

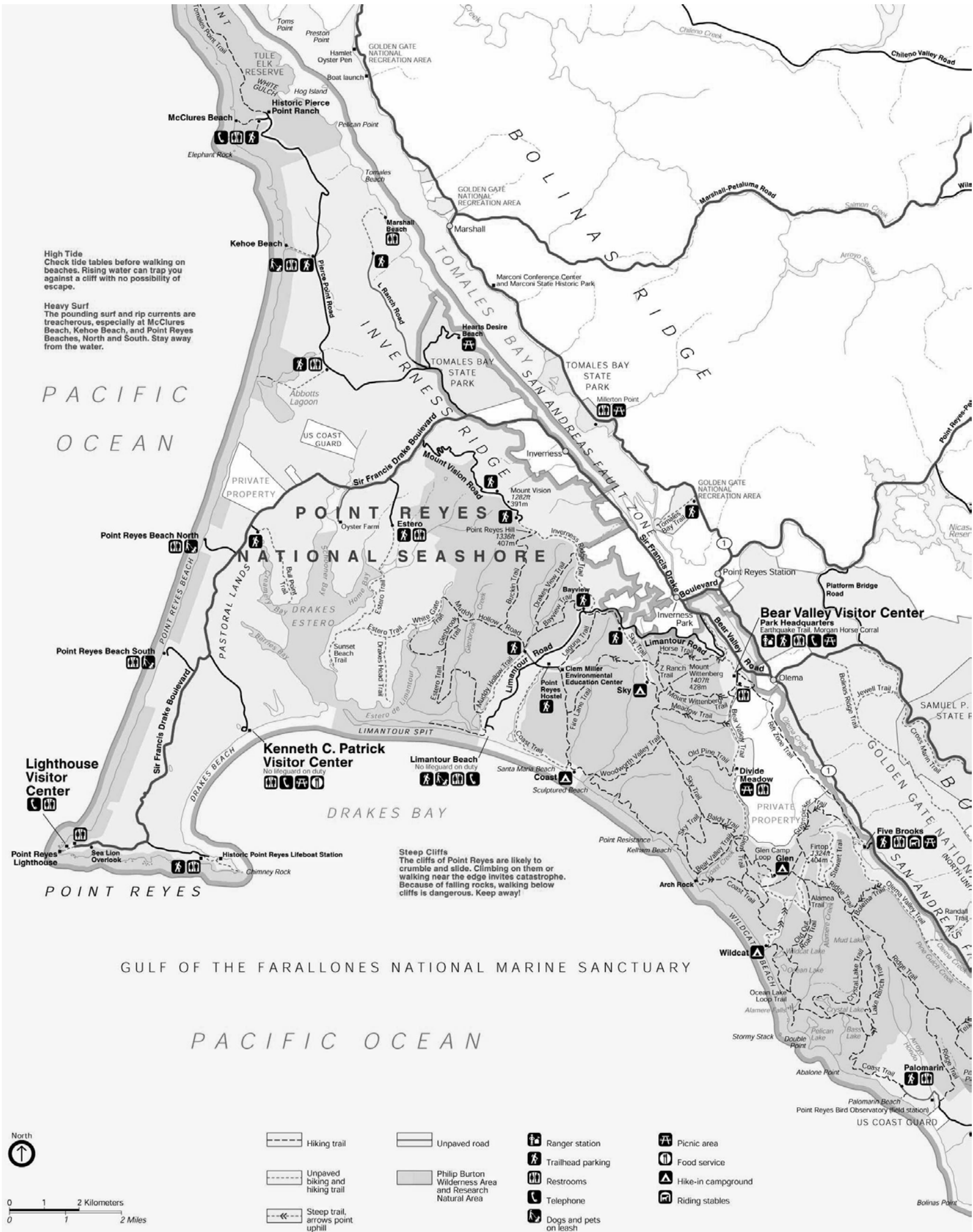
National Park Service
U. S. Department of the Interior



Point Reyes National Seashore

Museum Management Plan

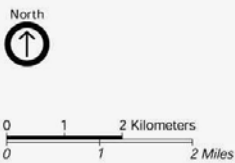
Cultural Resources
Pacific West Region
August 2005



High Tide
Check tide tables before walking on beaches. Rising water can trap you against a cliff with no possibility of escape.

Heavy Surf
The pounding surf and rip currents are treacherous, especially at McClures Beach, Kehoe Beach, and Point Reyes Beaches, North and South. Stay away from the water.

Steep Cliffs
The cliffs of Point Reyes are likely to crumble and slide. Climbing on them or walking near the edge invites catastrophe. Because of falling rocks, walking below cliffs is dangerous. Keep away!



- Hiking trail
- Unpaved biking and hiking trail
- Steep trail, arrows point uphill
- Unpaved road
- Philip Burton Wilderness Area and Research Natural Area
- Ranger station
- Trailhead parking
- Restrooms
- Telephone
- Dogs and pets on leash
- Picnic area
- Food service
- Hike-in campground
- Riding stables

Point Reyes National Seashore

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**Department of the Interior
National Park Service
Pacific West Region
2005**

Point Reyes National Seashore Museum Management Plan

Recommended by:



Kent Bush, Lead Curator
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Date

Concurred by:

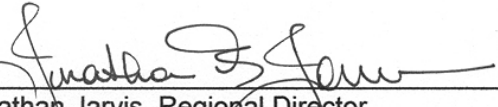


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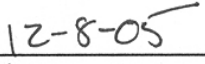


Date

Approved by:



Jonathan Jarvis, Regional Director
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Date

Executive Summary

The Museum Management Plan for Point Reyes National Seashore outlines a series of issues concerning the management and use of the combined park archives, library, and museum collections, and recommends corresponding actions to address these issues. The park is currently holding approximately 496,000 items in the archives, 13,000 items in the museum collections, and 500 books in the library.

The combined collections have passed through the first phase of development as outlined by the previous *Museum Management Plan* (1998). A central collections area has been developed, temporary staff has been employed, and basic documentation/preservation work on the collections has a strong start. While much good work has been done, the combined resources still lack some definition and direction. This could be corrected by developing internal protocols governing collections development and use, revision of the Scope of Collection Statement, and revision of the current position descriptions to reflect network and regional activities.

A number of opportunities exist for the growth and use of the combined collections to support the park missions and to provide extended service to both staff and the public. However, with these opportunities come expanded responsibilities for collections documentation, preservation, and use, which will impact the available funding, staffing, and space resources already under strain.

Key Recommendations

These are key program recommendations; more detailed action recommendations follow each issue section of the MMP.

- Develop a park-specific philosophy and protocols necessary for orderly collections growth.
- Improve information management tools and procedures to promote access to the collections.
- Institute a program of proactive collections preservation and conservation.
- Develop partnerships with park staff, network, and other organizations that support the documentation, preservation, and use of the combined collections.
- Revise Cultural Resources OFS request to accurately reflect combined collection management staffing needs.

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Introduction

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

A CMP was done for the park in 1998 that provided important and necessary technical guidance for the developmental phase of the park archives, library, and museum collections. The park has accomplished most of the developmental work outlined by that plan, and is ready for the next phase of collections development and management. In contrast to the CMP, the MMP will evaluate key aspects of museum related programs within the park, and make a series of broad recommendations to guide development of park-specific programs to address the needs as identified by the park.

The MMP recognizes that specific directions for the technical aspects of archival and collections management exist within the *NPS Museum Handbook* series, and does not duplicate that information. Instead it attempts to place museum operations in a holistic context within park operations; illustrates how the various elements of museum operations may support the goals of this particular park unit; and provides park-specific advice on how this may be accomplished.

Prior to the site visit by the MMP team, park personnel were surveyed to collect baseline data concerning archival and museum collections, the library, and related services needed by the staff. This information allowed the team to make a quick evaluation of many issues relating to these operations and provided insights as to how these goals might be accomplished.

The topics addressed meet specific needs as discussed with various members of the park staff and management team, and thus do not necessarily represent a complete range of collections management concerns or options. Most elements of this plan are developmental, rather than remedial, in nature. The recommendations are intended to guide the park through the process of creating and implementing a workable program that supports all aspects of park operations, while providing guidelines for program growth and development. Primary information was gathered and the initial draft was developed over a two week period in June, 2005.

The team wishes to thank the staff of Point Reyes National Seashore for the courtesy, consideration, and cooperation extended during this planning effort, in particular Carola DeRooy, Anna Lyons, and Gordon White. Their time, effort and involvement made the team's job much easier, and was very much appreciated. It is always a pleasure to work with such professionals.



Figure 1 Bear Valley Milk Truck, 1920, PRNS Archives

History of the Museum Collection

After four years of legislative preparation and input, on September 13, 1962, President John F. Kennedy signed legislation which authorized the creation of Point Reyes National Seashore (PORE). The National Park Service established an official presence at this time, although the park was not formally dedicated until the completion of land acquisitions in the fall of 1972.

The park's museum collection was established in 1973; no record of any previous collection activity exists. The first recorded accession into the park's museum collection is dated February, 1968 (apparently back-dated), and consists of mounted animals from the Bolema Hunting Club: "...furnishings – conveyed with purchase." These items are from the Bear Valley area.

Prior to 1983, PORE's museum collection was stored in a small section of the Red Barn encompassing approximately 200 square feet. This barn was part of the historic "W" or Bear Valley Ranch complex and is a wood frame structure without any type of climate control; it is located at park headquarters and was used for storage of equipment. The small room was sealed and outfitted with two small wattage heaters. Six cabinets were purchased to house specimens.

The collection was moved to a dedicated room in the new 7,200 square foot Bear Valley Visitor Center in November 1983. The room featured increased security and overhead sprinklers. The room was not isolated from the visitor center heating and blower units so the environment was difficult to control or adjust. This room measured 17 x 21 feet, and a room adjacent to the collection served as the park library.

The museum program was funded and staffed as collateral duty by the Division of Interpretation, and supervised by the chief of Interpretation. By 1997, park activities had increased the complexity of the collection by the addition of biological specimens, herbarium sheets, the excavated prehistoric and historic materials returned from the Treganza Museum at San Francisco State University, ranching and maritime artifacts, architectural samples, park records and photographs, maps, plans, and drawings. The Collection Management Report of 1998 reported a total of 19,313 items in the museum collection of which 11,817 had been cataloged at that time. The museum had outgrown the collection space allotted and the last Collection Storage Plan, completed in 1986, proved inadequate. The facility lacked a lab or adequate workspace for curatorial activities or research. Interpretation staff converted the collection records to an electronic catalog, the Automated National Cataloging System (ANCS) in the 1990s. One computer was dedicated to the museum catalog and all records were uploaded to a new computer in 1997.

The completion of a new museum management plan in 1999 addressed the lack of adequate space and professional staffing to deal with collections management and the backlog of work. A major change occurred in 1999 when a Cultural Resources (CR) Division was established in the park and the museum management program assigned to it. The CR Division was then managed by the chief of Cultural Resources. In addition, following an examination of alternative sites for a new curatorial facility, architectural plans for an adaptive reuse of the Red Barn at Park Headquarters were drawn up for a 2,300 square foot curatorial facility.

In August of 2000, professional museum staff was hired in the Cultural Resources Division to plan the collection move, assist in the furnishing of the new curatorial space, and to relocate and consolidate the museum staff office, collections, library, and archives to the new facility. In October and November of 2002, the facility was completed and the collection moved to Red Barn Curatorial Facility. The complex includes a secure, climate-controlled collections storage space with compact mobile shelving units, new cabinets and shelving, a workroom, library, research room, and staff offices. A 100% inventory was completed during the move along with a

new Collection Storage Plan. Re-housing of some of the collection materials occurred in addition to rearrangement of the collections for improved conservation and access purposes. Three additional computers were networked in the new facility to provide additional work stations and research terminals.

Beginning in 2000, the park archivist, acting also as the park curator, moved inactive park records including documents, photographs, maps, and data files from various division offices throughout the park (including Resource Management, Administration, Facility Management, Law Enforcement, Interpretation, and Science) to secure storage in the Red Barn collection facility. The establishment of a park archival collection has accounted for the dramatic increase in a backlog of un-cataloged accessions. The CMR reported 358,616 archival items still awaiting processing and cataloging. Access to these records by NPS staff, contractors, partners, researchers, and the public has increased with the ongoing cataloging of records and the creation of finding aids.

