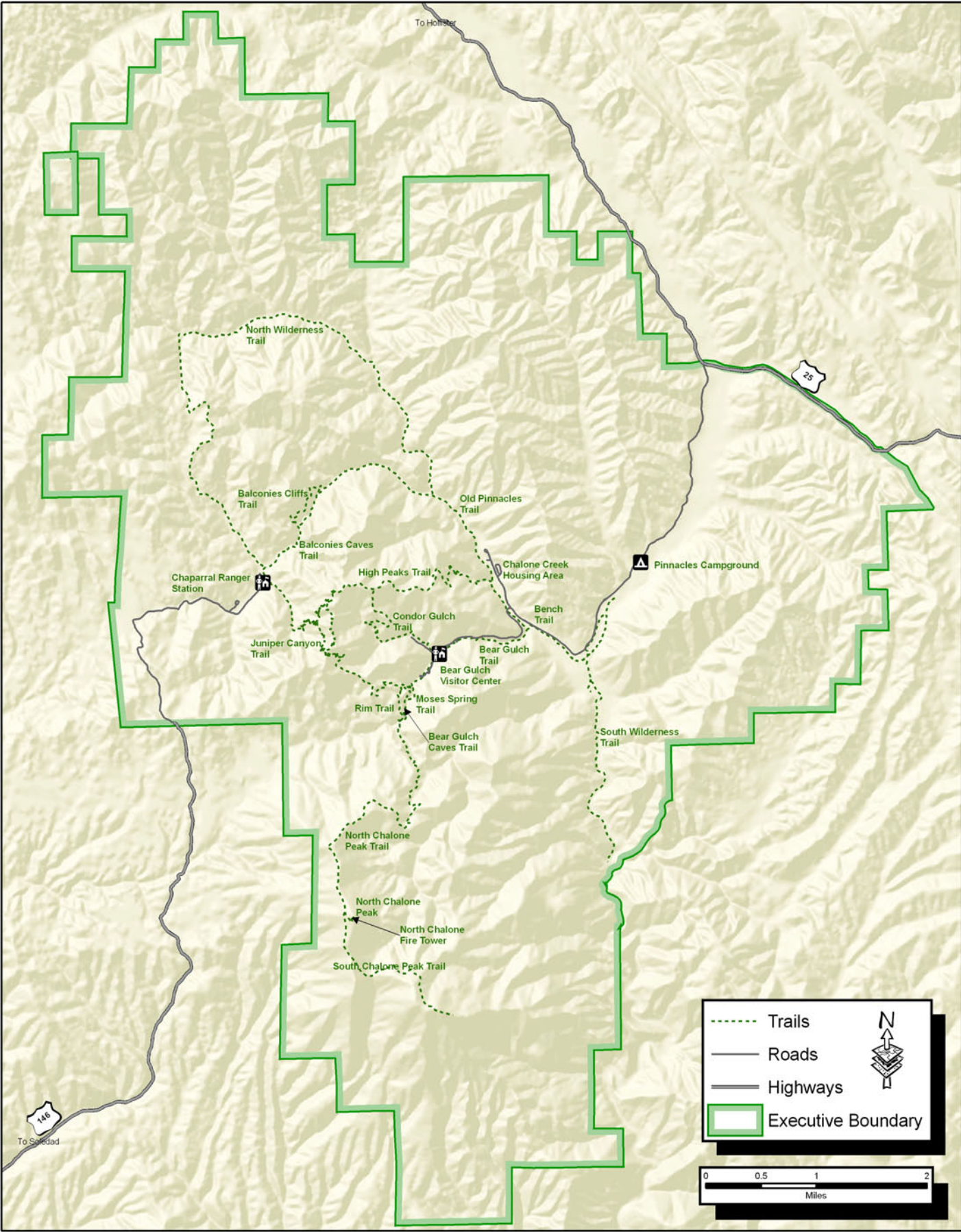**National Park Service**
U. S. Department of the Interior

Pinnacles
National Monument

Museum Management Plan

Cultural Resources
Pacific West Region
October 2005

To Hollister

North Wilderness
Trail

Balconies Cliffs
Trail

Old Pinnacles
Trail

Balconies Caves
Trail

Chaparral Ranger
Station

High Peaks Trail

Chalone Creek
Housing Area

Pinnacles Campground

Condor Gulch
Trail

Bench
Trail

Juniper Canyon
Trail

Bear Gulch
Trail

Bear Gulch
Visitor Center

Moses Spring
Trail

Rim Trail

Bear Gulch
Caves Trail

South Wilderness
Trail

North Chalone
Peak Trail

North Chalone
Peak

North Chalone
Fire Tower

South Chalone Peak Trail

To Soledad

Legend	
- - - -	Trails
———	Roads
———	Highways
▭	Executive Boundary

N

0   0.5   1   2
Miles

Pinnacles National Monument

Museum Management Plan

Team Roster

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Point Reyes National Seashore
Point Reyes, California

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Kent Bush, Regional Curator
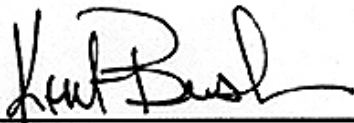Pacific West Region/Seattle
Seattle, Washington

Anna Lyons, Museum Technician
Point Reyes National Seashore
Point Reyes, California

Pacific West Region
National Park Service
Department of the Interior
2005

Pinnacles National Monument
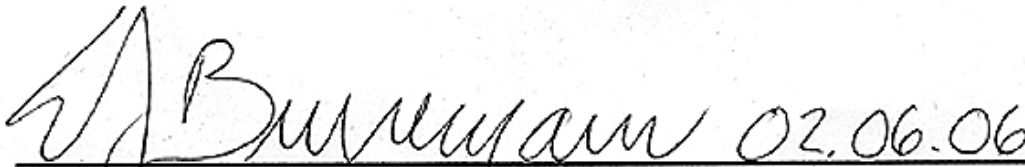
Museum Management Plan

October 2005

Recommended by:

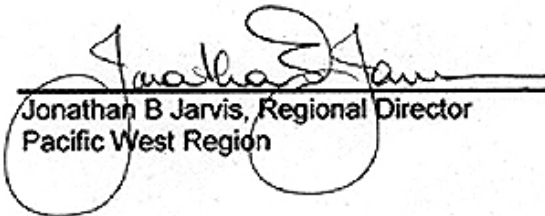Kent Bush, Regional Curator
Pacific West Region

2/03/06
Date

Concurred by:

Eric Brunheman, Superintendent
Pinnacles National Monument

02.06.06
Date

Approved by:

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Pacific West Region

3/20/06
Date

Executive Summary

The Museum Management Plan for Pinnacles National Monument (PINN) identifies the museum management issues facing the park and presents recommendations to address these issues. A survey of the park staff was conducted to determine current information and program support needs. A team of museum management professionals developed this plan in full cooperation with the staff responsible for managing park archives, museum collections, and library resources.

Despite the age and maturity of the park, the archives, library, and museum collections remain in a developmental phase and are stored in an historic structure with many deficiencies as outlined in the park's Checklist. These park-specific resources lack status and definition, and are thus not efficiently contributing to park operations. This could be corrected by well-worked role and function statements, development of internal protocols for collections development, a revised Scope of Collection Statement, and active management by journeyman-level professional staff.

All of the park museum collections and library need to be centralized under a single position for efficient management. The locations of park property in other private, state, and federal institutions need to be identified, and park resources need to be inventoried and documented through approved NPS catalog systems.

This Museum Management Plan offers recommendations for actions designed to take the park archives, library, and museum collections through a developmental phase that will provide for the basic documentation, preservation, and management of these park-specific resources.

Key Recommendations

These are key program recommendations; more detailed action recommendations follow each issue section of this plan.

- Establish a curator-of-record and a program to manage museum and archives collections and the library for their preservation, protection, and access.

- Review and upgrade museum documentation and recordkeeping to provide adequate legal documentation and improved access for the park's museum and archival collections.

- Upgrade Building 13 to provide interim protection and preservation for the museum and archival collections. Plan for museum space in any new facility the park is able to construct in the future.

- Improve information management tools and access procedures that promote intellectual and physical access to the resources in the park archives, library, and museum collections.

- Plan for collections development by revising the Scope of Collection Statement

- Dispose of inappropriate materials.

- Gather park archival materials for processing and protection.

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List of Illustrations

Introduction

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

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

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

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

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

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

Members of the MMP team were selected for their ability to address the specific needs and concerns of the park. Primary information gathering and the initial draft was developed over a two week period in March, 2005. The various supporting elements were developed at the same time.

The team wishes to thank the staff of Pinnacles National Monument for the courtesy, consideration, and cooperation extended during this planning effort, in particular Cicely Muldoon, Superintendent; Jason Hernyk, Paul Johnson, and Sharon Franklet, Research and Resource Management; Carl Brenner and Brant Porter, Interpretation; Dana Sullivan, Ranger Activities; Lisa Smith and Debbie Simmons, Maintenance; Lori Frusetta and Leticia Ruiz, Administration.

Their time, effort, and involvement made the team's job much easier, and it is very much appreciated. These individuals are obviously dedicated and committed to the preservation of park resources and it is a pleasure to work with such professionals.

History of
Collection Management

Despite being proclaimed a national monument in 1908 and gaining staff in 1923, Pinnacles National Monument (PINN) did not accession its first collections until a later date.

For example, herbarium specimens PINN-00001 through PINN-00087 appear to have been accessioned at the same time; however, the recorded collecting data on the labels indicates these specimens were collected at various time in the early 1950s. The early accessions reflect the documentation of existing materials, mostly natural collections with some historic photographs.

Since 1969, the monument's museum collections have been housed on-site in the Museum Archives Building, a small one-room fieldstone and frame structure constructed in 1933 by the Civilian Conservation Corps (Building 13, LCS 57531). This may have been when the accessioning mentioned above was done although additional research would be necessary for verification.

