



Petrified Forest Museum Association

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(928) 524 – 6228 Ext. 239

The Scope of Sales Statement

Statement of Relationship

THE NATIONAL PARK SYSTEM

National Park System areas are established primarily to provide opportunities for visitors to enjoy America's natural and cultural heritage, and to protect resources for the enjoyment of future generations. Fulfilling that dual mission is becoming increasingly complex as United States national parks attract a rapidly increasing number of visitors not only from the United States, but from around the world. In itself, the increased number of visitors poses new problems - and possibilities - for our national parks and nearby communities. But complicating the issue is the increasing diversity of visitors - with an increasing diversity of expectations, wants, and needs, and increasing pressures on the resources they have come to enjoy.

COOPERATING ASSOCIATIONS

Cooperating associations developed early in National Park Service history in response to visitor needs for inexpensive guides, pictures, maps and other interpretive literature not otherwise available through the use of federal funds. Interested persons in nearby communities and educational institutions joined with park naturalists and historians to form library, museum, and historical societies to produce and provide such information to the public. In some instances, long-established organizations became National Park Service cooperating associations to further their interests in visitor services and park preservation.

The first such organization was the Yosemite Museum Association, founded in 1920 by Ansel F. Hall, a park ranger, to develop a museum and visitor contact station in Yosemite Valley. Nine thousand dollars contributed by the public, and a later philanthropic gift of \$75,000, established the first Yosemite museum and set into motion the work of cooperating associations as we know them today. As the museum and its visitation grew, the need for suitable free and sales interpretive literature increased. The logical vehicle to provide this service was the existing association, which, in 1925, was reorganized and expanded into the Yosemite Natural History Association (incorporated in 1947).

CONCESSIONAIRES

Another entity that is present within many national parks is a park concessionaire. The concessionaires provide necessary and appropriate services that are not handled by the National Park Service or cooperating associations. These services include normal visitor needs and expectations, such as food, fuel, lodging, souvenir gift shops, film, etc. while visiting any park area. Concessionaires must bid on a contract periodically at a park so that they do not have a monopoly on the contract, and a percentage of their sales, established in their contract, is given to the park service.

BRIEF HISTORY OF PETRIFIED FOREST NATIONAL PARK

On December 8th, 1906, President Theodore Roosevelt used the newly passed Antiquities Act to set aside the nation's second national monument - Petrified Forest National Monument. Boundary changes have been made several times, including the addition of the Painted Desert Section in 1932. Legislation was passed in 1958 to change the designation of Petrified Forest from national monument to a national park to protect not only the petrified wood but also the other fossils, the archeological sites, the scenery, and the desert plants and animals. In 1962 the area was designated as Petrified Forest National Park to preserve and protect all of these resources.

HISTORY OF PETRIFIED FOREST MUSEUM ASSOCIATION

On December 9, 1940, after much hard work and numerous meetings, several citizens of Holbrook submitted a statement of purpose, a constitution with bylaws, a statement of administration and plans for membership for a cooperating association to the Director of the National Park Service. These statements of a proposed corporation were adopted at the first organizational meeting in Holbrook, Arizona, on November 29, 1940.

The Petrified Forest Museum Association was established and approved by the Secretary of the Interior on February 5, 1941. PFMA is one of the earliest cooperating associations and is one of the few independent cooperating associations in the Southwest.

Purpose or Association Activities

From Directors Order 32, *as of edition in place 6/23/06: Subject to latest approved edition*

Historically, associations have focused their activities on purposes related to interpretation, education and visitor services. Some of the more common activities include:

- Providing services to park visitors through the sale and free distribution of educational materials in a variety of print and non-print media
- Sponsoring the development and production of materials that directly or indirectly increase the understanding and appreciation of individual park units and the Service
- Supporting park and Service-wide interpretive, educational, and scientific programs, including presentations and demonstrations which further public understanding and appreciation of the resources, themes, and issues of individual park units and the Service
- Acquiring materials for use in interpretive programs and exhibits, including historical objects, library and archival materials, equipment, and related items necessary to the education and visitor service function
- Supporting the design and construction of visitor centers, museums, education centers, or interpretive exhibits; rehabilitation of existing exhibits; and design and construction of other facilities necessary to complete the development of park areas, when use of those facilities is consistent with the association's purposes
- Participating in activities of organizations whose goals and objectives are compatible with those of the Service by providing logistical support and staff leadership.
- The success of associations may be attributed, in part, to their focus on the core interpretive, educational, or research purposes stated above. However, associations have evolved to serve proficiently in many additional roles, also appropriate to their educational purposes, including:
 - Serving as friends groups and/or operating extensive membership programs
 - Conducting fundraising for interpretive, educational, and research programs
 - Conducting education programs, seminars, and field institutes
 - Operating reservation systems, visitor centers (both within and beyond park boundaries), and collecting park fees
 - Managing audio tours, auditoriums, and other public performance venues
 - Conducting site tours, living history programs and cultural demonstrations
 - Sponsoring special events and providing travel and tour programs
 - Providing leadership in planning for new visitor facilities
 - Employing association interpretive and cultural resource staff and sponsoring internships

- Managing park marketing and public relations programs
- Publishing independent magazines and scholarly journals
- Providing concession services where appropriate.

