

Whiskeytown

National Park Service
U.S. Department of the Interior



Whiskeytown National Recreation Area Museum Management Plan

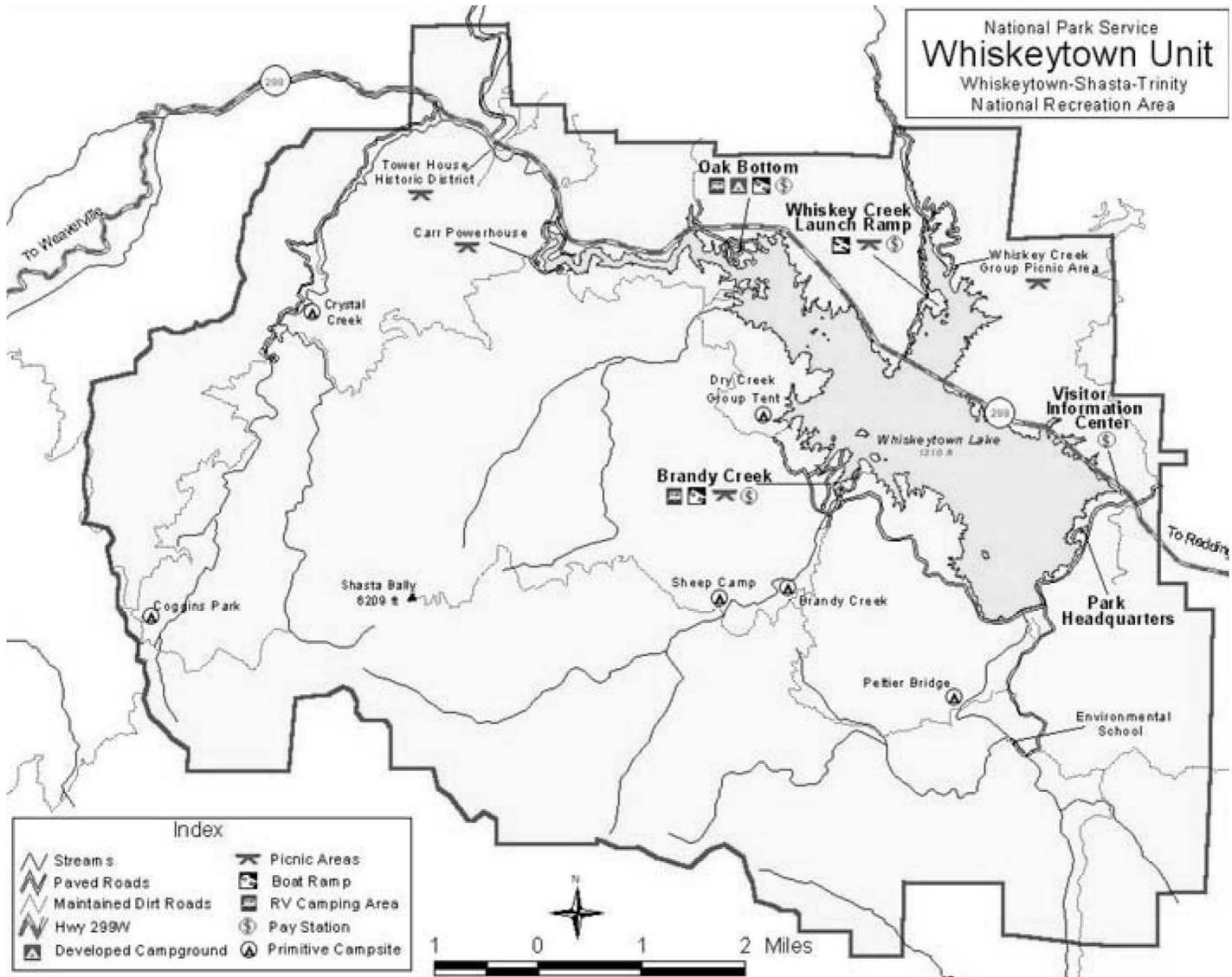
Cultural Resources

Pacific West Region

October 2002



National Park Service
Whiskeytown Unit
 Whiskeytown-Shasta-Trinity
 National Recreation Area



Index

	Streams		Picnic Areas
	Paved Roads		Boat Ramp
	Maintained Dirt Roads		RV Camping Area
	Hwy 299W		Pay Station
	Developed Campground		Primitive Campsite



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Museum Management Plan Whiskeytown National Recreation Area

October 2002

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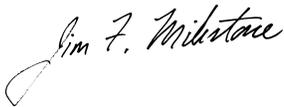
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Executive Summary

The Whiskeytown National Recreation Area Museum Management Plan identifies and describes collection management issues facing the park and presents recommendations to address these issues. A team of museum management professionals developed this plan in full cooperation with members of the park staff designated to deal with the park archives, museum collections and library. This collaboration followed a survey of the entire park staff to determine current information and program support needs.

The park is presently managing an estimated 213,000 items of cultural and natural significance that form the archives and museum collections. The park library is currently undocumented, but park-wide holdings are estimated at 1,500 items. Park collections are expected to grow at a rapid rate over the next decade due to the expanded role of Resources Management as a result of the inventory and monitoring thrust. Cultural collections will continue to grow as both prehistoric and historic sites are added to the park inventory, and other documentation comes to light. The park will also see a corresponding increase in associated records as park resources are documented for preservation and management.

There will be a critical shortage of curatorial support and storage space during this time of projected growth. The lack of adequate resources now severely hampers proper documentation, preservation, and utilization of the existing collections, a situation that will worsen as more material is added.

At present, neither the collections themselves nor the information about them is easily available for use by the staff. As a result, the park's primary resources are not contributing their full potential to park operations. The Museum Archives and Library Survey of park staff at Whiskeytown NRA indicates a high level of need for the products of well-organized and documented resources, and a high level of support for the actions necessary to accomplish these ends.

Management of the park's cultural resources, including collections management, is currently a collateral duty for park personnel. The lack of professional curatorial oversight has resulted in some administrative and documentation concerns. It is presumed that the creation of a Cultural Resources Branch staffed with adequate professional personnel will be required in the near future.

The intent of the Museum Management Plan is to identify the management issues presently facing the park and provide recommendations to deal with these issues. This should assist the park in addressing the concerns associated with managing park-specific resources and organizing information for use by both park staff and the public.

Key Recommendations

- Develop and implement the philosophy and protocols necessary to direct the growth of the park archives, museum collection, and library in a manner that provides the best and most accessible information for staff and public.
- Create both short- and long-term work, storage, and study areas necessary to house park archives, museum collections, and library materials, and to make these resources available to park staff and accredited public users.
- Provide adequate staffing to manage park archives, museum collections, and library resources to professional standards.
- Develop and implement information and image management systems necessary to utilize park archives, museum collections and library resources in direct support of park and partnership programs.

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Introduction

The Museum Management Plan (MMP) is a specialized planning document intended to support the administration and development of park-specific museum collections and the programs associated with them. In this regard, the MMP fulfills all of the requirements of the Collection Management Plan outlined in the *National Park Service Museum Handbook, Part 1* and *Director's Order #28: Cultural Resources Management*. In addition, the MMP provides a holistic view of the museum collections by focusing on how staff can develop park collections to support park goals. The recommendations made in this MMP for Resources Management, Interpretation, and public use of the Whiskeytown museum collections represent a new methodology in the context of National Park Service museum operations.

Prior to the site visit, the MMP team surveyed park personnel to collect baseline data concerning archival and museum collections, the library, and various related services needed by the staff. This allowed the team to make a rapid evaluation of many issues related to these operations. The survey also provided some insights on ways in which a well designed museum management program might address the needs of the park staff. The consolidated results of this survey are included in Appendix D of this plan.

The park staff and the MMP team worked together over the course of the visit to develop the issue statements that make up the core of this plan. The topics addressed reflect the specific needs of Whiskeytown National Recreation Area as discussed during the visit, but do not necessarily represent the complete range of collection management program concerns. This is by design, as the NPS *Museum Handbook* series and the NPS *Conserve O Gram* series function very well to address day-to-day operations and answer technical questions. The Museum Management Plan should serve to address the larger issues of park-

specific collection philosophy, how to provide access and required services, and how to plan and pay for these needs.

Many elements of this MMP are developmental in nature, which reflects the park's present needs as they relate to the establishment of holistic methodologies required to manage the park archives, library, and museum collections. The recommendations are designed to direct the park through the planning and implementation processes of creating workable systems that support current park operations, and to provide guidelines for future growth.

Members of the MMP team were chosen to address the specific needs and concerns of the park as indicated through discussion with park staff and response to the survey. Development of the plan took place over a two-week period in September 2001. During the first week of the visit, the team reviewed the existing resources and operations. Team members spent the second week organizing, developing, and presenting the central issues of the plan along with various items of supporting documentation. The team conducted an out-brief with the superintendent and park personnel on September 20, 2001.

The MMP team wishes to thank the staff of Whiskeytown National Recreation Area for the courtesy, consideration and cooperation extended during this planning effort. Staff members rearranged their schedules, provided administrative support and workspace, answered endless questions from the team, and did everything possible to make the visit comfortable and productive. The team greatly appreciates the staff's time, effort and involvement. These efforts made the development and production of this plan much easier.

Collections Management History

Whiskeytown National Recreation Area was established by the Act of November 8, 1965, Public Law 89-336. The Act states that the purpose of Whiskeytown NRA is "...to provide... for the public outdoor recreation use and enjoyment of the Whiskeytown reservoir and surrounding lands...by present and future generations and the conservation of scenic, scientific, historic, and other values contributing to public enjoyment of such lands and water..."

The park does not have an Administrative History. The information presented here was gleaned from various sources found in the park files, including memos and correspondence between park staff. Although the park was established in 1965, no recorded activity related to museum collections could be found until the 1980s. The purpose of this section is to provide a general chronology of museum collections management activities that have occurred at Whiskeytown NRA.

1980s

April 1984

First accession recorded into the Accession Logbook. Items were received from field collections and existing storage. Many of these objects were obtained by maintenance staff working in the Tower House Historic District.

November 1984

Security file safe, four standard specimen cabinets, 40 drawers, and one entomology cabinet requested by Regional Curator Diane Nicholson for fiscal year '85. Sometime in 1984 the ranger station at Brandy Creek was established as a museum collection storage facility.

November 1984

Staff Curator Diana Pardue of the Preservation Assistance Division, WASO and the regional curator, Western Region conducted a site visit at Whiskeytown NRA with contractor Geoffrey Brown in preparation for writing a Collection Management Plan for Whiskeytown.

December 1984

Letter from the chief, Division of Conservation, Harpers Ferry, stating treatment reports on objects treated (two Shasta County maps circa 1862) were being returned. Letter states that treatment reports should be placed in each accession folder. Detailed treatment reports available at Harpers Ferry Center upon request.

Fiscal year 1984

A herbarium cabinet and hygrothermograph purchased by the park.

February 1985

A Scope of Collections statement (prepared by Vicki Webster, Chief, Interpretive Activities) was approved.

July 1985

Letter from the superintendent, Whiskeytown, to the regional director, Western Region, pertaining to a review of the draft Collections Management Plan. Letter expressed disappointment that the project for writing the CMP was..."contracted to someone unfamiliar with NPS operations and that the tardiness with which this report was submitted has jeopardized its validity and usefulness. The document contains a

number of helpful suggestions. However, most of our comments focus on inaccuracies and suggestions that are inappropriate or outdated and on some of the inadequacies of the recommendations".

March 1986

Letter from the superintendent, Whiskeytown, to the regional director, Western Region, regarding the Revised Special Directive 80-1. Reference made that most deficiencies in current storage facility (Brandy Creek Beach) could be corrected through construction of a new facility at Headquarters. Letter also stated there was a "...lack of a park-wide Emergency Operations Plan and Fire Protection Plan." These documents do not exist at the present time and are beyond the scope of the curatorial staff.

August 1986

Collection Management Plan (CMP) approved by Regional Director Howard Chapman. The CMP notes that at the time of the site visit in November 1984, the "Collections were housed in the Brandy Creek Ranger Station which had been converted to storage. The collections consist partly of historical materials associated with the Camden House and environs. These include objects of iron, glass, ceramic and wood, as well as assorted paper documents and photographs pertaining to the Tower House Historic District. Prehistoric archeological objects were also housed in the storage area. A few of these stone tools and points were collected separately, but nine archival boxes of excavated materials from the most recent investigations (see Baker et al., 1984) had just been delivered to the Unit. Some mounted insect specimens were on display at the Visitor Center. A herbarium is planned (Vicki B. Webster, personal communication). At present the collections are small, but already in many ways redundant. Eventually a museum is to occupy the first floor of the Camden House, offering regular exhibits."

The CMP also mentions the location of the park library and slide collection in a trailer adjacent to park Headquarters and that historical photographic prints were kept with museum collections. It was also noted that museum collections stored off-site were mentioned but not adequately described. Fifteen entries into the Accession Logbook were noted with dates starting April 2, 1984 through October 31, 1984.

The plan was recommended for approval by Superintendent Ray C. Faust on July 28, 1986. However, in a letter dated July 27, 1986 to the associate regional director of Resource Management and Planning, Western Region Superintendent Faust states: "...the enclosed Collections Management Plan is outdated due to the abnormal amount of time it has taken for preparation and review." Other correspondences between other NPS personnel were also critical of the CMP during this contract. (See Central Files H2015 Collections Management and Preservation Collection Management Plan)

February 1988

Frank Sumrak receives a letter from Northern California Art Conservators regarding a brief condition report and treatment proposal for Shasta County maps, circa 1862.

Fiscal year 1988

Bally building erected at Park Headquarters (Building 103) to store museum collections housed at the Brandy Creek Ranger Station. New storage facility is set up for environmental and pest control, unlike the previous storage facility at Brandy Creek.

Park Ranger Fran Corcel Janemark and NPS VIP Larry Goltz cataloged approximately 770 herbarium specimens collected by David Biek, a member of Shasta Chapter of the California Native Plant Society in the 1980s.