A more organized museum program began in the early 1980s at PINN with the establishment of a resource management program. Steve DeBenedetti, the first resource manager for the park, added to the park's museum collection as have subsequent resource managers.

In 1992, the park began to request the return of archeological collections that had been removed from the park from California Department of Parks and Recreation, the University of California, Santa Cruz, and State University of New York, Binghamton.

In 1984, the Western Region developed a program to copy all cellulose nitrate negatives; PINN's collection was one of the earliest completed.

Original negatives are located at San Francisco Maritime National Historical Park (SAFR), while PINN has the inter-positives and duplicate negatives on site. These materials have all been cataloged into the park's museum collection.

The park de-accessioned a large number of materials from multiple accessions in 1991.

Beginning in 2003, Anna Lyons, Museum Technician at Point Reyes National Seashore (PORE), began spending two to three weeks each year doing basic work with the museum collections at PINN. Lyons has cleaned and reorganized Building 13, which houses museum collections, and has worked with park maintenance to tighten the building to reduce pest infiltration. As a result of her work, care of the park's collections has improved and PINN has developed a working relationship with PORE, including arrangements such as storage of PINN's historic photograph collections at PORE's museum facility.

According to the 2004 Collections Management Report, PINN has a collection of almost 36,000 items. As shown in table 1, the majority of these objects are natural resource specimens, mostly biology. However, the park has a large backlog of potential archival collections in park records that will be surveyed, accessioned, processed, and cataloged in FY 2006 as part of the administrative history project.

Table 1 Pinnacles Museum Collection, 2004

Archeology	3	Biology	34,250
Ethnology	1	Paleontology	0
History	793	Geology	51
Archives	487		

Issue A — Museum Documentation

Issue Statement

Examine, correct, and improve the quality of museum records to increase accountability and accessibility of the collections.

Background

Museum documentation provides the record of ownership and detailed descriptions of the artifacts, specimens, and archives that make up park museum and archive collections. Documentation begins with the accessioning process, where collections are first made museum property. The process consists of the accession book, accession files, and an accession database record in the Automated National Catalog System (ANCS+). Specific information about individual historic objects and natural history specimens or groups of similar historic objects and natural history specimens is contained in the catalog record, which is entered into the ANCS+ database. If additional documents such as condition photographs and treatment reports exist for cataloged objects, they are placed in catalog folders.

The *National Park Service Museum Handbook*, Part II: Museum Records identifies the records needed to manage National Park Service museum collections. These records are consistent with professional standards and provide the foundation for a legal museum management program. Good records will make it possible for park staff to carry out their responsibilities for museum management. Specific guidance for museum recordkeeping is contained in the following sections of the *Museum Handbook*:

- Accession material into the museum collection (Chapter 2)

- Receive incoming loans (Chapter 2)

- Catalog objects (Chapter 3)

- Report losses of museum objects (Chapter 4)

- Complete the annual Collections Management Report (Chapter 4)

- De-accession museum collections (Chapter 6)

Improving the quality of museum records is essential for maintaining accountability, access, and security of museum collections. These records are the foundation for continuing museum activities.

Discussion

Although Pinnacles has had a collecting program since at least the early 1950s, the museum records are inadequate. The park has not had the resources to hire professional museum staff and the current staff has little time to spend on the program or training necessary to complete the records. The older records do not provide basic documentation of ownership or custody.

Accession Book - The Accession Book is a legal document and it may be used in a court of law, if necessary. The value of the book as a legal document lies in the uninterrupted sequence of entries, without erasures or missing pages. The accession book is one of the most important museum record-keeping documents.

There is not enough data in the Pinnacles accession book to clearly support the park's acquisition of the materials. In addition, format is a problem. For example, many do not have a complete name or address of the source of the accession or quantity of items in the description.

Accession Files - Each accession folder contains the originals or archival copies of the documentation that supports the accession. The documentation must correspond with the accession book entry. These are the legal documents that support the custody and/or legal ownership of museum collections.

The park accession files are varied in the documentation they contain. One of the biggest concerns is that there are a number of accessions with

no files at all and some have little beyond a print-out from ANCS+ or the park's digital herbarium. Although the later files do contain basic information, many do not have Deeds of Gift or other required documents that record custody of the materials contained in the transaction. Some even contain objects themselves. The latter should be placed in separate museum collections areas.

The accession book and accession file folders are located in a fire-resistant filing cabinet located in the Resource Management office in the park's administrative area. Unfortunately, the lock has been removed so there is no security for these vital records. Another fire-resistant filing cabinet, located in the museum space (Building 13), has historic photographs and alcohol preserved specimens. Moving the museum records to that filing cabinet—which has an intact lock with key—is recommended. The cabinet without the lock can be moved to the museum space and used for storage of other materials as needed. The fire-resistant filing cabinet which houses the museum records should also remain in the museum space.

In 1991, the park de-accessioned a number of items from multiple accessions because of loss or deterioration, but this information has not been placed in the appropriate file folders. The documentation is located in a separate file of unrelated museum documents and files as well as in the main park files. Other museum documentation located in the main files consists of past Collections Management Reports (CMRs) and Checklists as well as memoranda about decisions made regarding the accession book. These records should be located with other museum records.

National Catalog/ANCS+ - For National Park Service museum collections, cataloging is the process of recording detailed information about individual items or groups of related items. Cataloging also includes assigning a unique identifying number to the item or group of items. A museum catalog record is required for all objects, specimens, and archival/manuscript collections in the park's museum collection. The information on the catalog records may be as important as the items themselves.

The Automated National Catalog System (ANCS+) is the automated

system for the NPS. Materials must be cataloged into this database system and submitted to the National Catalog in order to be considered cataloged.

The park ANCS+ database is located on the park network with access through one of the computers in the Resource Management office. ANCS+ is backed up through the automatic network back-up but a separate back-up of just the museum database is not kept in other locations, on-site or off-site (other than the annual update sent to the National Catalog). The computer is not dedicated to the museum collection and it is difficult to gain access to it because of other staff members' needs. A dedicated computer, perhaps a laptop with a docking station, large flat-screened monitor, mouse, printer, and scanner should be purchased. This would allow data access or data entry in the museum space or wherever the collection might be.

According to the National Catalog, the park has a total of 3,357 records in its database. Three duplicate numbers were identified in the review of the FY 2004 submission (see the February 8, 2005, memorandum from the National Catalog to the park).

About 200 pre-automation records have not been entered into ANCS+. The park database has many missing numbers and it is unknown whether these are the unmigrated 200 records, unused numbers, or numbers issued but materials not cataloged. According to the accession book, catalog numbers up to 4,369 have been issued.

Catalog numbers are issued by noting the numbers in the appropriate column of the accession book. It is recommended that a bound ledger-like book or a computer database be used instead and that the accession book be updated with the catalog numbers only upon completion of the cataloging project. This catalog number record book or database should note the accession number, the catalog numbers, to whom issued, date issued, and a brief list of objects or specimens.

A brief review of the electronic data noted numerous problems: incorrect classification, incorrect object names, incomplete descriptions, names entered in various formats, and incorrect storage unit entries. In addition,

the accessions database has not been updated from estimated to actual numbers. Until that is done, the Collections Management Report (CMR) cannot be generated directly from the ANCS+ database without manual manipulation.

The park needs a project to do a major review and upgrade of all the park museum records:

- Review and upgrade all accession information in the accession book and the ANCS+ accessions database, including updating the accessions to actual numbers of materials once an accession is completely cataloged.

- Upgrade accession files to match the accession book and complete appropriate documents, including Deeds of Gift, Receipts for Property, Incoming Loan Agreements, and so on. Once an accession is completely cataloged, generate an inventory from ANCS+ for inclusion in the file folder. Document all research completed to find the legal information about each accession in the accession file folder.

- Complete 100% inventory of museum collections housed at the park and update location records.

- Establish a catalog number log to keep track of numbers issued.

- Review and upgrade all catalog records; enter paper records which have never been entered; track down projects where catalog numbers have been issued and determine the status of the cataloging. Once an accession has been totally cataloged, update the accessions database by entering information into the actual section and deleting the estimated numbers.

- Complete proper de-accessioning documentation for all materials disposed of in the past as well as all items not found during the inventory. File these documents in the appropriate accession file folder.

- Provide read-only access to the park ANCS+ database for researchers and park staff.

This is a project that would take six months work for a professional museum curator (GS-1015-09) or registrar (GS-1016-09) or the equivalent under the direction of the park's curator or archivist-of-record (see Issue

C). It is, however, a project that provides the foundation for the park museum program including preservation, protection, and access to the park museum and archival collections.

Once the records are current, a method of maintaining accession records needs to be identified. The most sustainable way to manage the program is with operational funds. Since this does not seem feasible, at least in the short term, consideration should be given to assessing the project funds or programs, including inventory and management projects that are creating the objects, specimens, and records, to maintain the museum collections. The park received a base increase of $3,000 for the purchase of ANCS+ and management of museum collections. In FY 2005, the park has programmed $4,928 in the resource management budget to do a minimal level of museum collections management. These funds should continue to be used to support the work of a curator-of-record at Pinnacles.

Park collections should also be refined (see Issue E). When the park has a final and approved Scope of Collection Statement (SOCS), review all collections to determine if they are out of scope, in poor condition, or provide no value to the park. This should be done under the direction of the curator-of-record in concert with a team of subject matter experts. Once this has been accomplished, those deemed appropriate for disposal should be de-accessioned following the guidelines provided in Chapter 6 of the *NPS Museum Handbook*, Part II: Museum Records.

Finally, in order to make the museum collections more accessible while maintaining security, the park should formalize access policies for their use (see Appendix B for a sample policy). These policies, combined with making the collections databases available as read-only, would provide the park with more options for use as noted in the findings of the museum, archives, and library collections survey.