The park library was converted to Library of Congress call numbers and records uploaded into NPS Voyager, a web-based library catalog. Research records were also added to the NPS NatureBib bibliographic catalog to provide improved access to park reports, reprints, and other unpublished documents.

In 1999, the park regained possession of two historic radio station sites when the MCI Corporation ceased operations. Three hundred linear feet of records documenting operations between 1913-1998 under ownership successively of American Marconi Co., RCA, GE, and MCI were recovered in the buildings. RCA records, totaling 300 linear feet, were accessioned into the museum collection in 2002. Additional special collections in the museum include 16th century Chinese Ming Dynasty porcelain shards, thousands of prehistoric cultural materials of the Coast Miwok inhabitants of the Peninsula, 19th century maritime and dairy ranching artifacts, and over 8,000 historic photos dated 1870 to 1970. Additional donations, acquisitions, and collection permits have increased the total collection to 509,081 items as reported in the Collection Management Report (2004).



Figure 2 Two curators from the Asian Art Museum, San Francisco, study the park's collection of 16th century Ming Dynasty porcelain.

Museum Management Philosophy

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

This section provides the following background information about museum collections:

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

Purpose of Museum Collections within National Parks

Museum collections always contain objects and specimens, and most parks administer their own archives and operate their own libraries. These functions are necessary to support the work of the organization as a whole. The park's goal is for these archives, collections, and libraries to also be accessible to the staff, researchers, and public.

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

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

How Collections Represent Park Resources

The park museum, library, and archival collections provide different perspectives on the resources they document. Museum collections, which contain three-dimensional objects and specimens, represent the resources within the park boundaries. Examples of museum collections include: artifacts from archaeological activities; specimens, objects, and documentation resulting from cultural and natural resource management projects; paint samples and building fragments from restoration of historic structures.

Archives collections may contain files, manuscripts, maps, building plans, and photos that document the history of park development and the management of park resources. Individual collections within the archives should serve to further document the activities that created portions of the museum collections. Examples of park archives include: copies of field journals and maps created while collecting botanical specimens;

photographs taken during historic structure work; maps and as-built drawings made during utility installation; and property, land, and water use agreements that document past acquisition and use of park lands. In addition, historical materials donated or acquired by the park document pre-park land management and human activity.

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

Determining where to Locate Park Collections

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

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

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

Establishing Access, Use and Management Policies

Access, use, and management policies define who can access the collections (both staff and public), what types of use are possible and

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

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

Professionalism

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

The primary difference between the technical and philosophical lies not only in understanding how to apply the technology, but in being able to determine when, why, and which technologies need to be applied in any given situation. We call this distinction and ability “professionalism” and it requires both advanced education and practice to be fully developed..

Professionalism can be fostered by mentoring, particularly in the early stages of development, for it is difficult to develop in isolation. A fairly intimate association with a range of fellow professionals is required, so

that the developing professional personality has a healthy range of philosophy, opinion, and action to model. Continuing education and training in professional fields needs to be acknowledged and acted upon.

The management of park archives was added to the responsibility portfolio of most park curators in the mid 1980s, and most park curators also manage park library programs. This accretion of complex duties has to some extent resulted from the overall loss of permanent positions within the park service, and particularly within the parks. These factors are not likely to improve in the foreseeable future, so park management must assure that the museum management program is overseen by the best qualified candidate available.

The professional series and journeyman level for the position of park curator is GS-1015-11. The GS-1016 series is the technician or specialist series, which is not expected to operate independently from professional oversight. A GS-1015-11 level curator is required by qualification standards, service, and regional policy to independently manage a museum program, and administer museum program funds. Parks that do not have this position on staff need to provide this level of oversight through the use of a curator-of-record agreement.

Prospective candidates for professional curatorial positions should be evaluated by a combination of factors including academic study, work experience, subsequent training, membership and activity in professional associations, and being current with the professional body of literature. Selection of interviewees would be best done by the hiring park consulting with established professional NPS curators.

Recommendations

The following recommendations should be considered for developing and formalizing a park management philosophy concerning the management of archival, library, and museum collections:

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

Issue A— Marconi / RCA Historic Radio Stations

Issue Statement

The park must carefully evaluate all operational requirements prior to selecting and implementing long range management approaches concerning these resources.

Background

In 1999, Point Reyes National Seashore took possession of two historic radio station sites within the park boundaries:

The Marconi / RCA Bolinas site was first developed by Guglielmo Marconi in 1914. Along with later structural additions, out-buildings, and antenna fields built by RCA and successive owners, it houses the functional transmitting equipment, a workshop, parts supply, antenna shop, and the radio control room for point-to-point and wireless ship-to-shore Morse communications. This site is shared with a tenant, Commonweal, which has occupied the majority of the site for 25 years with an additional 25 years remaining on the current lease.

The RCA Point Reyes Receiving Station was the second receiving station, built in 1929 by the Radio Corporation of America to operate concurrently with the Bolinas site. The first floor the building houses an operational wireless ship-to-shore receiving station with equipment from the latter half of the 20th century, plus a workshop/parts room, telex room, and a control room where several positions remain for Morse operators to work. In 2002, the remaining rooms on the first and second floors in the station were converted to park-specific use, making it the North District Operations Center.

Thus parts of the sites and buildings have been modified from their 1999 appearance and their original functions to facilitate other uses, while operational areas of both sites also retain their original functions and furnishings. Both sites have operational capabilities.

A Historical Resource Study and National Register Nomination have been prepared for the sites and are currently in draft status, scheduled for completion in 2006. Also, a pictorial Historic American Building Survey has been completed. Three hundred linear feet of corporate and operational records were recovered from the sites and accessioned into the park's archival collection. As of 2005, an inventory of the equipment has not been conducted and no artifacts have been accessioned into the museum collection.

The Maritime Radio Historical Society (MRHS) was formed in the 1990s. In addition to ongoing volunteer work at San Francisco Maritime National Historical Park's ship radio exhibits, this group has performed thousands of hours of volunteer service annually at both Point Reyes sites. The members have performed historical equipment and antenna restoration and maintenance, and they actively transmit and receive demonstration Morse communication over the vintage equipment. The group was granted a 501(c)(3) status in 2005 allowing them to seek donations to fund future preservation and public program efforts. In 2005, the MRHS was also granted a Coast Station broadcasting license by the FCC granting the use of certain transmission frequencies.

Discussion

The purpose of defining this issue is to provide the park management with the background information necessary to make informed decisions concerning the possible addition of the *Marconi/RCA* equipment to the park museum collections, and the subsequent identification of the two facilities as museum exhibit or museum storage areas.

The two *Marconi/RCA* sites present an unparalleled view of 20th century radio communications from 1914-1999. Almost a full century of ship-to-shore and point-to-point communications are represented by these extant

sites and technology. These sites are among the few remaining in the world that represent this era and methodology in radio communications, and are the only sites under federal protection. Their presence and largely unaltered status present Point Reyes National Seashore with an opportunity to preserve wireless Morse transmissions, a mostly extinct form of world-wide communication, and present it in a meaningful way to future generations.

The sites are not included in the park's 2003 Comprehensive Interpretive Plan, and so they exist in a "never-land" for interpretive programs and assistance. In personal communication, the park Interpretive staff indicated that the sites were viewed as "a cultural resources thing" and not part of the park interpretive area of responsibility. This approach will automatically cut the sites off from interpretive program assistance and institutionalizing opportunities to interpret the radio history to park visitors.



Figure 3 Sending Morse Code

The *Marconi/RCA* sites also present the park management team and the park museum management program with a challenge of Herculean proportions. The sites contain huge numbers of historic objects, possibly tens of thousands, representing an evolution of specialized technological history. At minimum, an inventory is necessary. If the objects are

accessioned into the collection, they will require specialized curatorial and conservation expertise for adequate documentation and cataloging. Some of the specific skills exist in the park through the MRHS volunteers, but this specialized knowledge probably does not exist within the service; additional expertise may be expensive for the park to secure.

The potential collections from these sites represent an era of limited production of specialized parts with a short projected life span as technology progressed. Objects of this type are often composed of several different types of materials, each with different, often incompatible, storage and preservation requirements. They can be difficult to store, preserve, and apply conservation treatment.

The structures at both sites are historic; they have received upgrades in the past few years but they are in need of varying degrees of preventive maintenance. In addition, they currently do not provide earthquake protection, ADA access, fire detection/suppression, and environmental controls required for museum collections. Basic preservation work is possible, but currently largely unfunded. Should the sites become exhibit or storage areas for collections, the necessary modifications to comply with museum standards will be expensive and will require years of project funding to achieve. Once the required preservation work and improvements are in place, the park will need to provide the annual and cyclic maintenance necessary to maintain these structures to museum standards.

The target structures for housing museum collections management activities at both locations are currently encumbered by use that is somewhat incompatible with standards for museum property management. At the Bolinas site, access to a storage site in the building by the tenant compromises security and safety. This arrangement will need to be addressed, for the tenants require access to the area under their existing lease. Also, under agreement, no park interpretation programs to the public are to be developed at the site. At the Point Reyes complex, the use is more compatible in nature as it is consistent with normal park activities and is controllable by the park management team.

The unofficial partner with the park is the Maritime Radio Historical Society. The mission of the group, comprised of former radio engineers and operators is to preserve and interpret maritime radio history. In October of 2005, MRHS was incorporated as a 501(c)(3) tax-exempt non-profit organization. The park should encourage and support their efforts as the group represents the only known local organization able to accurately restore and operate the sites, and assist with their identification, documentation, preservation, and interpretation. The MRHS has donated thousands of person hours to the rehabilitation and restoration of the sites and equipment. It has achieved operative abilities of both sites and it is providing periodic public events and interpretive tours.



Figure 4 RCA Radio Receiving Station

In the course of achieving these goals, however, the MRHS has procured with permission from the park, two period Press Wireless transmitters never used at these sites, and installed them on the first floor in Bolinas Building 2A. In addition, other pieces of equipment have been brought to the site for use in testing, restoration, interpretation, and maintenance of the stations. Although reversible, the introduction and installation of the equipment has altered the interior historic appearance of the Bolinas site. Spare parts have been used from the existing stock at the station for

restoring equipment, resulting in the consumptive use of materials no longer being manufactured. While the development of the radio restoration program has not always been well received in the past by the resident tenant Commonwealth, these concerns have largely been resolved in recent years.

There are also health and safety concerns. These industrial sites with high voltage are inherently dangerous to both the MRHS members working there and the visiting public. Although the MRHS has instituted its own safety procedures, written safety guidelines as well as emergency communication and response need to be developed and formalized.

As a result of this activity, the park needs to provide some direction for site appearance, maintenance, operations, use, and documentation by creating a written Memorandum of Agreement or similar operational document with MRHS. All of the above reasons illustrate the need for the park management team to make seminal decisions in the near future concerning the management approach to be taken with these two sites. In making these decisions the team needs to consider all available options, including evaluating:

- the park responsibility to the sites and contents.
- the costs of providing documentation and preservation of complex objects.
- Effects on and interaction with Commonwealth.

Park responsibility to the sites and contents

Without question the park has a responsibility to preserve the two historic sites as mandated under Section 106 of the Historic Resources Preservation Act. However, the legislation allows considerable latitude in determining the level of intervention preservation required. Determination of the level of preservation to be applied has to be a combination of the historical importance of the site and the ability of the steward to care for the resource. Although they can be contributing factors, it should be noted that, with very few exceptions, the objects within a site are generally considered “secondary.” The completion of the National Register

Nomination will help to clarify and guide park management; given the choice of what to preserve with slender resources, if the park needs to consider the sites and structures as “primary” and the objects as “secondary.”

Costs of providing documentation and preservation of objects

Museum objects and collections constitute a specialized form of property requiring specialized documentation and preservation methods. By taking items into the collections the park indicates that these are important in their class and kind, and is committing the service to perpetual care and preservation.