Museum Collections Staff During the 1980s

- Terry Dimattio (Interpretive Activities)
- Vicki Webster (Chief of Interpretive Activities)
- Tom Teaford (Interpretive Activities)
- Fran Corcel (Park Ranger, Interpretation)
- Frank Sumrak (Chief of Interpretation)
- Greg Gnesios (Chief of Interpretation)
- Renee Menard (Seasonal Park Ranger, Interpretation)
- Tracy Mann (Seasonal Park Ranger, Interpretation)
- Thomas Brannon (Interpretive Activities)
- John Cook (Interpretive Activities)
- Larry Goltz (Volunteer)
- David Biek (Volunteer, Shasta Chapter of the California Native Plant Society)
- Keith Weber
- Anne Koenigs

1990s

January 1990

Statement for Management approved. While the plan acknowledges the existence of archeological and historic features and landscapes, there is no mention of the museum collections as a cultural resource. It does, however, make note in the Major Issue section of the lack of a fire or burglar alarm system becoming more serious with the..."accumulation of computers, historic artifact storage facility and other equipment and materials in the area."

February 1991

First entry into the accession record for access into the Museum Collection storage area. (Approximately 670 entries to date.)

October 1992

Fire and security systems were installed in the collection storage area (Building 103) and at the Camden House located in the Tower House Historic District. These installations were done without the recommended fire and security surveys.

November 1993

Park Ranger Clinton Kane attends Curatorial Methods training at Harpers Ferry Center and begins efforts to update the 1985 Scope of Collections Statement. (The 1993 SOCS is still in draft form.)

1996

Redwoods National Park hires a museum curator. This new position would include efforts to provide area assistance to Whiskeytown, Lassen Volcanic and Lava Beds National Parks. However, no formal agreement was ever made defining responsibilities and interactions.

March 1997

Redwoods National Park Curator James O'Barr conducts a site visit and provides park with a general assessment of the park's museum collections.

December 1997

The park's existing administrative photo files, historical photos, and inventory sheets for the archeological artifacts were moved to Redwoods National Park's Arcata office and cataloged in October-December 1997. A total of 1,217 catalog records, consisting of 2,907 items, were entered into the Automated National Catalog System and then returned to Whiskeytown's museum collection.

February 1999

Approximately 35 boxes of archeological material from the museum collection were consolidated by contractor Dames and Moore and returned to Whiskeytown. Materials consisted of items recovered during earlier excavations in Whiskeytown (Accessions 15, 22, 26, 97, and 101.)

Museum Collections Staff During the 1990s

- Greg Gnesios (Chief of Interpretation)
- Renee Menard (Seasonal Park Ranger, Interpretation)
- Tracy Mann (Seasonal Park Ranger, Interpretation)
- Clinton Kane (Park Ranger, Interpretation)
- Wendy Janssen (Chief of Interpretation and Cultural Resources Management)
- Steve Thede (Chief of Interpretation and Cultural Resources Management)
- James O'Barr (Curator REDW)
- Kristina Van Wert (Museum Technician REDW)
- Gretchen Ring (Botanist)
- Lisa Westwood (Contractor, Dames and Moore)
- Elena Nilsson (Contractor, Dames and Moore)
- Russ Bevil (Contractor, Dames and Moore)

2000s

April 2000

Lead Curator Kent Bush conducts a site visit to examine the general condition of the museum collections. Made recommendations to move large items stored on the floor of the storage area to one of the outbuildings located in the Tower House Historic District. Sets in motion plans to assist the park in reorganizing the storage facility (Building 103) and developing a Museum Management Plan.

June 2000

Museum Management Planning Team, consisting of Kent Bush, Deborah Wood (North Cascades), and Kirstie Haertel (Olympic National Park), assist the park in reorganizing the Whiskeytown NRA collections storage area and reviewing the park's accessions. They identify approximately 330 cataloged objects that do not meet the criteria for inclusion in the park's museum collections.

July 2000

A park-wide archival survey and inventory is conducted by Curator James O'Barr (Redwoods National Park) and Archives Technician Khaleel Saba (Western Archeological and Conservation Center) to determine the scope of work involved in archiving park documents spread throughout all divisions. Some historic files were found in the park's central files, but other documents, including maps, photographs and project-related reports, were found spread throughout the different divisions in the park.

JUNE 2001

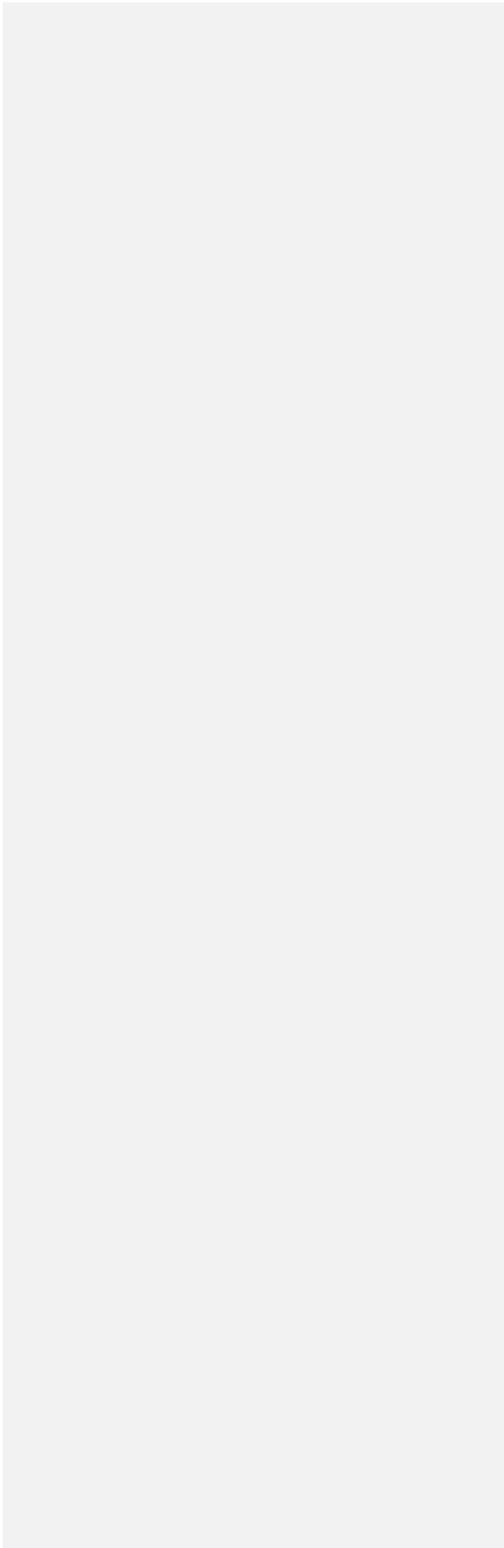
Museum Archives and Library Survey conducted at Whiskeytown (see Appendix A).

September 2001

Museum Management Planning Team (Kent Bush, James O'Barr, Mary Benterou, and Dale Durham) conducts a site visit and develops a draft Museum Management Plan to address pertinent issues specific to the needs of the museum collections at Whiskeytown.

Museum Collections Staff During the 2000s

- Steve Thede (Chief of Interpretation and Cultural Resources Management)
- Clinton Kane (Park Ranger, Resource Education)
- Gretchen Ring (Botanist)
- James O'Barr (Curator REDW)
- Trudy Vaughan (Contractor, Coyote & Fox Enterprises)



Issue A — Organization and Use of Park Collections

Issue Statement

Defining the role and function of park collections will foster appreciation of the collections and promote their development, preservation and use.

Background

Management of the resource for water-based recreation was the primary reason for authorizing Whiskeytown NRA; however, the National Park Service also has a mandate from the Organic Act legislation to preserve and protect both natural and cultural resources. The recreation area thus has a primary obligation to document and protect these resources, and to some extent this can only be done by creating archival and museum collections.

The first entry in the accession log was on April 4, 1984. Information in accession folder #1 indicates that a variety of items came from various field collections during different periods, with the bulk occurring in 1976. Also included in this accession were items used by President Kennedy during dedication ceremonies for Whiskeytown Dam, which occurred on September 28, 1963. Since then objects found during rehabilitation efforts on historic structures in the Tower House Historic District and a fairly large archeological collection resulting from compliance activities have

been added. Other items now in the collections include some historic archives, building fragments from restoration efforts, and natural specimens from resource documentation efforts.

A Collection Management Plan completed in 1986 documented the need for a permanent storage area and a basic level of staffing based on the size of the collections at the time. The plan also stated that additional space and staff would be required if the collections increased over the years. While the collections have increased exponentially over the years, the space and level of staffing have remained constant and are no longer capable of meeting the needs of the resource. The current collections stand at almost 213,000 individual items—a substantial park resource.

Discussion

Museum, library and archival collections in parks all provide slightly different views of the aggregate park resources. Museum collections contain three-dimensional objects and specimens that represent the resources within the park boundaries. The park archives should contain files, manuscripts, maps, building plans and photos that document the history of park development and the management of park resources. The park library should contain both gray and white literature relative to the park resources and their management. These three types of collections should be considered as individual data sets containing different types of information, but all on the same topic—the park resources.

It is imperative to involve representatives from each administrative unit (division, branch) within the park when developing the park-specific philosophy. Each unit will have a different view of the kinds of things the collections need to contain and how they are made available for use. For example, Maintenance may require that utility maps and paint samples from historic buildings be available during normal working hours. Resource Management may need access to the herbarium to fit flex-time schedules. Concessions may simply want a compact disk with past and present contracts available for use on a desktop computer. It is possible to fill all these types of needs, but only if the collections are created and maintained with these outcomes in mind.

The present collections have very little internal organization, so it is difficult for potential users to determine what is available for use, much less how to actually get the needed information. The existing park Resources Management and administrative records (an estimated 115,700 individual items) are not organized, and there are no finding aids provided. Searches for required information are often laborious and frustrating. Similarly there is no park-wide catalog of library holdings, and thus, no single place a user can go to determine whether the park owns a specific book or reference. The museum collections are probably the best organized and documented, but lack of general knowledge about them as well as lack of space to work with the items severely curtails their use.

The limited development and use of the collections is well documented in the Museum Archives and Library Survey (included in Appendix D), which showed the following:

- 52% did not know what types of collections were available for use
- 36% did not know where the collections were located
- 67% would like a listing of what is in the collections
- 29% would like to have a finding aid to the collection
- 69% of the staff said that park archives, collections and libraries need professional management and care
- 31% favored combining the archives, library and museum collections

These responses indicate that a large percentage of the staff would support development of a combined operation (archives, library, and museum collections) to serve as a collection point and provide a fairly wide range of user services.

The survey results provide starting points for evaluating the need for a joint archive, library, and museum collections program, and an idea of what such a program should accomplish. The next step is to create a role and function statement that defines what the collections will consist of, who will provide the necessary operational services, and what products will be available to current and potential users—now and in the future. This exercise cannot be accomplished by a single individual or by a single administrative unit within the

park. What is required is a series of meetings of senior members from each park division and/or branch in an atmosphere that promotes the frank and honest exchange of information and ideas.

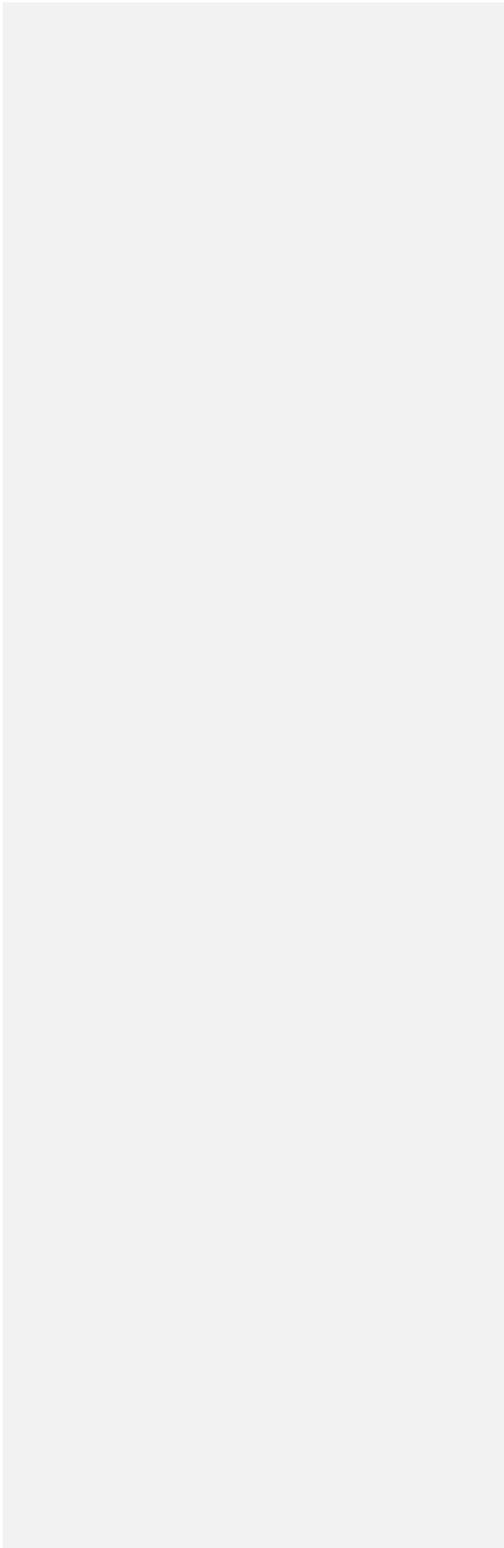
The first step would be to identify the collections of material and information that each administrative unit currently holds, and what collections they expect to create in the future. At this time the park should gather basic information concerning other data sets that also exist in the geographical area (for example, the collections of the local historical society and the Shasta State Historical Park, and the library and natural collections at Shasta State College). Other institutions and associated staff should be considered potential partners and sources of expertise and assistance in developing and managing the park collections. There may be areas where close cooperation is desirable, and there may be areas where the park defers to specialty collections already in existence.