Recommendations

- Purchase a dedicated museum computer with appropriate storage space and power as well as needed peripherals and locate it in the museum space (Building 13).

- Frequently back up the databases and place in an appropriate media safe (purchase one if there isn't one in the park) as well as in another location, perhaps with the curator-of-record.

- Review all museum records. Update and correct information in the ANCS+ database, the accession book, and the accession files.

- Complete a 100% inventory of the museum collection.

- Accession all backlog of un-accessioned materials appropriate to the park's museum collections using the curator-of-record for assistance.

- Review all collections with subject matter experts for materials that should be de-accessioned according to NPS policy once the SOCS has been approved,

- Develop park-specific access policies and provide read-only access to the park ANCS+ database for use by park staff and outside researchers.

Figure 1   Aerial view of the southern portion of the park, with North and South Chalone Peaks in the distance

Pinnacles National Monument Museum Management Plan

Issue B —
Museum Space

Issue Statement

Provide optimal museum space for proper preservation and maintenance of natural and cultural collections to support research and park management.

Background

The collections at Pinnacles National Monument are currently housed within Building 13, built by the Civilian Conservation Corps. Although historically significant as well as charming, there are problems with maintaining the collection within this building in its current condition. Over the years, standards for collection areas have changed and the PINN museum program will soon outgrow the limits of the small building. The continued growth of the collections necessitates planning for a museum area that meets the needs of the collection and those that use it.

Of greatest concern is the fact that the collections are not the sole tenants: evidence of rodents and insects is in the collection room. Efforts have been made to seal the building, but sticky traps still capture potential collection pest species. The combination of health concerns and collection safety mandate that the building be cleaned and sealed against these invaders.

Appropriate storage and/or additional cabinets to provide adequate protection for all collections is currently needed. The herbarium cabinet is full, so boxes of lichens currently sit uncovered on top of the cabinets. Reports and data forms are stored on dusty shelves in open boxes. Other storage containers with specimens in various stages of curation are unorganized and incorrectly housed for minimal protection and preservation.

The PINN collections contain materials that are used by park management and researchers. The survey indicated that staff would appreciate improved access. Currently, workspace is extremely limited to one small work table constrained by the surrounding cabinets, creating an unfriendly atmosphere for curation and research.

NPS standards for museum collection areas are not being met. The current PINN Checklist identifies numerous deficiencies and some glaring ones can be reduced with minimal but dedicated funding and personnel. For example, simply moving the accession folders and museum files twenty steps to the east and placing them in the locked fire safe in Building 13 will eliminate one deficiency in moments.

Discussion

Immediate Possibilities

The immediate goal of the PINN museum program is to organize the current collection area to facilitate future improvements for preservation and use. Implementation of these suggestions requires only time but will substantially improve protection of collections. Other benefits include expansion of the current workspace and access to additional library materials.

The following actions could provide immediate improved protection of collections:

- Consolidate curatorial supplies in the back room.
- Explore option of storing curation supplies elsewhere in the park.
- Move duplicate copies of general reports to the library area.
- Move records in back room to front room to reduce threat of mold.
- Place specimens in boxes into cabinets (insects, lichens).
- Rearrange cabinets in museum area and remove inefficient storage cabinets.
- Place weather data files and other paper documents in the file cabinet now used to store curatorial supplies.

- Remove alcohol specimens from fire safe and place in sealed cabinet.

- Move accession folders and museum files from resources building to locked fire safe.

Short -Term Goals

The easiest short-term solution for improving collection preservation and access is to renovate Building 13 by completely gutting the interior. Removal of the ceiling will rid the space of unhealthy residue in the attic space. The small closet should be eliminated to allow for maximum flexibility in cabinet configuration. The park can decide if the windows can be reopened or if it is more important to provide additional storage in front of them. The entire building can be cleaned and insulated before walls are reconstructed. The existing environmental controls will be even more effective in the open room configuration with improved energy conservation measures. This upgraded collection area will provide for a healthier environment in which to work, a better organized collection, and increased energy efficiency.

This project requires removal of all the collections from the building. The park will need to search for suitable storage during the time required for the reconstruction project. One option might be to move some of it to PORE (or other willing park in the network) during which time it could also be curated and/or processed. This will ensure preservation of the collections during renovation. Frequently used collections such as the herbarium might remain at PINN.

In conjunction with moving collections back into Building 13, storage cabinets can be added as needed for herbarium and alcohol specimens. Shelves for archival materials are also necessary. If possible, a larger work table might be added. Specimens and objects that do not meet criteria defined in the PINN Scope of Collection Statement (SOCS) should be removed from the collection, allowing additional space for appropriate and valuable PINN collections.

To achieve short-term improvements the following steps are recommended:

- Move the collection to safe storage.

- Renovate Building 13.

- Cull collection of inappropriate items from collection as defined by a SOCS.

- Add storage and cabinets to meet immediate needs.

Long-Term Plans

Ideally, the park museum program will be a coordinated partner in the planning and implementation of new resource facilities for PINN. This will ensure a well-designed collection space capable of meeting park needs for as many years as the park deems necessary.

Plans for a new facility should include all aspects of collection preservation and use to maximize availability and access for park management and outside researchers. This includes identifying adequate and appropriate cabinetry and storage for natural history specimens, cultural objects, archival materials, and library holdings as critical to the success of the program. Appendix C provides more information about the types of spaces needed and the NPS museum standards that need to be included in the planning for any new facility.

Library materials are not addressed here due to constraints of the current museum space, but are discussed in Issue E: Collection Development. However, management of library materials should be incorporated into the museum program as soon as possible. It is also highly recommended that the park initiate its own dataset within NatureBib, an online NPS bibliographic database. Management of these resources will enhance collection and research activities.

It is important for the museum program to be centralized and organized. The collections are diverse yet share the commonality of being park-related. Use of the collections is facilitated when references such as journal articles, books, park reports, or historical documents are associated with them. Park archives are invaluable resources that require organization and oversight to be accessible and available for research. Their proximity

to park staff will allow the museum program to better support park resource management.

The park can begin monitoring the museum program to understand how it can best support park management needs. In time, the park will be able to elaborate specific issues to be addressed before the desired outcome for the museum program can be achieved.

Recommendations

- Implement immediate and short term actions.
- Plan for new resource management facility that includes the museum program and its collection space and library.
- Design collection space to accommodate twenty years' growth.
- Incorporate library and NatureBib functions into museum program.
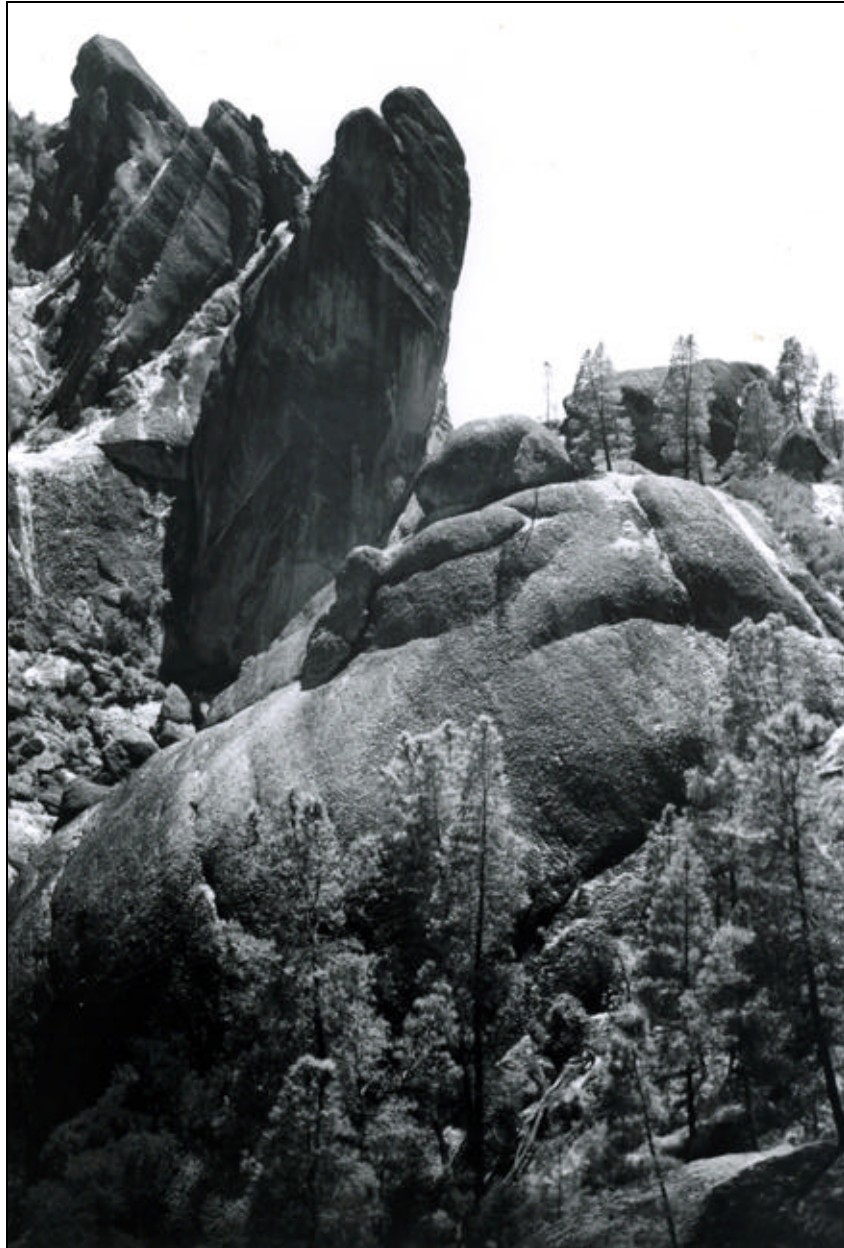
Figure 2   A view of Machete Ridge, as seen from the Balconies Cliffs Trail

Issue C —
Program Administration

Issue Statement

Develop strategies that provide professional-level support to address the short and long-term planning needs and implementation of the park's museum management program.