At the very least, and irrespective of the final decision made by the park concerning the management of these resources, a working inventory of the individual items in these two sites needs to be made. This also needs to be accomplished in the near future, as the material composition of the sites is changing as the volunteers use available spare parts, and conservation of paper items requires removal of originals to archival storage. The MMP team estimates that this inventory would take two person years to accomplish. At least one of them should be a journeyman level NPS curator to oversee the inventory, ensure the processes are time and cost effective, and meet documentation standards. The best scenario would be an NPS curator working with a team of MRHS and other volunteers, for an estimated cost of about \$91,000.

Basic museum documentation costs (the process of accession and cataloging) average about \$100.00 per catalog number assigned. These are primarily personnel costs to capture descriptive and preservation data at the journeyman-level, and to make immediate decisions as to preservation and storage needs. Presently no valid estimate exists of the number of objects in these two locations, which supports the need for an inventory as the first step.

The costs of storage for items not left in situ (exclusive of structure, but including storage cabinets/shelves, specialty mounts and boxes, heat, air

conditioning, light, inventory) average between \$50.00 and \$75.00 per 1.5 cubic foot (the size of a standard records storage box) per year. Specialized preservation and conservation services are additional, and cost between \$50.00-\$100.00 per hour.

For the amount of space required for storage, ten cataloged items per 1.5 cubic foot of storage space are estimated as a starting point. That estimate may be refined based on an item-by-item inventory.

Interaction with Commonweal

At the Bolinas site, Commonweal is a long-term tenant with twenty-five years remaining on a fifty-year lease. With the pullout of commercial radio operations, the tenant expected to have the use of the entire site. Instead, they find themselves on leased property now eligible for the National Register and experiencing ongoing restoration by the NPS and the MRHS of the interior of Building 2A and the antenna fields. Areas of concern revolve around concurrent use of space and the maintenance of the grounds and Building 2A exterior.

These issues can be formally discussed and resolved by the park by instituting a Memorandum of Agreement with Commonweal that establishes guidelines and defines roles and responsibilities at the Bolinas site.

Summary

The *Marconi/RCA* sites at Point Reyes represent an important chapter in the history of twentieth century wireless communications. However, at the present time neither the preservation nor the interpretation of that history is specifically called for in the park's Scope of Collection Statement, the Comprehensive Interpretive Plan, or the General Management Plan. All of these documents should be modified or changed to include the sites and objects as primary resources.

The interior appearance of the primary structures at both sites has been modified by the addition of furnishings, equipment, and activities that were not present at the time of the commercial operations. The necessary

documentation and the required long-range planning and mitigation are absent. These types of changes tend to be both insidious and cumulative. The park needs to make sure the necessary documentation for these historic structures is complete, and the required mitigation compliance is followed.

Regarding the equipment and contents of the sites, at the very least a complete inventory of potential archival, museum, and library resources needs to be made at both sites. These inventories will contribute to the understanding of each site irrespective of decisions made as to further documentation, operation, or preservation.

Recommendations

- Inventory the potential museum, archival, and library resources at both sites.
- Define which of the inventoried resources should be accessioned and processed into the park collections, and perform these actions.
- Define the remainder of the resources as “interpretive” and/or “maintenance” material, and place these under normal park property management.
- Establish staffing needs through the “Suggested Workload Analysis” (see Appendix D), and request the needed positions through the NPS OFS system.
- Institute a Memorandum of Agreement with the Maritime Radio Historical Society that establishes guidelines and defines their role and function at these two sites.
- Institute a Memorandum of Agreement with Commonwealth that establishes guidelines and defines their role and responsibility at the Bolinas site.



Figure 5 Inventory and Monitoring Program data collection

Issue B— Collection Development

Issue Statement

Collection development must proceed with planned growth in order to reflect park management needs.

Background

Completion of the curatorial facility in the Red Barn in 2003 vastly improved storage conditions for objects and specimens in PORE collections. This development was timely in that, over the years, the collection has moved a number of times and outgrown each space. Its latest move consolidates the vast majority of collection materials under one roof and provides space for future growth. This growth should proceed with careful planning that reflects park management needs, ensuring efficient use of the current facility for years to come.

The Scope of Collection Statement (SOCS) is the document that outlines the breadth and depth of the collection and defines goals and limits for future acquisitions. The *Museum Management Plan* (1998) recommended a revision of the 1991 SOCS. Now that the new facility is functional and the collection is moved in and stabilized, it is an appropriate time to revise and update the SOCS.

Another reason it is important to update the SOCS is the increase in park cultural and natural resource management activities as well as research by park staff and outside scientists. Each project creates related collections, documentation, and/or data that need to be accounted for in accordance with the nature of the results. Associated records and/or data should be included in the park archives for continued maintenance and accessibility of on-site documentation of park resources. The SOCS should identify and prioritize those resources which would be most useful to park resource managers and staff scientists, and park partners. In particular, with the

recent acquisition of the RCA sites, the SOCS should address the breadth, period, and types of maritime radio history it will collect.

The PORE collection is currently composed of cultural objects and archives; biological disciplines are not well represented. The reasons for this are undoubtedly historical and varied. Taking the current collection status into consideration, it is still imperative to consciously determine the desired representation for all disciplines.

The park is currently not adding datasets from most outside research projects to the collection. This is especially important for natural history specimens deposited in other institutions to ensure the park has easy access to this information. Many of these collections are not being entered into ANCS+ which makes it even more important to preserve locality data from these collections. The need for voucher specimens is not adequately addressed at the time permits are granted. Data from such projects

without collections is also valuable documentation of park resources and could be archived. Reports and papers returned to the park by researchers are being entered into NatureBib and archived.

Survey results for this museum management plan indicate that staff would like greater access to

Figure 6 Nineteenth century artifacts from local ranching families



the collections. It is unclear if the access issue concerns whether the collection contains desired materials, the ease of retrieving materials, or the scheduling of visits to the collection.

Discussion

Planning for the PORE collection will continue to be adjusted as it develops. At this juncture, the first step is updating the SOCS. The guidelines presented in the SOCS will allow for culling and/or de-accessioning of objects or specimens that did not meet the SOCS criteria. Furthermore, it will define collection acquisition goals which will support the archivist/curator in making decisions concerning accessioning materials into the park collection.

The majority of future collection growth, in both numbers of items and storage space, will be in the archives. Planning for the timely deposition of park resource records will require coordinating with park resource managers. Determining the office-of-record for specific park documents can reduce duplication in park files.

Historic objects, archeological materials, and natural history specimens will also continue to be accessioned. Accessioning only those materials that will have lasting value to the collection is extremely important. Large objects or specimens without adequate data, unique association to the park, and/or clear need for inclusion in the PORE collection (as opposed to another institution) will eventually become burdensome, even if they meet some of the SOCS criteria. A proactive approach in recognizing these kinds of materials will save time and effort in the long run.

Again, a SOCS that clearly identifies both the scientific and physical constraints of the collection will provide the basis for making decisions on materials to be maintained in the PORE collection. Items deemed no longer appropriate can be de-accessioned. Developing a relationship with a local historical society can be advantageous for the continued preservation of some items, while others can be transferred to the Division of Interpretation for exhibits. PORE already has relationships with

numerous scientific institutions for the deposition of natural history specimens from research projects.

With the advent of the Natural Resource Challenge there has been a corresponding increase in inventory and monitoring activities at PORE. Over thirty research permits have already been granted as of June, 2005. While this program has significantly increased knowledge about park natural resources, much of this data is not being retained in the park collection. For efficient future reference, it is especially important to preserve datasets from researchers who deposit their specimens in other institutions. Locality data for specimens is very important for any further research in each particular group, and park resource managers should have ready access to this information. Making this kind of data available at the park will enable on-site retrieval and accessibility.

The nature of natural history specimens is, in general, diverse and complex. Thus there is no easy scenario that can address all research projects. Many decisions, such as determining whether to request voucher specimens for the park collection, must be done on a project-by-project basis. Even with a well-written SOCS, decisions concerning natural collections will involve systematic communications with park natural resource managers and the research permit coordinator.

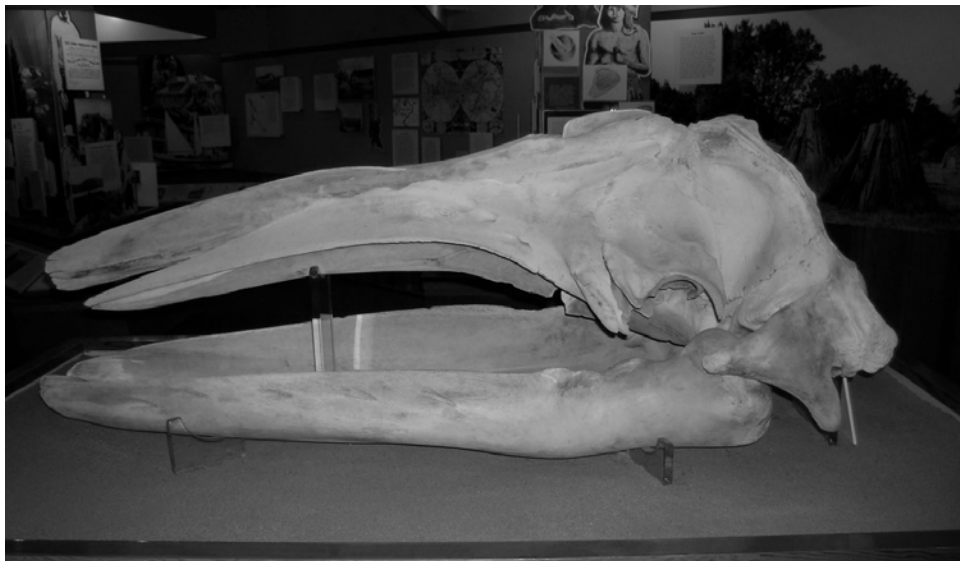


Figure 7 Whale skull

An understanding of the curation of natural history specimens is necessary for the preservation of current and future additions to the PORE collection. These collections need to be properly cataloged and organized for efficient retrieval and preservation. Curation techniques should follow the current scientific conventions for each discipline as much as possible; it may be necessary for the park to request assistance with these kinds of specimens.

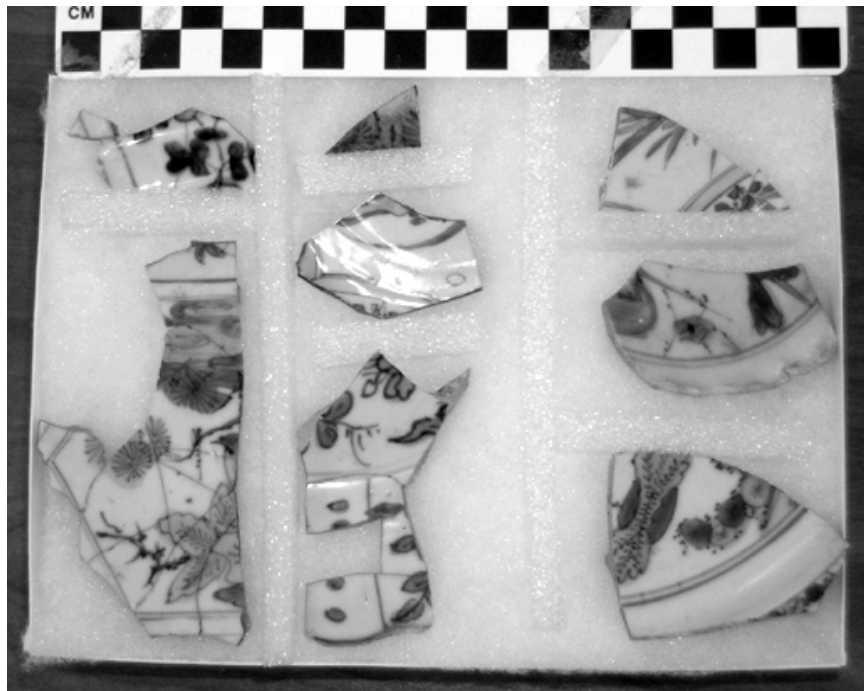


Figure 8 Chinese Ming Dynasty porcelain shards in the collection

Curation methods for both cultural objects and natural history specimens should provide maximum preservation with minimal space. A representative collection of items used for frequent display or use can be specially prepared. The bulk of the materials can be curated in a space efficient manner to allow for maximum growth with minimum re-housing of objects and specimens as available space decreases.