In addition, many associations have formed partnerships with other federal, state, and local agencies responsible for diverse natural, historical, and cultural resources. In addition to maintaining their relationship with the National Park Service, one third of all associations partner with other government agencies

PURPOSES OF PFMA

The purposes of PFMA are:

- To stimulate interest in the educational activities and to encourage scientific investigation of the Petrified Forest region.
- To Assist in the establishment, development and acquisition of interpretive material for use in furthering interest, use, understanding and visitor services in the Petrified Forest region.
- To publish material on and around the Petrified Forest National Park to aid the interpretive efforts of the Petrified Forest National Park.
- To operate sales facilities, proceeds from which are to be used to operate the Petrified Forest Museum Association to these ends and to provide support and aid to the Petrified Forest National Park, both in interpretive fields, and in fostering and promoting related and relevant research in the Petrified Forest National Park and surrounding region.
- ALL funds generated are used to further the Petrified Forest Museum Association’s ability to provide and expand its services in its capacity as a Non-Profit Corporation operating under the 501(c)3 status of the IRS code.

MANAGEMENT AUTHORITY

DIRECTOR'S ORDER #32: COOPERATING ASSOCIATIONS – Provides the management authority and guidelines for the operation of a cooperating association within a national park. This directive is universal to all National Park Service areas and cooperating associations and defines the roles, scope of operations and interactions between the partnering agencies – and is updated periodically to keep it relevant and functional for all parties. Copies of the most recent version are available on the National Park Service website, www.nps.gov, and therefore not included within this document.

ARTICLES of INCORPORATION

The Petrified Forest Museum Association, Inc. filed articles of incorporation on the 6th day of January, 1965, with the full document included in Appendix A.

BY-LAWS OF PETRIFIED FOREST MUSEUM ASSOCIATION, INC.

The Petrified Forest Museum Association, Inc. operates in accordance with board approved by-laws, and are subject to change periodically. The set current at the time of drafting the Scope of Sales document are included in Appendix A, but may be superseded by subsequently voted, approved, and adopted by-laws.

PETRIFIED FOREST MUSEUM ASSOCIATION INC. MISSION STATEMENT:

Develop, improve, promote and increase opportunities for the public by advancing education, experience and enjoyment.

COOPERATING ASSOCIATION AGREEMENT (Boiler-Plate for all Associations)

Cooperating Association Agreement – Details the authority and guidelines for the operation of a cooperating association within a national park, keyed off of or reflecting Director’s Order #32 in a formal agreement for each party to sign. This agreement is also universal to all National Park Service areas and cooperating associations and further defines the roles, scope of operations and interactions between the partnering agencies – and is updated periodically to keep it relevant and functional for all parties. Copies of the most recent version are available on the National Park Service website, www.nps.gov, and therefore not included within this document.

Set of Significance Statements

The significance of places and things is embedded in their enduring tangible and intangible resource characteristics: elements that are so attractive, interesting, and engaging that people choose to experience them time and again. Every organization that offers heritage interpretation describes, in some way, the importance of the places, events, people, and things that relate to their park. Significance descriptions can often be found in enabling legislation, a charter, mission statement, foundational statement, general management plan, or master plan. This description is most useful when it is more than just a resource list — when it includes relevant context that makes the items on such a list meaningful to the reader.

Such a description of resources is characteristically formatted as a set of *significance statements*. Significance statements, taken together as a whole, serve to describe the distinctiveness of the combined resources of the park, including natural, cultural, inspirational, scientific, historic, recreational, and other aspects. They include tangible and intangible characteristics and the context in which these characteristics are embedded. In most organizations, the mission of the organization and the set of significance statements combine to focus management actions and operations on the preservation and enjoyment of those attributes that most directly contribute to the importance of the place.

While subject to change or revision, and those changes will supersede the current set of significance statements included in this writing, 6/23/06, are:

The Late Triassic fossil floras and faunas preserved at Petrified Forest National Park are globally significant because they provide a distinct record of diverse terrestrial ecosystems approximately 214 to 225 million years old. The fossils include one of the largest and most colorful deposits of mineralized wood in the world. These extensive and remarkable paleontological resources illustrate variability and evolutionary changes in plants and animals including early dinosaurs through place and time, lead to discoveries of important new species, and provide other insights that influence the world’s research and knowledge of Late Triassic terrestrial biotas and the development of more modern flora and fauna.