The second step would be to identify a central location for the combined park collections and establish methodologies for their documentation, organization, and storage. The *NPS Museum Handbook* should be used as a guideline while thinking through the options and evaluating decisions concerning this. It may be most efficient to split the location of the collections among the potential users (for example, the herbarium and insect collection going to Natural Resources for storage and use). These branch or satellite collections are possible as long as proper preservation and security conditions are met and the requisite work areas are provided.

Recommendations

- Contact other institutions in the area holding archives and museum collections to determine possibilities for cooperative ventures.
- Create a focus group of staff representing all park administrative units to define what the collections should contain, how they should be managed and accessed most efficiently, and what services should be available upon request.
- Define the role and function of the combined collections by formal statement, formal access policy, and formal methodologies for depositing/accessing archives and museum collections.

- Assign responsibility for developing and managing the joint collections to a single administrative unit and individual via a position description, and codify these assignments through necessary role and function statements.



Issue B — Physical Facility

Issue Statement

Development of an integrated facility is required to foster storage, preservation, and use of park collections.

Background

According to the Collections Management Report (2000), materials in the museum collection are estimated at more than 212,000 items. The museum collection provides a sizable resource of park-specific information that is potentially usable by the staff and public. Additionally, there is tremendous potential for growth of the collections. The unit has identified a need for integrated space to enhance both physical and informational access to materials in the museum and archival collections as well as the library.

The museum collection is currently stored in a 300 square foot (15 x 20 square feet) Bally building adjacent to the Administration building. The chief of Interpretation and Cultural Resources Management, the interpretive park ranger and park botanist are assigned keys to the museum storage area. The library is currently housed in a converted garage (approximately 100 square feet) adjacent to the interpretation offices. The interpretive staff controls access to the library, and the interpretive park ranger is assigned collateral curatorial duties for the museum collection. Entry into either area can be gained upon request.

The museum's electronic database, the Automated National Catalog System (ANCS+) is maintained on a stand-alone computer presently situated in the interpreters' office. The collateral duty curator has attended the ANCS+ introductory course, but has limited time available to assist others in performing searches, or for doing extensive work in the program.

Respondents to the survey completed in advance of the MMP team visit value museum collections – 70% acknowledged that “Park museum collections serve as the institutional memory of the park.” Additionally, park staff recognizes the need for improved storage, access and use of collections – 67% suggested providing a list of what is in the collections.

Discussion

Current Situation/Anticipated Growth

The Bally building currently used to house the museum collection cannot fulfill the need for an integrated facility. This space is unable to accommodate the current bulk of the complete collection and has no room for anticipated growth. Further, appropriate workspace is nonexistent, thus limiting access and use. The General Management Plan (GMP) recommends 2,500 square feet for a facility. However, the February 2001 Draft Whiskeytown Unit Headquarters Development Concept Plan (Draft HQ DCP) for the new administrative building designates only 800 square feet specifically for museum storage. These widely divergent requests are most likely the result of different visions regarding the content and use of collections.

In evaluating the need for a new facility, all potential additions to the collections as well as items already in the current storage space should be considered. Simply having sufficient storage space for current material only partially meets the need. The park also needs dedicated space for preparation, study, and preservation of specimens, and for study in the

archives and library. There should also be additional space for administrative functions related to collections and other specialized uses such as restrooms, storage space for supplies, and utility closets.

Anticipated growth of the collections needs to be considered as well. Future collections are expected to expand in areas of ethnography, mining, water development, furnishings, natural resources and archives. The archeological/ethnographic objects will undoubtedly increase as necessary surveys are completed. Historical objects are being added more frequently as inholdings are acquired and the cultural resources of the park are analyzed and documented.

Natural Resources collections can be expected to increase as invertebrates, small mammals, amphibians/reptiles, and plants are collected in association with the NPS Natural Resources Challenge's Inventory and Monitoring Program. These will involve major additions of specimens stored in ethanol, a medium that has requirements for care unlike those for any other collection.

A minimum of 67 linear feet of archival materials will be added to the collection, and more materials are likely to be found. The archival materials are currently situated in various locations throughout the park, including administrative, Natural Resources, Maintenance, and Interpretation offices. Photographic prints, slides, aerial photographs, maps, drawings, digital media, GIS backup data, research data and publications, reports, and other documents/paper materials are all candidates for the park's archival collections. These holdings represent a major park resource; when they are consolidated, organized, and made available for public and staff access, they will require much more space than is currently designated for museum storage.

Consolidation of the three data sets—collections objects, archives, and park library—will better serve the needs of the staff and public. The objective is to facilitate user access to these data sets. At a single location in the park, a user could view specimens and objects, find information about those items, look up published literature, and access electronic information via computer.

Combining Library with Museum and Archives Collections

Design of a suitable work, storage, and study area requires new approaches to issues, such as how the park handles its collections and how the use of these collections relates to the use of the library and archives. Planning for an integrated facility must recognize that museum collections, archives, and libraries share common goals of collecting, preserving, and disseminating information. They also have similar environmental needs. Consequently, it makes sense to have these functions administered and housed in adjacent locations.

The multi-functional facility should contain the following:

- Specimen/object storage area, including sufficient storage space to accommodate all current items as well as anticipated growth. The archives and museum collections should be centrally located with no exterior doors or windows.
- Wet/dry lab used to prepare, study, and maintain specimens, including fume hood and laboratory equipment and supplies. There should be direct access between the wet/dry laboratory area and the supporting library/study area. The wet/dry laboratory should also have access to receiving, supply, and office areas.
- Isolation/receiving area for processing new materials physically separated from storage/study area by doors.
- Study area including workspace, multiple electrical plugs, computer access ports, and task lighting. This area should be contiguous with storage area and possibly within the same open space. Locked cabinets would address most security concerns. The library could be included in this open area.
- Curatorial workspace (including necessary equipment) should open directly onto the storage area, permitting ease of access and security. The study area should be visible from the curatorial workspace.

- Other considerations include space needed for a copy machine, microfiche reader/printer, slide viewing, restrooms, and supplies. The park may wish to consider providing a means for the public to view the collections area. Additionally, the Resources Management and Interpretation division offices could be located in close proximity to these areas to expedite access. This facility could be a stand-alone or be part of another building.

In the Draft HQ DCP, the conference room/library is separated from the break room by only a movable room divider. This is not advisable. No food, drinks or other potential pest attractants should be allowed in the library just as they are not allowed in the museum/archives collections area.

Alternative Buildings/Locations vs. Centralized Location

The team reviewed a number of houses within the park as potential spaces for locating the collections facility. There is a lack of consolidated space available for offices and other uses, and thus outlying pre-existing houses are being used as offices, work and storage areas. A map showing the location of each of these buildings is included below. After touring these areas, the team expressed a desire to have the collections facility remain in the headquarters area, in space built specifically for that purpose. A number of reasons for this preference are discussed below.

Moving the collections away from the headquarters area to an isolated location is not recommended. The intent is to encourage use, so keeping the facility near the administrative complex, close to park and public activity, promotes access to these resources.

Several other factors were considered in each of the alternative locations. Potential fire danger associated with fuel loading and anticipated fire behavior was a matter of concern for each of the structures. Response time for fire and law enforcement emergency equipment and personnel would be protracted. Additionally, the space configuration of the structures would present a serious challenge. The museum facility requires large open spaces; but houses, by nature of their purpose, have many interior walls. Furthermore, the position of load-bearing walls would complicate adaptation of the interiors to the desired configuration. The structures would require extensive renovation and costly

ongoing maintenance. Experience in other parks has shown this could exceed the cost of building a new facility by an average of \$50 per square foot.

Branch/Satellite Collections

A number of park employees have found it necessary to keep reference collections of objects/specimens/materials in their offices or nearby. This is further exacerbated by the widely spaced locations of offices. These employees recognize the need to properly preserve items, but are also frustrated by the difficulties of accessing collections when they are needed. One way to address these challenges is to establish satellite collections, while documenting their location and content in the museum catalog.

Voucher, type, and rare/threatened/endangered specimens, irreplaceable items, and those of high monetary value need to be placed in museum storage to ensure their preservation. Copies or duplicates of these materials could be kept in the offices. That said, whenever possible, placing collections at their point-of-use facilitates access and increases the value of the collections in their ability to be used. These satellite or branch collections need to be housed in museum cabinets whenever possible.

The collections manager will provide information on the proper handling, storage, and use of specimens. Users must understand that the collections manager may recall specimens or collections that are not being properly maintained, or are showing excessive damage from negligence or inappropriate use.

Similarly, items normally held in the park library may be placed in a branch library at different locations in the park. These materials should be cataloged into the main library catalog, and their locations noted. This provides needed resources for the employee while also providing accountability for park property. Valuable reports and research materials should be duplicated, with the originals being placed in secure museum storage, while the copies are made available for use. When appropriate, a

branch collection could be housed off-site at a location such as the Shasta Historical Society or Shasta State College, thus providing exhibition and teaching materials for park partners.

Providing Information Access

As indicated by the survey, the majority of collections use at Whiskeytown NRA involves gathering information for project research and for public programs. Much of this informational need could be met without actually providing physical access to the collection objects/specimens. The park should develop a plan to provide access to the information contained in ANCS+, including images or links to images of objects/specimens. Creation of finding aids for those collections that need them would greatly expedite access.

Access may be provided to collections information by scanning, photocopying, or microfiching materials as appropriate. This would free space in many offices, as the information from an entire filing cabinet can be condensed onto CDs that take up a fraction of the current space. Individual CDs for offices could be prepared, containing information specific to the needs of the employee. This would greatly reduce archival space needs; as materials are scanned and microformed, they can then be sent to the Federal Records Center, WACC or another appropriate facility for long-term storage.

Recommendations

- Design a centrally located combined museum/archives/library facility to meet applicable fire, security, and life safety standards.
- Develop the design of the proposed work, storage, and study areas with a collaborative team, including an archivist, curator, and librarian who can provide technical advice and ideas for innovative storage, organization methods, and materials.
- Increase the amount of space designated for museum collections in the preferred alternative of the Draft HQ DCP.
- Provide efficient compactor storage units as part of the construction, and procure redesigned storage cabinets to use available space efficiently.

- Provide equipment needed to access various materials, such as a computer to access CD-ROMs and the Internet, and a reader/printer to access microfiche collections.
- Provide information access to collections through use of finding aids, duplication, and electronic means.
- Develop plan and guidelines for establishing and maintaining satellite/branch collections as required.

Issue C — Archives, Library, and Museum Operations

Issue Statement

Improved management, access, and use of park collections will provide necessary products and services for park and public programs.

Background

The Museum Management Program at the Whiskeytown Unit of the Whiskeytown-Shasta-Trinity National Recreation Area is currently managed through a collateral duty position under the chief of Interpretation and Cultural Resources Division. Lacking professional expertise at Whiskeytown NRA, the Redwood National and State Parks Cultural Resources staff has assisted over the past decade in a variety of areas. For example, they helped contract and coordinate the creation of Cultural Resources planning documents and conducted archeological reconnaissance work for compliance purposes.

Records documenting the archeology work, base maps, site records and compliance forms relating to Whiskeytown are archived at Redwoods National Park. Digital copies reside with the current archeologist. Upon hiring a new museum curator in 1996, the Resources Management Cultural Resources Branch chief for Redwoods included area assistance in the new position description. The area initially included Lava Beds

National Monument, Lassen Volcanic National Park, and Whiskeytown National Recreation Area. However, no formal agreement specifically defined responsibilities and interactions.

Upon request, museum collection assistance from Redwoods to Whiskeytown has included facilitating administrative planning and reporting, cataloging projects, performing conservation work, and managing museum computer records and an archival survey. Funding for this work has been derived wholly from REDW base accounts or special Cultural Resources project money such as Backlog Cataloging, Museum Collection Preservation and Protection Program, and Exhibit Maintenance.

Role of the Whiskeytown NRA Collateral Duty Curator

The collateral duty curator at Whiskeytown NRA has attended a variety of museum training, including Curatorial Methods and ANCS+. He has managed several collection projects, including cataloging archeological specimens and facilitating the present Museum Management Plan. He has documented donations to the park museum collection from the public, implemented housekeeping and environmental monitoring of collections, provided interpretation of the collection to the staff, and generally put forth a yeoman's effort as custodian of the museum collections. But despite his responsibilities for curation, the park collateral duty curator has never been delegated budgetary responsibilities for projects, program development, or project oversight.

The burden of interpretive duties results in incomplete curatorial projects or inappropriate use of collections. Assistance from outside the park must be requested for accomplishing museum technician level tasks. For instance, many archival materials in collection storage that are both significant and fragile are being stored incorrectly. The materials must be accessed to determine the specialized storage requirements of each object. The condition of artifacts must also be assessed prior to subjecting them to the rigors of copying or scanning.

The 1999 General Management Plan (GMP) identified significant museum collections management issues requiring action. Following the GMP, a variety of Cultural Resources documents have been completed. These documents will lead to activities requiring the assistance of a professional curator.

Similarly, activities are increasing in Natural Resources management projects. The park is one of six members of the Klamath Biological Network, an entity set up to implement the NPS Natural Resources Challenge and the Inventory and Monitoring Program (I&M). This initiative provides funding for establishing park baseline population numbers and monitoring of vascular plants and vertebrates. A study plan has now been developed by the network that specifically addresses museum collections management. The draft study plan recommendations for natural history data and associated specimens should be reviewed by staff. The final draft should be used to manage resulting I&M collections.

Prescribed fire management is a major activity at Whiskeytown NRA. Vegetation monitoring staff associated with the Klamath Biological Network (before it was established as a network) has been collecting and interpreting data for almost a decade. That material is ready to be archived in some manner with the park archives. However, most collections of natural history field records have never been turned over to the museum curator, since staff is unfamiliar with the curatorial program. Similarly, archeological compliance materials associated with the prescribed fire program have not been archived with collections. Only archeological, project-associated specimens are housed at Whiskeytown NRA in the museum storage facility.