Background

Pinnacles National Monument has never employed a full-time journeyman-level museum curator even though the first collections were accessioned in the 1950s. Responsibility for collections has fallen to resource managers who do their best without the benefit of ongoing professional guidance. The cumulative effect of the inconsistent manner in which objects and specimens were added for more than five decades is loss of acquisition and provenance information, inadequate access, additions of inappropriate materials, and scattered, unprotected documentary information.

To begin improving protection of the collection beginning in 2003, a GS-1016-06 museum technician was detailed from PORE to Pinnacles for several weeks each year. The technician began identifying and correcting deficiencies in the collection facility, organizing the collections in Building 13, and gathering collection management information. Using this preliminary assessment as a baseline, the Museum Management Planning team identified the need for a professional museum/archives curator. This person would need NPS program understanding and the skills to begin the process of administering many aspects of the collections to achieve NPS museum collection standards.

Discussion

The designation of a curator/archivist-of-record (GS-1015-11 or GS-1420-11) to foster strategic planning of collection management with park cooperation would provide necessary oversight to address the critical needs of the collections in the immediate future. This professional-level designation will ensure a unified approach to collections care, development, and access now and into the future, until the establishment of a curatorial position within the park may become possible.

Created in 2001 and modified in January of 2005, a request for $314,000 (or 4.5 FTE) to "Establish a Cultural Resource Program and Protect Historic Values" was submitted to OFS for consideration. A 1.0 FTE to manage museum collections was included in the request.

With other park priorities ahead of this request, Pinnacles may continue to be without a base-funded curator position for many years to come. In the meantime, the cultural resource programs and projects within the park would benefit by the designation of an Integrated Cultural/Natural Resource Management position in the organizational chart, to provide additional administrative support to the museum program.

In FY2005, $4,928 of base funding was programmed for Cultural Resource Management. This amount covered the annual renewal of ANCS+ museum database support and several weeks of work by a museum technician from PORE, detailed elsewhere in this report.

If the park were able to commit at least $5,000 annually to collections management, it would be enough to cover two pay periods for a journeyman level curator or archivist. This would be the minimal amount of time required to make such interaction meaningful or successful.

Immediate Needs

With assistance from the Pacific West Region museum program lead in the Seattle office, park management should explore options for locating a curator or archivist-of-record. The two parks negotiate the terms and conditions of such an arrangement by a Letter of Agreement approved by both park superintendents. The curator or archivist-of-record assumes

responsibility for all museum planning and project development to the extent outlined in the agreement.

Some of the issues and options for the park to consider in developing such an agreement are:

- Availability and commitment of funds to supplement time, travel, and housing expenses for a curator already in a permanent position at another park.

- Funding pay periods, travel, and housing for a term or contract position detailed to Pinnacles.

- Housing options for short and longer term visits by the curator or other museum staff.

- Handling the joint administration of museum base and project funds.

- Determining the level of access to the collections the park wishes to achieve.

- Communicating the park's level of commitment to the program and the network.

- Defining expectations of both the home park and the Pinnacles management and staff.

- Considering whether portions of the collections should be worked on or managed in the park or offsite.

Once a professional is secured, the immediate needs for reviewing and upgrading museum documentation and museum space, as outlined in other issue statements in this document, may proceed with professional oversight and fiscal management.

For FY2006, $15,000 has been requested from the Museum Collections Protection and Preservation Projects fund source for upgrading museum storage (PMIS 7131). The appointment of a curator-of-record to administer this and other projects may influence the ranking of the projects and provide the critical funds sooner.

Long-Term Plans

The "Strategic Plan For Pinnacles National Monument 10/1/2005 – 9/30/2008," which fulfills the requirement of Section 104 of the National

Parks Omnibus Act of 1998, requires reporting of the Government Performance and Results Act (GPRA). Two goals are specific to museum collections management.

First, the service-wide GRPA Goal Ia6 is to ensure that preservation and protection standards are met for museum collections. The strategic plan states that by the end of FY2008, PINN will meet 56 of 71 applicable standards. Currently, the number met is 45. Reaching the stated goal will require carrying out the rehabilitation and interior modifications of Building 13 as outlined in Issue B of this plan.

Second, the performance target for GRPA Goal Ib2d is concerned with increasing the number of museum objects cataloged. Pinnacle's goal according to the Strategic Plan is stated as increasing the number of cataloged objects to 12,000 by end of FY2008 from the current number of 3,925, an increase of 305%. The park has received $45,000 in Backlog Catalog Program funding for FY2005 and has PMIS requests in the system for an additional $49, 000 for cataloging in 2006-07 (PMIS 98162 & 98159). The curator-of-record should prioritize the cataloging needs and determine the level and staff necessary to accomplish the cataloging goals, create project statements, and examine options for assistance first in the network and then in the region.

Establishment and Administration of the Park Archive

A critical resource of the park and one that will assist in achieving cataloging goals is the establishment of the park archives. Currently, the park's administrative record and resource management records, dating back to the 1920s, are scattered throughout the park, unprotected and lacking control, inventory, or access tools. The process by which the park archives will be established, maintained, accessed, and added to is addressed more fully in Issue D, Archives and Records Management.

A preliminary survey of park records by PORE Archivist Carola DeRooy in March, 2005, found in the Administrative, Resources, Interpretive, Maintenance, and Museum buildings at PINN approximately 40 linear feet (or 64,000 items) of permanent records eligible for inclusion in the park's museum collection. The park's records, including correspondence,

unpublished reports, documents, maps, photographs, and data sets are an important and vital resource that helps park managers fully understand past activities and decisions which may inform their current and future decisions, undertakings, and land management practices.

The appraisal of park records for inclusion in the collection, processing, preservation, and creation of catalog records and finding aids, particularly if they are to be accessed electronically, requires highly specialized skills and oversight by an experienced NPS archivist. The first year of funding for the park administrative history (PMIS 98183), projected to begin in 2006, has been designated to bring together these primary resources to establish the archives, along with other uncataloged collections of historic photos, documents, maps, and plans stored in the collection room. This should include the removal of rare books or one-of-a-kind documentary material in the library for transfer to the archives.

Finding Aids

In the Staff Survey (Appendix A), 84% of all respondents pointed to the availability of lists and finding aids to collections as the best potential improvement to collections. Nearly 100% would like online and remote access to these same resources through databases or websites. To create and deliver document or image access digitally, the need for information technology support and maintenance of databases and web pages must be taken into account. Also, hardware and software acquisitions, upgrades, and maintenance must be built into the budget to provide reliable information resources to staff and researchers.

Finding aids to the archival collections will be created with the processing of the records at the series and folder level. Some portions of the collection, such as historic photographs from the CCC era, already have item-level catalog records but even with an upgrade will benefit from more descriptive searchable finding aids that put the collection contents in context. Maps are also generally cataloged at the item level and need series descriptions and developed finding aids. Suggested Collections Access Policies in Appendix B of this report outlines levels and guidelines

for access and use, documentation of resource access, handling procedures, and requests for duplication services.

All project statements dealing with preservation of collection materials need the review of the curator-of-record. For example, PMIS 87774, created in 2002 and DOI reviewed on 6/7/2004, requests an appropriation of $19,200 to preserve the park's slide collection by digital reformatting. National Archives and Records Administration (NARA) standards and best archival practices do not recognize digital imaging as a stable preservation format. However, digital imaging is a preferred format for collections access. A revision of the request to clean and properly store the transparencies for long-term preservation and to scan selected images for use by the Interpretation Division meets both the resource protection and access needs of the park.

The Virtual Herbarium, created in a Filemaker Pro database by the Resources Division with scanned images of herbarium sheets is a "useful tool," according to Sharon Franklett, park botanist. However, with loss of staff, the park has already fallen behind with corrections and upkeep of the resource. The park must commit resources and the curator-of-record must develop strategic plans to develop finding aids that are effective if the park has no day-to-day museum staff to provide additional intellectual access to the collections. Distribution of paper finding aids or posting searchable word documents on the park network are useful to staff only if they have familiarity with their use and know where to locate them. The curator can determine more accurately the levels of information needed by various divisions of the park by working closely with the staff. In addition, digital asset management and access tools are being developed at the service level with the promulgation of the NPS Focus website, available at http://focus.inside.nps.gov. Currently available only on InsideNPS, but planned for public access, the website allows searching by key words across a great number of information databases of NPS including NatureBib, NPS Voyager Library Catalog, and many others to access NPS resources. But it does not include the ANCS+ catalog. If the park wants access at these levels, there is a cost to establish, maintain, and update the data.

Administration of Natural History Collections

Although the Pinnacles natural history collection is relatively small, cataloging and specimen management responsibilities have increased with the establishment of the Inventory & Monitoring Program. Permits for new collections have been issued and staff is collecting some additional specimens for the program. Whether these collections go to into the park's storage unit, to university collections, or to other appropriate repositories, the data from them must be provided by the collectors and entered into ANCS+. Oversight of additions to the collection by the curator-of-record is necessary, requiring communication and cooperation among the Permit Coordinator, potential repository curators, and collectors to insure the proper documentation of new collections.

There is an example of a biotemplate created in Excel with guidelines for data entry in Appendix E. This template can be distributed to staff and other researchers for specimen data. The format allows the simplest importation of the data directly into ANCS+. The guidelines direct the collector to work with the curator to receive accession and catalog numbers and how the data and specimen curation should be handled. The guidelines also provide sample data to assist the researcher in providing required and quality data in the fields to create robust records.