Fundamental resources and values:

- Late Triassic terrestrial plant and animal fossils contained within the Chinle Formation
- Petrified wood deposits in a natural setting
- The fossils and petrified wood which have been and will be preserved for scientific study (the museum collection), including over 60 holotypes (as of 2005) of extinct plants and animals (a holotype is the specimen used to describe a particular species)

Petrified Forest National Park contains some of the best exposures of Late Triassic terrestrial rocks and strata in the world. The Chinle Formation in the park preserves a variety of strata that represent ancient sedimentary environments (rivers, floodplains, lakes, swamps, soils, etc.) and their relationships to each other. The present landscape formed by geologic processes is integral to the paleontological resources, prehistoric and historic travel and trade corridors, the movement and distribution of modern flora and fauna, and scenic sculpted badlands, including the Painted Desert.

Fundamental resources and values (of the Chinle Formation)

- preserved depositional environments

- erosional properties
- widespread exposures
- erosional processes and resulting features – such as buttes, mesas, hoodoos
- significant deposits of Late Triassic terrestrial plant and animal fossils
- raw materials for lithic and ceramic production

Petrified Forest contains the largest example of a recovering native grassland in the southern Colorado Plateau region. This semi-desert shortgrass prairie and semi-desert shrub steppe preserves habitats for a variety of flora and fauna and provides refuge for several animals of concern such as pronghorn and prairie dogs.

Fundamental resources and values:

- Diversity of flora and fauna, including shared characteristics of three ecological regions (Great Basin, Sonoran, Great Plains)
- Ecological values - structure and composition, function, health, and recovery - owing to the lack of recent grazing relative to other areas of shortgrass prairie
- Ephemeral water resources (washes, seeps and springs, tanks, tinajas, depressions) are critically important for flora and fauna
- Riparian areas are critically important for refuge and habitat
- Some of the cleanest air in the country

Petrified Forest National Park contains a complex array of archeological and historic resources, including petroglyphs and a vast array of diverse ceramics that illustrates a 10,000-year continuum of human land use. Subtle but challenging landforms influenced human movements on both north-south and east-west routes from prehistoric times to the present, affecting regional patterns of settlement, trade and migration. Shifting cultural boundaries in this area created a high diversity of cultural sites and features still important to modern American Indians of the region.

Fundamental resources and values:

- Evidence of ongoing use and occupation spans paleo Indian culture to modern American Indian culture. Types of resources include hunter/gatherer sites and early large pithouse villages with an outstanding collection of the earliest pottery in the region. Evidence also illustrates the interaction between people and their environment, for example cultural landscapes, utilization and trade of petrified wood as lithic material, and human relationships to ephemeral sources of water. Examples of archeological resources that are on the National Register of Historic Places include Agate House Pueblo, Puerco Ruins and Petroglyphs, Flattops Site, and Twin Buttes Archeological District.
- The park encompasses thousands of documented petroglyphs and hundreds of pictographs of high integrity. Many petroglyphs are related to sociopolitical territories of the overlapping cultures, records of migration, and also include a wide variety of solar calendars, which illustrate human interaction with the landscape and awareness of astronomy (thus the importance of dark night skies). Examples of petroglyphs that are on the National Register of Historic Places include Painted Desert Petroglyphs and Ruins Archeological District, Newspaper Rock Petroglyphs Archeological District, and Puerco Ruins and Petroglyphs.
- The area is a crossroads of trade routes, as evidenced by one of most diverse array of ceramics in the U.S., as well as the presence of marine shell, obsidian, and varied architectural styles.
- The cultural significance of this landscape extends from ancestral peoples through modern day native peoples (Hopi, Zuni, Navajo, and Apache), and relates to concepts of “homeland” and ancestral territory.

Other important resources and values (Historic resources that are not critical to achieving the park’s purpose and significance, but still represent an important continuation of cultural trends identified above and are of national significance.):

- The 35th Parallel Route is listed on the National Register of Historic Places, and roughly follows a prehistoric trade route. Resources include the Beale Camel Trail, the Whipple Expedition route, immigrant routes to California, the Santa Fe Railroad, the National Trails Highway, Route 66, stage stops, and Interstate 40.

- Early tourism and National Monument designation are another important historic theme, which resulted from the travel routes. Important resources include “New Deal” projects of the CCC and WPA, the NPS “Mission 66,” and the proposed Little Colorado River National Heritage Area. Related resources that are listed on the National Register of Historic Places include the Painted Desert Community Complex Historic District and the Painted Desert Inn (also a National Historic Landmark). The Rainbow Forest historic landscape has been determined eligible for listing on the National Register.
- Ranching, as illustrated by the Ortega and Paulsell ranches, is of local importance and contributes to the national story of ranching history. (more information needed to determine significance when new lands are acquired)

The area of Petrified Forest National Park has been a research laboratory for more than 150 years for paleontology, more than 100 years for archeological study, and more recently for other sciences. Research provides opportunities for education at many levels.