Understanding computer records and various associated programs is necessary for managing collections. The collection is cataloged using the Service-provided program, ANCS+. Some records have been integrated into the program directly from researchers. The converted data does not meet Service standards for museum records; it qualifies only as draft records. A draft record is unacceptable for submission to the National Catalog in Harpers Ferry. Natural Resources management projects are documented in the NPS Natural Resources Bibliography (NRBIB). This program was designed to capture unpublished literature relevant to park natural resources, and is available over the Internet and through a Service-provided software called Pro-Cite. Information in the

latter program includes 226 citations describing Natural Resources management activities and associated data.

Materials from the collection, such as digital images, are maintained on a shared data drive that is visible to all park staff with computers. The park maintains a network server with a capacity of 170 gigabytes. Many of the images from the Hubbard family may be viewed here. No explanation or provenience is provided to help researchers interpret the material.

Permanent park exhibits have not kept up with Resources Management activities. Most date to 1986 or earlier. Poster presentations have been set up in the Visitor Center and the Camden House to meet information and exhibit shortfalls.

In addition to the backlog found during the park archival survey, the potential for further additions to the collections is enormous. Archeological materials have been added to the collections (Caltrans, prescribed fire archeological compliance surveys, El Dorado mine cleanup). Historical manuscripts related to the Camden and Tower families are appearing. Abandoned mine lands in the park are being documented for their cultural resources value, safety, and ecological purposes. This will no doubt lead to the need to consider whether materials *in situ* in the park should be added to the collections and whether records at other agencies relating to the park might be either acquired or copied. In addition to Natural Resources projects mentioned above, road rehabilitation has also been initiated in the park, resulting in numerous field records and digital data. The park also has a nonnative plants eradication program resulting in field records.

At present, the museum collections at Whiskeytown are at a crossroads. Whereas collections were static over the past 15 years, a growth spurt is occurring. Unless the curatorial program is professionalized, the park's institutional memory may vanish.

Discussion

The Museum Archives and Library Survey conducted for this plan indicated that, for the most part, staff does not consider the museum collections, archives, and library as a viable institution within the park:

- 52% of respondents do not know what type of collections are available
- 36% do not know where the collections are located

On a site map of existing buildings created for the draft Development Concept Plan (an important document being used to address space needs in the park), all buildings are identified. Headquarters, Interpretation, Resources Management, Protection and Fire, even an outside toilet, are identified. However, the stand-alone, Bally building being used for museum storage was not identified.

As recommendations for the future, respondents to the survey wanted some changes:

- 67% suggested providing a list of the collection contents
- 29% wanted finding aids
- 24% felt the collection could be better organized

More than 50% of the respondents agreed the collections are primary resources for the park, should document park resources, and serve as the park's institutional memory.

By professionalizing the park museum, archives, and library program, collections management staff will become viable members of the park team. Collections will become a recognized repository of Resources Management data. The museum collection and archives at Whiskeytown will serve as the institutional memory of the park. The park curator will be aware of all Resources Management and Maintenance projects in the park. Project files will be removed from personal desk areas to the archives. To aid in this endeavor a tracking program should be set up to manage park Resources Management records. An example of such a form is provided in Appendix C, "Evaluating and Retaining Park-Specific Records." The museum curator will serve all divisions and continue to make these materials available upon request. As employees retire or move on, their knowledge will be preserved in the museum collection through exit interviews, ensuring that important anecdotal information about the park is not lost.

An archival survey of park records identified 67 linear feet of documents, 5,000 slides, 2,500 photographic prints, 16 map cabinet drawers of over-size

materials, and three file cabinet drawers of digital back-up media (not including information on personal computers and the park server) needing review for inclusion in the archives. Most of these materials reside outside of the museum collection area. Although much material is identified in the park NRBIB database, the location of these materials may be undocumented and subject to the whims of staff. By pulling together the materials data in an archival collection, and processing and creating finding aids, information will be available and accessible indefinitely.

Out-of-park documents need to be captured as well. One noteworthy example is the data related to the report, *Evaluation of 18 Historic Mines in the Whiskeytown Unit...* Documentation of records associated with mining claims has been briefly documented and should be continued. The mining study only scratched the surface in terms of data that should be acquired from the General Lands Office in Sacramento in order to understand documents at the National Archives at San Bruno. Copies of these materials would be invaluable to the park and could be appropriately managed as an archival project. Copying should follow guidelines described in *NPS Conserve O Grams*.

Given the propensity for archival projects, staff should be appropriately trained. At a minimum staff should review the guidelines for processing and maintaining archival materials. These guidelines are contained in *Museum Handbook, Part II, "Appendix D: Archival and Manuscript Collections,"* and *Museum Handbook, Part I, "Appendix R, Curatorial Care of Photographic Collections,"* and "Appendix J, Care of Paper Objects."

Collections should be treated in a professional manner per NPS guidelines. Objects should be placed in acid-free containers appropriate to their preservation. Archival materials should be kept in their original order where possible, according to professional archival principles. When a collection is received, papers must not be rearranged, but maintained in the order their original creator used. In the case of central files, the memoranda, correspondence, and associated materials are maintained according to file code and chronology. Details about Service records management guidelines and file code explanations can be reviewed in the old *NPS-19*, "Appendix B." Details about Service records management changes can be found in the online NPS help desk at: http://www.nps.gov/pub_aff/index.htm

Donations should be processed immediately with a letter of thanks to the donor. The curator should incorporate legal information into ANCS+ and generate appropriate legal forms. As soon as possible, the materials should be cataloged and housed in an appropriate environment conducive to the object's longevity.

Project funding should be provided for cataloging and collection management. The best example of this in the park to date is the work accomplished by Contract Archeologist Trudy Vaughn in cataloging the El Dorado mine artifacts.

Although addressed under Issues B and D, emphasis should be placed on developing a consolidated information access to the collections and the library. The library collections are not cataloged, but arranged on shelves by topic. No shelf lists exist and library materials in other divisions are not documented. Library collections may be cataloged with the assistance of the librarian at the Pacific Western Regional Library. The records are then placed on the Service-wide library Web site, VOYAGER. The program can be viewed at: <http://www.library.nps.gov/>

Natural history collections and their associated records must be managed according to 36-CFR-2.5 [g] and *NPS 77, Natural Resources Guidelines*. Research conducted under a Scientific Collecting and Research Permit must conform to the Service guidelines and law reflected in forms under the Research Permit and Reporting System found online at:

http://science.nature.nps.gov/servlet/Prmt_PubIndex

Park planning should include consideration of collection management space. Currently the collection is isolated from any kind of workspace. Any future planning efforts should co-locate museum, archival, and library collection functions for efficiency and the protection of the collection. A detailed description of this is given in Issue B. For the time being, the focus should be on documenting park resources where they are located.

A curation computer was purchased with cataloging money last fiscal year. That computer should be dedicated to managing the collection. ANCS+ should be placed on that machine. The machine could also serve as a repository mirroring digital archival data and field records found on the server.

An Intranet site could provide images and information about the collection. Selected images could be viewed through this page. Information about photos could appear on the web page, including the identities of people pictured, source of the picture, date, location in the park, and so forth. The park Interpretation Division maintains the park Web site with the NPS standard software, Dreamweaver. The chief of the Interpretation Division could easily put together a site based on his experience. The site could include administrative information about the museum collection. Examples of this abound on the Internet.

A new Web-based program will be available in the next version of ANCS+. Rediscovery has a Web-based collection module that will be distributed to the parks in the next fiscal year. A beta test is occurring at this time and can be reviewed at [HTTP://www.museum.nps.gov](http://www.museum.nps.gov). The login name is *webcatalog*; the password is *password*.

Prior to implementing an image scanning program, park staff should plan their product. At this time, three copies of the images scanned from the collection reside on the same computer server. Such redundancy is a waste of computer

resources. Both the National Archives and the Library of Congress have described their institutions' digital image programs, respectively at: <http://www.nara.gov/nara/vision/eap/eapspec.html>, and http://memory.loc.gov/ammem/award/html/technical_notes1.html

Whiskeytown's legislation did not provide for the eventuality that a significant resource might appear in the park in the form of its archeological, historical, or Resources Management records. In addition to the water recreational opportunities of the park, local citizens view such elements as the Tower House Historic and Archeological Districts and mining sites with interest. In fact, the park's historical and archeological resources complement the regional, state, and local museum network. The park has been described as a destination park for visitors from outside the region, according to the superintendent. Updating park exhibits and waysides would therefore benefit the interpretation program at the park.

Recommendations

The Museum, Archives and Library Survey, conducted with park staff prior to the arrival of the MMP team, strongly supported the development of a professional museum program for the park. Historical manuscripts, photographic collections, and Resources Management records were identified as receiving the highest use.

The park staff has certainly grown in number over the past five years. A recent increase in Resources Management staff will result in a directly proportional increase in collection management needs, provided the park follows the requirements of the Organic Act, *Directors Order 24*, *NPS 19 Records Management Guidelines*, and *NPS 77-Natural Resources Management Guidelines*. Input documenting staff and space needs, and collection growth issues are addressed in other areas of this document.

However, this issue explores how an improved museum archives and library management program will enable staff to work more efficiently and effectively. That work can be achieved by the following actions:

- Ensure that existing backlogs of museum collections, especially archival materials, are entered into the park Collections Management Report and that backlog cataloging funding requests are submitted as PMIS statements.
- Develop a process whereby collections are considered when Resources Management projects are proposed and implemented. Include the curator in this process.
- Implement professional accessioning, cataloging and preservation housing standards for the museum collection according to established guidelines.
- Work with local or state historical institution staff or volunteers to identify and interpret photographs in the collection.
- Share Whiskeytown NRA museum resources finding aids with external partners and develop finding aids and access for out-of-park resources relevant to the park.
- Promote use of park computer server when sharing information.
- Develop museum collection Web site.
- Contact the Government Land Office in Sacramento and National Archives at San Bruno about creating preservation quality copies of mining records related to the park as a follow-up to recommendations in the *Evaluation of 18 Historic Mines* report.
- Begin to process central files with backlog cataloging funds.
- Utilize NRBIB to identify materials that should be archived in the collection.
- Develop a digital image and data capture program and ensure materials are archived properly with backups in place.

Issue D — Planning, Programming, and Staffing

Issue Statement

Additional planning and programming documents are required to define and support a sustainable Museum Management Program.

Background

The museum, archival, and library collections at Whiskeytown NRA have the potential for significant growth as the Natural Resource and Cultural Resource management programs are developed.

Staffing shortfalls in the Cultural Resource Management area are succinctly stated on page 121 of the park's August 1997 Resource Management Plan:

“Over time an imbalance has developed between the cultural and natural resources management programs at Whiskeytown. The natural resources management program has 4.0 FTE devoted to program management, while only .2 FTE is available to cultural resources management. It should also be noted that the lack of a position devoted solely to cultural resource duties affects other park programs, such as natural resources management and fire management. Both programs are adversely affected as unnecessary time and energy is expended determining clearance and survey

requests and long-range planning and direction is lacking. With the addition of FirePro funding and the attendant FTE, this imbalance has significantly increased since 1997.”

The Collections Management Report prepared in May 2001 indicates that the park has approximately 97,000 cataloged objects and specimens with a backlog of approximately 116,000 archival documents and approximately 210 archeological and 100 historical objects to be cataloged. As PMIS projects come to fruition, these quantities of objects and specimens will be significantly increased unless a proactive plan is developed and implemented to ensure no backlog of cataloging is created by the projects.

There is no full-time or temporary curatorial staff at the park. Curatorial responsibilities are a collateral duty of the Interpretation and Cultural Resources Management Division. There is no ONPS funding dedicated to museum collection management. The park receives \$3,000.00 per year for updating of its computer-cataloging program. Of that amount \$1,200.00 is paid to Rediscovery for program software updates and the remainder spent on backlog cataloging efforts. Under an informal agreement with Redwood National and State parks curatorial support is provided by their curator on a by-request basis. This curatorial support is funded by Redwood.

The park library continues to grow as reference material becomes available. The library is required to document, reference, and interpret the material in the park collections. Currently there is no card catalog documenting all library holdings. Also there is no shelf list or finding aid that would facilitate the search and location of titles for use.

As identified by the Collections Management Report, a recently completed archival survey of the park’s records identified 116,000 individual items that need to be added to the collections as archives. A review of the Program Management Information System (PMIS) entries for the park identified a total of 65 current entries – six of which were related to the management of archives, museum and library collections. A

review of the park spreadsheet for funding from all sources (FY2001) did not indicate a separate account for individual or combined archives/museum/library operations.

A review of the current Resource Management Plan (RMP) August 1997, (project statements updated in 2000) indicates a total of 94 natural resource project statements and 23 cultural resource project statements. Of this total, no natural resource project statements mention the collection documentation and storage of voucher specimens or the need to archive the resulting data collected. Of the 23 cultural resource project statements, 10 appear to be related to museum collection management. There seems to be some duplication and overlap in both cultural and natural resource project statements. Some of the projects have been completed.

The park has commissioned a considerable number of reports that are essential to sound resource management decisions and program development. Unfortunately, the recommendations provided by the plans have not been incorporated into the park's Cultural Resource Management or Interpretation programs. As a result, many decisions affecting the Cultural Resource Management and Interpretation programs, as well as museum management have been made without benefit of this information.

The park has several reports and plans in PMIS, such as the Historical Furnishing Report for Camden House, which will assist the park in making sound resource management decisions. The park's revised General Management Plan (GMP) and the August 2001 update identify the need to consolidate archives, library and museum collections into a single facility, containing 2,500 square feet of floor space specifically designed and developed for their use.

The draft Whiskeytown Unit Headquarters Developmental Concept Plan, Preliminary Alternatives, June 2001, also identifies the need for curatorial storage. However, the suggested floor space of 800 square feet is inadequate and does not address current needs, much less anticipated growth. The requirement should be revised to the 2,500 square feet identified in the revised GMP.

Neither the cultural resource management nor curatorial program has ONPS budget support. The park has not asked its cooperating association, Southwest

Parks and Monument Association, for any funds for curatorial projects. The park has not sought any grants from other sources for curatorial projects.

Discussion

The effective development of the programs, budget, and staff necessary to preserve resources and complete the park's mission requires an aggressive approach to long-range planning. If the necessary documentation of need followed by the requisite planning and programming of the required work does not occur, disorganization and inefficiency will govern task completion.