In the absence of securing a curator or archivist-of-record, the park may want to consider locating other NPS personnel to carry out immediate project-based collections management. PINN can work with the regional office to locate a GS-11 or GS-09 grade curator or archivist for a detail to begin the work. Also, the park should explore the idea of partially supporting a network curator or archivist at the same level. Most of the smaller parks in the region have a great need for similar professional assistance. If they pooled available resources, a position may be supported from which all would benefit.

Published books, park reports, and literature that comprise the park library are currently uncataloged, dispersed, and informally accessed and controlled. This information resource is often best administered by the museum program. The management of the material, whether centralized or

broken up into branch collections in various buildings throughout the park, is supported at the regional level, where cataloging and entry into NPS Voyager Library web catalog is done by NPS Librarian Nanci Hori and her staff. This catalog can be accessed at http://library.nps.gov. Searchable from their desktops, this web database allows NPS staff to locate material within the park and to exercise interlibrary loan privileges. Access points for staff and researchers are improved by administering the information resources of the library, archives, and collections through paper finding aids or electronically under one program administrator.

Recommendations

- Consult with the regional museum program lead to locate and designate a journeyman level curator or archivist-of-record (GS-1015/1016-11) for Pinnacles National Monument to oversee the collection's administration for a short-term solution.

- Develop a strategic work plan and project statements to improve and maintain NPS museum collection standards for both the housing and management of the collections.

- Detail professional museum staff (curators and archivists) to carry out project work on collections within the park or offsite.

- Explore the idea of contributing base funds toward a shared network position for professional museum assistance.

- Develop access and collection management protocols for park staff and researchers.

- Develop finding aids and access tools.

- Combine archives/library and object/specimen collections management to improve access to information resources.

Issue D — Archives and Records Management

Issue Statement

Establish, preserve, and manage archival collections to provide access and facilitate use of park records and historic documents.

Background

Since the park was established, the staff, superintendents, outside agencies, and people associated with Pinnacles National Monument have created an irreplaceable administrative and photographic record that chronicles the history of this unique place. This collection of records and images reveals a long legacy of human interaction with the natural environment. Today these records help us understand why certain decisions were made, policies enacted, and actions taken over the course of the park's existence.

As an agency of the federal government, the NPS has the legal responsibility to manage the records created during the course of business. The majority of these records are primary source material in various formats including documents, photographs, maps, reports, plans, drawings, slides, rare publications, and digital assets.

A park archive assures long-term accountability for the park's record-keeping mandates and compliance with FOIA requests, and provides organized and accessible primary resources for staff and outside researchers' use. The addition of these informational resources to the park archive prevents their loss and dispersal; they also enhance and help realize the mission of the National Park Service.

A very minor but important part of the potential archival material within the park has been identified, accessioned, and cataloged. Currently, about 15 linear feet of un-accessioned park administrative and resource management records are stored in Building 13. Most of them are dated between 1920 and 1970. Neither their office of origin nor who relocated them to the museum is known. A closer appraisal may be able to determine where they fit into the rest of the park's records. Another four linear feet of donated materials, small collections, and park documents have been identified and re-housed but not accessioned.

The only known preliminary survey of records throughout the park was done by Archivist Carola DeRooy during this report. Approximately 40 linear feet of additional materials were identified that need to be appraised for addition to the archives. Maintaining the order of records while active and semi-active allows for easier separation of permanent records from temporary, which greatly facilitates the accessibility of records transferred to the archives. Therefore, until an appraisal is completed, it is better to leave the records in their current locations. The staff has become aware of the importance of this and is safeguarding these resources.

Discussion

Establishment of a Park Archive

The establishment of a viable archive provides park management the opportunity to decide how to organize, expand, and create access to the museum collections. The park Strategic Plan recognizes that the development of collections is an inevitable and necessary part of achieving park goals. This task will need to be addressed and accomplished in stages with interdivisional input into the planning process all along the way.

Updating all the museum records is first necessary to provide accurate information about what archival materials have already been accessioned and cataloged. According to the 2004 Collections Management Report, a total of 478 archival documents or small collections have been cataloged in ANCS+; nearly all are photographs. The Civilian Conservation Corps

(CCC) generated the majority of these photographs in the 1930s. The rest are images of plants, landscapes, and maintenance projects taken by the park staff between 1935 and 1970 and placed in a typical NPS systematic file photo system with a card subject index. Nearly all of the cataloged images created through the 1950s are safety negatives and inter-positive images which replaced the nitrate originals during a reformatting project in the 1980s. The existing catalog records, however, hold very little descriptive information necessary for good access to image collections.

Currently, both the cataloged and uncataloged portions, about eight linear feet, of the PINN photo collection are stored at Point Reyes National Seashore. Current storage conditions in Building 13 are considered too unstable and are damaging to the collections. A folder level list has been created at PORE and the images re-housed and stored in a secure area until the improvements are completed in Building 13.

The second phase of archives establishment is the need for an archives and records assessment by a professional archivist based on the origin, function, and use of park records. This needs to be done by a GS-1420-11 with a working knowledge of the NPS Records Disposition Schedule, NPS-19, Appendix B. The archivist will use the NARA guidelines and other program guidance found in Director's Orders #2, 12, 19, 24, 28, and 77. The assessment will define the resources, identifying everything that needs to be accessioned into the archives and what records, if any, should be sent to the Federal Records Center. In addition, the assessment should develop an approach to necessary levels of staff, space, and storage required to achieve NPS museum standards for archival collections.

Once the evaluation is completed, the archivist or curator-of-record and the park should use the document to determine how the park will extract the identified resources and where they will be stored or taken for processing. Building 13 currently has no room to store or process the archives. Even with structural and internal remodeling, adequate storage space for all the records is unlikely. This issue, which the park must face, is further explored in Issue A and C of this document. Once the park is

fully aware of the resources by inventory, the park will be better able to decide what collections to store in an improved Building 13.

Until a new facility may be constructed, other options such as temporary or permanent off-site storage and reformatting must be carefully considered. The archive is never complete, for new records are always being generated and added. Also, the possible donation of additional materials that fall within the Scope of Collection Statement must be considered. The acquisition of the Pinnacles Ranch and other properties may provide additional documentation of the homesteading and ranching history within the new park boundaries.

If, at this stage, the park feels unable to provide enough staff or adequate space for proper collections retention and use, the possibility of contracts and agreements with NARA should be examined. Options should also be explored through the Cooperative Ecosystem Study Unit (COSU), local universities, and other agencies which may be able to administer the processing of collections and the creation of finding aids.

Intellectual Access and Procedures

The park should develop a variety of means to access park information, whether that information exists in library holdings, museum collections, or archival documentation.

The creation of ANCS+ catalog records and additional finding aids will improve access to archival collections. The planned purchase of a dedicated museum computer in the collection room is a first step to creating improved access. The catalog record is a primary tool for control and access if the user has some knowledge of searching the ANCS+ database. However, for purposes of this discussion, it is important to realize that the park must provide finding aids and catalogs that are centralized, readable, and widely available so information about library material, archives, and objects can be efficiently accessed. Archives and museum collections serve as primary resources, while libraries are considered secondary resources that reflect current thinking.

First, the park must create inventories to serve as finding aids until the collections are processed and cataloged. The use of searchable Word files in .pdf, Procite, Access, Filemaker, and other standard databases will be necessary to deliver all the resources desired by the staff. In later stages of development, full web delivery of digital images and documents may be integrated with comprehensive information about the resource. Creating and using these delivery systems require technical support, oversight, and constant updating.

A number of guidelines, Standard Operating Procedures (SOPs), and finding aids will need to be produced once the archives is established. These include access guidelines, duplication procedures, publication request SOPs, and an SOP for additions to the collection. In addition to holding the ANSC+ Archives Module, which can be used to create finding aids, ANCS+ will print copyright statements, a visitor use log (if visitors are entered into the database), and other collection management reports. However, the park will still need to draft specific guidelines, a staff and researcher SOP, and an Access and Use policy. Refer to the *Museum Handbook*, Part II, Appendix F, for guidelines on formulation of the SOP.

Library

Currently the park has no official records or management of library resources. Each division or building has a small collection of books and park documents, the largest being in the Resource Management Office and in the Park's Conference Room. The lack of a designated library manager or system is detrimental to the preservation of library resources. The park staff expressed a desire to keep small branch libraries rather than centralize access. The park would achieve greater access and efficiency by combining all the small collections into one catalog, NPS Voyager. Appendix E of this document, Suggested Library Operating Policy, provides guidelines for library management. The NPS Librarians at the San Francisco Maritime National Historical Park and at the Pacific West Regional Office in Seattle are available for consultation on the details of library planning and development.

Records Management

All employees of the National Park Service should be trained in their responsibilities for records management. Research management and administrative materials generated each day must be considered for inclusion in the archive and library to ensure the retention of institutional memory. Policy, law, and handbooks provide specific directions for maintaining, processing, and cataloging park collections. The park must consider the *quality* of its reference materials so that staff and researchers have access to complete and accurate resource information.

Recommendations

- Conduct a park records assessment to appraise records and define the resources to be accessioned into the park archives. The assessment will include a Scope of Work and a plan for processing, preservation, cataloging, and storage needs of the various formats of records.

- Develop an approach to extract the identified resources from multiple locations in the park and safely store them until they can be processed. Determine funding needs and strategies for processing and creation of catalog records and finding aids.

- Determine, in cooperation with the park staff, whether reformatted collections (i.e. microfilm, paper copies, digital copies) will constitute adequate access to required information. If so, the original forms of these records may be sent to NARA.

- Examine whether cooperative and interagency agreements with the CESU, universities, and other programs are the best resources for locating appropriate processing staff and space.

- Explore whether contracts/agreements with NARA are beneficial for storing and administering park records for the long term.