Fundamental resources and values:

- Paleontological resources, both in natural setting and in museum collection (described above)
- Archeological resources, both extant (described above) and in museum collection, including extensive type sherd collection
- Archives and historic photographs in museum collection
- History of the sciences of archeology and paleontology – remains of camps, historic collections, archives of journals and field notes, photos; includes work by Muir, Spier, Camp, Hough, Fewkes, Ward, Walker, Ash, Long, Parker
- Access to in situ resources and the museum collection that has made past and ongoing study possible

Petrified Forest National Park provides, on a variety of levels from easy to challenging, unparalleled opportunities for visitors to experience a colorful and scientifically important petrified forest in its natural setting, archeological resources illustrating people living in demanding environments, the expanse, wildness, and solitude of the Painted Desert, and seeing pronghorn and other wildlife of the shortgrass prairie.

Fundamental resources and values:

- Petrified wood deposits in a natural setting (described above)
- Archeological resources (described above)
- Designated wilderness (described below)
- Shortgrass prairie ecosystem (described above)

The exceptionally clear air and expansive, colorful landscapes at Petrified Forest National Park create distinctive scenic vistas.

Fundamental resources and values:

- Erosional processes that shape the landscape, and geomorphological features including the mesas, buttes, badlands, lava flows, washes, tinajas (described earlier)
- Variety of ecosystems, such as shortgrass prairie, shrub steppe, riparian, and badlands (described earlier)
- Cultural landscapes
- The renowned, colorful Painted Desert
- Dark night sky
- Visibility - can see over 100 miles, vast, expansive, open, unobstructed views

Petrified Forest National Park is the first National Park to have lands designated as part of the National Wilderness Preservation System, and offers opportunities to experience an unusual variety of resources in an undeveloped setting, as well as exceptional challenge and solitude.

Fundamental resources and values:

- Petrified wood deposits in a natural setting, other paleontological resources, petroglyphs, archeological sites, shortgrass prairie, and the colorful Painted Desert (described above).

- Lack of trails and demanding environment offer challenge and contribute to opportunities for solitude.
- Dark night sky
- Natural soundscape

Set of Primary Interpretive Themes

Story is the communication tool most effective for facilitating an exploration of resource meanings. Societies depend on the power of story to explore, clarify, and share ideas, meanings, beliefs, and values that collectively constitute culture. Story is at the heart of human interaction and, consequently, at the heart of heritage interpretation.

Parks develop a set of overarching stories to organize the largest-scale ideas and meanings related to the park's resources. These stories are called *primary interpretive themes*. The set of themes is developed to fully capture, and express in story format, the content of the park's entire set of significance statements. The set is complete when it provides opportunities for people to explore and relate to *all* of the significance statements.

While subject to change or revision, and those changes will supersede the current set of interpretive themes included in this writing, 6/23/06, are:

A — With one of the largest and most colorful deposits of mineralized wood in the world, as well as a globally significant fossil record of early Mesozoic plants and archosaurs, the Petrified Forest elicits a sense of wonder and discovery that invites enjoyable learning.

B — The richly fossiliferous exposures of the Late Triassic Chinle Formation in Petrified Forest National Park constantly yield new specimens, new data, and new knowledge of the past that continually enrich our understanding of the world in which we live.

C — The evocative scenic vistas of Petrified Forest National Park compel contemplation of the connections between self, place, and time.

D — The continuing importance of the park's heritage resources to associated people – the abundant evidence of use and occupancy in what might seem to some as an uninhabitable land – offers opportunities to explore the powerful and complex concept of “homeland.”

E — The recovering remnant of native grassland and steppe protected in Petrified Forest National Park invites contemplation of the value of parks as places of refuge, healing, and rejuvenation.

STRATEGIC EVALUATION OF THE SALES LINE

(See Appendix B: Product Spreadsheet)

The strategic evaluation process enables strategic improvement and in-depth analysis of an association's sales line. The sorting of the spreadsheet provides an easy, direct way to examine the degree to which the sales operation is assisting the widest range of audiences in the understanding and exploration of the primary interpretive themes. It is important for both partners to remember that the selection of specific sales items will also be influenced by the association's need to accommodate the realities of profitability, security, stock storage, and time criticality.

THEMES, AUDIENCES, AND SERVICES

These definitions provide an overview of the considerations in reviewing the sales line and each sales item according to the primary interpretive theme(s) it addresses and the audience(s) it serves. The purpose is to effectively review the availability of items to meet each of the addressed areas when possible, as well as to identify areas in which other products could be considered for addition to the sales line offering or produced for a site-specific need.

Themes. These are the primary interpretive themes stated in the Comprehensive Interpretive Plan. “Orientation and Visitor Safety Information” and “National Park System and National Park Service Mission” are also included

as universal subjects for all parks. Note that visitor convenience items, sold under a concession permit, are a separate class of sales items that are not related to a park's interpretive themes and so are not part of this evaluation process.