As a nonspecialist ultimately responsible for all park programs, the superintendent depends on the professional and technical advice of a journeyman-level curator to make informed decisions regarding park collections. It is the responsibility of the curator to provide the necessary documentation, programming, and planning required to make sound fiscal and staff decisions that result in efficient management of the resources. In filling these responsibilities, the collections manager must be very clear in documenting and costing all assigned duties, and must present this information in a timely manner.

The most efficient method to document current and projected activities involving curatorial staff is a time/cost analysis. This approach is suggested to establish a point of credibility for the park's Museum Management Program, and to provide the superintendent with a logical basis upon which to decide whether work is performed or placed in backlog. This also provides the superintendent with good information to use in defense of unit requests for staff and funding. Some very basic time/cost analysis questions might include:

- How many accessions have been processed each year for the last three years?
- What is the average time/cost to process an accession?
- Is the rate of new accessions entering the collections increasing or decreasing?
- Are we keeping up with basic registration, or is material going unprocessed?
- What is the average time/cost to catalog an object?
- What is the average time/cost to prepare a specimen for storage?
- What is the average storage cost per cubic foot of storage per year?

- What is the time/cost to provide exhibit case monitoring/cleaning per year?
- How many requests for research access to collections were received per year for the last three years?
- Is the rate of requests for research access increasing or decreasing?
- What is the time/cost to comply with the “average” research request?

Similar analysis should be done for all assigned duties (primary and collateral) and the results compiled in terms of time and of direct costs. Once this information is collected, analyzed and formatted for presentation, both the employee and superintendent will be able to recognize the time and direct costs associated with the various facets of the entire work load, and determine how to balance and accomplish the necessary work. Additionally, this data will document where collateral-duty activities may detract from essential work, and where the use of other levels of support would be more cost-effective.

To assist with the development of project statements for the RMP, a computer disk containing draft “generic” or “fill in the blank” statements has been sent to the park to review and adapt for unit-specific needs in the next revision of the Resource Management Plan. The park is also encouraged to use the search function of the Service PMIS program to identify successful programs worded by other units, and adapt these to park use.

The park should seek additional funding sources for curatorial projects to provide needed assistance in cataloging and museum collections management. The park's cooperating association and local foundations that provide grants for historical projects should be approached with specific projects.

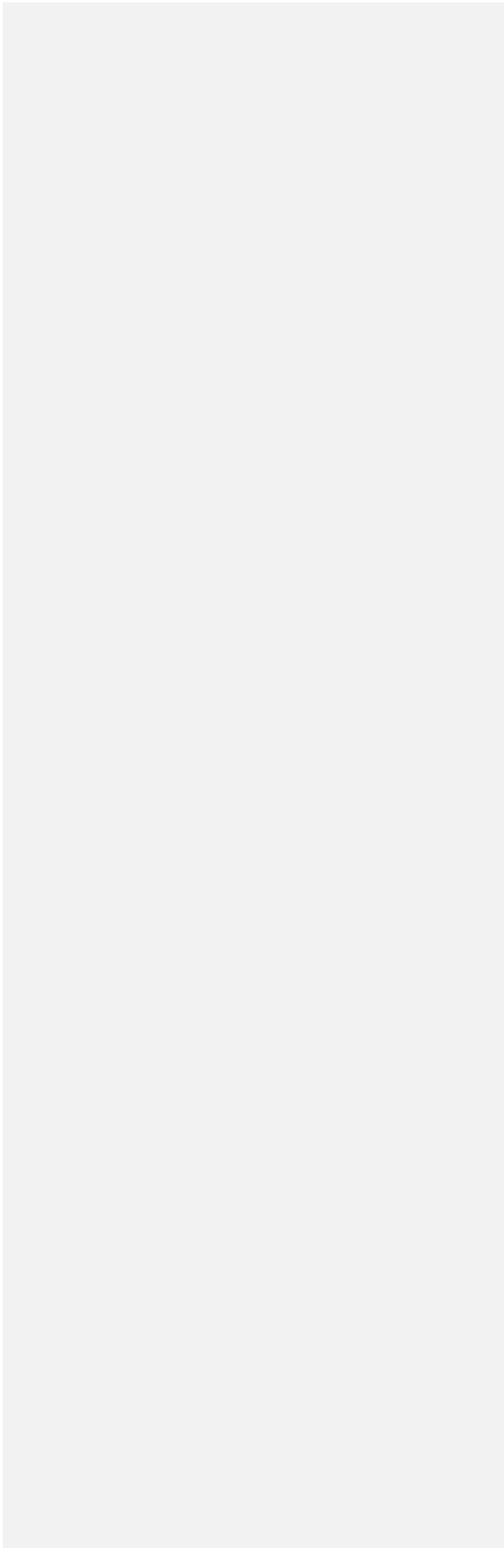
As an essential part of park operations, the cultural resource management and curatorial program should have a separate ONPS budget in addition to project funds.

Recommendations

- Develop a list of essential archival, museum and library management activities, and begin a time/cost documentation and analysis for each activity.
- Journeyman-level staffing is needed to bring collections, archives, library and exhibits to professional standards. The cost of this position could be shared by the respective divisions using or generating collections or archives.
- Revise the Resource Management Plan. Remove redundant collection management project statements and those that are no longer valid. Add new project statements to document needs.
- Revise the Project Management Information Program for the park. Add new project statements that accurately define current park needs in collection management.
- Determine the appropriate use of the Camden House and Tower Historical District using the recommendations made in completed reports and studies, including the Cultural Landscape Report and the Cultural Resources Overview of the Whiskeytown Unit. Complete additional reports and plans as necessary.
- Revise the park's Scope of Collections Statement in light of the findings and recommendations in the completed reports and studies to ensure the museum collection is representative of the park's cultural and natural resources.
- Consider establishing a separate Cultural Resource Management branch with, at a minimum, a combined curator, archivist, and librarian position.
- Program for and develop a consolidated curatorial storage facility with adequate space for current and future museum collection storage and workspace, library and archival storage, and office space needs. This facility

should be located in close proximity to the park Headquarters or be included in the proposed new Headquarters building.

- Establish an ONPS-funded budget for curatorial and cultural resource management.
- Continue to seek PMIS funding for collection management programs.
- Formalize the agreement between Redwood and Whiskeytown for curatorial assistance. See Appendix E for a suggested format.
- Develop a protocol to ensure that natural resource management projects meet the provisions of 35-CFR-2.5 [g] and that sufficient funding is included in projects to provide for curation of collected specimens and archival documents.



Appendix A — Sample Access Policy and Procedures

Introduction

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

Levels of Access to the Archives and Museum Collections

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

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

Conditions for Access

- A research application must be completed; it will be used as a basis for determining the level of access necessary, and to maintain a record of use for statistical purposes.

- Level of access will be determined by the superintendent and/or the collections manager(s). Before allowing direct access to the archives and collections, alternatives such as access to exhibits, publications, photographs, and catalog data will be considered.
- Access will be made with the assistance of the curatorial staff, during the regular staff working hours. A fee to cover the cost of staff overtime may be required for access outside of the normal working hours.
- Individuals provided access to archives and collections in nonpublic areas are required to sign in and out using the Visitor Log.
- The Guidelines for the Use of Collections and Archives (included in this appendix) will be followed by all individuals having access to the collections.
- While no user fee will be required for access to the archives or museum collections, the superintendent and curatorial staff will determine what services may be reasonably offered, and what charges may be required for such services as staff overtime, photography of specimens or reproduction of documents.
- All photography of specimens and duplication of documents will take place on-site per the Guidelines for Photography of Museum Collections and Duplication of Historic Documents (included in this appendix).
- A limited amount of space is available for researcher use of archives and museum collections. Researchers are required to check in all collections and remove all personal possessions each evening.
- Whiskeytown National Recreation Area 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) 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
Whiskeytown National Recreation Area
P.O. Box 188
Whiskeytown, CA 96095

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

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

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

WHISKEYTOWN NATIONAL RECREATION AREA

Research Application for Museum Collections and Historic Documents

Name _____ Telephone Number (_____) _____

Institution/Organization _____

Address _____

Date you wish to visit _____

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

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

Research topic and materials you wish to see _____

Indicate which activities you wish to do

- 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 Whiskeytown National Recreation Area. 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, Whiskeytown National Recreation Area, P.O. Box 188, Whiskeytown, CA 96095

(reverse side : Research Application)

Park Service Use Only

Identification (provide at least one)

Institutional ID _____

Driver's License Number _____

Research Topic

Location of Research (check one)

Curatorial Office

Storage

Exhibit Area

Others _____

WHISKEYTOWN NATIONAL RECREATION AREA

Museum Objects Reviewed by the Researcher

Park	Catalog	Object Name	Location	Accession	Acronym	Number

Approved by:

Name _____

Title _____

Date _____

WHISKEYTOWN NATIONAL RECREATION AREA

Museum Collections and Archives Register

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

WHISKEYTOWN NATIONAL RECREATION AREA

Guidelines for the Use of Archival and Museum Collections

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

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

Copies of the Research Application (included in this appendix) and the full text of the *Archival and Museum Collections Access Policies and Procedures* are available to the public, upon request from:

Superintendent
Whiskeytown National Recreation Area
P.O. Box 188
Whiskeytown, CA 96095

Availability

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

Nonstaff users must complete a Research Application (included in this appendix) before 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. Smoking is not allowed in the building. Food and drink are not allowed in the study areas.

Registration

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

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

Use of Archival Records and Manuscripts

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

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

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

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

Duplication

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

Copyrights and Citations

The revised copyright law that 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 Whiskeytown National Recreation Area, Whiskeytown, CA. Photograph courtesy of the National Park Service."

Restrictions on Use

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

Responding to Off-Site Reference Inquiries

It is the responsibility of the park curatorial staff to attempt to answer inquiries received by letter or telephone within at least 20 days from the date of receipt.

Clearly, the extent to which this reference service is undertaken will depend upon availability of staff time and the nature of the question. The receipt of written inquiries will be acknowledged by telephone if a full response cannot be provided promptly. The staff must set time limits for answering research questions, so researchers are encouraged to use the collections in person.

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

Guidelines for Handling Museum Collections

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

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

- Use caution in handling collections, and wear gloves when requested to do so.
- Curatorial personnel will retrieve and replace material for anyone using the collections. Direct access to material may be restricted if the object is very fragile.
- Do not remove materials from storage packaging without the permission and assistance of the curatorial staff. The packaging is necessary to prevent damage and deterioration of the specimen, and to protect the researcher from potential injury.
- Always handle objects with clean hands. Use white cotton gloves when handling metal, photographs, paper, and leather objects; washed white duck gardener's gloves may be required for heavy objects.
- Do **not** use white cotton gloves when handling glass or other objects with slippery surfaces, very heavy objects, or items with friable or brittle surfaces.
- Do not pick up anything before you have a place to put it down and your path to this place is clear.

- Look over an artifact before lifting it to see how it is stored and to observe any peculiarities of its construction, fragility, etc. If an object is made in separable sections, take it apart before moving it. Do not attempt to carry heavy or awkward objects alone. Never carry more than one object at a time, and be particularly careful with long objects.
- Except for small items, always grasp an object with two hands, and grasp the largest part or body of the object. Slide one hand under fragile items as you lift them.
- If an artifact has a weak or damaged area, place or store it with that area visible.

Special Objects

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

Reporting Damage

Please report any damage you observe or cause to specimens.

Behavior

- Food, beverages, smoking and pets are not allowed in the storage or study areas.

- Staff members are responsible for the behavior of any person accompanying them into the collections.
- Children under six years of age must be physically controlled by an accompanying adult at all times. Other minors must be under the direct supervision of an accompanying adult at all times.

I have read and understand the above policy.

Name _____

Date _____

WHISKEYTOWN NATIONAL RECREATION AREA

Guidelines for Photographing Collections and Duplicating Historic Documents

This policy documents appropriate procedures for providing photographs of Whiskeytown National Recreation Area 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.

Duplicating Photographs of Museum Collections

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

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

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

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

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

Duplicating 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, causing tears, cracks, abrasions, fingerprints and stains. Handling also subjects historic photographs and documents to frequent fluctuations in temperature and humidity.

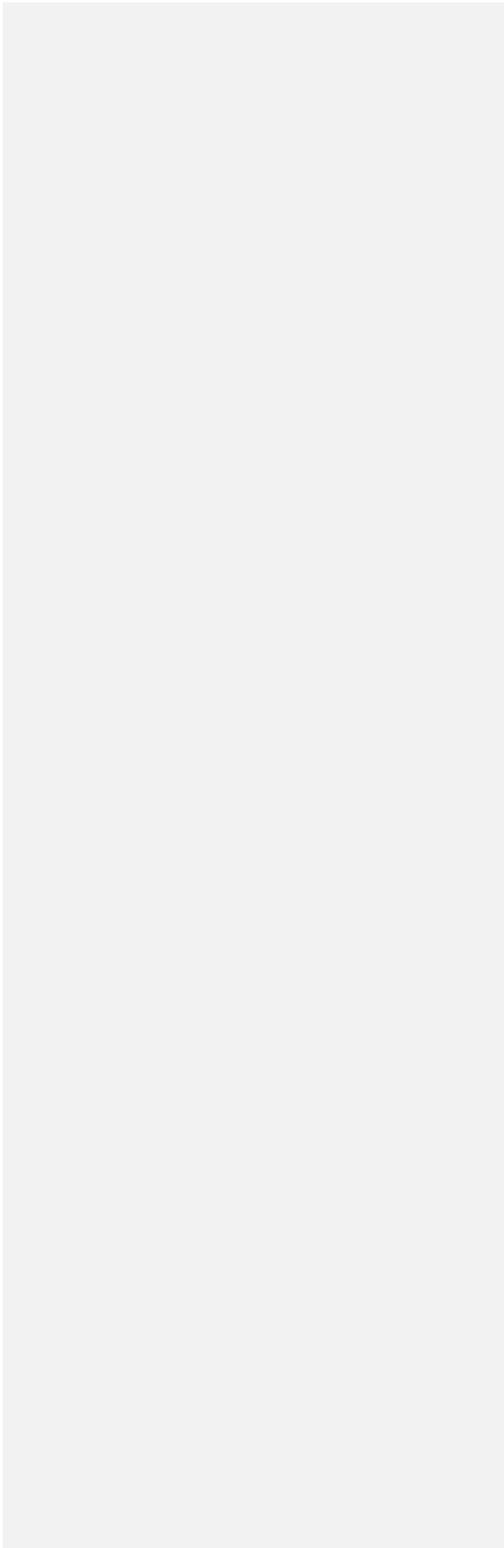
To prevent further deterioration, copies will be made of all historic photographs and documents, with the copy replacing the originals as the primary item for research and use. The original material will remain in storage, for the most part, as primary source material.