Along with library materials, creating and maintaining the PORE reference dataset in the web-based NatureBib is another way to support park resource activities. Data entry by the permit coordinator and museum staff is an ongoing project as reports and articles are received in the collection. But park staff would benefit by training in access to and use of the bibliographic database. Continued use of the database for both natural

and cultural references to create a complete park dataset within one system is recommended.

One of the major reasons for maintaining a collection is to provide on-site access for reference by park staff and outside researchers. The *NPS Museum Handbook* states that the collections should be available for a variety of accepted uses. Any issues with access to PORE collections need to be resolved; communication with all staff should clarify availability and appropriate use of the park collection.

At its current rate of growth, the PORE collection room can accommodate approximately ten years of accessions at this time. But it is imperative that growth occurs with careful planning and attention to all aspects of acquisition, curation, and data management. This will allow the park to maximize the value of the collection within the ultimate limitation of the collection space.

Recommendations

- Update Scope of Collection Statement.
- Define collection acquisition goals and limitations in SOCS.
- Cull objects and specimens from collection that do not meet SOCS criteria.
- Preserve datasets from researchers when specimens are deposited in another institution.
- Develop systems for the curation of natural history specimens.
- Develop access policies that provide desired access to the collection.
- Practice space conservation in collection storage methods.

Issue C— Information Management

Issue Statement:

Park staff and management will benefit from the development of a central repository for information related to the stewardship and use of park resources.

Background

The Point Reyes National Seashore combined collections have 509,081 items according to the 2004 Collection Management Report. The library collection totals 600 books and research files. These collections are rich information assets that represent the natural and cultural diversity of the Seashore. The collections are carefully preserved and made available by museum management program staff for the ongoing use of the park staff, researchers, and contractors.

The park staff use the collections regularly. According to the survey, 88% of respondents use photographic images, natural resource records, maps, and reports. The park staff use these materials largely to obtain information to address internal park needs and for resource management research. Fifty percent of the use is from outside the park.

Additional background information is available in planning documents relevant to information management: the park archives chapter in the park's *Museum Management Plan* (1998) and the Records and Archives Management Assessment (2000). General recommendations in these documents include an assessment and survey of the archives, development

of park archives and records management programs, and a survey of outside repositories. Progress has been made in each of these areas.

Information assets are being successfully used and integrated into park operations. The survey results point out a need for increased access to information about the collections and collection materials, for the staff want greater electronic availability of files, lists, and finding aids.

Additional assets can be made available by developing procedures for adding material to the collections and archiving resource management data in both paper and electronic forms.

Discussion

For the park staff and management to benefit from a central repository, the museum management program staff must institute procedures to acquire, preserve, and make available information assets related to the stewardship and use of park resources.

The museum management program offers solutions for surveying, preserving, describing, and providing access to inactive or non-current park records. However, it does not articulate how to address current and active records, the most daunting and critical part of records management. Every staff member, researcher, and contractor is responsible for creating and managing adequate current documentation in a structured and standardized way. If the documentation is not created in a sustainable manner and managed in the present, there is no guarantee that it will be accessible in the future. The National Park Service has been drafting and revising a new records management guideline that has now been released.

The park archives chapter of the Museum Management Plan notes that records should be systematically collected from each division, particularly maintenance, resource management, history, interpretation, and the central files. In addition, the park has databases, project files, photos, and other documentary evidence. NPS staff, contractors, other federal and state agencies, tribal members, and research and educational institutions are also sources of park records. Formal procedures to organize, retain, and retrieve these park records were recommended.



Figure 9 Archives storage

In the Records and Archives Management Assessment, similar recommendations were made and the formation of a records management committee was suggested. Standard Operating Procedures will provide instructions. Contractual agreements should include details about required documentation.

The park archivist has brought a number of records series into the collection including the records of the Cultural and Natural Resources

Division, as well as the administration central files. The archivist has provided files management assistance to the Maintenance division and to the superintendent's secretary who is in charge of the central filing system. Reference access to the park records is facilitated by the archivist and the museum technician. These and other personal contacts with the staff create increased confidence that the archives is a safe place for their records. A successful records management program is built on personal relationships.

Conducting a records management program requires a proactive effort. Some staff transfer their records to the archives but the function of records management is not generally understood by the park staff. All staff should receive practical records management education to learn basic files management skills for paper and electronic records. Education should be provided on an ongoing basis for long term staff, seasonal staff, contract staff, and new staff. Particularly important times to provide instruction are at the end or the beginning of each fiscal year and when seasonal staff come on board. Standard Operating Procedures for files management will reinforce the education.

Staff will benefit from implementing tools that ensure adequate documentation of resource management activities. The archivist has developed checklists of document types and a project identification worksheet for resource management field records. Templates, software

versions, electronic file types, and image specifications should all be standardized. In addition, the museum management program staff should work jointly with resource management staff to define data elements appropriate for each discipline to ensure accurate cataloging and subsequently, efficient access.

Currently, the archives does not routinely receive documentation from resource management activities. One approach to improving the flow of documentation to the archives would be to meet with researchers, contractors, and staff to inform them of their obligation to the park to provide adequate documentation in specific standardized forms. Provide them with written instructions that clearly define what is expected of them including a timeframe. These specifications should be built into contractual agreements as appropriate with regularly issued reminders, instructions, and associated forms. Among other criteria, permit renewal and sign off for contract completion should be based on the receipt of adequate documentation. Data should be collected retroactively whenever possible, and citations from organizations should be compiled with park data if it is not available in the archives. It is essential that documentation is received regularly by the archives in acceptable standard forms.

The archivist provides a document to collections users titled "Conditions for Access to Museum Collections." It includes the following statement: "...The park, as a courtesy, requests two copies of completed research papers; publications; CD-ROMs; screen captures of World Wide Web work derived from work on the collections, or which contain photographs of objects in the collections or copies of documents in the archival collections." Similar statements should be part of instructions to researchers, contractors, and others who may produce information relevant to the park.

Additional sources of records were noted during the MMP team's site visit. The Morgan Horse Ranch was the site of the park patrol training center. Breeding records and ephemeral materials should be collected to illustrate a unique aspect of Point Reyes administrative history.

The Interpretation Division has a vertical file of park publications. It is an important resource for use in responding to inquiries and as a reference file for Interpretation staff. This file should be surveyed to obtain copies of park publications that are not represented in the archives. A copy of each park-produced publication should be sent routinely to the museum management program staff in order to create a complete set for future reference.

The staff of the park's historic preservation program have established building and project files and an architectural fragments collection. The files include cover sheets, sketches, measurements, deficiencies documentation, and 35mm black and white images. These files have been recently established, so it is timely to offer files management assistance.



Figure 10 Pacific Coast Learning Center

The park's half-time archeologist has set up an inventory file for site records, site forms, and condition assessments. The archeologist knows of additional sources for park archeological information which could be brought together to build up the files. The chief of Cultural Resources has a binder of information. Site information records at San Francisco State University and at the University of California at Berkeley could be copied and added. As with the historic preservation files, it is a good time to work

with the archeologist to set up these files. Both the historic preservation and archeology programs will benefit from protocols to ensure that needed documentation is received and retained at the park. By consulting with program staff, it will be possible to identify critical records and the procedures for creating adequate documentation.

The archivist and staff subject specialists should work in concert to integrate records management into day-to-day business. The archivist can advise on the practical aspects of paper and electronic files management and organization, and on the purchase of filing supplies and equipment. Staff subject specialists bring program expertise such as knowledge of record types that are mandatory and expected by their discipline. Together they can decipher the records schedule, modify retentions to meet internal needs, and implement protocols for transferring records to the archives.

Currently, the electronic records policy of the National Park Service is "print it out and file it." With the advent of e-mail, digital images, and the proliferation of databases, NPS staff have largely gotten out of the habit of printing and filing records effectively. They now operate in an electronic environment where access to information is practically instantaneous regardless of how it was filed. Expectations are that this access will only improve with time.

To help meet the staff expectations for access to information assets, the museum management program staff is planning to centralize access to park records and collections on a park intranet.

Existing assets in electronic form will be linked to the intranet. These include archival collection finding aids on a park server, a version of the Natural Resources Bibliography, and a link to the library's catalog. In order to provide access to images, software has been selected and purchased. But assets on an intranet are not static, and they require scheduled updating to offer current and accurate information.

For an intranet, certain protocols such as file types, dpi, and formats should be established. These should be published on the intranet, sent to all staff via email, and discussed in an all-employee meeting, for staff need

to be made aware of them and understand them. Consistent use of standards will make use of the intranet simpler for everyone. If, by default, this carries over into standards for records creation, the immediate benefit will be increased files compatibility. It may even make migrating files to new versions of software easier over time.

The Point Reyes National Seashore Museum and Archives Research Services brochure should be revised and expanded to be inclusive and more specific about what services are available at the facility. Hours or days of the week when appointments can be made should be included here as well as on the park intranet and public website. The survey results suggest conducting an investigation to determine what services are not presently offered, since 54% of staff use outside services at least once a month. Specific suggestions for improving services should be solicited, and new ones established and advertised accordingly.

A Standard Operating Procedure instructing staff on the acquisition of library materials is needed. Publications are being purchased throughout the park with park funds but they are not being cataloged. Each division should provide a list of publications and funds to pay for them to the museum management program staff. After the publications are received and cataloged, they can be sent to the division or kept in the park library as each division indicates. This will help ensure that purchases of publications with park funds are available to all staff through the catalog. See Appendix B for a sample library operating policy.

Recommendations

- Teach practical records management skills to all staff on a regular schedule.
- Consult with staff involved with contracts and permits to assess the strengths and weaknesses of current information acquisition methods.
- Develop and implement procedures to transfer resource management records to the archives in order to build centralized access.
- Work collaboratively with staff to integrate records management into daily park operations.

- Assist with the development of procedures for the creation and upkeep of a park intranet.
- Expand access to information assets on a park intranet.
- Revise the Point Reyes National Seashore Museum and Archives Research Services brochure.
- Write a Standard Operating Procedure instructing staff in the management and use of library materials.

Issue D—

Planning for Preservation

Issue Statement

A comprehensive preventive care and maintenance program for collections in storage, on exhibit, and in the field will promote long-term preservation of cultural and natural resources for research and use.

Background

The park has made significant progress in preservation of its collections by filling the archivist/curator position to manage the park's museum program, and by moving collections previously stored in substandard conditions to the climate-controlled dedicated curatorial structure within the Red Barn. Conservation awareness is demonstrated by the upgraded environmental monitoring program in museum areas using data-logger technology, recent completion of training by the archivist / curator in an intensive two-week hands-on workshop in preventive conservation at the NPS Harper's Ferry Conservation Center in Charles Town, West Virginia, and contracting for a professionally-prepared Museum Preservation Maintenance Plan. PMIS project statements to improve current museum conditions and correct Museum Checklist deficiencies have been written, often based on findings and recommendations made in previous reports.

This chapter builds on past accomplishments by identifying collections conservation concerns and by providing short and long-term strategies to improve collections preservation in museum areas in all park units.

Conditions in the following park museum areas were assessed and evaluated during the MMP site visit to determine both remedial and on-going preventive care needs of the collections:

- Red Barn Curatorial Facility
- Bear Valley Visitor Center
- Ken Patrick Visitor Center
- Point Reyes Lighthouse
- Point Reyes Life Boat Station
- Morgan Horse Ranch
- RCA Receiving Station, North District
- Marconi Transmitting Station, Bolinas

Although a few objects have been conserved, there is no formal documented conservation history. Based on records available at the park, very few objects have had remedial conservation treatment. Five maps dating to the 16th and 18th century were conserved and remounted by paper conservator Anita Noennig of Daedalus Conservation in 1992 and were recently replaced by facsimiles in the Ken Patrick Visitor Center. Although the written treatment proposal exists in the museum records, no actual treatment report describing the final treatment was located.

Visual inspection indicates that the painted canvas life-ring (SS Hartwood) in the collection has been conserved in the past. Evidence of surface sheen from consolidation and reattachment of flaking paint can be seen at a raking angle. Although no treatment report was found, available information in the museum files indicates that the treatment was probably done by objects conservator John Burke of the Oakland Museum about 1997. John Burke may also have treated some of the insect-damaged ethnographic Miwok material fabricated by Craig Bates in the Ken Patrick Visitor Center.