- Ask for regional assistance to bring a records management training course to the park or send selected staff to appropriate courses.

- Work with the personnel office to set into place guidelines for departing staff to make sure all park records creation and organization are documented before they go.

- Distribute and educate staff in the use of project identification sheets necessary to record metadata about the permanent records they create.

- Develop and distribute protocols to the staff for adding records and reports to the archive and library.

- Assign responsibility for management of the library to appropriate park staff, and work with the NPS Western Regional Library program to catalog the collection.

Figure 3   Construction of the Bear Gulch Road in the 1930s

Issue E — Collections Development

Issue Statement

Organize current holdings and plan for future acquisitions of natural, cultural, archival, and library materials to provide support for park management needs.

Background

Although Pinnacles National Monument is almost one hundred years old, the museum management program has languished until the last few years. The park has collected a number of objects and specimens over the last fifty years or so but they have not been collected in a particularly systematic manner to document the park and its resources. With the growth of the Inventory and Monitoring Program in the park and network, the herbarium has had the most work done; a number of insect surveys also have been done. However, the remainder of the park's collections can be considered accumulations of materials that have little documentation and need review to ensure that they have value to the park.

Discussion

Systematically organized collections allow for the most efficient use of space as well as maximum accessibility. It is equally important that collection growth and development reflect the needs of park management. Currently, the park's storage capacity is limited by the size of Building 13. But continued growth of the collections makes it imperative for the park to define what materials to have on campus and which collections will be housed elsewhere. Limitations of space and/or staff will determine the extent of the museum program expansion at Pinnacles National Monument.

Issue B in this document notes immediate steps that can be taken to enhance organization of the collection in its current location. Guidance provided by a Scope of Collection Statement (SOCS) will provide criteria for removing items not relevant to PINN collections. Un-accessioned collections can be labeled and put into suitable cabinets and accessioned when time allows. Cataloged collections can be further arranged according to the conventions of each discipline, improving both maintenance and use of the collection.

PINN staff indicates that predicted growth of park collections is variable according to discipline. Factors determining future acquisitions are related to

- what is already known,
- expectations of the unknown,
- the extent of those kinds of resources within the park, and
- research interests of park and outside scientists.

According to park staff, potential collection growth is as follows:

Archeology: Native American presence on park lands is presumed transitory in nature, thus precluding large finds of archeological materials. A new archeological overview is planned for PINN, but it is not expected to produce large numbers of artifacts. So the archeology collection is not expected to increase significantly.

Ethnology: The 2004 CMR notes one cataloged ethnographic specimen; however, the object is incorrectly classified; it is archeology.

History: Acquisition of Pinnacles Ranch may provide new objects to the collection. The consensus is that not many historic objects will come with the new territory.

Geology: Despite the fact that PINN was set aside for its geologic story, many of the geology specimens lack complete data.

Paleontology: There are no fossils in the collection.

Biology: Acquisitions of biology specimens will be in accordance with research permit projects and park research. Plants are well represented in PINN's collection and receive frequent use by park staff. Plant specimens will be added to the herbarium until a representative collection is established. The goal of the insect collection needs to be clearly defined in the SOCS.

Archives: This area has the potential for greatest growth in both numbers of items and space requirements. As discussed in Issue D—Archives and Records Management, archival materials are present at the park but have not been gathered, organized, or processed. These materials need to be incorporated into the collections for protection and preservation as soon as possible.

Library: Although technically not part of the collections, park libraries are often managed by the museum curator. PINN library materials are currently scattered throughout various buildings and offices. The conference room does have shelves of books although many are of questionable value and might be culled from the collection. References that are deemed useful can be cataloged in Voyager with assistance from the Regional Library Program (Seattle). This will provide accountability for these materials as well as the ability to search for holdings and their location. The park needs a dedicated area for library materials and an established checkout system.

NatureBib: This NPS database allows park management a quick and easy means to search for park specific references. Unlike library materials which often are general in nature, NatureBib provides bibliographic information in formats for books, chapters of books, journal articles, data sets, maps, and conference proceedings. This database accepts both natural and cultural holdings since CRBib currently is not functional at the same level.

The creation of a corresponding resource library is strongly recommended to maintain copies of those materials not cataloged in the library or the collection. In a collection sense, the resource library and associated dataset

create an archive of exceptional value as a research record on what is known about park resources.

The collections, archives, library, and their corresponding databases require constant oversight, development, and maintenance by curatorial personnel. The quality of the program is directly related to the consistency of management. For PINN this may mean designating a curator-of-record if there is no possibility of staffing the position.

The PINN museum program is now at a crossroads. A focused effort to organize the collections will build a strong foundation for the museum program. It is also reasonable to expect that this foundation will provide invaluable assistance to park management and research activities in the future.

Recommendations

- Designate a curator-of-record.

- Organize the present collection systematically, rearranging cabinets as necessary.

- Define the potential desired growth of collections in a SOCS.

- Gather park records and define an archives area in the collection space.

- Organize a dedicated library area.

- Work with the Regional Library Program to catalog library materials in the park.

- Start data entry into NatureBib and create a corresponding resource library.

- Plan for expected collection development by designing a new collection facility.

Appendix A —
PINN Survey Results

This appendix details the results of a survey relating to the archives and collections management program at Pinnacles National Monument. The survey was conducted in advance of the Museum Management Plan in an effort to identify and quantify park staff needs relating to the existing park archives, museum collections, and library programs.

Survey Objectives

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

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

In addition, 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 Pinnacles National Monument. The survey was disseminated to a total of 45 staff under a cover memorandum from the superintendent, requesting that the survey be completed and returned to the park resource management specialist. A total of 19 responses was received, representing a 42% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so the PINN response should be considered good. Responses appear to be well distributed across park work units and by employment type, factors which add to the presumed validity of the results.

The primary method used for information gathering was a checklist, with some additional supporting data gathered by filling in blanks with quantitative information. Respondents were also given limited opportunities to add written comment. Write-in responses are generally not used in surveys of this type as they often fail to elicit statistically valid responses, and those responses that are generated are often difficult to quantify. Most of the written responses in this survey were anecdotal in nature, and tended to reinforce or support information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (42%) was more than sufficient to be considered statistically valid, there is a high level of confidence in considering the results as representative of the survey population as a whole. Percentages have been rounded up to equal numbers when 0.5 or more, and rounded down when less than 0.5.

Demographics

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

Length of Service

	Total	Average
Years of service	220	12
Years at PINN	133	7
Years in current position	101	5

Distribution by administrative unit

Administration	4
Interpretation	3
Maintenance	2
Ranger	2
Resource Management	7
Other: Planning/Compliance	1

Employment Status

Temporary/Seasonal	5
Permanent	14

Survey Summaries

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

Percentage of use the collections receive by park staff responding (26 responses):

- 58% used the library an average of 18 times each in the last year.
- 63% used the museum collections/archives an average of 15 times each in the last year.
- 23% used non-service archival, library or museum resources in the last year.

The rates of use and the average times per year use claimed by this survey are higher than the same rates and averages documented for other parks where this survey has been done. It is obvious from the response that the majority of the park staff considers the library and archives/museum collections to be important adjuncts to the work they are doing. Also, the archives, library, and museum collections are to some extent providing the types of services the staff need and expect from these resources.

In addition, 23% of the staff is also using non-service archival, library, and museum collections at least a couple of times a year in pursuit of information necessary to do their jobs. It would be interesting to determine what services are not being offered by the park that requires this, and whether it would be beneficial to fill these gaps on site. This could be accomplished by a one-sheet survey to all employees requesting specific information for improving services.

A total of 12 respondents (63% of the total response universe) indicated they used the archives and museum collections. Respondents were allowed to pick as many types of collections as they had used. The top 6 types of collections indicated as being used by this group are as follows:

- 83% - Photographs and images
- 67% - Historic archives/records
- 67% - Natural resource records/maps/images/reports
- 41% - Herbarium/plants
- 41% - Park cultural resource records
- 25% - Park administrative records

The same 12 respondents as above (the universe of those respondents reporting collections use) indicated the following as the primary reasons for using the collections. Again, the respondents were allowed to select as many of the reasons for use as applied to their circumstances. The top 8 responses are as follows:

- 58% - Address internal NPS information needs
- 58% - Personal learning
- 41% - Explore needs for new information
- 41% - Resource management research
- 33% - Identification and comparison
- 25% - Information for planning/compliance

These results document that the primary resources being used are the archival collection (a growing trend within the NPS), but with a high secondary use of natural resource records, the herbarium, and cultural resource records. The primary reasons cited for this use are an interesting mixture including both advocate and vocational motivations. It is uncommon to find this degree of collections use cited for "personal learning," and this may be due to the fairly isolated location of the park.

Section II for the survey considered reasons staff may not use the resources, and/or suggestions for improvement in the way these resources are managed and made available for use. The full universe of 26 park staff

responding was considered, and respondents were allowed to pick as many statements as they felt applied. The top responses were as follows:

- 84% - Provide listings and finding aids of what is in the collections.
- 59% - Improve electronic access to museum collection data and object information.
- 53% - Improve the preservation and physical condition of the collections.
- 37% - Provide on-line or remote access to databases.
- 37% - Reorganize collections to make them more accessible.
- 32% - Provide remote computer access to collections/archives.
- 32% - Combine collections with supporting archives and/or library references.
- 32% - Provide additional professional staff to organize/work on collections.
- 21% - Expand the collections to contain material I need.
- 21% - Provide a work area (21% mentioned work table, 11% mentioned ventilation).
- 21% - Staff collections with at least one professional position.

These responses show that the park staff would like to have more access, and access in different ways (including remote/electronic), to the information in the collections. They also see a need for improvements to the collections, particularly in the physical organization and the size and quality of the space needed to work on/with the collections. They see a need to tie the information contained in the archives, library, and museum closer together, and they recognize the need (and would support) professional assistance to accomplish some of these objectives.