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

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

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

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



WHISKEYTOWN NATIONAL RECREATION AREA

Request for Photographs of Items from the Museum Collections

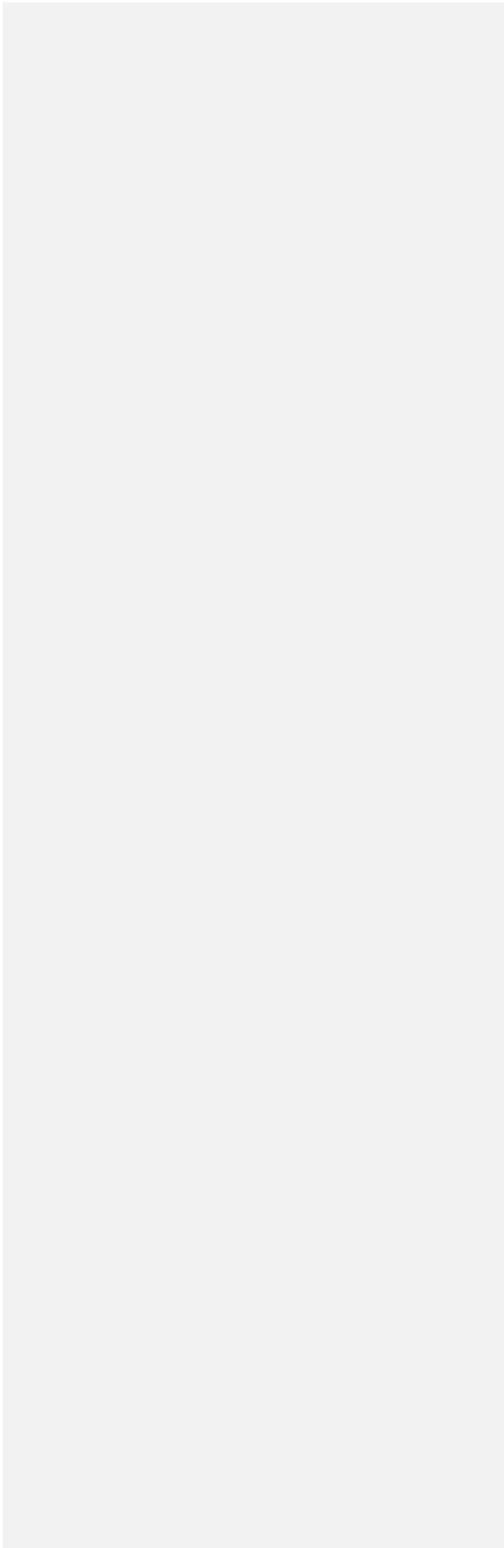
Catalog #	Object Name	B&W/Color	Size	Finish

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

"(object name and catalog #) in the collection of Whiskeytown National Recreation Area, Whiskeytown, CA. Photograph courtesy of the National Park Service."

Signature _____

Date _____



Appendix B — Sample Library Policy and Procedures

Introduction

The library at Whiskeytown National Recreation Area is an essential resource that assists staff at the site in carrying out the park's mandate. This document will establish guidelines and standards for the development and operation of the Whiskeytown National Recreation Area library, and will provide stability, continuity, and efficiency in its operation. These 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. These policies will be reviewed and updated by park staff every two years and be approved by the superintendent, unless policy changes require action sooner.

Objective

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

Responsibility

Implementation of this policy is the responsibility of the park library manager. This employee 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 – to be provided)*, park mandate and development, and NPS material.

Materials in the library will pertain to the following:

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

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 park 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, historic materials, or research findings relating to the park.

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 on-site use. The superintendent may make exceptions. Use of the library by nonpark staff will be by appointment

with the park library manager. Use will be supervised; users will check in and check out. A log of nonpark use of the library will be maintained.

Returned materials are to be placed in the return box. The park library manager is responsible for reshelving and refiling materials. No other person should reshelve books. Materials should be reshelved at least on a biweekly basis.

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

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

Vertical File

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

Paperbacks

Paperbacks will be acquired for the following reasons:

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

Duplicates

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

Replacement

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

Gifts

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

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

Controlled Access Collection

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

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

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

Exhibited Materials

The 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 Pacific West Regional Library. Loans will be made of nonsensitive materials only, and the concurrence of the 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 Dewey Decimal System is used at Whiskeytown National Recreation Area. The following steps will be followed when new publications are added to the

system (presumes that the park library has been/will be cataloged by the Pacific West Regional Library):

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

Excluded Publications

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

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

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

Inventories

The library will be inventoried annually in October. An up-to-date shelf list will be acquired from the Pacific West Regional Library; the 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 Pacific West Regional Library for deletion from the catalog.

By the end of each fiscal year, the 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

On a yearly basis the library will remove material from the collection that is judged to be of no use for research or documentation purposes. Weeding will take place in _____ (*month*), and library managers will employ the same criteria used in the selection of new materials. Items considered for de-accession should exhibit the following characteristics:

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

- Irreparably damaged or worn material

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

Weeding Procedure

- The library includes selected material in a memo and circulates it to park staff. The *(position)* makes the final decision on weeding.
- The library prepares and circulates a Report of Survey (D1-103).
- The library updates its records.
- Library records will be updated.
- The library offers cataloged items to the following repositories:
 - a) Pacific West Regional Library
 - b) Columbia Cascades Cluster Units
 - c) Harpers Ferry
 - d) Department of the Interior Library
 - e) Library of Congress

The library may dispose of materials to other institutions at the discretion of the librarian with the concurrence of the *(position)*.

Weeding of the library collection will take place in *(month)*.

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

Approved by:

Superintendent _____ Date _____

Team Leader _____ Date _____

Library Manager _____ Date _____

Appendix C — Evaluating and Retaining Park-Specific Records

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

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

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

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

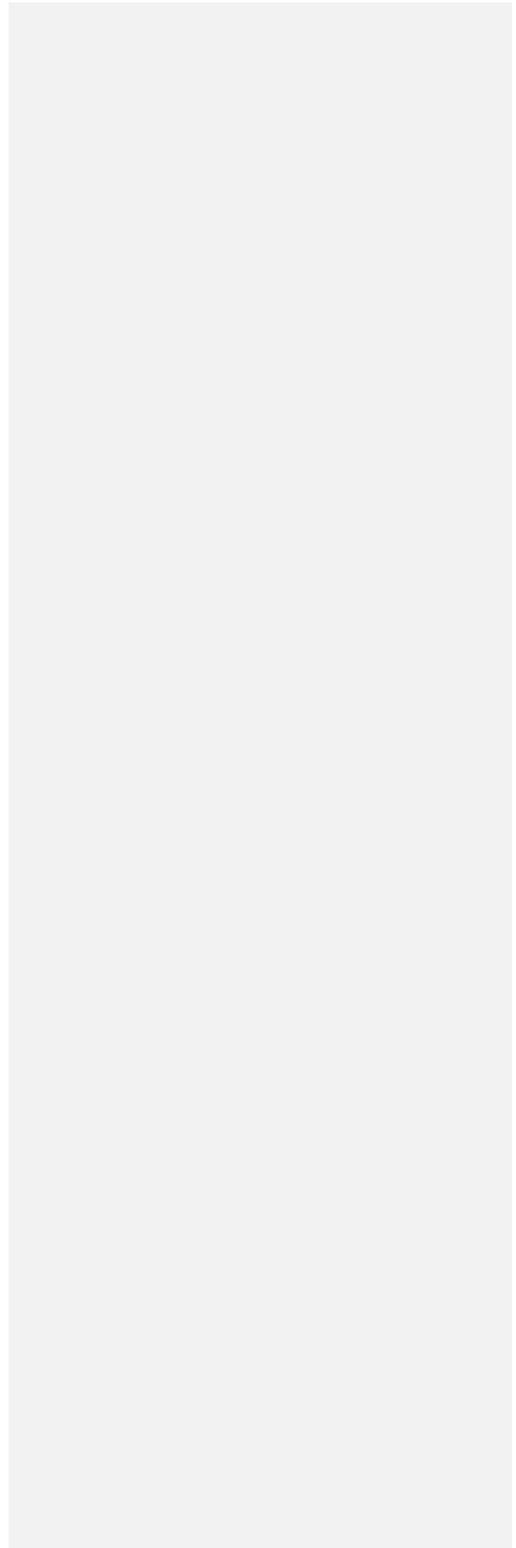
During the visit to Whiskeytown National Recreation Area, the Museum Management Planning Team identified approximately 67 linear feet and 16 map cabinets of oversized materials that must be evaluated for retention in the archives. A professional archivist should evaluate this collection and assess organization, storage, and duplication needs.

To obtain the funding necessary for this work, the park should take these steps:

- Accession the entire collection under one initial accession number. As the Archivist organizes the collection, add several more accession numbers, depending upon the natural groupings of record types.
- Ensure adequate documentation of this accession in the next annual Collection Management Report. This step will allow the park to request Backlog Cataloging funds and address the organization, cataloging, and duplication of this resource.

- Survey, catalog, and duplicate the collections. Provide the requisite number of media use points (microfiche reader/printers or computers with printers, for example) in designated use areas that are convenient to the staff and general public.
- Develop an adequate “follow-on” program designed to update the archives with new material from the park’s active files on a regular basis (3- to 5-year cycle). Program the necessary Cyclic Maintenance funds to underwrite this necessary work.

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



Appendix D — Survey Results

This appendix details the results of the Museum Archives and Library Survey at Whiskeytown National Recreation Area. The survey was conducted in June 2001 (prior to advance work done with the collections that year) in an effort to identify and quantify staff needs relative to the park archives, museum collections, and library. The results are still considered pertinent enough to include with this plan.

Primary Objectives

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

- Percentage of the staff using the park museum collections and library.
- Percentage of the staff using nonpark information resources.
- Primary areas of information use, and the reasons for use of those specific resources.
- Primary reasons staff *do not* use park information resources, and what may be necessary to promote availability and use.
- The staff's general impressions concerning the value and use of park archives and museum collections.

In addition to these primary objectives, a secondary objective was to collect basic demographic information concerning length of service, tenure, number of parks served in, current work assignment, and employment status (temporary vs. permanent staff). This information helps the survey tracker to determine equitability of the response universe (temporary vs. permanent staff, work division, etc.).

Survey History

The target of the survey was the permanent and temporary staff of Whiskeytown National Recreation Area. The survey was distributed to the 51-person staff under a cover memorandum from the superintendent, who requested that it be completed and returned to the staff curator in the Columbia Cascades Support Office. A total of 42 responses were received, representing an 82% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so the Whiskeytown survey return rate is considered excellent for a survey conducted in this manner.

Methodology

There were two different types of questions in the survey, used to collect two different kinds of information:

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

Respondents were also given two opportunities to include written responses to categories – one each in the “services used” and “services needed” sections. Write-in responses are generally not used in surveys of this type because they often fail to elicit a statistically valid response, and the response that is generated is often difficult to quantify. This largely proved to be the case with the Whiskeytown survey. Most of the written responses served to codify the checklist responses, however all the written responses are included with the results as they serve to illustrate some informational trends.

Since the response to the survey was so high (82%), the results are deemed to be representative of the entire population surveyed. Responses of less than 10% to any specific question are not considered statistically valid, and will generally not be commented upon. All responses, however, are tallied on the attached survey form. Percentage scores have been rounded up when 0.5% or greater.

Demographics

Information collected about survey respondents is as follows:

Commented [kb1]: Page: 77
Since the manner in which the survey was conducted is not discussed in this paragraph, it'd be better to just say "...survey of this type."

Information	Total	Average per Respondent
Years of service	350	8
Years at Whiskeytown	250	6
Number of parks served in	42	2
Number of years in current position	87	2
Permanent staff responding	22	
Temporary staff responding	20	

The diversity of respondents by primary duty assignments were as follows:

- Administration = 6
- Resources Management = 6
- Maintenance = 5
- Interpretation = 10
- Other = 1

Survey Summaries

Use of the Collections

The percentage of use the collections receive were as follows:

- 35% of the staff use the park library at least once a year
- 21% of the staff use the park archives/collections an average of three times a year
- Less than 6% of the staff use outside sources for needed reference

Conclusion

Significant percentages of the staff use the archives, museum collections or library in some aspect of their jobs. However, these percentages are low (particularly for library use) when compared with survey results from other parks. It may be productive to do a single sheet survey to all employees requesting title/subject suggestions for needed books and periodicals.

Types of Collections Used

The types of archival/museum collections used were as follows:

- 28% of the staff use the historic photograph collection
- 21% of the staff use the resource management records section of the archives
- 17% of the staff use the historic archives

The use of all other collections types was under 10%.

Reasons for Collections Use

The reasons cited for using the collections were as follows:

- 21% of the use is to gather project research information
- 14% of the use is to gather information for visitors
- 12% of the use is to develop summer programs
- 10% of the use is for maintenance and/or historic structure information

All other use of the collection by activity was under 7%.

Conclusion

The majority of use centers around gathering information for project research and for public programs. The types of collections used most are photographs and paper records. This may be a factor of the types of collections the park currently holds. The park may wish to do a single sheet survey requesting information from the staff on the types of collections that would be most used. In any event, the park should also be looking at ways of making the most used portions of the collections accessible to the staff.

