produce effective programming documents that will enable them to secure funding from available sources. Relationships to specific

umbrella programs such as the NPS Strategic Plan and the Government Performance Results Act should be cited in these documents where appropriate.

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

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

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

- How many requests for research access to the collections are received each year from both staff and public, and what is the time/cost per request to provide that access?
- Have the requests for access increased or decreased over the past three years?

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

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

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

- Develop a list of regularly scheduled activities such as environmental monitoring, replacement and recording of insect traps, and inventory of collections.
- Begin time/cost documentation and analysis for these individual activities.
- Determine which of the above activities require professional attention, and which are technical in nature.

- Prepare staffing and/or funding proposal for the necessary technical assistance required to provide adequate support for the library, archives, and museum collections.
- Revise the Resource Management Program. Remove redundant and repetitive project statements as well as those that are no longer valid.
- Revise the Project Management Information Program. Combine similar projects and remove overlapping or repetitive project statements. Check the validity of amounts requested for all projects.

Appendix C — Suggested Archival and Museum Collection Access Policy

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

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

Levels of Access to the Archives and Museum Collections

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

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

Conditions for Access

- A Research Application (included in this appendix) must be completed; it is used as a basis for determining the level of access necessary and to maintain a record of access for statistical purposes.
- Level of access will be determined by the superintendent and/or the collections manager(s). Prior to allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.
- Access will be made with the assistance of the curatorial staff, during regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.
- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the Visitor Log.
- The Guidelines for the Use of Collections and Archives will be followed by all individuals with access to the collections.
- While no user fee will be required for access to the archives or museum collections, the superintendent and curatorial staff will determine what services may be reasonably offered and what charges may be required for such services as staff overtime, photography of specimens, or reproduction of documents.
- All photography of specimens and duplication of documents will take place on-site per the Guidelines for Photography of Museum Collections and Duplication of Historic Documents.
- A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.

- Olympic National 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
Olympic National Park
600 East Park Avenue
Port Angeles, WA 98362-6798

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

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

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

OLYMPIC NATIONAL PARK

Research Application for Museum Collections and Historic Documents

Name _____ Telephone Number (_____) _____

Institution/Organization _____

Address _____

Date you wish to visit _____

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

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

Research topic and materials you wish to see _____

Indicate which activities you wish to do

- | | |
|--|--|
| <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 Olympic National 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: Superintendent, Olympic National Park, 600 East Park Avenue,
Port Angeles, WA 98362-6798

(reverse side: Research Application)

Park Service Use Only

Identification (provide at least one)

Institutional ID _____

Driver's License Number _____

Research Topic

Location of Research (check one)

- Curatorial Office
 - Storage
 - Exhibit Area
 - Others
-

OLYMPIC NATIONAL PARK

Museum Objects Reviewed by the Researcher

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name _____

Title _____

Date _____

OLYMPIC NATIONAL PARK

Museum Collections and Archives Register

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

OLYMPIC NATIONAL PARK

Guidelines for the Use of Archival and Museum Collections

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

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

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

Superintendent
Olympic National Park
600 East Park Avenue
Port Angeles, WA 98362-6798

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 "nonlending," and the materials will remain in the building.

For nonstaff users, a completed Research Application (attached) is required. The park should be contacted in advance to assure 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. Smoking is not allowed in the building. Food and drink are not allowed in the study areas.

Registration

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

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

Use of Archival Records and Manuscripts

Many of the park administrative records, the 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.

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

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

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

Duplication

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

Copyrights and Citations

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

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

(object name and catalog #) in the collection of Olympic National Park, Port Angeles, WA. Photograph courtesy of the National Park Service."

Restrictions on Use

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

Responding to Off-Site Reference Inquiries

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

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

Guidelines for Handling Museum Collections

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

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

- Use caution in handling collections, and wear gloves when requested to do so.
- Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.
- Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.

- Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.
- Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.
- Do not pick up anything before you have a place to put it down and your path to this place is clear.
- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.
- Except for small items, always grasp an object with two hands, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.
- If an artifact has a weak or damaged area, place or store it with that area visible.