Audiences. These are the audiences for which strategic interpretive planning crafts distinct communication strategies; they are also stated in the Comprehensive Interpretive Plan. Marketing considerations may suggest additional audiences. These may vary from park to park but should include the audiences for which distinct interpretive services are needed.

Services. In the first and best sense, association sales items are really interpretive services that visitors to the park (and others in the case of mail order sales) can purchase, use in the park, and take home with them. Note that a given sales item can appear in more than one cell on the table if it interprets more than one theme and/or serves more than one audience.

Media types and price points

A second level of analysis of the sales line is a review of category, media type, price point or other desired aspect. This analysis allows strategic design or choice of products to appeal to the widest range of audiences by assuring variety of product types and price points.

Media types. A variety of media are offered for sale to accommodate different tastes and learning styles. Examples of media types offered by a cooperating association are cited below. Other categories may evolve to expand this list.

- Books
- Graphic arts (posters, prints, and similar items)
- Electronic media (CD-ROMs, video tapes, DVDs, audio tapes, and similar items)
- Thematic items (replicas, models, handicrafts, puzzles, and similar items)

Price points. Ranges of price point categories may also vary according to audiences. Example categories include:

- Less than \$2.00
- \$2.00 to \$4.99
- \$5.00 to \$9.99
- \$10.00 to \$50.00
- More than \$50.00

SUGGESTIONS FOR IMPROVING THE SALES LINE

Annual reviews of the entire product sales line are conducted to monitor and track the performance of each item, determine its value to the sales line and determine sales line needs based on the criteria provided above. The spreadsheet file of the entire product line can be manipulated, searched, sorted, and reviewed to accommodate any desired result, (i.e., theme coverage, media type, price point, or combinations thereof.)

The strategic review is an ongoing process, but at the time of this writing the review provided the following insights:

- Noted deficiencies within the product line were due to lack of available material to fill the specific theme, subject, or price-point. (This review noted the following deficiency: Triassic materials for our prehistoric archosaurs. Due to the limited materials available to interpret these themes and ideas often require stepping outside the Triassic into the Jurassic with titles or items that speak to the concepts or processes that are common to either eras or the field of Paleontology for our park visitors.)
- Additional deficiencies in desired theme coverage also fit within the "unavailable" category. The production of suitable material within the subject would probably not sell in enough volume to recoup the costs involved in their production. Alternative solutions, booklets, pamphlets, or site bulletins may provide lower cost approaches to covering specialty fields within the themes.
- Noted non-producing titles that can be replaced with titles to bolster the interpretive line-up, re-energize the line-up and potentially draw additional revenue.

- Demonstrated that almost 58% of our sales come from our Top 50 products; 73% from our Top 120 products.
- Demonstrated that the PFMA-produced products have come to dominate the Top 50 products.
- Allowed for top selling non-PFMA-produced products to be reviewed for potential of being PFMA produced for the benefit of the park, PFMA, sales and return. These items have proven sales track records, proven visitor desire and appeal, and can be produced by PFMA to retain a greater portion of the proceeds within the park.
- The review demonstrated or reinforced the associations interest and desire for carrying certain products, such as Petrified Forest National Park and Painted Desert “branded” items, ranging from “T-Shirts” that include interpretive wrap and qualify as association sellable items, to books, calendars, postcards, magnets, medallions, pins, patches, videos, posters, puzzles and so on. Ongoing review of this line should continue to identify and target additional core items to produce and carry.
- The review of sales indicated areas of extreme interest and popularity, such as Route 66 and “dinosaurs”.
- The review of sales indicated the affects of park environment, such as strong blooming years produce large sales in flower books.

Selection Process and Criteria for Specific Sales Items

Parks and associations cooperate in suggesting and evaluating specific items proposed for sale. Some partners discuss the merits of specific items in face-to-face meetings, though most develop a simple evaluation form to expand and document the process. No standard evaluation form exists, but evaluation criteria should include considerations such as:

- **Appropriateness:** How well does this product interpret park themes and serve audiences? Is this product sensitive to the culture(s) it represents or interprets?
- **Quality:** How well does the product provide opportunities to explore the park’s themes? What is the level of craftsmanship or workmanship involved?
- **Accuracy:** Does the product reflect the best scholarship and knowledge?
- **Value:** Is the product a good buy for the customer at the suggested sales price?
- **Currency:** Is the product up-to-date?
- **Authenticity:** Special concerns regarding craft items are described in DO-32:

3.5.3d Craft items represented as being Indian-made shall be sold in accordance with the Indian Arts and Crafts Act of 1990 (Public Law 101-644 [104 Stat. 4662], 11/29/90.)