Reasons for Not Using the Collections

Reasons for not using the archives/collections were as follows:

- 52% said they did not know what types of collections were available
- 36% said they did not know where the collections were located
- 33% said the collections were not relevant to their job
- 26% said they did not know how to find the collections they need
- 19% said they did not know who could get them into the collections
- 12% said there was no place to study collections
- 12% said the collections did not have the materials they need
- 10% said there were no supporting archives
- 10% said the collections were not open on a regular schedule

All other responses were less than 7%.

Suggestions for improvement

- 67% suggested providing a listing of what is in the collections
- 29% suggested providing a finding aid to the collections
- 24% felt the collections could be better organized
- 21% would like to see on-line services to support collections research
- 19% would like to have a computer hook up provided in the collections area
- 19% thought the collections could be combined with the library and have a more central location

- 17% say professional staff is necessary to organize collections and assist with access
- 19% suggest combining the collections with the library, and keeping collections open longer hours
- 12% suggest combining the collections with the archives

Conclusions

Almost all the reasons given for not using the collections involve access problems, and conversely most of the suggestions for improvement involve ways to improve access to collections information. Primary is the need for information about the content of the collections, then finding aids, then automated access in a more central location. The staff clearly sees the need to have all the data sets (i.e. archives, collections, and library) in a central location, with liberal access, administered by a professional staff, with Internet support for collections use. The park should consider these needs and factors that need to be addressed.

Information from the evaluative part of the survey (Section V) identifies the value that park staff ascribes to the archives, museum collections, and library. As indicated by the survey results, the staff views the collections as very important to preserving information about the park. For example:

- 55% agree that “Museum collections/archives should be used to document park resources.”
- 55% disagree that “Park collections/archives are of no value to me in completion of my job.”
- 50% agree that “Park museum collections/archives are primary resources for the park.”
- 70% agree that “Park museum collections serve as the institutional memory of the park.”

The staff also supports expanding staff time and funding for the management of park archives, collections, and libraries. “Park archives/collections/libraries need professional management and care.” (69% agree.) The response to “Funds spent of museum collections and archives would be better spent on preservation of other park resources.” (33% disagree, 57% uncertain). “Parks should not be expending staff, time and funding on museum collections.” (50% disagree, 48%

uncertain). This response is less clear, but may indicate staff funding concerns about other park resources and programs.

The uncertain nature of responses to “There is not enough emphasis on natural materials in park collections.” (76% uncertain) - “There is not enough emphasis on cultural material in park collections.” (67% uncertain) probably reflects a previously described need to provide this type of information, as well as a finding aid. Overall, the number of “uncertain” responses is higher in this survey than in those of other parks. In general this is a “younger” staff (in terms of park experience” than seen in many other parks, with may in part account for this type of response.

General Conclusions

The most often used collections are the historic archives, the photographs, and the resource management records. Primary reasons for use are project research, information for visitor programs, maintenance, and historic structure work. The park should further facilitate these uses, possibly through joint housing of archives/collections/library, and the duplication of paper collections and photographs on microfiche and electronic media. A finding aid should be produced for distribution to the park staff. Some of the specialized features of ANCS+ should help with this production. The orderly increase in funding for both professional staff and specialized space appear to be important to the staff as a whole, and the staff would support an operation perceived as filling their needs for access and information required to do their jobs.

This survey format provided the staff with the opportunity to offer individual, candid impressions of the archives, museum collections, and library programs, as well as their suggestions for necessary changes and improvements in service. The results from this survey provide park management with firm background data that will assist them in developing specific programs for these unique resources. The survey form with compiled responses follows.

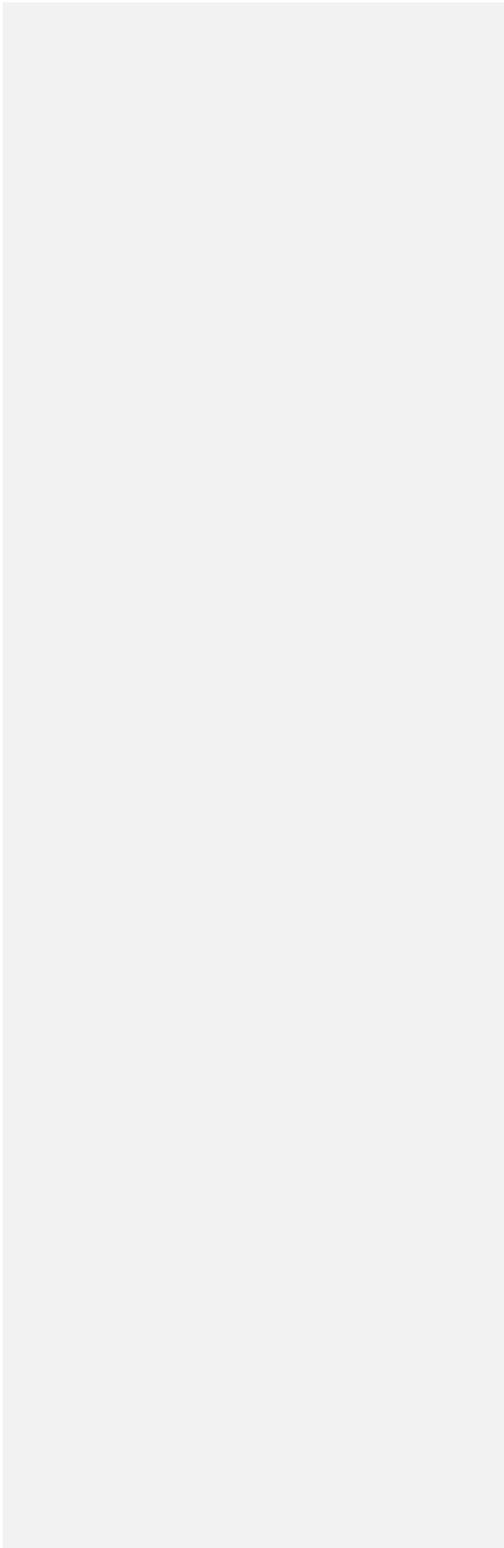
Survey Section I

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

1. Do you use the park library? No **24** Yes **18**
If yes, about how many times in the past year? **22 (1.2 average)**
2. Do you use the park collections/archives? No **31** Yes **11**
If yes, about how many times in the past year? **33 total (3 average)**
3. Do you use non-NPS collections or archives? No **39** Yes **3**
If yes, about how many times in the past year? **16 total (5.3 average)**
4. What parts of the collections/archives do you use (check as many as apply):
 - Historic Archives **7**
 - Photo Collections **12**
 - Archeological Collection **2**
 - Herbarium **2**
 - Insect Collection **1**
 - Mammal Collection **4**
 - Resource Management Records (such as building files, natural resources studies, archeological excavation reports) **9**
 - Administrative Records
 - Historic Collection **3**
 - Ethnological Collection **1**
 - Paleontological Collection
 - Geological Collection **2**
 - Bird Collection **1**
5. What are the primary reasons you use the collections (check as many as apply):

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I used the same format as was applied to the survey in Lava Beds MMP since all the survey content (with the exception of the results) was the same.

- Administrative Research **2**
- Develop Summer Programs **5**
- Maintenance/Repair Info **4**
- Publication **2**
- Exhibit/Programs
- Environmental Impact/Remediation Research **3**
- Other (please list): **1 smokey bear**
- Project Research **9**
- Comparative Studies
- Historic Structure Info **4**
- Information for Visitors **6**



Section II

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

6. What are the primary reasons you do not use the collections (check all that apply):
- Don't know where the collections/archives are located **15**
 - Don't know what types of collections are available **22**
 - Don't know how to find the collections I need **11**
 - Don't know who can get me into the collections **8**
 - There is no place to look at/study the collections/archives **5**
 - There are no supporting archives (reports, maps, photos) **4**
 - The collections don't have the items I need **5**
 - The collections are not relevant to my job **14**
 - There is no place to work **2**
 - There is no wet laboratory **2**
 - The collections are not physically accessible **3**
 - There is no dry laboratory **2**
 - The collections are not electronically accessible **2**
 - There is no preparation area **1**
 - There is no supporting library **0**
 - There is no study area **1**
 - There is no computer printer **0**
 - There is no copy machine
 - Collections are not organized **3**
 - There is no one to let me in
 - Not open on a regular schedule **4**
 - The staff is not friendly
 - There is no one to help me find things **1**
 - The staff is not helpful
 - Collections are too far away from where I work Distance _____
 - Other (please list):

Section III

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

7. What could the collections/archives do to be more useful to you (check all that apply):
- Move collections/archives to a more central location **8**
Suggestions:
 - Open collections/archives different or longer days and hours **5**
Suggestions:
 - Provide a listing of what is in the collections **28**
 - Provide a finding aid to the collections **12**
 - Combine museum collections with archives **5**
 - Combine museum collections with library **8**
 - Provide a work area **6**
 Wet lab **1** Dry lab **1** Other:
 - Provide a computer hookup
 Printer **3** Copy machine **5** Other:
 - Provide online services to support research **9**
 - Provide professional staff to organize and work on collections **7**
 - Organize existing collections **10**
 - Organize existing collections in a different manner **1**
 - Provide professional staff to assist with access to collections **7**
 - Provide remote computer access to collections/archives **5**
 - Provide the type of collections I need **1**
Suggestions:
 - Other (please list): **provide orientation for staff need collection of maps, historic to present promote use of collections rotate VC exhibits share collections with public**

Section IV

We are interested in your general and overall impressions regarding the value and use of museum, archives, and library collections within the NPS.

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

A = Agree U = Uncertain D = Disagree

Statement	A	U	D
Museum collections and archives should be used to document park resources.	23	5	4
Park collections and archives are of no value to me in the completion of my job.	5	14	23
Park archives, collections and libraries need professional management and care.	29	12	1
Park collections and archives should be consulted prior to beginning resource management projects.	23	18	1
Park collections and archives should be more available for park staff use.	33	9	0
Park museum collections and archives are primary resources for the park.	21	14	7
The best use for park collections is reference and research.	18	17	7
Park collections would be more useable if combined with the archives and library.	15	23	4
There is not enough emphasis on natural materials in park collections.	8	32	2
Parks should not be expending staff, time and funding on museum collections.	1	20	21
Park archives should contain copies of all studies and reports done about the park.	33	9	0
There is not enough emphasis on cultural material in park collections.	7	28	7
There is no value in parks maintaining park museum collections or archives.	1	8	33
Park collections and archives serve as the "institutional memory" of the park.	29	12	1
Park Visitor Centers should exhibit more material from the park collections.	30	11	1
Funds spent on museum collections and archives would be better spent on preservation of other park resources.	4	24	14

Section V

In order to assure a well represented response from a cross section of park staff, we would appreciate a minimum amount of demographic information.

Number of years in the NPS **total 350 years, average 8.3**

Number of years at current park **total 250 years, average 5.9**

Number of park units you have served in **total 42, average 2.1**

Current position (optional)

Administration = 6

Interpretation = 10

Maintenance = 5

Resource Management = 6

Other (please list): = 14

Number of years in current position **total 87, average 2.0**

Are you currently:

Permanent staff **22**

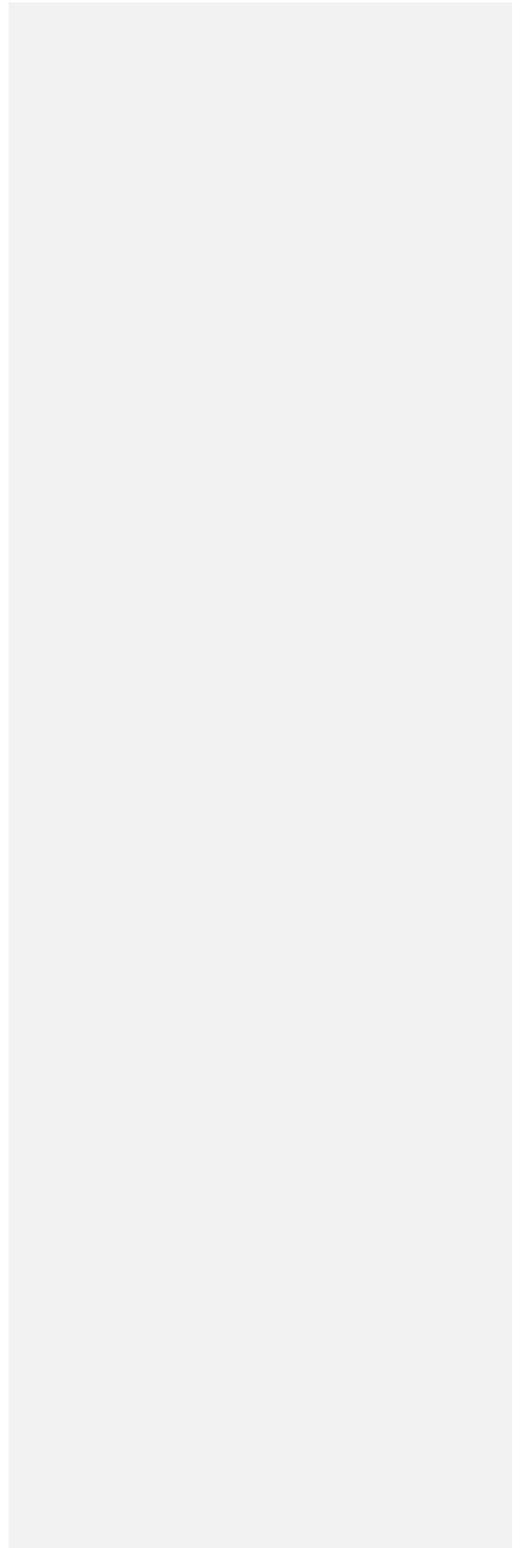
Term/Seasonal/Temporary staff **20**

Please estimate the time you spent responding to this survey:

total 358, average 8.5 minutes

Survey done at Whiskeytown National Recreation Area, June, 2000

A total of 51 survey forms were sent out, and 42 were returned, for an 82% response rate



Appendix E — Memorandum of Agreement for Management of Collections

BETWEEN
(INSERT NAME OF PARK A)
AND
(INSERT NAME OF PARK B)

I. Background

A. Purpose

The purpose of this Memorandum of Agreement (hereinafter referred to as MOA) is to provide necessary and required accountability, storage and treatment of cultural and scientific collections recovered from (Park B) at the most cost efficient rate and in the most effective manner.