Special Objects

- Mounted herbarium specimens should be laid on a flat surface and the folder cover and specimens handled gently, taking care not to bend the sheets or touch the actual specimen.
- Pinned insect specimens should be handled as little as possible, and then handled by the pin. Avoid bumping and strong drafts when handling these specimens.
- Skulls and skeletons should be kept in their jars or containers while examining.
- Ceramics and baskets should be supported from the bottom, never lifted by the rim or handles.

- Photographs, transparencies and negatives should be handled by the edges, and should remain in protective mylar sleeves whenever possible. White gloves should always be used when handling photographs.
- Unrolled textiles should be broadly supported from underneath rather than by holding from the edge.

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

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

I have read and understand the above policy.

Name _____

Date _____

OLYMPIC NATIONAL PARK

Guidelines for Photography of Collections and Duplication of Historic Documents

This policy documents appropriate procedures for providing photographs of Olympic 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 exhibit, publication and research. It is the policy of the National Park Service to encourage the use of Service collections in these legitimate ventures and to make photographs of museum collections available within reasonable limitations.

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

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

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

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

Duplication of Historic Photographs and Documents

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

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

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

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

- Requested items that do not presently have copy negatives will be duplicated based on these priorities. The originals must be accessioned and cataloged into the park collection. A cost recovery charge for duplication may be requested.
- Duplication will be done at the park, or under park control, to preclude possibilities of loss or damage of the originals.
- Once the photographs have been duplicated, copy prints and modern negatives of the originals will be maintained and used for intellectual access and for further duplication. 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.

OLYMPIC NATIONAL PARK

Request for Photographs of Items from the Museum Collections

Catalog #	Object Name	B&W/Color	Size	Finish

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

"(object name and catalog #) in the collection of Olympic National Park, Port Angeles, WA. Photograph courtesy of the National Park Service."

Signature _____

Date _____

Appendix D — Suggested Library Operating Policy

Introduction

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

Objective

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

Responsibility

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

Scope of Collection

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

Materials in the library will pertain to the following:

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

Selection Guidelines and Procedures

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

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

The librarian will compile a list of desired acquisitions in August of each year. Input from all staff (both paid and unpaid) 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, historic Operating Guidelines.

Operating Guidelines

Loan Privileges

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

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

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

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

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

Damage and Loss Policy

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

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

Vertical File

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

Paperbacks

Paperbacks will be acquired for the following reasons:

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

Duplicates

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

Replacement

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

Gifts

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

- The park retains the right to keep, use, or dispose of them as deemed appropriate by the superintendent
- The materials will be integrated into the regular collection
- Park staff will give no appraisals for tax purposes. The park library manager may assist in the following ways
- Suggest sources of such information, such as dealers' catalogs

- Provide a receipt describing the donated items but not assigning a value to them

Controlled Access Collection

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

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

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

Exhibited Materials

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

Interlibrary Loan

Interlibrary loans will be made only through the Pacific West Regional Library in the Columbia Cascades Support Office. Loans will be made of nonsensitive materials only, and the concurrence of the park library manager is required. The log of loaned materials will be kept.

Vertical File Policy

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

Photocopying

Photocopying of materials is permitted except in the following situations:

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

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

NOTICE:

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

Adding New Publications

The Dewey Decimal System is used at Olympic National Park. The following steps will be followed when new publications are added to the system (presumes that the park library has been/will be cataloged by the Pacific West Regional Library):

1. The Administration Office will receive new books and attend to all invoice matters.
2. The new books will then go to the librarian.
3. The librarian will photocopy the title page and the reverse page, and forward the copy to the Pacific West Regional Library. The library staff will catalog the book, add it to the card catalog, and prepare labels for the book.
4. The librarian will prepare an accession record for the book consisting of date received, cost, source of acquisition, and condition.
5. While books are being added to the catalog, they will be placed in the controlled access area; they can be used in the library only with the permission of the librarian.
6. The librarian will prepare a monthly memo for the park staff, listing the new additions and providing the title, author, and a short summary.
7. When cataloging is completed and labels arrive, the librarian will affix labels, pocket, and checkout card to the publication.