Most of the archeological collection was treated by San Francisco State University at the time of field processing, and a small collection was treated at Western Archeological Conservation Center in 1981-82. Completed treatment documentation is not present in the museum files for any of these treatments.

Interpretation in the visitor centers consists primarily of didactic text panels, taxidermic mounts, and small dioramas. Exhibits in Bear Valley

and the Ken Patrick Visitor Centers, the Lighthouse, and the Life Boat Station display very few accessioned museum objects. Most of the objects selected for interpretation are fairly robust inert materials such as stone, shell, bone, ceramics, glass, and stable metal objects.

The coast Miwok artifacts in the KPVC have been considered reproduction interpretive material and significantly damaged by exposure to high levels of light and insects since their installation in 1997. The objects were commissioned expressly for the KPVC exhibit and fabricated by the Miwok ethnologist and curator Craig Bates of Yosemite NP and are irreplaceable. A Craig Bates red-flicker headband is also displayed in the Bear Valley Visitor Center. These artifacts are of a high museum quality and, as recommended in the 1998 *Museum Management Plan*, they should be accessioned and catalogued.

In addition to these traditional museum collections, the condition and conservation needs of the contents of the RCA North District and the Bolinas Marconi Radio Stations should be evaluated. This assessment would inform park decisions regarding potential use of these two resources and development of a preservation plan appropriate to their designated status within the park.

Discussion

Evaluation of Park Museum Areas

Red Barn Curatorial Facility

Museum Environment: Climate in the Red Barn facility is controlled by an HVAC system installed at the time of construction in 2002. The HVAC system performs well in providing operational set points of 62 degrees and relative humidity of 30-45% in the collection storage room (zoned separately) and 65-68 degrees in the lab and offices.

Much of the inorganic non-metal and geological material in the collection is virtually climate-insensitive and requires minimal climate control for long-term preservation. Metal in the storage room appears to be either treated or stable, with no significant active corrosion which would require

specialized micro-climate storage above the general climate-controlled conditions within the storage room. General historic vernacular material has a wide tolerance range between 40 to 75°F and relative humidity (RH) under the mold threshold of 65%. Present conditions for paper-based collections are acceptable, but should not rise in temperature or relative humidity. Drier and cooler conditions are best for paper in the long run. Paper actually does well in RH of 30-35%.



Figure 11 Red Barn Curatorial Facility

As technology and use progress, the park will acquire an increasing amount of magnetic and digital media. Plans should be made to provide a storage space with the necessary microclimate to ensure long-term preservation of these media.

Herbarium specimens are mounted to allow for some movement in terms of expansion and contraction, but the plant materials have already been desiccated in processing and have lost significant ability for hygroscopic reaction to ambient RH. The most significant threats to herbaria are mold and insect infestation as well as excessive light and high temperatures which promote chemical and molecular deterioration of the mounted specimens. Chitin, the major biological material of insects, is very durable in terms of climate variables, but protein-eating insects are serious problems for long-term preservation. Study skins and skeletal material are

negligibly climate-sensitive, but vulnerable to insect attack depending on their method of preparation.

Moths have been a significant problem in the vertebrate collection (birds and mammals) in the past. Curatorial records of 1992, 1995, and 1997 record insect damage in various museum cabinets and list freezing and PDB treatments to address the problem. Although past insect damage was visible in the vertebrate collections during the MMP site visit, no evidence of continued infestation was visible in their new cabinet location in the collection storage room.

Environmental monitoring: The park maintains a HOBO data-logger in the storage room which is set at a recording interval of 38 minutes and downloaded monthly. Actually, continuous monitoring is the best tool to track the performance of a dedicated climate control system, and closer recording intervals are preferable in evaluating conditions within a climate-controlled storage room. Increasing the recording interval to 10 or 15 minutes provides more information to fully characterize and evaluate the system's efficiency in reaction to set point controls.

Storage techniques: Collections were moved into the new space in 2002 and with few exceptions are stored appropriately in cabinets and shelves in a new SpaceSaver™ storage unit. Considerable room for collections growth remains, which will become more apparent as organization of the room continues and curatorial tasks such as re-housing materials and resolving accession issues progresses.

Recommended projects include separating and re-housing the historic photo collection negatives now stored with the positive print collection, and removing large heavy stone mortars from sliding drawers and placing them on open shelving.

Specific conservation concerns: Four easel paintings are stored on a wire paintings rack at the end of the SpaceSaver track. Two of these paintings are severely damaged beyond their value to the park's collection, and the park might consider donating them to a conservation training

program to be used in teaching paintings conservation technical analysis and conservation treatment techniques.

Bear Valley Visitor Center

Museum environment / monitoring: Built in 1983, the Bear Valley Visitor Center serves as the park's main visitor center and exhibits interpret various natural science and cultural themes of Point Reyes. The VC is equipped with an air circulation blower and is heated with a wood-burning stove. Review of HOBO monitoring data indicates that conditions are appropriate for the museum material exhibited. Few objects on display are accessioned and catalogued museum objects; they include a glass inkwell, ceramic shards, a stone mortar and pestle, stone net weights, whale bone, and baleen. None are particularly climate-sensitive.

Due to the negligible climate-sensitivity of exhibited collections, HOBO monitoring with a 38 minute recording interval is appropriate. Although the NPS Museum Checklist advocates light monitoring, it isn't really necessary unless museum objects on display are light-sensitive. With the exception of the non-accessioned red-flicker headband (which should be accessioned and possibly removed), there is no reason to continue scheduled light monitoring unless the exhibits change. There may be concern for the light levels on the interpretive light-sensitive taxidermic mounts, which although not museum property, do represent a financial investment and replacement cost.

Integrated Pest Management (IPM) concerns: Mice are a persistent problem in the Bear Valley Visitor Center, causing significant damage to the taxidermy specimens including the feet of bird specimens. Mice traps are occasionally set in an on-going effort to control and exclude mice from the collection area. There is no IPM Plan that addresses museum areas, although a PMIS project has been written to develop one for integration with a park-wide IPM Plan. The effort to survey the building for entrance points and physically bar these areas to cut down on mice traffic inside the structure has been ineffective. An IPM specialist with experience in building surveys should be contracted to provide the park with a punch-list of steps to secure the structures against continued pest infestation.

Housekeeping / custodial care: A commercial exhibit fabrication firm has been contracted to clean the taxidermy mounts 3 or 4 times a year for a cost of \$650.00 per cleaning. Airborne dust and dirt were consolidated on synthetic foliage when they were treated with resin/waxes to rejuvenate their gloss. The park may want to review and add additional cleaning of exhibits to the contract.

The curatorial staff cleans the cases containing museum artifacts on an informal and random schedule as time permits. A Preservation Maintenance Plan has been prepared by museum contractors and has been submitted in draft form for comment. The plan serves all museum areas and provides generic housekeeping information and schedules, but except for a section on the care of the first order Fresnel lens in the Lighthouse (written by NPS staff interpreter Steven Anastasia), there is not much discussion on the condition and maintenance needs specific to the Point Reyes museum areas.

Ken Patrick Visitor Center

Museum environment / monitoring: The building has no central climate control beyond seasonal heat when the building is occupied. A dehumidifier drained to the outside through a floor drain is operated when the VC is closed. The building envelope is loose, so perhaps the dehumidifier is not particularly effective in controlling humidity and may represent more of an electrical load than a benefit. Purposeful monitoring with two HOBOS set at intervals approximating real time (every 3-5 minutes) can determine the effect of the dehumidifier operation. Alternatively, two hygrothermographs set on seven days can also be used. One unit should be placed in the exhibit area in the vicinity of the aquarium and another near the desk and entrance door to track ambient conditions for a period of two weeks, one week with the dehumidifier on and the other with it off.

Exterior conditions should be monitored at the same time. The effectiveness of the dehumidifier can be assessed by comparing the data from both or all three instruments if ambient conditions outside are also monitored. If operation of the dehumidifier is not demonstrably effective,

it should be removed from the gallery. Generally, if there is no climate-control system to track, continuous monitoring is not necessary. A climate profile of the building through all seasons will suffice to document conditions unless changes in the current situation are made. This profile has already been established, and HOBO monitoring provides no useful information at this point.



Figure 12 Ken Patrick Visitor Center at Drakes Bay

A large sea water aquarium in the center of the gallery has malfunctioned and overflowed twice in the past causing the gallery carpet to be replaced with a tile floor under the tank last year. The tank was recently restored by UC Davis Bodega Marine Lab, but the rusty salt-encrusted painted metal stand was not refurbished. New rust stains visible beneath the tank in a drip pattern might be caused by condensation on the salty metal undersurface rather than active leaks at this point. It is probable that the tank increases RH within the building, but without comparative monitoring, this can't be confirmed. The park should evaluate the interpretive benefit of this tank vs. the physical liability and work-loading factor to determine the future of this particular exhibit.

The museum case design by Daniel Quan Designs in 1993 intentionally has openings at the joining corners of the vitrine to prevent condensation within the case. Unfortunately, these openings provided easy access for moths, dermestids, and silverfish attracted to feathers and other proteinaceous material within the case.

More than climate, light levels are the major concern in the KPVC. Large west-facing glass windows raise light levels and produce significant solar heat gain. Unfortunately, the ethnographic exhibit case which is glazed on three sides has been exposed to these windows for over ten years and substantial fading of the Craig Bates replicas of Miwok artifacts has occurred. The park should consider installing woven thermal and light-reduction roller shades to mitigate light and heat from this source. Meanwhile, the feather objects should be removed from the case, or the side of the case facing the south windows should be covered with a curtain or other light-blocking device as an interim measure.

Light is also an issue for the historic maps displayed in closed cases on the northeast wall of the exhibit gallery. The park has conscientiously provided conservation and UV filtering in the mounting as well as on the exhibit cases, but the tungsten spots raise light levels in hot spots and should be redirected or removed. Recently, historic maps on display were replaced with faithful facsimile copies.

Exhibit techniques: The park is aware of the design problems of the ethnographic case and the chief of Interpretation has written a draft PMIS project statement to replace the case with a new design. Wherever the new case is placed in the gallery, its orientation should face away from the west windows. The KPVC is only opened to visitors two days a week, and in the meantime, the case should be covered with a cloth like a birdcage when the VC is closed, as well as at closing when days are long. Alternatively, the side actually facing the south windows could be temporarily blocked with museum mount board or other light barrier.

IPM issues: Mice have been seen traveling behind the ship hull exhibit and have been attracted to the open spaces with a strong preference to nutmeg which they have selectively removed to areas behind the ship's hull exhibit. More serious is the recurring moth and beetle infestation in the ethnographic exhibit. During the MMP site visit, moth wings and other insect parts were visible within the case, indicating also that the case interior is seldom cleaned. The objects were taken to GOGA for freezing treatment in 1998 and were reinstalled in the case in 2001.

Housekeeping / custodial care: The exhibit area is dusted and vacuumed once a month when the Museum Technician downloads the HOBO monitor. The Interpretive staff shares these tasks on an informal basis. When the Preservation Maintenance Plan is completed, cleaning tasks should be completed according to the recommended schedule.

The Lighthouse

Museum environment / monitoring: Conditions within the Lighthouse are fairly harsh, normally ranging from 45 to 65°F with excursions to the mid 80s° in the summer. RH is high throughout the year, typically ranging from 65 to 85%. The climate profile has been established for this area, and continuous HOBO monitoring is not necessary. The First Order Fresnel Lens and clockworks in the lighthouse and a lightship lens in the nearby LH Visitor Center are the only museum objects at the sites.

Light levels are not an issue in the Lighthouse itself or the small VC. The Lighthouse Log Book was taken off exhibit in 1992 because of concern about high light levels. The light keeper's jacket is not accessioned, and lack of data about its provenience and origin indicates it should stay within the interpretation collection. The Checklist would still have to be completed, but most questions should be answered with N/A.