Public Law 101-644, states that it is unlawful to offer or display for sale or sell any good, with or without a Government trademark, in a manner that falsely suggests it is Indian produced, an Indian product, or the product of a particular Indian or Indian tribe or Indian arts and crafts organization, resident within the United States. The law allows severe penalties for individuals or organizations found to be in violation of the law.

Associations offering a product for sale as American Indian artwork or handcraft should confirm that the person who made it is a member of an Indian tribe. Associations that deal directly with the producer could retain a copy of the tribal document which acknowledges their membership, or at least note the artisan’s tribal enrollment number. Associations that deal with intermediaries would be wise to have the intermediary guarantee that the item was produced by a member of an Indian tribe.

Associations can request a copy of P.L. 101-644 from the: *Indian Arts and Crafts Board, Room 4004, Main Interior Building, 1849 C Street, NW, Washington, DC 20240, telephone (202) 208-3773.*
- **Advertising:** Is it secondary or incidental to interpretive value?
- **Prohibition regarding sale of original objects:** Are replica items clearly labeled?

Petrified Forest Museum Association current sales item review process:

Petrified Forest Museum Association currently submits review items in lots of up to 15 items per review, (unless a higher volume needs to be addressed.) Arrangements are made with our park partner in advance for the review – as in following a trade show and for seasonal product build-up. The items are reviewed by the park for park approval of appropriateness of the items for sale by the association based on the established themes, subject matter, and/or if it directly conflicts with concessionaire contractual rights. The review period may take 30 days or more for final determination. The process conforms to Director’s Order #32.

Consideration is given to our relationship with the park's concessionaire and their contracted rights. PFMA reserves its rights to carry any item that it has the authority to do so within the bounds of Director's Order #32 on the basis of it having interpretive or educational value, fit within the established themes and objectives of the park, and is not specifically restricted from carrying due to concessionaire "preferential rights" as detailed in their contract. Current sales line decisions to accommodate an optimum working relationship with our parks concessionaire but should not be considered by our park concessionaire to constitute precedence.

While various authors, publishers, producers, and vendors will continue to desire the placement of their product within PFMA's sales line – a clear division of entities and rights are hereby noted and invoked to eliminate unnecessary and undue process in responding to such requests. The National Park Service reviews and approves items considered for sale by the association within the park – and all items placed for sale within the park by the association must be park approved. To eliminate vendor, publisher, supplier, or author confusion, the decision to carry any park approved item is expressly reserved and held by the association. Approval based on content or acceptability by the park does not guarantee that the association will carry any product from any vendor as we are an independent, non-government, non-profit 501(c)3 corporation and entitled to operate our business activities as we see fit. PFMA is separate and apart from the National Park Service and/or the United States Government.

APPENDIX A

ARTICLES OF INCORPORATION

PETRIFIED FOREST MUSEUM ASSOCIATION, INC

KNOW ALL MEN BY THESE PRESENTS:

That we, the undersigned, having associated ourselves together for the purpose of forming a corporation under and by virtue of the laws of the state of Arizona, do hereby associate ourselves as a benevolent body corporate and do hereby adopt the following Articles of Incorporation:

ARTICLE ONE: The name of this corporation is: PETRIFIED FOREST MUSEUM ASSOCIATION, INC.

ARTICLE TWO: The names, residences and post office addresses of the incorporators are:

Name	Residence	Post Office Address
Charles E. Humberger	Petrified Forest National Park	Petrified Forest National Park Holbrook, Arizona
Charles H. McCurdy	Petrified Forest National Park	Petrified Forest National Park Holbrook, Arizona
Lloyd C. Henning	Holbrook, Arizona	P. O. Box 790 Holbrook, Arizona

ARTICLE THREE: The principal place of business of this corporation shall be the Petrified Forest National Park, Holbrook, Arizona, but such other offices may be established and maintained within and without the state of Arizona as may be established by the Board off Directors.

ARTICLE FOUR: The objects and purposes of this corporation are related to the Petrified Forest National Park, its surrounding area and to all areas administered by the National Park Service. The reference in these Articles of Incorporation to the Petrified Forest National Park shall be construed to include the area surrounding said Park and all areas administered by the National Park Service. The objects and purposes are:

- (1) To stimulate, encourage, promote and develop the scientific, educational, literary, historical, recreational and interpretive activities of the National Park Service and the members of the corporation;
- (2) To advance knowledge and learning;
- (3) To collect, preserve and disseminate scientific information and stimulate and encourage research through the interchange of ideas, lectures, instruction, publications and all other means designed to stimulate interest in the sciences, education, literature and history;
- (4) To assist in developing, improving and increasing the facilities and services of the Petrified Forest National Park to serve the general public and to advance the purposes and objects of the corporation.