8. Books will then be shelved according to their Dewey number.
9. Every four months the librarian will update the park's computerized catalog with the most current copy from the Pacific West Regional Library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

Excluded Publications

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

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

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

Inventories

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

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

Binding

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

Weeding

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

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

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

Weeding Procedure

- Items are removed from the collection following the above criteria.
- Selected material is included in a memo and circulated to park staff. Final approval of weeding is made by the _____ [name of position].
- A Report of Survey (DI-103) is prepared and circulated.
- Library records will be updated.
- Cataloged items are offered to the following:
 - a) Pacific West Regional Library
 - b) Pacific West Region Units
 - c) Harpers Ferry
 - d) Department of the Interior Library
 - e) Library of Congress

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

The library will be weeded in _____ [month].

The staff at the Pacific West Regional Library may be contacted with questions concerning library management or operations not specific to the parks, at 206.220.4114.

Approved by:

Superintendent _____ Date _____

Team Leader _____ Date _____

Librarian _____ Date _____

Appendix E — Procedures for Evaluating and Retaining Park-Specific Records

The collection of park-specific records and manuscripts (commonly referred to as the “park archives”) is a specialized part of the park museum collection. Along with the museum collection of specimens and objects directly relating to the park’s mandate, and the park library, which contains the published information about institutional themes, the records and manuscript collection provide information on the inner workings of the park as a whole. The archives may, therefore, contain such diverse elements as records of land acquisition, maps and drawings of park improvements, resource management studies, copies of park publications, films, and slide shows, the personal files of former park employees, and field records related to specimen collection.

For the creation of the park archives, it is necessary for the records manager and the collection manager to cooperate and work toward a common objective: the retention of the institutional memory of park as a whole. The park can best facilitate the logical and orderly movement of records and manuscripts from their point of origin, through processing, and into permanent locations for storage and use by emphasizing the team approach. Occasionally this team may also include the services of a professional archivist to assist in developing the overall form, structure, and use criteria for the collection. In this particular case, the MMP team suggests that the park request the services of the archivist at the Western Archeological and Conservation Center, Tucson, Arizona.

Three primary National Park Service documents should guide the creation of the park archives:

- *Director's Order 19, Records Management* identifies what types of records must be destroyed or transferred to a Federal Records Center and sets the schedule for these activities.
- *Director's Order 28, Cultural Resource Management* outlines in broad terms the National Park Service policy covering the creation, management, and use of park records and manuscripts as part of a museum collection.
- The *NPS Museum Handbook*, Part II, Appendix D, contains specific instructions on methods to organize, manage, and use archival collections for the benefit of both staff and the general public.

During an earlier visit to Olympic National Park, the archivist from the Western Archeological and Conservation Center identified approximately 200 linear feet, or 320,000 records, for retention in the archives. To obtain the funding necessary for this work, the park should take the following steps:

- Accession the entire collection under one initial accession number. As the archivist organizes the collection, add several more accession numbers, depending upon the natural groupings of record types.
- Ensure adequate documentation of this accession in the next annual Collection Management Report. This step will allow the park to request Backlog Cataloging funds and address the organization, cataloging, and duplication of this resource.
- Survey, catalog, and duplicate the collections. Provide the requisite number of media use points (microfiche reader/printers or computers with printers, for example) in designated use areas that are convenient to the staff and general public.
- Develop an adequate "follow-on" program designed to update the archives with new material from the park's active files on a regular basis (3- to 5-year cycle). Program the necessary Cyclic Maintenance funds to underwrite this necessary work.

By adopting and following this methodology, the park will be able to move the records and manuscripts that document park resources and management activities from current files to an organized medium available for both NPS and public use.

Bibliography

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

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

Park Reference List

Various	Memoranda and administrative files
1985	Scope of Collections Statement (Schultz)
1991	Resource Management Plan, OLYM
1991	Collections Management Plan, OLYM (draft)
2000	Checklist for the Preservation & Protection of Museum Collections, OLYM
2001	General Management Plan, OLYM (draft)
2001	Table of Organization, OLYM

2002	Collections Management Report
Various	PMIS Project Statements

Suggested Reading List

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

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

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

Collection Management References

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