Figure 13 Jim Woodward repairing Fresnel lens

Fresnel lens: The valuable First Order Fresnel lens with original clockwork is in excellent condition and well cared for by NPS Interpreter Steve Anastasia with guidance from lens specialist Jim Woodward, who repaired the lens in 2005. A detailed plan for its maintenance has been prepared by Woodward and Anastasia and incorporated into the draft Preservation Maintenance Plan. Beyond the lens, there are no specific conservation concerns at the Lighthouse.

Life Boat Station

Museum environment / monitoring: Similar to the Lighthouse, conditions within the Life Boat Station are fairly harsh, normally ranging from 45 to 65°F with excursions to the mid 80s° in the summer. RH is high throughout the year, typically ranging from 65 to 85%. The climate profile has been established for this area, and continuous HOBO monitoring is not necessary.

Exhibits: None of the material on display is accessioned although the life boat itself is on the List of Classified Structures. Objects include a Lyle gun, various life rings, ship name boards and historic signs. Active corrosion is visible on the Lyle gun, which should be stabilized and a protective barrier applied regardless of the object's collection status. There is no exhibit plan for the station, but objects meet the criteria of museum collection status as outlined in the park's Scope of Collection. The park has identified this as a deficiency in the Museum Checklist in response to the Exhibits Equipment and Supplies section and estimates a cost of \$50,000.00 for correction.

Specifically, the funds would go toward an inventory and processing of the objects donated by the Coast Guard when the Life Boat Station came under the jurisdiction of the NPS. A Historic Furnishings Report should be developed for the Life Boat Station as well as for the Lighthouse to inform any future exhibit planning efforts. This document should also authenticate ship name boards and other maritime objects currently present in the structure. If the decision is made not to bring the objects into the museum collection, the Life Boat Station can be removed from the Checklist. If their status changes to museum collection, the answer to

Museum Environment and Exhibit questions should be N/A given the robustness of the objects and the nature of the exhibit.



Figure 14 Historic Life Boat Station

Morgan Horse Ranch

Although not considered a museum area on the Checklist, there are some objects of concern and interpretive value. Historic objects include contents of the blacksmith shop, farm equipment, and trophy cups and ribbons. The weathervane displayed in the breezeway exhibit wall panels may have been made for the exhibit and not considered eligible for museum status, but it is actively corroding and could be cleaned and stabilized to present a better appearance to the visitors.

The blacksmithing interpretive program was discontinued about ten years ago because of concerns about toxic fumes from the blacksmithing process. Equipment was left in place, but over time, objects have been moved and unrelated material such as carriages have been moved in for storage. This disrupts the historic scene and undermines the new status of the shop as a static, historically accurate furnished area rather than an active program. An inventory of items in the shop has not been done, and it is a critical first step in determining collection status and addressing the preservation needs. Unrelated items should be removed and the rusted iron

objects should be stabilized. Neither the Maintenance Division nor the Cultural Resource Preservation crew has been involved in this type of maintenance, but the project could be accomplished on-site under the direction of a conservator using museum interns and park staff. The objects would be cleaned, the surface passivated followed by application of a heat-driven wax barrier coat. At the same time, the rusting iron farming equipment could be stabilized as well. Once stabilized, the objects would be placed on a yearly inspection and maintenance cycle. A PMIS statement should be prepared for this project at a cost of \$12,000-\$15,000.00.

The metal and ribbon trophies in the small glass-fronted case have not been inspected for years and are covered with dust and should be cleaned. The textile ribbons should be vacuumed with a small attachment and the metal trophies should be carefully washed and thoroughly dried. If silver-plated trophies are present, they can be cleaned with Haggerty's Silver Foam™ (do not use the Tarnex and crème polish present in the curatorial offices in the Red Barn), thoroughly dried with a soft cloth, waxed with a thin coat of Butcher's Bowling Alley Wax™, and buffed. Curatorial staff can undertake this treatment. Mice activity is evident in the bottom drawer of the trophy case, and they may have damaged the trophies on the shelves as well. If the ribbons are disfigured with mouse scat and damaged by chewing, they should probably be cleaned and removed from the case.

RCA Receiving Station, North District

Of the two radio stations acquired by the park seven years ago, the preservation issues of the RCA Receiving Station, though complex, are in many ways more straightforward and easier to address than the issues of the Bolinas Station, where there are security and safety problems. Management concerns are discussed in Issue A of this plan, and until a determination of museum status is made, both stations should be removed from the Checklist. This section presents additional specific conservation concerns to inform management decisions for future use of both stations.

The RCA Station was closed in 1999 and following the last transmission, everything stationary and ephemeral was left as it was when the radio

crew left the station. It remains so today. Ephemera primarily include paper-based material like calendars, notes tacked to boards and signs tacked and scotch-taped to surfaces. Ephemeral materials are not intended to last, and are easily vulnerable to deterioration by light and exposure to even normal conditions over the years. Many of these objects are in poor condition today, and should be scanned for replacement with faithful replicas to add to the historic scene in future exhibitions within the building. Inventory and replication should take place as soon as possible before deterioration progresses to material loss and these unique historic documents are no longer available.

The park is considering using the large second floor room for a visitor center with interpretive panels and limited artifacts, while the lower radio receiving area would be used as either an operational or static exhibit. Since 1999, park partners, members of the Maritime Radio Historical Society (MRHS), have restored and maintain the receiving equipment in working order. Their knowledge must be recorded and institutionalized while they are available, and the park should collect oral histories from them and other maritime radio operators. The park may want to explore the possibility of contracting with the Regional Oral History Office at the University of California, Berkeley (ROHO) for obtaining professional recorded oral histories of this important era. A PMIS statement should be developed for this project at an estimated cost of \$50,000. for ROHO oral histories.

Marconi / RCA Transmitting Station, Bolinas

Environmental issues / monitoring: The MRHS volunteers have sealed the control room and installed portable heaters and a dehumidifier that operate all the time to protect against condensation, corrosion, and mold, and so far, this effort seems to be successful. The volunteers have also made electrical improvements which have cut the electrical operating cost to a fraction of the former load (approximately \$150.00 from \$1,000.00 per month).

During the site visit, the HOBO monitor was moved to the heated and dehumidified control room to compare conditions with the outer

transmitter room where the HOBO had been previously placed. There is no need to monitor the areas which have no climate control strategy now that past monitoring has established a seasonal profile of environmental conditions. A period of monitoring for one month in the control room should provide usable comparative data to determine the effectiveness of the space-heaters and dehumidifiers.

Actually, operation of any heat-producing electrical appliance without anyone present can constitute a fire hazard, and the park should determine if this practice, though beneficial to the materials within the control room, should be continued.

Preservation activities: The MRHS volunteers have done more restoration work on instruments here than at the Receiving Station. After three years of being idle, condensation and salt-bearing air quickly advanced corrosion and deterioration of metallic elements of the transmitters, particularly un-anodized aluminum. Operation produces heat which helps keep the transmitters dry, but without this, cool metal surfaces are ideal for condensation, which is exacerbated by the presence of electrolytic salts. Cleaning and restoration techniques include mechanical rust removal, replacement of parts lost to corrosion from spare parts available in the original station storeroom, and polishing of oxidized painted surfaces. All work is thoroughly documented and kept in binders. Last year, about 1,600 volunteer hours were spent on restoration activities.

The volunteers estimate that one transmitter can be restored in three to four months with one volunteer working eight hours a week; working full-time, a transmitter could be restored in one month. But progress is slow with only three volunteers and many transmitters needing preservation maintenance work. Ideally, the professional knowledge, treatment approach, and techniques should be passed on to another generation so that the information is preserved intact.

Grants might be available to fund internships and on-site conservation assistance. If the stations achieve museum identity in the overall General Management Plan and the cooperating agreements are in order and in operation, grant sources such as the IMLS (Institute of Museum and

Library Services) and the Getty Conservation Institute fund conservation projects. Other sources of funding such as the Conservation Program (NYU Institute for Conservation), and the Winterthur Program at the University of Delaware should be explored as well. The NY State University of Buffalo Conservation Training Program summer interns could be used for stipend work on an eight-week project with the MRHS volunteers under the direction of a conservator.

Preservation-Related PMIS Project Statements

- PMIS 102684, *Prepare an IPM Plan*, \$20,000. This project is endorsed.
- PMIS 97988, *Paintings and Historic Document Conservation*, \$36,000. This is not endorsed as written. To be competitive, an archives survey should first be done to quantify the conservation needs of the paper-based collections so priorities can be set and costs estimated.
- PMIS 97848, *Process and Catalog RCA Archives*, \$100,000. (two year project). This project is endorsed with reservation. It would be helpful for the fund reviewers to understand what the \$20,000. slated for supplies over the two years of the project is intended to buy. Unless museum cabinetry is involved, that amount is substantial for archival supplies.
- PMIS 97854, *Backlog Catalog Museum Objects and Archives*, \$165,000. (3 year project). This project is endorsed.
- PMIS 104616, *Purchase Storage Units for Marconi / RCA Artifacts*, \$150,000.00. (3 year project). The project is a good one, but it is not endorsed as written. This project is more about the inventory and cataloging of the material and less about purchasing storage units. According to its title, the project is premature. Without an inventory and decision as to the collection status of the material, there is no way of knowing what kind of storage is appropriate, and how much and what supplies are needed. It is fine for a place-holder now, but would be far more competitive for funding by the fund reviewers if rewritten.

Recommendations

- Write a PMIS project statement for oral histories, possibly through ROHO, for the maritime radio operators.
- Write a PMIS project statement for an archives condition survey to base preventive and remedial care costs for future project planning.
- Write a PMIS statement to re-house the historic photographs in the curatorial storage room.
- Write a PMIS project statement for treatment of the iron blacksmithing collection and farm equipment at the Morgan Horse Ranch.
- Write a PMIS statement for an inventory of contents of both radio stations.
- Write a PMIS statement for Historic Furnishings Reports for the Life Boat Station and the Lighthouse.
- Write a PMIS statement for an IPM building survey to determine methods for excluding mice and other pests.
- Incorporate the Craig Bates Miwok material into the museum collection, and either remove the material from the inadequate exhibit case in the KPVC or cover the exposed side. If the objects remain in the case, cover it when the VC is closed.
- Seek completion of the Historic Maintenance Guide and implement housekeeping procedures.
- Photograph every wall aspect and center of rooms in the radio stations to establish a documentary baseline before objects are inadvertently or purposefully moved, disrupting the historic scene.
- Scan all ephemera in the radio station rooms that are being considered for exhibit.
- Complete and implement an IPM program for park museum areas.
- Complete pest-proofing of buildings.
- Discontinue environmental monitoring in the Bolinas Marconi Station, the Lighthouse and the Life Boat Station.
- Explore grant possibilities for on-site conservation projects including continued preservation of the radio instruments.

Issue E— Planning, Programming, and Staffing

Issue Statement

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

Background

The combined archival and museum collections at Point Reyes National Seashore currently total half a million items. Most of this collection is represented by archives. An organized library has about 600 cataloged publications, with an additional two lateral file cabinets of reference materials cataloged in NatureBib.

A developmental Museum Management Plan was written for the park in 1998 that identified several areas of concern, and presented six key recommendations to address these areas. The park has addressed all of these areas of concern to a greater or lesser extent, primarily dependent upon funding and staffing available. Some of these include:

- A GS-1420/11 archivist was hired in a term position (2002).
- Dedicated archival and museum storage was completed (2002).
- Park records are surveyed and relevant material enters the collection (ongoing).
- Material is accessioned as it enters the collections (ongoing).
- A collections care program was established (2002, ongoing).

The current museum program staff includes a GS-1420/11 archivist (term, subject to furlough) and a GS-1016/6 museum technician (term, subject to

furlough). The park received an OFS increase in FY 2001 that included \$200,000. for the first base funding of cultural resources staff in the park's history. The base budget for the park museum management program was \$52,000 in 2005, leaving \$24,700 for the archivist to make up in order to meet her salary. The museum technician was budgeted \$46,000 from Backlog Catalog funds in 2005.

In order to make up salary and extend their work, the archivist and museum technician are taking work from other park units. Table 1 shows the parks and amounts realized in FY2005.