ARTICLE FIVE: The corporation shall have the following powers for any of the purposes of the corporation, but not for pecuniary profit:

- (1) To take, own, hold, deal in, mortgage or otherwise give liens against and to lease, sell, exchange, transfer or in any manner whatever, dispose of real property within and without the state of Arizona, wherever situated;
- (2) To build, purchase, obtain by devise, gift or otherwise, any and all real and personal property within and without the state of Arizona, wherever situated;
- (3) To enter into, make and perform contracts of every kind for any lawful purpose, with any person, firm, association or corporation, municipal body politic, country, territory, state, government or colony or dependency thereof and any political subdivision thereof; to the limit established by the by-laws, to draw, make, accept, endorse, discount, execute and issue promissory notes or other evidences of indebtedness of a corporation, whether secured by mortgage or otherwise, in so far as may be permitted by law;

(4) To the limit established by the by-laws, to borrow or raise monies, to draw, make, accept, endorse, discount, execute, pledge, issue, sell or otherwise dispose of promissory notes, drafts, bills of exchange, warranties, bonds, debentures and other instruments, whether negotiable or non-negotiable, transferable or non-transferable, and evidences of indebtedness, whether secured by mortgage or otherwise, as well as to secure the same and all obligations arising therefrom, in whole or part, by mortgage or otherwise, either alone or jointly with any other person or corporation; to confer upon the holders of any of its obligations such powers, rights and privileges as from time to time may be deemed advisable by the Board of Directors; to loan money with or without collateral or other securities;

(5) To acquire, collect, purchase, preserve, prepare, sponsor, publish, sell, exchange and otherwise disseminate information, data, books, pamphlets, maps, documents and other materials, whether written, printed or recorded, in any way related, historically or otherwise, to the Petrified Forest National Park;

(6) To acquire, collect, purchase, preserve, prepare, assemble and exhibit, sell, exchange and otherwise deal in artifacts, specimens, goods, merchandise, property and all material things in any way related, historically or otherwise, to the Petrified Forest National Park;

(7) To operate a library and museum, a building and an institution to advance the objects and purposes of the corporation and to exhibit all thin as will interest, amuse and instruct;

(8) To act without profit as trustee of a trust or trusts formed, established and maintained for purposes similar to those of this corporation.

It is the intention that each of the objects, purposes and powers specified in each of the paragraphs of this and the preceding article shall, except where otherwise specified, be nowise limited or restricted by reference to or inference from the terms of any other paragraph or of any other article, but that the objects, purposes and powers, the enumeration of specific purposes and powers shall not be construed to restrict in any manner the general terms and powers of this corporation, nor shall the expression of one thing be deemed to exclude another, although it be of like nature. The corporation shall have power to do and perform and cause to be done or performed each, any and all of the acts and things above enumerated and any and all other acts and things in so far as the same may be incidental to or included in any or all of the general powers given, and carry on any other lawful business whatsoever which may appear to the corporation capable of being carried on in connection with the above, or calculated directly or indirectly to promote the interest of the corporation, the corporate business, or to enhance the value of its properties; and to have, enjoy and exercise all the rights, powers and privileges which are now or which may hereafter be conferred upon corporations organized under the statutes of the state of Arizona. In the furtherance of the general objects and purposes for which this corporation is formed, to do and perform such acts and things as a natural person might or could do and to do each and every thing necessary, suitable and proper for the full accomplishment of the purposes and powers herein enumerated and which from time to time appear necessary or expedient for the protection or benefit of this corporation.

ARTICLE SIX: This corporation is not organized for pecuniary profit. No part of any of its not earnings shall inure to the benefit of any member, director, or individual. In the event of the dissolution of this corporation, or in the event it shall cease to carry out the objects and purposes herein set forth, all the business, property, and assets of the corporation shall go and be distributed exclusively for scientific and educational purposes to such nonprofit associations, foundations, corporations or governmental entity as may be selected by the Board of Directors so that the business properties and assets of this corporation shall be used for and devoted to the purposes for which it is formed.

ARTICLE SEVEN: No capitol stock shall be issued and no dividend shall ever be paid.

ARTICLE EIGHT: The conditions, qualifications and regulations of membership and the rights and other privileges of the members shall be determined and fixed by the by-laws.

ARTICLE NINE: The private property of the members, officers and directors of this corporation shall become and is hereby made forever exempt from all corporate debts and liabilities of every kind whatsoever.

ARTICLE TEN: The time of commencement of this corporation shall be the day of the issuance to it of a Certificate of Incorporation by the Arizona Corporation Commission. It is desired that the corporation be perpetual; but pursuant to law, its term shall be twenty five (25) years from commencement, with the privilege of renewal as provided by law.

- The Chairman, who shall preside at all meetings governed by Roberts Rules of Order, who may appoint non-voting additional ex-officio and advisory members to the Board, and fill unexpired vacancies of the voting members of the Board, by appointment.
- The Vice Chairman, who shall preside in the absence of the Chairman and shall succeed to the office of Chairman in the event of vacancy in that office.
- The Secretary/Treasurer, who shall serve at the will of the Board.