General Conclusions

The PINN survey received a better than average response, indicating an overall interest in the kinds of services (information) that archives, libraries, and museum collections are able to offer. The high rate of use of archival information reflects a growing trend seen in the use of park collections, particularly over the past five years. The staff obviously wants to know what is in the collections (84% want listing and finding aids) and

they would like to be able to access this information electronically if at all possible. Combining the responsibility for the archives, library, and museum collections would seem to be indicated. The park should also explore the possible need to add different types of collections, or add to the existing specimens on a regular basis to provide necessary and continuing base line data. The overall physical conditions and tools necessary to work in the collections need to be improved.

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

Appendix B — Suggested Collections Access Policies

It is National Park Service policy that park-specific cultural and natural collections be available for educational and scholarly purposes. The Service is also charged with managing these resources for optimum preservation. To minimize the potential impact of use on the archives and museum collections, and to ensure basic security and preservation conditions, it is necessary to document, restrict, and monitor access. The guidelines in this appendix are followed at [name of park] to provide supervised management of park-specific resources.

Levels of Access to the Archives and Museum Collections

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

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

Conditions for Access

- The research application must be completed. It will be used to determine the level of access necessary, and to maintain a record of use for statistical purposes.

- The superintendent and/or the collections manager(s) will determine the level of access. Prior to allowing direct access to the archives and collections, alternative resources such as exhibits, publications, photographs, and catalog data will be considered.

- Applicants will access resources with the assistance of the curatorial staff during regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.

- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the Guest Register.

- All individuals who access the collections must follow the Guidelines for the Use of Archival and Museum Collections.

- While no user fee will be required to access 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, specimen photography, or document reproduction.

- All specimen photography and document reproduction must be done onsite 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 from the study areas each evening.

- [Name of park] reserves the right to request copies of notes made by researchers, and requires copies of research papers or publications resulting in whole or part from use of the collections.

- There may be legal considerations (such as the Native American Graves Protection and Repatriation Act, 1991) which allow or limit access to part of the archives and museum collections.

Access Policy Administration

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

Superintendent
[Name of park]
[Address of park]

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

The evaluation of requests should consider the motives of the researcher, the projected length of the project, the demands upon the available space, staff, and collections, and the possible benefits of the research project. Access may be denied if thought not to be in the best interests of the resources, the park, or the NPS. 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.

Research Application for Museum Collections and Historic Documents   (Suggested Form)

[Name of Park]

Name _____ Telephone Number (_____) _____

Institution/Organization _____

Address _____

Date you wish to visit _____

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

Have you previously conducted research in the park's museum collection?   Yes__   No__

Research topic and materials you wish to see _____

Indicate which activities you wish to do

____ Consult catalog cards   ____ Consult archeological records

____ View objects in storage   ____ Study objects in storage

____ Draw objects   ____ Consult historic documents

Other _____

Purpose of your research

____ Book   ____ Article

____ Lecture/conference paper   ____ Term paper

____ Thesis   ____ Dissertation

____ Exhibit   ____ Project

____ Identify/compare with other material   ____

Other commercial use or distribution _____

Other _____

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

Signature _____

Date _____

Please return to: Superintendent, [name of park], [address of park], [park city, state, zip code]

[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

Other _____

Museum Objects Reviewed by the Researcher

[Name of Park]   (Suggested Form)

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approvals

Name _____

Title _____

Date _____

Suggested Guidelines for the Use of Archival and Museum Collections

[Name of Park]

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

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

Copies of the research application and the full text of the Guidelines for the Use of Archival and Museum Collections are available to the public upon request. Please address inquiries to:

Superintendent
[Name of Park]
[Address of Park]
[City, State, Zip Code]

Availability

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

Non-staff users must complete a Research Application (included in this appendix) prior to accessing information or materials to ensure that assistance is available upon arrival. Access will not normally be granted on weekends.

All materials must stay within the study areas provided within the collection management facility. The size and location of these areas may

vary according to the time of year, requests from other researchers, and staff available. The researcher may bring only those materials needed for research into the assigned study area.

Registration

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

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

Use of Archival Records and Manuscripts

Many of the park administrative records, archeological records, and other historic reference materials 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 not available.

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

- Remove only one folder from a box at a time. Do not remove or alter the arrangement of materials in the folders.

- Maintain the exact order of materials in a folder, as well as folders within a box. If a mistake in arrangement is discovered, please bring it to the attention of museum staff. Do not rearrange material yourself.

- Do not erase existing marks on documents and do not add any additional marks.

- Do not lean on, write on, trace, fold, or handle materials in any way that may damage them.

- Use only pencils for your notes. 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. All photocopying of archival material is to be done by the museum staff. Depending on the number of copies requested, there might be a charge for photocopying. Fragile documents and bound volumes will not be photocopied.

Copyrights and Citations

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

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

"(Object name and catalog #) in the collection of [name of park, city, state]. 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 these guidelines 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 cleared.

- 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 at any time.

- Staff members are responsible for the behavior of any person accompanying them into the collections.

- Children under six years of age must be accompanied by an adult and physically controlled at all times. Other minors must be under the direct supervision of an accompanying adult at all times.

I have read and understand the above policy.

Name _____

Date _____

Suggested Guidelines for Photography of Collections and Duplication of Historic Documents

[Name of Park]

This policy documents the appropriate procedures for providing photographs of [Name of 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 uses for photographs of items in museum collections, the most common use being exhibits, publication, and research. It is the policy of the National Park Service to encourage the use of Service collections in these legitimate ventures and to make photographs of museum collections available within reasonable limitations.

Photography involves exposing often fragile museum objects to potential damage or loss from handling and exposure to heat and light. The Service seeks to minimize 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 prioritize the work. Requests should be made on copies of [form name].

- Requested items that do not have copy negatives will be photographed based on these priorities. A cost recovery charge for photography and processing might be required.

- Photography will be done at the park, under park control, to preclude the possibility of artifact damage or loss. The resulting photographic negatives and their copyrights belong to the National Park Service.

- Once an object has been photographed, the negative will be maintained at the park to fill 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 prioritizes 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 will be obligated to acknowledge NPS credit if the photographs are published or exhibited to the public. By law, users must also credit the photographer, if known.

Request for Photographs of Items from the Museum Collections   [Name of Park]   (Suggested Form)

Catalog #	Object Name	B&W/Color	Size	Finish

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

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

Signature _____

Date _____

Appendix C —
Museum Space
Needs and Standards

Museum Space Needs

Pinnacles National Monument needs a new space for museum collections and research for park projects. Any new facility should consider the following spaces in addition to museum and archival storage spaces and the library:

- Administrative areas

- Researcher areas

- Work/processing areas

- Offices

- Collections isolation

- Conference/classroom

- Lobby exhibits and reception

- General storage

- Bathrooms/shower

- Staff break room

- Mechanical

- Receiving/loading dock

Museum Space Standards and Specifications

Collection storage facilities and spaces should be constructed or retrofitted to meet the following requirements as noted in the *NPS Museum Handbook*, Part I, Chapter 7, pp. 4 – 7 (1999).

The storage space must not be located on a 100-year floodplain, keeping it in accordance with Executive Order 11988, "Floodplain Management,"

May 24, 1977 (42 USC 4321), and Natural Resources Management Guideline (DO#77).

Space must be constructed of fire-resistant or fireproof materials. Wood framed walls and ceilings should be constructed with gypsum wallboard to achieve a minimum one-hour fire rating (some codes may require a two-hour fire rating).

The space should have as few windows and doors as practical to enhance security and environmental control, but not so few as to be in violation of health, safety and fire codes. See National Fire Protection Association NFPA 101, "Life Safety Codes," 1997 Edition, and OSHA Standard 1910.36, "General Requirements, Means of Egress."

Likewise, the space should have as few exterior walls as practical. This will minimize the chance of condensation on walls and windows during seasonal and diurnal temperature changes, enhance security, and increase energy efficiency.

Make sure the space is free of water and sewer pipes and valves that can burst or leak and cause damage. **Note**: Water lines associated with fire suppression systems are allowed. Spaces equipped with fire sprinkler systems should have adequate floor drain(s) with backflow check valve(s).

Make sure the space is free of electric junction boxes, gas and electric meters, and gas lines. This will limit the need for access by non-curatorial staff and minimize security concerns.

Store only collections in the collections storage space. Local and national building codes usually rate collection storage space as "storage occupancy." Locate work, office, research, and supply storage areas adjacent to, but not within, the storage space.

Insulate the space so it will maintain a stable environment that protects the objects from adverse temperature and relative humidity conditions and damage from biological infestations. Insulate walls to a minimum R-19 rating (usually a 6" thickness of spun glass bat insulation) and the ceiling

to a minimum R-30 rating (usually a 9" thickness of spun glass bat insulation). Install a vapor barrier in walls, ceilings, and floors.

Require wood frame walls to be a minimum of 6" thick, constructed with 6" metal or wood studs. This thickness of wood-frame wall construction provides structural strength and is capable of accommodating the required insulation.

Use metal hollow-core or wood solid-core doors equipped with mortise or key-in-knob and deadbolt locks for all entrances into the storage space. Door hinges should be on the interior side of the door. If exterior hinges are used, spot weld hinge pins to prevent easy removal.

Install rigid foam insulation and a vapor barrier in concrete floors on grade. Make sure the level of the top of the concrete slab is at least 6" above the grade level of the soil.

Seal concrete floors with a vapor-proof epoxy or urethane paint or cover with dust-impervious commercial composition, quarry or ceramic tiles. Use dust-impervious commercial composition, quarry, or ceramic tiles as a floor finish over plywood sub-floor sheathing.