	PWR	HAVO	KALA	PINN	RORI	REDW
Archivist	\$2,700	\$2,700	\$4,050	\$2,700	\$12,940	\$5,400
Museum Technician				\$3,800		

Table 1 Salaries from other parks for work by archivist and museum technician in FY2005

The park received an OFS increase in 2005, which went to park maintenance to cover long-standing needs. The chief of Cultural Resources prepared a second OFS request specifically for park cultural resources, including the museum management program. It will probably be a number of years before the park receives another OFS increase that will fund permanent museum positions. A GS-11 curator or archivist is recommended to lead the program.

The archivist has prepared PMIS statements documenting requests from four funding sources for the fiscal years 2006 to 2010. Table 2 on the next page indicates the requests by program for these fiscal years.

Within the matrix below, both Fee Demo and Cultural Cyclic are considered ancillary funding sources, to be used as funding opportunities arise.

Program	FY2006	FY2007	FY2008	FY2009	FY2010
BAC-CAT	Archives \$50,000 #97848A	Archives \$50,000 #97848B	Biological & Cultural \$55,000 #97854A	Park Records \$55,000 #97854B	Ranching Artifacts \$55,000 #97854C
MCPPP	Disaster Recovery Plan \$30,000 #97855B	IPM Plan \$15,000 #102684	Storage Units / RCA \$50,000 #104616A	Storage Units / RCA \$50,000 #104616B	Storage Units / RCA \$50,000 #104616C
Cultural Cyclic	Photo Conserva- tion \$36,000 #97988	RCA Collection Conserva- tion \$50,000 #98027	Slide Collection Conserva- tion \$30,000 #104611		
Fee Demo	Digital Photo Work \$50,000 #97766A	Digital Photo Work \$50,000 #97766B			

Table 2 PMIS statement funding requests for FYs 2006 to 2010

Discussion

In planning for resource preservation (in this case archives, objects, specimens, and library resources), it is important to maintain perspective on how these resources support the overall missions and goals of the park. The park collections constitute documentary evidence of park resources, and the administrative decisions and resource stewardship activities that affect them. Park collections are thus primary park resources that comprise the institutional memory of the particular unit. From this perspective, the collections serve four distinct functions within the park: documentation; preservation; research; and education/public programs.

The documentation of time and costs to the museum management program for individual elements of these four primary functions is an essential element of planning and programming. Increasingly, park managers are being asked to show “value received for value given” in park operations. Program staff may consider doing a very basic cost analysis for both current and projected activities, which would assist management with

documentation of direct cost/benefit ratios, and establish credibility for the museum management program. Some time/cost questions to ask for this analysis might include:

- How many accessions entered the collection over the past three years?
- At what rate is this increasing or decreasing?
- Is the park keeping up with registration, or is backlog being created?
- What is the average time/cost to process an accession?
- What is the average time/cost to catalogue an object, specimen, or document?
- What is the time/cost to provide storage/inventory per cubic foot per year?
- What percentage of time is spent on research requests and providing access and reference services?
- At what rate is this increasing or decreasing?
- Are the collections being used for exhibit or public program?
- At what rate is this increasing or decreasing?

As the staff collects and formats the data, park management will begin to recognize the direct costs and associated benefits of this management activity, as well as adjustments that may be necessary in both staff and funding. This data will enable the park staff to develop effective, integrated programs to identify, program for, and meet park needs. It will also document where project or temporary staff may be necessary to accomplish backlogged work or to make the overall program more efficient. Moreover, this information will provide the foundation and documentation necessary to establish the appropriate number of permanent and temporary staff positions and grade levels.

The two critical reporting documents that provide data for managing park collections and identifying funding needs are the Checklist for Preservation and Protection of Museum Collections (Checklist), and the Collection Management Report (CMR).

The Checklist is important for the following reasons. It:

- Establishes the standards under which park museum collections are maintained, and against which the park evaluates its operations.
- Documents the preservation of the park museum collections at a particular point in time.
- Determines the programs and funding required to bring a museum collection to these standards.

The Museum Collection Preservation and Protection Program (MCPPP) is based on the data received from the park Checklist. Thus the careful completion and up-dating of park checklists is critical to adequately estimate the collection preservation needs of the park. Service-wide funding is allocated based on the aggregate needs for each of the NPS regions. This funding is adjusted every four years based on the most current data available, so it is critical that park data be up-to-date and accurately reflect current needs.

The Backlog Catalogue Program (BAC-CAT) is based on the data contained in the park CRM. This provides a statistical overview of the park collection, providing information as to the size and type of materials contained in collection, the growth of collections over time, the status of collections documentation (accession and catalogue) and the identification of the documentation backlog. Again, service-wide funding is allocated based on the aggregate needs as documented by the individual parks within the region, so accuracy in reporting is important.

Conclusion

The museum management program at Pont Reyes National Seashore is still very much in a developmental phase. The park staff is still determining what types of services they need from the program, and the program still figuring out how to provide these services. Until some of these decisions are made and codified, it will be difficult to establish adequate staffing and funding levels for the program.

The park programs cross many disciplines and subject areas, each a potential subject area for archival, collections, and/or library development.

It should also be recognized that the Bay Area contains several institutions of scientific and cultural renown, and with such resources readily available it is not necessary for the park to collect in each area of park interest. It may well be that a few well developed partnership agreements along with “virtual” collections may fill at least some of the park’s need for specimen collections. The details of exactly what types of collections are required on-site to support on-going park operations need to be worked out with the individual program managers.

Individuals currently working in the museum management program have skills and abilities that are needed and used by other parks in the local network, other networks in the region, and by the region as a whole. These activities outside the home park should be codified by inclusion in the individual Position Descriptions, and where possible by Memoranda of Agreement with park units requesting and receiving these services. In this manner a record of network and regional service will be documented and recorded, with obvious staffing and funding implications for the future.

As a result, the cultural resources management staff as a whole, and particularly staff within the combined collections management program, should begin the identification of program elements as described in the Philosophy section in this MMP. This will serve to codify the role of the program within the park organizational structure. The collections management staff should then describe and price the various individual program elements as described in this section. In this way, the form and function of the program will be identifiable, and the cost of each program element will be apparent to the park management team.

Recommendations

- Develop a list of essential archival, museum, and library management activities, and begin a time/cost documentation and analysis for each activity.
- Identify and describe as program elements the types of services the museum management program is able to offer to the other park divisions and work units.
- Accession all backlog collections and revise the CMR to ensure the park is eligible for maximum BAC-CAT funding.
- Revise existing PMIS statements to reflect better estimates resulting from the above recommendations.
- Prepare new PMIS statements to document funding needs that may be identified as a result of the above recommendations.
- Work with interpretation to remove non-essential museum items from exhibits in order to consolidate collections and possibly remove structures from the Checklist.
- Establish partnerships and agreements with network and non-service organizations that will assist with the documentation, preservation, and management of collections.
- Revise the Cultural Resources OFS request to accurately reflect combined collections management staffing and funding needs resulting from the above.

Appendix A—

PORE Survey Results

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

Survey Objectives

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

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

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

Survey Methodology

The survey target was the temporary and permanent staff of Point Reyes National Seashore. It was disseminated to a total of 106 staff under a cover memorandum from the superintendent on March 15, 2005, requesting the survey be completed and returned to the regional curator. A total of 14 responses were received, representing a 13% response rate. A response rate of 12% is required for this type of survey to be considered statistically valid, so the PORE response may be considered acceptable. Responses were also concentrated in the Resources Management Division (seven

responses) with the remainder distributed evenly across the other park divisions.

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

Respondents were also given limited opportunities to add written comment. Write-in responses are generally not used in surveys of this type as they often fail to elicit statistically valid responses, and those that are generated are often difficult to quantify. Most of the written responses to this survey were anecdotal in nature, and tended to reinforce or support information already recorded by the respondents in the checklist sections.

Since the response to the survey in general (13%) was sufficient to be considered statistically valid, the results were considered to be representative of the survey population as a whole. It is a matter of statistical concern, however, when half the responding population is concentrated in one work division, as will be pointed out later in this appendix. Percentages have been rounded up when 0.5 or more, and rounded down when 0.5 or less.

Survey Summaries

When reviewing survey results it is important to remember that a response rate of 12% is necessary for the results of the survey as a whole to be considered statistically valid. Within the survey, the same requirement for response to each section or question was arbitrarily set. For this reason the results provided below are phrased in terms of percentage of the respondents to any given section or question.

Frequency of collections use by park staff (14 responses)

- 57% used the library an average of 2 times in the last year.
- 57% used the museum collections/archives an average of 5 times in the last year.
- 54% used non-service archival, library, or museum resources in the last year.

The rates of use are somewhat higher than the same rates documented for other parks where this survey has been done. This higher than normal average may be due to the high percentage of Resource Management Division staff response to the survey, as typically the response from the Administrative and Ranger divisions in other parks tend to document lower use rates for the library and collections. However, it does appear that the collections are for the most part meeting the needs of those responding to the survey.

In addition, over 35% of the staff is also using non-service archival, library, and museum collections in pursuit of information necessary to do their jobs. Determining what services are not being offered by the park that requires this number of staff to use outside resources at least once a month would be interesting. A one-sheet survey to all the employees could accomplish this.

A total of 8 respondents (57% of the all respondents) indicated they used the archives and museum collections. Respondents were allowed to pick as many types of collections as they had used. The top 3 types of collections indicated as being used by this group are:

- 88% - Photographs and images
- 88% - Natural resource records/maps/images/reports
- 25% - Historical archives/materials

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

- 63% - Address internal NPS information needs
- 63% - Resource management research
- 38% - Address non-NPS information needs
- 38% - Information for planning/compliance
- 25% - Develop inventory & monitoring programs
- 25% - Identification and comparison

These results document that the primary resources being used are the archival collections, a growing trend within the Service. The primary reasons cited for use were vocational motivations; however, there was a fairly high rate reported (25%) for “personal learning.”

Section II of the survey considered reasons staff may not use the resources, and/or suggestions for improvement in the way those resources are managed and made available for use. All 14 staff respondents’ answers were included, and they were allowed to pick as many statements as they felt applied. The top responses were as follows:

- 50% - Improve electronic access to museum collection data/information
- 50% - Provide listing/finding aids to the collections
- 43% - Provide on-line remote access to databases
- 43% - Provide on-line computer access to collections/archives
- 38% - Staff collection with at least one professional position
- 29% - Provide additional professional staff
- 29% - Increase hours the collections are open

Again, the responses to this section are different from those commonly seen in surveys done recently at other parks. First, there is nothing that significantly stands out as “something that really needs to be fixed” such as seen in many other parks. Second, while the PORE responses identify a number of the same factors for suggested improvement, the response is much more moderate, and more widely spaced among the available choices, than seen in other parks.

General Conclusions

The responses indicate that the PORE combined archives/museum collection/library has started the process of integration into park operations, and has both use and support on the part of the staff. The above responses indicate a still developing program that has figured out the primary needs of the user population, and has begun efforts to meet those needs. This is indicated by a fairly high rate of use and a comparatively low rate of improvements suggested. These center around

improved electronic access to collections, improved finding aids, and remote, on-line access to this information. The need for improved access is also indicated by requests for work tables, scanners, and additional staff to provide more service and expanded hours.

The survey format provided the park staff the opportunity to offer individual impressions of the combined museum management program in a candid manner, as well as providing a venue for staff suggestions for changes and improvement. The survey results also provided the MMP team with a better understanding of current park operations, and they should also give park management background data that may be useful in developing specific programs to better manage these unique, park-specific resources.

Appendix B— Suggested Library Operating Policy

Introduction

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

Objective

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

Responsibility

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

Scope of Collection

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

Materials in the library will pertain to the following:

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

Selection Guidelines and Procedures

The Division of Interpretation and Education and the Division of Natural and Cultural Resources will use the following criteria in selecting materials for the library:

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

The library manager will compile a list of desired acquisitions in August of each year. Input from all staff will be considered. Copies will be forwarded to the superintendent and team leaders for budget and reference purposes.

Microfilm

The microfilm collection will include materials unavailable or prohibitively expensive in their original form.

Periodicals

In addition to general library selection criteria, periodical selections will consider the following:

- Periodicals must supplement the collection as an additional and current source of information.

- Periodicals must occasionally or regularly publish popular articles, or historic articles of use or interest to the park staff.