Section 4. Recognize that Service employees may not serve on Association Boards, even in an ex-officio capacity, but may, through a separate “Memorandum of Agreements”, serve as Advisors to the Board.

Section 5. A Majority of the voting members of the Board shall constitute a quorum for the transaction of all business.

ARTICLE III, FISCAL AFFAIRS

Section 1: All funds shall be deposited in the name of the corporation in such bank or banks as the Board shall determine.

Section 2: Except for petty cash, disbursement of all funds shall be by check only, signed by the Executive Director and countersigned by any Board member. In the absence of the Executive Director, all checks shall be co-signed by two Board members,

Section 3: A petty cash fund, in the amount set by the Board of Directors, shall be administered by the Executive Director. The petty cash shall be reimbursed by check only upon voucher supported by receipts for each and every expenditure therefrom.

Section 4: No expenditure exceeding three hundred dollars (\$300.00) shall be made without prior approval or action of the Board, except for normal replenishment of sales stock.

Section 5: The corporation shall operate on a fiscal year commencing October first. The books and accounts shall be audited annually as soon as possible after September 30th by a Public Accountant selected by the Board. The Certificate and Report of the Auditor shall be a part of the Executive Director’s annual report.

Section 6: No officer, agent, employee or director of the corporation may participate in, the corporation may not lend any part of its income or assets without receipt of adequate security and a reasonable rate of interest to, the corporation may not pay any compensation in excess of a reasonable allowance for salaries or other compensation for personal services actually rendered to, the corporation may not make any part of its services available on preferential basis to, the corporation may not purchase securities or any property for more than adequate consideration and money or money’s worth from, the corporation may not sell any part of its assets for less than an adequate consideration in money or money’s worth to, the corporation may not engage in any transaction which results in the diversion of its income or assets to, an incorporator, director or any person who has made a substantial contribution to the corporation, a member of the family (brothers, sisters, whole or half-blood, spouse, ancestors and lineal descendants) of an incorporator, director or any person who has made a substantial contribution to the corporation, or to a corporation or an entity controlled by an incorporator, director or such contributor through the ownership, directly or indirectly, of fifty per cent (50%) or more of the total combined voting power of all classes of stock entitled to vote, or fifty per cent (50%) or more of the total value of shares of all classes of stock of such corporation or entity.

ARTICLE IV, EXECUTIVE DIRECTOR

Section 1: The Executive Director shall not be an employee of the National Park Service. He or she shall serve at the will of the Board of Directors, subject to its control and

- Shall be custodian of the records, files, accounts, property and inventory of the corporation;
- Shall execute and carry out the policies and directives of the Board;
- Shall employ, supervise and dismiss such employees as the Board shall determine necessary to carry on the business and activities of the corporation;
- Shall attend all meetings and keep a record of all proceedings;
- Shall receive all funds of the corporation;
- Shall prepare and submit to the Board, prior to the annual meeting, a financial report of the preceding fiscal year together with a report of the activities and accomplishments of the corporation during said period.

Section 2: All salaries, benefits, job qualifications, duties and descriptions shall be determined by the Board.

ARTICLE V, ANNUAL MEETING

The annual meeting of the Petrified Forest Museum Association, Inc. shall be held in February of each year at a time and place to be designated by the Chairman. The Association board of directors will notify the Service of board meetings and will invite appropriate Service representatives to board meetings. Special meetings may be called at any time by the Chairman or a majority of the Board of Directors. Notice of special meetings shall be given by telephone or by mailing written notice thereof to each director not less than one week prior to the meeting date.

ARTICLE VI, AMENDMENT

These by-laws may be amended, added to or repealed by majority vote of the Board of Directors at any meeting, or by mail vote; provided that no such action shall be valid unless the proposed amendment, addition or intention to repeal is set forth in writing in the timely notice of said meeting.

ARTICLE VII, DISSOLUTION

Upon dissolution of the Petrified Forest Museum Association, Inc., the winding up of its affairs and payment of all just claims against it, all of its properties and assets shall accrue to and be vested in the National Park Trust Fund and/or its successor, in Trust for the benefit of the Petrified Forest National Park.

Edwin R. Powell, Walter S. Carpenter, Paul Barger, Barbara DeSpain, William Jeffers, Jr.
Amendments Approved September 3 , 1999.

APPENDIX B

PRODUCT SPREADSHEET

A hardcopy of the primary core of sales items spreadsheet should be printed and be a physical part of the document, while the spreadsheet file can be utilized for additional sort, review and analysis of its contents. Annual reviews of the entire product sales line are conducted to monitor and track the performance of each item, determine its value to the sales line and determine sales line needs based on the criteria provided above. The spreadsheet file of the entire product line can be manipulated, searched, sorted, and reviewed to accommodate any desired result, (i.e., theme coverage, media type, price point, or combinations thereof.)