B. Authority

The National Park Service is responsible for the systematic identification, testing, recording and preservation of park resources, and the preservation of objects, specimens and associated data under various federal laws and regulations, including the National Park Service ORGANIC ACT OF 1916 (16 USC et seq.), ACT FOR THE PRESERVATION OF AMERICAN ANTIQUITIES (34 STAT. 255), THE HISTORIC SITES ACT OF 1935 (49 STAT. 666), THE MUSEUM ACT OF 1955 (69 STAT. 242), THE ARCHAEOLOGICAL RESOURCES PROTECTION ACT OF 1979, 36-CFR-PART 79, AND 36-CFR-2.5, and is responsible for the preservation and storage of recovered data and material under these federal laws as well as Service Standards (DIRECTOR'S ORDER-28, CULTURAL RESOURCE MANAGEMENT GUIDELINES, and the NPS MUSEUM HANDBOOK).

The Superintendents of (park A) (hereinafter referred to as AAAA) and (park B) (hereinafter referred to as BBBB) have signature authority (NPS-20, FEDERAL ASSISTANCE AND INTERAGENCY AGREEMENTS, Chapter 4, pp1) to enter into agreements with other park units regarding park resource management.

II. Statement of Work

A. Park Collection Planning, Registration & Accountability

1. AAAA agrees to:

- Designate a AAAA park curator to serve as “curator of record” for the BBBB collections and reflect this workload in at least one critical element in that staff member’s performance standards.
- Designate the above staff member as the liaison with the BBBB collection manager for all matters relating to the BBBB collection.
- Supervise all registration services for the BBBB collections.
- Assist the BBBB collections manager in the preparation of the annual Collection Management Report, the Annual Inventory of Museum Property, and the Checklist of Museum Collections Protection & Preservation as required, and submit these reports for review and signature by the BBBB superintendent.
- Assist the BBBB collections manager in the preparation of collections specific planning and funding documents as required for the management of the BBBB collections.

2. BBBB agrees to:

- Designate a staff member as “collections manager” to generally manage the BBBB collections, and reflect this workload in at least one critical element in that staff member’s performance standards.
- Designate the above staff member as the liaison with the AAAA park curator for all matters relating to the management of the BBBB collections.
- Maintain the Accession Book, Accession File, and catalog records for the BBBB collections as advised by the AAAA park curator.
- Cooperate with the AAAA curator in the development and submission of required planning and funding documents.
- Fund transportation of the AAAA curator to BBBB at regular and required intervals, but at least twice per fiscal year, to facilitate the registration of new material and preparation of required planning documents and reports.

B. General Provisions:

1. AAAA and BBBB mutually agree to the following:

All work assignments will be made through and with the approval of the park curator, AAAA.

All reimbursement charges will be made through and with the approval of the collections manager, BBBB.

C. Agreement Evaluation

1. The parties will jointly review the results of this MOA at the end of each calendar year. The MOA may be amended at any time by the written mutual consent of the parties. The approved amendments will immediately become part of this MOA.

III. Term of the MOA

- A. The term of this MOA is five (5) years, commencing upon the date of signature of the final signatory part to the MOA.

IV Key Officials

A: (name of park AAAA)

_____ Superintendent
_____ Park Curator

B. (name of park BBBB)

_____ Superintendent
_____ Park Curator

IV. Reports:

- A. Each party is responsible for its respective timekeeping and other required records and reports.
- B. The designated AAAA employee will assist BBBB in completing the required and necessary collection management documentation, planning and development.

VII. Required Clauses:

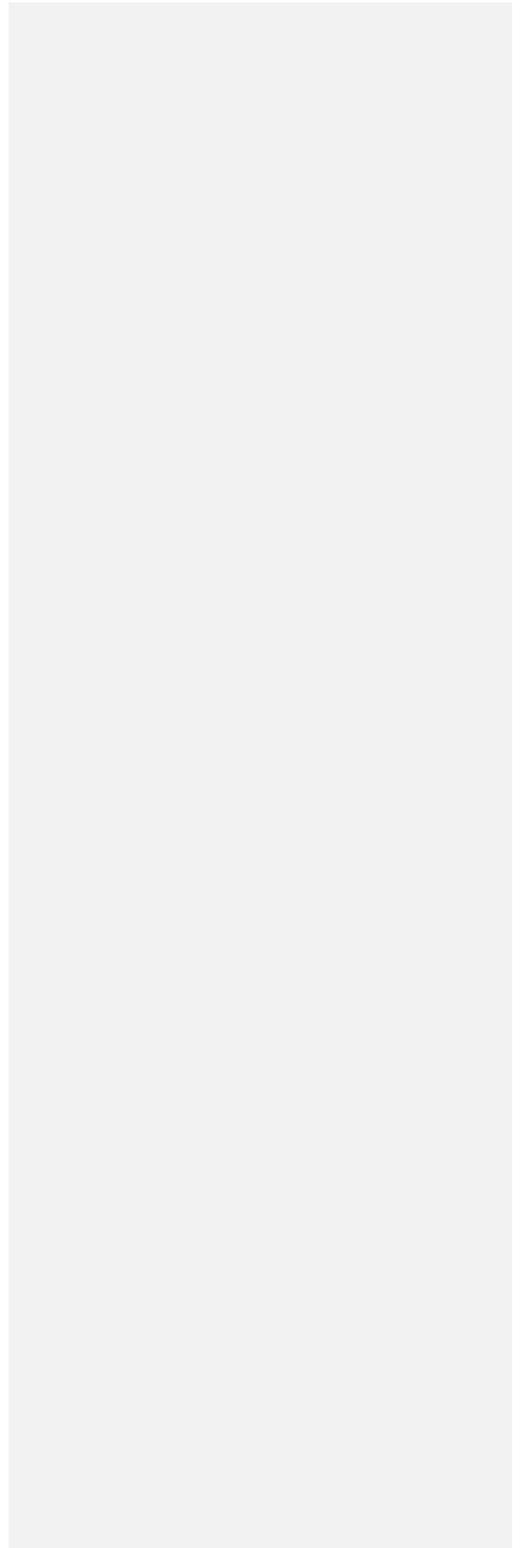
- A. No member or delegate to Congress, or residing Commissioner, shall be admitted to any share or part of this agreement, or to any benefit that may arise therefrom, but this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.
- B. During the performance of this agreement, the participants agree to abide by the terms of Executive Order 11246 on nondiscrimination and will not discriminate against any person because of race, color, sex, sexual orientation or national origin. The participants will take affirmative action to ensure that applicants are employed without regard to race, color, sex, sexual orientation or national origin.

Name and address of park AAAA: _____

_____ Date _____
Superintendent

Name and address of park BBBB: _____

_____ Date _____
Superintendent



Bibliography

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

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

Park Reference List

- 1973 Historic Structure Report: Tower House Historic District
- 1976 Master Plan: Whiskeytown Unit
- 1978 Historic Resource Study: Whiskeytown
- 1986 Collection Management Plan
- 1990 Statement for Management
- 1997 Resources Management Plan
- 1998 Checklist for Preservation and Protection of Museum Collections
- 1999 General Management Plan & Environmental Impact Statement
- 1999 Organizational Chart

- 2000 Scope of Collections Statement (draft)
- 2000 Collection Management Report
- 2000 Ethnographic Overview & Traditional Use Study of American Indian Affiliations within the Whiskeytown National Recreation Area, California
- 2001 Cultural Landscape Report for Tower House Historical District of the Whiskeytown Unit of the Whiskeytown-Shasta-Trinity National Recreation Area, Shasta County, California
- 2001 Cultural Resources Overview of the Whiskeytown Unit -- Shasta-Trinity National Recreation Area, Shasta County, California
- 2001 Project Management Information System -- Park-Specific Statements

Suggested Reading List

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

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

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

interest and commitment to professionalism when overall work standards are evaluated.

Collection Management References

- American Association of Museums. *Caring for Collections: Strategies for Conservation, Maintenance and Documentation*. 1984. More than 60 curators, registrars, and conservators contributed information on how to improve environmental conditions, manage inventory, register objects, and augment public use of museum collections.
- Appelbaum, Barbara. *Guide to Environmental Protection of Collections*. Second View Press, 1991. Clarifies the various conditions that impact collections, how objects respond, and how to mitigate damage. Good book for the nonspecialist.
- Butcher-Youngmans, Sherry. *Historic House Museums: A Practical Handbook for Their Care, Preservation, and Management*. Oxford University Press, 1996. This book serves as both reference and hands-on guide for all aspects of historic house management, including collections care, conservation, security, and interpretation.
- Buck, Rebecca A. & Gilmore, Jean A., eds. *The New Museum Registration Methods*. American Association of Museums, 1998. This is a very well done update of the classic *Museum Registration Methods* by Dorothy Dudley and Irma Wilkinson (below). Good format and easy to reference, with up-to-date information sections concerning copyright, NAGPRA issues, and ethics.
- Committee on Libraries, Museums, and Historic Buildings. *Protection of Museums and Museum Collections 1980*. NFPA 911, Boston: National Fire Protection Association, Inc., 1980. One of the best sources on fire protection and prevention, written specifically for museums.
- Dudley, Dorothy H., et al. *Museum Registration Methods*. 3rd ed. American Association of Museums, 1979. Accepted as "the basic reference" for museum registrars, this classic covers registration, storage, and care, as well as insurance, packing and shipping, and loan management.
- Edwards, Stephen R., Bruce M. Bell, and Mary Elizabeth King. *Pest Control in Museums: A Status Report*. Lawrence, Kansas: Association of Systematic

- Collections, 1980. A good guide to pesticides, their use in museums, and common insect pests.
- Hensley, John R. "Safeguarding Museum Collections from the Effects of Earthquakes." *Curator*, September 1987, pp. 199-205.
- Hunter, John E. "Standard Practices for Handling Museum Objects." Omaha, Nebraska: National Park Service, Midwest Region. North Dakota.
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- Knell, Susan. *Care of Collections*. London: Routledge, 1994. Basic book on preventative conservation, focusing on specific and practical guidelines for collections care and handling.
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- _____. *CRM*, Volume 22, no. 2, 1999 "Archives at the Millennium."
- _____. *NPS Management Policies*. 2001.
- _____. *NPS Museum Handbook, Part I: Museum Collections*. 1990 (revised).
- _____. *NPS Museum Handbook, Part II: Museum Records*. 2000.
- _____. *NPS Museum Handbook, Part III: Museum Collections Use*. 1998.
- _____. *DO #19: Records Management*. 2001.
- _____. *NPS-19: Records Management Guidebook*. 1999 Appendix B (only): *Records Management Disposition Schedule*."
- _____. *DO #28: Cultural Resources Management*. 1998.
- _____. *NPS-77: Natural Resources Management Guidelines*. 1991.
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- _____. *Tools of the Trade*. 1996.
- Reitherman, Robert* "Protection of Museum Contents from Earthquakes." The J. Paul Getty Museum Symposium on Protection of Art Objects from Damage by Earthquakes: What Can Be Done? 1984.
- Rose, Carolyn and Amparo de Torres, eds. *Storage of Natural History Collections: Ideas and Practical Solutions*. Society for the Preservation of Natural History Collections, 1992. A good "idea" book containing several photographs and graphics detailing innovative solutions to the storage of various types of materials.
- _____. & C.A. Hawks, et al. *Storage of Natural History Collections: A Preventive Conservation Approach*. 1995. Society for the Preservation of Natural History Collections.
- Thomson, Garry. *The Museum Environment*. 2nd ed. London: Butterworths, 1986. An excellent source on light, humidity, and air pollution.

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Weinstein, Robert A., et al. *Collection, Use and Care of Historical Photographs*. American Association for State and Local History, 1977. One of the best basic references on this technical subject.

Zycherman, Linda, ed. *A Guide to Museum Pest Control*. The Foundation of the American Institute for Conservation of Historic and Artistic Works, and the Association of Systematic Collections. A good, basic reference on pest identification, with suggestions for methods of control.

Exhibits and Programs References

American Association of Museums. "The Audience in Exhibition Development: Course Proceedings." *Resource Report*, 1992. A good guide to models of exhibition development; philosophy of education; learning theory; gender, culture, class and learning; spatial knowledge and its role in learning; evaluation; and visitor surveys.

Belcher, Michael. *Exhibitions in Museums*. Smithsonian Institution Press, 1992. Discusses every stage of exhibit planning, design, and presentation, including audience research and evaluation. A good resource book.

Dean, David. *Museum Exhibition: Theory and Practice*. London: Routledge, 1994. Outlines the full range of exhibition development concerns, from planning and design to evaluation and administration.

Falk, John and Lynn D. Dierking. *The Museum Experience*. Whalesback Books, 1992. Provides a good introduction to what is known about why people go to museums, what they do there, and what they learn. Guidelines and recommendations are offered to help museum staff understand visitors and their motivation for visiting.

Hooper-Greenhill, Eileen. *Museums and Their Visitors*. London: Routledge, 1994. The unique needs of school groups, families, and people with disabilities are outlined and illustrated with examples of exhibit, education, and marketing policies that work to provide a quality visitor experience.

Hooper-Greenhill, Eileen, ed. *The Educational Role of the Museum*. London:

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Neil, Arminta. *Help for the Small Museum*. Pruett Publishing Co. 1987. The second edition of the classic "how to" book for the development of temporary exhibits on a tight budget.

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Witteborg, Lothar P. *Good Show! A Practical Guide for Temporary Exhibitions*. Smithsonian Institution Traveling Exhibition Service, 1991. The second edition of a standard reference offering practical guidance in exhibit planning, design, fabrication, security, conservation, and installation.

Archives Management References

Aourada, Stephen. *Archives and Manuscript Materials in Parks of the North Atlantic Region*. National Park Service, 1992.

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