Operating Guidelines

Loan Privileges

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

At the discretion of the park library manager or the chief of natural and cultural resources management, library privileges may be extended to the following:

- NPS employees from other areas.
- Contractors conducting research in the park.
- Researchers with valid research needs at all levels.
- Other users who will benefit the park and not interfere with normal operations.
- Non-NPS library use will be restricted to on-site use. The superintendent may make exceptions. Use of the library by non-park staff will be by appointment with the park library manager. Use will be supervised; users will sign in and check out. The library will maintain an attendance log of non-park users.
- Returned materials are to be placed in the “Return” box. The park library manager is responsible for re-shelving and re-filing materials. No other person should re-shelve books. Materials should be re-shelved at least on a biweekly basis.

Damage and Loss Policy

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

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

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

Vertical File

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

Paperbacks

Paperbacks will be acquired for the following reasons:

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

Duplicates

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

Replacement

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

Gifts

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

- The park retains the right to keep, use, or dispose of them as deemed appropriate by the superintendent.
- The materials will be integrated into the regular collection.

- Park staff will give no appraisals for tax purposes, but the park library manager may assist in the following ways:
- Suggest sources of such information, such as dealers' catalogs
- Provide a receipt describing the donated items but not assigning a value to them.

Controlled Access Collection

A locked cabinet will be maintained in the library with rare and fragile materials. Items will be considered for inclusion in this cabinet if they:

- are virtually irreplaceable.
- have a monetary value over seventy-five (\$75.00) dollars.
- have particular historic interest to the park.
- have unusual attractiveness or interest.
- are in fragile or delicate condition.

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

Exhibited Materials

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

Interlibrary Loan

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

Vertical File Policy

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

Photocopying

Photocopying of materials is permitted except in the following situations:

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

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

NOTICE:

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

Adding New Publications

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

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

8. Books will then be shelved according to their LCS number.
9. Every four months the library manager will update the park's computerized catalog with the most current copy from the [\[name of regional library or support office\]](#) library. At this time, hard copies of the author, title, and subject listings will be added to the library reference area.

Excluded Publications

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

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

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

Inventories

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

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

Binding

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

Weeding

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

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

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

Weeding Procedure

- Items are removed from the collection following the above criteria.
- Selected material is included in a memo and circulated to park staff. Final approval of weeding is made by the chief of natural and cultural resources management.
- A Report of Survey (DI-103) is prepared and circulated.
- Library records will be updated.
- Cataloged items are offered to the following:
 - a) [Name of regional library or support office]
 - b) [Name of region] Region Units
 - c) Harpers Ferry
 - d) Department of the Interior Library
 - e) Library of Congress

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

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

Approved by:

Superintendent _____ Date _____

Team Leader _____ Date _____

Library Manager _____ Date _____

Appendix C— Smithsonian Industrial History Report

Curatorial Recommendation for Industrial History Collections At Point Reyes National Seashore

By Peter Liebhold, Chair, Division of Work and Industry
National Museum of American History
Smithsonian Institution

From an industrial history perspective, the direction and management of the Point Reyes National Seashore offer many difficult challenges as well as exciting opportunities. The scope of topics to consider varies widely from fundamental issues like collection management, collection development, audience development, and future exhibitions to more prosaic areas such as safety and financial accounting.

Created in 1962, the Point Reyes National Seashore has a rich history as an ecological preserve and a recreational venue. Located a mere hour from a major population center with offerings of charismatic mega-fauna and an ecological biodiversity setting, the park offers a popular and unique contemplative environment that is a much-desired and much-used break from the pressure of urban life.

The park, operating under the rubric of “an island in time,” has stressed the ecological virtues of the area and iconic buildings such as the 1870 lighthouse and visitor destinations. This report assumes that the intent of park management is not to increase the number of visitors but instead to increase the quality of the visitor experience. Developing this industrial history resource is an excellent way to enhance the visitor experience.

There is a rich industrial history to the Point Reyes National Seashore, including opportunities to address such diverse topics as the history of radio, farming, globalization, invention, business, and transportation. Of

greatest historical significance are the two *Marconi/RCA* radio stations sites. While not the first in the United States, these sites are by far the best preserved. In operation for over 80 years, these sites played an important role in the development of maritime and international radio communication. Along with intact buildings, the stations are in amazing operational condition and filled with significant radio technology. A National Register nomination has been prepared and significant research documenting operations undertaken. In addition, about 300 linear feet of archives from 1914-1999 has been preserved. This is a valuable and unique holding that deserves more attention.

As with any museum operation, collections management is an area of great focus. While the industrial and other artifacts collected by the park and held in the Bear Valley facility appear to be managed professionally in accordance with current museum standards, the management of artifacts in the two *Marconi/RCA* radio stations raises some concerns. The two major issues to consider are the operation (or consumptive use) of historic artifacts and the intermingling of artifacts belonging to a number of organizations.

Establishing levels of registration control and documentation will be important in the preservation of the Marconi/RCA reception and transmission stations. Normally a museum catalogs every individual item, but as entire buildings are being preserved, this level of control would consume vast amounts of resources and be unnecessary. Some important individual objects (like the collection of sounders) should, however, be identified with catalog or other such numbers. Those objects that belong to the park should be listed in their catalog and an accession record created. Because of the great number of objects in the radio facilities it might be practical to group some of the less important objects. A two-tiered approach seems both practical and reasonable. Other artifacts that belong to individuals or the Maritime Radio Historical Society group should be segregated when possible and marked with loan numbers when added to period settings. In all cases intermingling of park and non-park artifacts should be held to a minimum. All loans should have formal loan agreements so that in the future there are no questions of ownership.

While traditional museums like the Smithsonian rarely operate their artifacts for fear that damage may occur, other institutions such as the Henry Ford and Williamsburg do allow limited use of historic objects. In the case of the Point Reyes wireless sites, this policy of limited use seems well-considered and should be continued. In fact, one can easily argue that some use will, in fact, extend the life of the objects (the heat of operation causes them to dry out and not to deteriorate.) However, as routine maintenance requires elements such as tubes or assemblies to be replaced, the information about what is original and what is repaired or replaced should be recorded in the appropriate accession record.

Collection development is another tricky area to consider. Throughout the profession many museums are currently wrestling with how to develop and update their collections plans. The creation of a collection plan document can be extremely difficult. A serious consideration and articulation of the desired collection scope makes decisions simpler on what and whether to acquire when opportunities arise. While “over the transom” offers should always be considered, the bulk of collecting should be pro-active. Finding and acquiring those objects that the museum desires is a critical element of curatorial stewardship.

The scope of the Point Reyes collections needs to be considered and articulated. Should the collection be confined to only wireless communication devices used on site or extended to wireless devices used elsewhere? Should the collection be extended to the development and use of radio more broadly? Should the collection be expanded to include farming, cattle ranching, forestry, mining, and transportation artifacts? While I would argue the primary focus should be the wireless communication history of the site I would also hope that some artifacts representing interest in the other categories would also be collected. The recent acquisition of Press Wireless equipment is an example of thoughtful scope creep. An important step in developing a collection plan will be determining whether other public institutions are collecting similar material. The collections should be deepest in the core areas (maritime and point-to-point wireless communication) but should, perhaps, expand to document and preserve areas of wireless communication not being

collected by other institutions. The scope should also expand to take on other industrial history topics such as dairy ranching.

The input of volunteer advisory groups will also be important in developing a collection plan. Groups like the Maritime Radio Historical Society have knowledge and contacts that are invaluable in developing the collection. Ultimately, however, the decisions about what to collect should be made by the professional staff and should take into consideration a broad base of concerns. Issues of context and relevancy to diverse audiences are some factors that should go into developing the plan.

Awareness and construction of audiences is a major concern of public historians. Unlike academic history, identifying self-selecting constituent audiences and determining whether these groups can and should be expanded is one of the biggest issues facing museums today. Seeking to attract underserved audiences (ie minorities, the poor, and less educated people) and sensitivity to gender and age differences are critical concerns to modern museum management. Intergenerational learning and differences between memory and history are other considerations that compound the difficulty of the task.

The Maritime Radio Historical Society is a dedicated group of supporters which seems to provide an interesting and quality experience to a broad group of park visitors. More could be done to expand the offerings and thus interest other audiences. One possible area to expand would be in science education/history (although it might be difficult to compete with the nearby Exploratorium and the San Jose Tech Center.) Another area to consider that would probably be of interest to people from Marin County would include environmental history. One can easily imagine exploring questions about sustainable agriculture, native grasses versus cattle grazing, the business and ecological effect of land trusts, and trash history as seen through the dumping of waste (especially toxic waste.)

Perhaps one of the biggest questions facing the Point Reyes National Seashore is whether to create exhibitions that feature the industrial history of the site. Of course the answer from my perspective is yes. The RCA station at Point Reyes offers a fantastic opportunity for exhibitions.

Halfway between the Bear Valley Visitor Center and the lighthouse at Point Reyes, the station could be a wonderful stop for some of the 250,000 people that drive by annually. In the most developed scenario the second floor room could be turned into an exhibition hall. Easier to achieve would be expanding the existing tours and demonstrations of the first floor working wireless station. A self-guided walking tour of the antennae fields would also be possible. This latter choice is attractive in that it does not require staffing and is in keeping with the recreation through exercise sensibility of a national park. A series of text plaques or material in Adirondack type shelters could make such a trail rewarding and educational. The Europeans are doing very innovative projects along this line (consider the Ruhr Valley tour in Germany and the National Mining Museum of Wales at Blaenafon for ideas) The possibilities are quite endless.

One question for any exhibition project is focus. Should the treatment of industrial history at Point Reyes only explore maritime radio, or also look at point-to-point-transmissions? Should an exhibition only consider early wireless communication or should it be expanded to non-Morse commercial radio? Clearly the history of the site should be told but it could easily be expanded to include much more. Beyond radio history the park has great opportunities (at the Point Reyes Station and elsewhere) for interpreting the environmental effects of industry, farming, development of the electronics industry, invention, business, transportation, forestry, mining, and issues around globalization.

Beyond traditional panel and period setting exhibitions, there are also great possibilities with the development of web materials and especially the NPS radio station (1610 AM). Presently the radio station plays a short endless loop of information that has nothing about the industrial history of the park. This paucity seems surprising. The broadcast would become much more interesting if expanded to address some of the industrial history sites that visitors encounter as they drive from the Bear Valley Visitor Center to the lighthouse and other destinations in the park.

Beyond the major questions of collections management, collections development, audience development, and new exhibitions, issues of safety

and finance should also be considered. The operation of historic artifacts (especially high voltage equipment) is inherently dangerous. With heavy dependence on volunteers it is critical for the park to put in place a carefully considered safety plan (but not retreat from operation of the artifacts.) Training and adherence to a prescribed plan is important. When working with the equipment the use of automatic cut-out switches (or similar devices) should be explored. (At the Henry Ford after a licensed volunteer was killed operating a steam engine, the museum installed a new safety regimen where each operator carries a radio-actuated shut-off switch.)

Financial operations should also be scrutinized. The financial system of the park is assumed to be excellent but the practice of the Maritime Radio Historical Society is a little worrisome. Consistent accounting practice should be put in place and ownership and disposal of unwanted equipment should be codified, recorded, and segregated from park operations. While the volunteers are marching to an agreed goal it is important to insure that no one takes any unwanted shortcuts.

In order to expand the interpretation of industrial history at Point Reyes National Seashore significant funding will be needed. It seems unlikely that any or all of the support will come from the federal government so private sources will need to be developed. Along these lines innovative partnerships will become increasingly important. The scope of the industrial history of the park makes the number of partners large and varied. Supporters might come from foundations, individuals, educational groups, and industry itself.

The industrial history of Point Reyes National Seashore is really quite marvelous and should be expanded. The Marconi/RCA sites are both important and well preserved. This is truly a unique opportunity. Many other interesting stories can also be told through existing park holdings. The staff of the park should be commended for their fine work and their commitment to developing the resource more fully.

Appendix D—

Suggested Workload Analysis

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

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

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

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

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

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The following list documents the site-specific materials used by the planning team to understand the current status of the resources in developing this Museum Management Plan.

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