Make sure all electrical systems and equipment are UL listed and installed in full compliance with local and national electrical codes. Outlets will be needed to power supplemental environmental conditioning equipment, to allow for any task lighting, and to allow for use of vacuum cleaners.

Make sure the space is free of ambient light sources that can damage objects. Use non-quartz/halogen incandescent or UV filtered fluorescent lighting and do not exceed 200 lux or 20 footcandles. Turn lights off when the storage space is unoccupied.

Paint walls and ceiling with paint containing titanium dioxide pigment. Paint with titanium dioxide will absorb ultraviolet radiation emitted by ambient or artificial lighting.

Space should be capable of sustaining a live floor load of 150 pounds per square foot. Floors constructed to a lesser load capacity may be considered

if spot load supports (usually post supports from below) are used. Arrange equipment to take advantage of existing structural supports (usually equipment arranged around the perimeter of a room close to load bearing walls). Consult a structural engineer to determine the suitability of a floor and the placement of supports and equipment. A live floor load of 200-250 pounds per square foot is recommended if a moveable aisle (compactor) storage system is used. Consult a structural engineer to determine the required load rating for a floor supporting collections of exceptional weight.

Design and construct roofs of storage spaces or facilities to accommodate the snow load of the area.

Design or retrofit structures in areas of seismic activity to minimize earthquake damage.

Consider reinforced concrete or masonry construction with a wind load rating of 110 miles-per-hour or higher for new construction of standalone storage facilities in areas susceptible to severe wind conditions. Fasten roofs to the wall and/or foundation structural components so the roof can withstand hurricane force winds.

Appendix D —
Suggested Archiving Resource Management Field Records SOP

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

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

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

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

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

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

Staff use of the SOP will greatly accelerate the rate at which materials are processed. Subject matter specialists involved in the creations of these materials have the greatest knowledge about these collections, and their involvement in identifying the exact nature of archival materials affects the quality of the final product.

Archiving Resource Management Field Records

Attachments A: "The Five Phases of Managing Archival Collections" and B "Sample Archival and Manuscript Collections Survey Form" show, respectively, the several steps involved in archival processing of resource management materials and an example of an archival survey. More details about the archival processes are in the *NPS Museum Handbook,* Part II, Appendix D. The park archivist has a copy that is available for review, and an example of a park archival collection finding aid is also available upon request.

Checklist for Preparing Field Documentation

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

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

3. Materials must be arranged by material types, such as field notes, reports, maps, correspondence, and photographs. Each group of

materials should be stored in individual folders or acceptable archival enclosures.

4. Resource management staff is responsible for turning over all project documentation to the archivist upon completion of a project. In the interest of preserving institutional knowledge, leave collections in their original order. Original order means the organization system created by the original creator of a document collection. Resist the urge to take important documents from these collections. If you need something for future use, copy it or request that the curator make a copy. After copying, replace the document or photo where you found it. Much information about past projects has been lost because collections have been picked apart. Remember that these materials will always be available. That is the intent behind establishing archives.

5. When the archival documentation is transferred to the archivist, the Project Identification Sheet is provided. This form includes the project title, principal investigator, date of project, and a history of the project. The name of the individual who obtained the accession number should also be listed. The type and quantity of documentation should be included as well, e.g., maps (13), field notes (four notebooks), correspondence (three files).

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

Suggested Project Identification Sheet

Archiving Resource Management Field Records

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

Your name _____

Project Title _____

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

_____

_____

Researcher's office location and extension or current address

_____

Occupation_____

Employer or contact number _____

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

_____

_____

_____

Scope of Project

Is this collection part of an ongoing project to be updated annually?

Yes____ No ____

Research goals or project purpose Include published or in-house reports related to collection.

_____

_____

_____

Abstract of collection content: Use key words referring to geographical locations, processes, data types, or associated projects. Indicate whether specimens were collected. Attach additional paper as necessary.

Attachment A:

Five Phases of Managing Archival Collections

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

Phase 1: Gain Preliminary Control over the Park Records

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

Phase 2: Preserve the Park Collections

Conduct the Collection Condition Survey; write treatment or reformatting recommendations; contract to conserve or reformat; re-house; prepare storage, work, and reading room spaces.

Phase 3: Arrange and Describe the Park Collections

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

Phase 4: Refine the Archival Processing

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

Phase 5: Provide Access to Park Collections

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

Attachment B:

Archival and Manuscript Collections Survey (Sample Completed Form)

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

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

Asa Thomas Papers   DRTO-00008

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

PROVENANCE (Creator/Function/Ownership and Usage History/Related Collections/Language):

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

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

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

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

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

RESTRICTIONS (Check and Describe) Donor _____ Privacy/Publicity _____ Copyright __X__ Libel _____ No Release Forms _____ Archeological, Cave, or Well Site _____ Endangered Species Site _____ Sensitive _____ Classified _____ Fragile _____ Health Hazard _____ Other _____ The donor, A. Thomas's son Marvin, did not donate all copyrights. The papers are unpublished. Some inventions are patented.

LOCATIONS Building(s), Room(s), Walls(s), Shelf Unit(s), Position(s), Box(es):

B6 R5 W2 S1-3, B1-40

EVALUATION (Check and Describe Status) Official Records _____
Non-Official Records _____

Fits Park SOCS _____ Outside SOCS _____ (Rate Collection Value: 1=Low; 3=Average; 6=High) Informational __6__ Artifactual __6__ Associational __6__ Evidential __3__ Administrative __3__ Monetary __1__

CONDITION (Check and Describe) Excellent _____ Good __X__ Fair _____

Poor _____ Mold _____ Rodents _____ Insects _____ Nitrate _____ Asbestos _____

Water Damage __X_

OTHER (Please Describe)

_____

_____

Figure 4   Hikers along the High Peaks Trail in a tunnel created in the 1930s by the Civilian Conservation Corps

Appendix E — Suggested Library Operating Policy

Introduction

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

Objective

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

Responsibility

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

Scope of Collection

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

Materials in the library will pertain to the following:

Areas of interest to the park, including cultural and natural resource management, law enforcement, maintenance, administration, and interpretation.

Material 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 library manager 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, or historic articles of use or interest to the park staff.

Operating Guidelines

Loan Privileges

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

At the discretion of the park library manager or 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 onsite use. The superintendent may make exceptions. Use of the library by non-park staff will be by appointment with the park library manager. Use will be supervised, and users will check in and check out. The library will maintain a log of non-park use.

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

Damage and Loss Policy

Borrowers will replace lost or seriously damaged materials and, if materials are not immediately available, reimburse the park with the cost of replacement. If materials are not replaced or compensated for within a

period of 90 days, a bill of collection will be issued for the estimated market value of the materials.

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

Vertical File

The library will maintain a vertical file that 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 in 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, the individual to whom the lost book was loaned should purchase a replacement.

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. Items are considered for inclusion in the following circumstances:

- The items are virtually irreplaceable.

- Monetary value of the items is over $75.00.

- The items have particular historic interest to the park.

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

Interlibrary Loan

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

Vertical File Policy

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

Photocopying

Photocopying of materials is permitted except in the following situations:

- Materials could be damaged due to flattening the binding or exposure to light.

- Materials are marked "Do Not Copy."

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

NOTICE:

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

Adding New Publications

The Library of Congress Cataloging System (LCS) is used at [name of park]. The following steps will be followed when new publications are added to the system [presumes that the park library has been/will be cataloged by the {name of regional library or support office} Library]:

- The Administration Office will receive new books and attend to all invoice matters.

- The new books will then go to the library manager.

- The library manager will photocopy the title page and the reverse page, and forward the copy to the [name of regional library or support office], whose library staff will catalog the book, add it to the card catalog, and prepare labels for the book.

- The library manager will prepare an accession record for the book consisting of date received, cost, source of acquisition, and condition.

- While books are being added to the catalog, they will be placed in the controlled access area, where they can be used in the library only with the permission of the library manager.

- The library manager will prepare a monthly memo for the park staff that lists the new additions and the title, author, and a short summary.

- When cataloging is completed and labels arrive, the library manager will affix labels, pocket, and checkout card to the publication.

- Books will then be shelved according to their LCS number.

- Every four months the library manager will update the park's computerized catalog with the most current copy from the [name of regional library or support office] library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

- Excluded Publications

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

- Dictionaries, thesauruses, word finders, usage guides, or similar reference guides.

- Other books regularly needed by employees to carry out their day-to-day duties, such as safety manuals, fire codes, regulations, laws, museum manuals, public health manuals, etc.

- Annual publications, such as 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 library manager.

Inventories

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

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

Binding

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

Weeding

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

- 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 per the weeding 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 are updated.

- Cataloged items are offered to the following:

a) [name of regional library or support office]

b) [name of region] Region Units

c) Harpers Ferry

d) Department of the Interior Library

e) Library of Congress

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

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

Approvals

Superintendent _____ Date _____

Team Leader _____ Date _____

Library Manager _____ Date _____

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. To be effective, planners must first review park-specific documentation such as reports, checklists, and plans, then make recommendations based on professional theory and techniques that are documented in the professional literature.

The MMP team used this list of park-specific documentation to understand the resources' current status.

Park Reference List

Final Environmental Statement, Proposed Master Plan, Pinnacles National Monument. Western Region, National Park Service, Department of the Interior, 1975.

Long-Range Interpretive Plan, Pinnacles National Monument. Harpers Ferry Center, National Park Service, Department of the Interior, 2004.

Oberg, Reta R. *Administrative History of Pinnacles National Monument.* Paicines, CA: Pinnacles National Monument, Department of the Interior, 1979.

Resource Management Plan, Pinnacles National Monument. National Park Service, Department of the Interior, 1999.

Strategic Plan for Pinnacles National Monument, October 1, 2005 - September 30, 2008. National Park Service, Department of the Interior, 2005.